

The Impact of Leadership Styles Among UAE Municipalities Employees

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ABSTRACT

Purpose: This research examines the impact of four leadership behavior styles; directive, supportive, participative, and achievement-oriented. These four leadership behavior styles are retrieved from the Path goal theory, which considers the employee motivation determinants by the expectancy theory.

Design/methodology/approach: The association between the leadership styles and behaviors suggested by the Path goal theory with employee motivation lacks the role of the entrepreneurial mindset factor, which stands on the thinking that enables the employee to overcome challenges, be decisive, and accept responsibility. This research tests the mediation effect of the entrepreneurial mindset factor to fill this gap and contributes significantly to the knowledge of leadership behavior styles. The study also validates the proposed conceptual framework using structural equations modeling, then uses smart PLS with the data collected from 341 employees from the UAE municipalities to test the constructed hypotheses of this research.

Findings: 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. The mediation effect of the entrepreneurial mindset factor, there was a mediation of entrepreneurial mindset for the relationship between directive style and employee motivation. There is 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.

Research limitations/implications: The employees must be appreciated verbally or in writing for their activities in the municipalities to increase their powers and responsibilities and to provide training and career development opportunities. These are the primary leadership motivational factors that provide employees with psychological and social support rather than economic benefit. It can be stated that psycho-social motivation ties employees more. The findings can assist managers in determining which type of leadership style is most suitable in terms of outcomes, as well as how they can adjust their leadership styles to make them more successful and result-oriented.

Originality/value: This research can be the first local empirical research to evaluate the organization's performance relationship between leadership behavior styles and the UAE municipality employees' motivation through an entrepreneurial mindset.

Keywords: Leadership Behavior Styles, Employees Motivation, Entrepreneurial Mindset, UAE

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I. Introduction

Leadership is vital to ensure the quality of an organization's performance as it directly influences decisions and actions that enable changes in a work environment. Capable leaders with a good number of opportunities and motivation would have the capacity to lead the organization to the path of excellence. Slimane (2019) described leadership as forming a group of individuals to achieve one common objective where an individual has the capacity to influence others to work together to accomplish a specific task. Leaders are perceived as individuals responsible for determining the success of the organizations as they could be the ones encouraging or constraining the organizations' innovation management (Bel, 2010, as cited in Łukowski, 2018; Widya 2022). The decisions made by the leaders would influence the execution of innovation projects, and any form of failure reflects ineffective leadership. Undoubtedly, leadership is significant in employee management (Nguyen et al., 2018) as it is vital in enhancing an organization's vision (Abudaqa et al., 2020).

Furthermore, leadership also introduces and spearheads innovative developments (Bhargavi & Yaseen, 2017), implement advanced ventures, and assists in overcoming conflicts (Gilley et al., 2018). Considering the above, most of the providers and practitioners in the UAE employ the term leadership development because their programs mainly center on developing skills, knowledge, abilities, and talents associated with leadership roles. In this regard, leadership development delves into honing interpersonal effectiveness and competence. Consequently, most of the leadership development programs in the UAE are mainly centered on human development that focuses on young people (Al Sahi et al. (2016). According to Alonderiene and Majauskaite (2016), leadership development for young people refers to inspiring adolescents, secondary, college students, and other young people into desired leadership activities, experiences, and formal and informal programs using different leadership development tools over a certain

period. Regardless, the diversity in leadership programs in the UAE shows the diversity in prominent definitions of leadership worldwide.

It is a good idea to involve youth in leadership and decision-making primarily because of their advantages - energy, passion, newer ideas, fewer qualms and opinions, etc. They also learn more from experiences and could set the standard for their peers. They are concerned about their development and will work towards the cause with even more fervor. They focus on driving change and development and improving lives (Asrar-ul-Haq & Kuchinke, 2016). They do not have familial obligations and can entirely concentrate on the task at hand. It also helps adults see their position and improve; it helps them have a fresher perspective and break out of their shells. Bringing in youth can also strengthen the community and offer better ways to serve people.

Asian countries were recognized for their achievements (Rehman & Raoof, 2010). The banking industry is becoming increasingly competitive. The relevance and problems of this industry have grown in recent years due to the strong strain on the UAE economy and shifting monetary policies. Long work hours, stress, employee disengagement, job discontent, and frequent turnover have all exacerbated banks' need for effective leadership (Xin & Choi, 2020).

To continue growth and attain more essential goals, bank executives must first comprehend the issues and devise solutions to please, retain, and encourage people to go above and beyond. In other words, it requires branch-level leadership to achieve organizational objectives efficiently and effectively. Leaders must inspire their people to go above and beyond to accomplish more significant goals. Furthermore, current leadership (managers) should embrace leadership styles that enhance subordinates' contentment, efforts, and performance. According to the Full Range of Leadership (FRL) model developed by Bass and Avolio (1994), the most effective leadership styles for motivating subordinates, influencing their behaviors and attitudes, and improving performance are transformational and transactional leadership styles when used together. Even though the FRL model

has been verified in various scenarios to assess the influence of both transformational and transactional leadership styles, s have yet to come to any definitive conclusions about which leadership styles should be utilized in which situations. It might be due to a cultural difference (organizational and national). Leadership differs in every culture (Bhagat & Steers, 2009), and various leadership styles are regarded differently in different situations. As a result, there is a pressing need to investigate this idea in the context of the UAE to assess the universality of the Full Range Leadership model.

The entrepreneurial mindset is the growth mindset that allows the individual to see opportunities, provide solutions, overcome obstacles, and develop implementation strategies (Constable, 2021). Creativity, innovations, and the capability to think out of the box are very much needed by many corporations to grow, succeed and survive in the competitive environment. However, some studies have been conducted concerning the effect of an entrepreneurial mindset on the employees' behaviour or work performance such as Agyapong, et.al (2021) and Utami and Oetomo (2020). Agyapong, et al. (2021) explored the relationship between entrepreneurial behavior, entrepreneurial mindset, and performance. Their study found that an entrepreneurial mindset affects the entrepreneurial behavior which drives performance.

II. Literature Review

Most of the leadership practices employed in the UAE are similar to those used in other countries. For instance, the UAE employs coaching almost at the same level as Scotland. Similarly, the region employs the 360-degree practice mostly in government organizations compared to private organizations, which is the same in Scotland's case. Both countries also find the 360-degree practice vital because it directly recognizes the variance across sources and

gifts the opportunity to see different aspects of a person's behavior and performance. Mohd Adnan and Valliappan (2019) also mention mentorship as the common practice employed by UAE. The author states that in this regard, leadership development is achieved by matching an individual's assignments with his/her developmental needs. Other practices the author notes are common between UAE and other countries include networking and action learning. A particular leadership style drives the leaders to behave in the most compatible way with their environment and the members, influencing them to contribute their efforts for a desired work (Javed et al., 2017). In the United Arab Emirates, various factors influence public and private sector organization leaders. These factors contribute to their styles of leading their members and help them succeed. These factors may involve the position at the workplace, the power associated with the role, the experience of the leader, expertise and knowledge, charismatic power, age, gender, and many more, including various demographic factors also.

Andersen et al. (2016) researched leadership and motivation in the Coomultrup LTDA cooperative in Pamplona, Norte de Santander. Whose object of study was to establish and determine the degree of influence of the leadership of Coomultrup Ltda. Cooperative, compared to evaluating the motivational factors of the employees of Norte de Santander. This is due to the fact that bosses are more traditional and are focused on the distinction of achieving the desired results from the collaborators. This scientific deliberation, along with the current observational proof, contributes to the following theory:

H1: Directive style has significant effect on employee motivation in the municipalities of the UAE.

Maryam Al-Sada et al. (2017) researched leadership and its relationship with outcome variables: a comparative structural model between transformational and transactional leadership in an entertainment company in Mexico. The objective of this research was to establish the influence of transformational

and transactional leadership elements on outcome variables with middle-level management personnel of entertainment business. For this research, a descriptive correlational methodology was assumed, based on a survey instrument to collect data from a sample of 100 managers, which gives us a significant level of reliability since they were obtained as a result that if there is A relationship of the variables, the most striking is the extra effort of the managers. This theoretical discussion and debate, along with the current empirical proof, leads to the following hypothesis:

H2: Supportive style has a significant effect on employee motivation in the municipalities of the UAE.

Graves and Sarkis (2018) carried out the research Leadership and motivation, highlighting that the action aimed at the objective of this research was to establish the influence of the leadership of the inspectors in the motivation of the sellers of the Mariposa CBC distributor, located in the city of Quetzaltenango. The methodology used by the researcher was quantitative and descriptive. The research sample was carried out on the company's workers the sales team (47 supervisors and eight salesmen), made up of men between 20 and 50 years old. Success depends on the progress of the corporation's sales, which they achieved with achieving the objectives set. The instrument they used was the questionnaire. The results revealed that the main source of a distribution company is the economic income the sellers are in charge of. For the income to be in the positive margin, it has to go hand in hand with a good leader in the corresponding area. This group of sellers will be the one who seeks adequate communication between the supervisor and the collaborator, maintaining trust and respect within the workplace and improving their professional performance.

To conclude, it was verified that supervisors positively influence leadership towards their work team and positively affect work motivation. Each subordinate expressed their responsibility to their organization, and the aspirations to increase their

performance continued to improve the effective way of working that the organization had maintained with a high degree of excellence (Seo,2022). This scientific discussion and debate, along with the current observational proof, contributes to the following hypothesis:

H3: Achievement-oriented style has a significant effect on employee motivation in the municipalities of the UAE.

Heystek and Emekako (2020) investigated the influence of leadership styles on the levels of job satisfaction of the employees of the Municipal GAD of Loja; the research aimed to establish the degree of leverage of the different leadership styles in the levels of job satisfaction of the employees of the Municipal GAD of Loja. For this research, a random probabilistic methodology was assumed since they were applied to a stratified sampling, segmented by 14 departments, making a total of 134 employees; for data collection, two survey instruments were used for those in charge of the department, to identify the leadership style that stands out in each of the employees and to know the levels of job satisfaction they had concerning their managers. Regarding the results obtained from the present investigation, the employees are moderately satisfied with the predominant mechanical leadership styles that do not contribute to the organization's objectives, affecting the employer to carry out their work in their corresponding times. At the same time, other leaders try to maintain an employee-friendly environment. This theoretical analysis and current scientific data led to the following hypothesis:

H4: Entrepreneurial mindset has a significant effect on employee motivation in the municipalities of the UAE.

According to Abu Nasra and Arar (2020), participative style significantly affects employee motivation. Motivated human resources are key for the company to achieve the objectives set; a way of defining leadership is "the art of making others work in a committed, satisfied, and happy way in pursuit of the objectives set by the company". The greater the knowledge

managers have about human behavior, the greater their ability to motivate, monitor, and satisfy the requirements of their employees so that they can dedicate themselves to working in accordance with their values and the objectives and values of the organizations for those who work (Addo & Dartey-Baah, 2020).

Afsar and Umrani (2020) found that the participative style significantly affects employee motivation. Reciprocity between people goes much further than hierarchical obedience. The degree of cooperation, effort, and enthusiasm people put into developing a task is closely related to their level of personal involvement. For this reason, in order to successfully lead an organization, the leader should consider it important, in addition to the company's objectives, to know the personal interests of the people who work with him (Afshari, 2022; Ahmed et al., 2018). Building relationships requires time and effort; it involves understanding why others act the way they do and what underlying values determine their actions. Work openly to understand the decision-making process, both formal and informal. Leaders' authority stems from their behavior and character, not so much from their position. It is important to create a team. In the same way that it is impossible to create music with a single note, combining different musical notes is necessary. One of the leader's missions is to encourage people with different backgrounds and opinions to work together toward a common goal, seeking unity through diversity (Akkaya & Üstgörül, 2020; Al Harbi et al., 2019). This theoretical analysis and current scientific data led to the following hypothesis:

H5: Participative style has significant effect on employee motivation in the municipalities of the UAE.

Aftan and Hanapi (2018) Empirical study confirmed that there is a significant impact on entrepreneurs' behaviours considering risk-taking propensity and others, unlike initiative (pro -activeness) on business growth of SMEs context (Ummah, 2019). Hussain et al (2015) recommended that SMEs should adopt

the entrepreneurial orientation mindset in order to attain sustainable competitive advantage and superior performance. AbdulAziz et al (2014) found that entrepreneurial orientation significantly positively affects business performance considering factors such as innovation, risk-taking, pro-activeness, decision-making, methods, and practices. Entrepreneurial orientation is important for the business's success provided that managers/owners exhibit more innovativeness, assuming risk and using seeking information to be proactive. Correlation analysis by Ajor and Joy (2020) revealed a significant positive relationship between the risk-taking mindset and organizational sustainability. In another research considering 0.05 significance level using regression analysis in a holistic approach, an entrepreneurial mindset positively affects the performance of SMEs (Asenge et al., 2018). In some items, there is an inconsistency in finding and considering identical dimensions. For instance, in examining the influence of entrepreneurial orientation on firms' performance, Ibrahim and Abu (2020) confirmed that pro-activeness, risk-taking, and autonomy are positively and significantly related to business performance, but competitiveness was positive but insignificant. This implies the contribution of competitiveness is less to the performance of SMEs. In a contrary quantitative study by Kraus et al. (2012) showed that pro-activeness is significantly and positively associated with business performance. This theoretical analysis and existing relevant literature led to the following hypothesis:

H6: Entrepreneurial mindset significantly mediates the relationship between directive style and employee motivation.

Studies (Dipboye, 2018; Echebiri & Amundsen, 2021; Elkhwesky et al., 2022; Gabel Shemueli et al., 2021) claim a significant interrelationship amongst entrepreneurial mindset, supportive style, and employee motivation. They know the nature of people, arouse passion among them, and form people capable of leading themselves, especially in times of tension and pressure. For this reason, the coherence between

his words and deeds is a quality that helps reduce these moments of stress. Stimulus-response style motivation works whenever the stimulus is first developed; Herzberg makes an analogy, saying that motivation is like a battery that must be constantly recharged to work. The leader's challenge is not to constantly recharge the batteries of his employees but to install a self-recharging generator in each one of them so that they are the ones who are motivated (Leitão et al., 2022). It is convenient to talk to people and explain clearly what is expected of them and what needs to change for the company to function properly. It is important to spend time creating expectations (Khan et al., 2020). One of the managers' jobs is to get employees to do the right things and to do them right; for this, they must be trained to motivate them, which is an easy matter to say but difficult to implement. Using authoritarianism as a mechanism to get people to do what we want them to do is less and less efficient. Employees treated in this way will look for new job opportunities at the first moment they can because they do not feel respected or recognized (Le et al., 2021; Lee et al., 2022). As suggested by previous empirical studies. This theoretical analysis and existing relevant literature led to the following hypothesis:

H7: Entrepreneurial mindset significantly mediates the relationship between supportive style and employee motivation.

Previous studies (Maamari & Saheb, 2018; Mahmood et al., 2019; Mickson & Anlesinya, 2020) confirmed the direct effect of achievement-oriented style and employee motivation. Meanwhile, other studies (Morkevičiūtė & Endriulaitienė, 2020; Mutha & Srivastava, 2021; Nguyen et al., 2021) confirmed the direct effect of achievement-oriented style and entrepreneurial mindset. Furthermore, (Nguyen et al., 2022; Ohemeng et al., 2018) found that an entrepreneurial mindset significantly affects employee motivation. In this regard, A company requires a formal organization for its proper performance, and authority is the primary means to exercise administrative control; the structure of the company is a hierarchy

of authority relationships (the ratings below and above are references to a scale of authority). A few decades ago, the use of authoritarianism as a means of control was more accepted, and the threat of dismissal was used as a means to obtain results from people. This theoretical analysis and existing relevant literature led to the following hypothesis:

H8: Entrepreneurial mindset significantly mediates the relationship between achievement-oriented style and employee motivation.

According to Ouakouak et al. (2020), leading is one of the keys to an effective manager. It should also be clear that the execution of those essential aspects of management (the performance of a complete managerial task) has an important bearing on ensuring that managers are influential leaders. Managers must exercise all elements of their role in order to combine human and material resources to achieve desired group goals (Palalic & Ait Sidi Mhamed, 2020; Puni et al., 2021). The key to making this combination is the existence of a clear role and a certain degree of authority or freedom to support the actions of the groups. The essence of leadership is following; it is the willingness that people have to follow someone that makes a person a leader. Furthermore, people tend to follow those they believe will provide them with the means to fulfill their own desires, aspirations, and needs (Shareef & Atan, 2019).

Relevant to the number of previous studies, Fayolle and Linan (2014); Akmaliah et al. (2016) pointed out the notion of entrepreneurial mindset as a certain of mind that orientates individuals' behavior toward activities and outcomes related to entrepreneurship. Additionally, those scholars also argued that the entrepreneurial mindset is closely linked with how an individual thinks or states of mind (conscious or subconscious) or the perspective through which one sees the world, influencing one's tendencies for entrepreneurship and success in these activities. Solesvik et al. (2013) reported that entrepreneurial education enacts an essential role in enhancing the entrepreneurial mindset. Shepherd et al. (2010) support this view and have verified that the

entrepreneurial mindset offers potential insights into the several outcomes and circumstances necessary for entrepreneurial studies. This theoretical analysis and existing relevant literature led to the following hypothesis:

H9: Entrepreneurial mindset significantly mediates the relationship between participative style and employee motivation.

Based on the theoretical discussion and previous literature that debates the relationship between leadership behavior styles and employee motivation, the Path goal theory as an extend of the expectancy theory that attributes the employee motivation to several intrinsic factors. The path goal theory attributes employee motivation to leadership behaviour styles. Four leadership behaviour styles suggested by the Path goal theory, directive style, supportive style, participative style, and achievement-oriented style, were adopted by this research with a potential effect on employee motivation within the UAE municipalities. Considering the role of the entrepreneurial mindset in interpreting the employees' leadership behavior style, which significantly impacts employee motivation, besides the proven effect of leadership behavior styles on the entrepreneurial mindset. Thus, this research adopts this triangulation in designing the conceptual framework of this research, as shown in Figure 1.

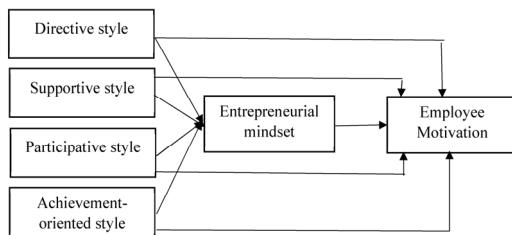


Figure 1. Conceptual framework

III. Data and Methodology

In this research, survey questionnaires are to be used. Saunders et al (2016) state: "The survey strategy allows it to collect quantitative data which it can analyze quantitatively using descriptive and inferential statistics. In addition, the data collected using a survey strategy can be used to suggest possible reasons for particular relationships between variables and to produce models of these relationship". The criteria for including them in the research are that they have to write a letter of consent that they are willing to participate. They should be employed by Municipalities across the UAE. The steps I followed for obtaining my sample population by following a standard way of calculating my sample size, which took into account the population size, confidence level, and margin of error. A confidence level can show the extent to which my results are accurate, while the margin of error can prove the range the survey results fall between if our confidence level holds true. Researchers recommend having a standard survey with a confidence level of 95% and a margin of error of ($e=0.05$). In the current case, the population size is ($N=2,000$), the confidence level 95% and the margin of error is 0.05. Consequently, the sample size is 133.3 (exact calculation). The formula used to calculate the sample size (n) is:

$$\begin{aligned}
 n &= \frac{N}{1 + N(e^2)} \\
 n &= \frac{2000}{1 + 2000(0.05 \times 0.05)} \\
 n &= \frac{2000}{1 + 2000(0.0025)} = \frac{2000}{5} = \frac{2000}{1.5} \\
 n &= 450 \approx \text{(rounded)}
 \end{aligned}$$

For the sampling procedures, this research followed random sampling for the UAE context. Data were collected using a self-administered survey that was circulated in Al-Ain Municipality. A survey instrument was developed to explore the leadership behavior styles and the UAE municipality employees' motivation.

A. Data Analysis

Following the compilation of appropriate data corresponding to the minimum sample size criteria, the data were extracted, compiled, and evaluated using the Social Science Statistical Package (SPSS), factor analysis, and structural equation modeling Partial Least Square (PLS). Structural equation modeling (SEM) is widely used in many disciplines and used the SEM technique to analyze data collected for this research. Existing pieces of literature have established that SEM is a powerful second-generation multivariate technique that is good for result analyses. This may have many constructs by allowing the evaluation of measurement properties and theoretical (structural) connections with multiple relationships simultaneously in the same analysis (Hair et al., 2016). The SEM techniques can use a combined multiple regression, path techniques analysis, and factor analysis for a simultaneous measurement estimate, and establish the connections between several theoretically linked constructs, called the latent variables (Hair et al., 2016).

All concise and inferential statistics have been used for data processing. Descriptive figures were used to illustrate the features of the samples quantitatively to describe the survey rather than the population as a whole. Descriptive figures give a rundown of the research and the conclusions to be made. Several regressions and linear regression methods have also been used in data analysis.

B. Multicollinearity

According to Kalnins (2018), deducting a high correlation between the model's independent variables will affect the model prediction for the regression test. Multicollinearity exists when the independent variables are correlated. According to the suggestion of Kalnins (2018) VIF value higher than 4.0 considers a multicollinearity case. Table 1 shows that all the VIF values for the variables (directive style, supportive style, participative style, achievement-oriented style, and entrepreneurial mindset) are within the acceptable

Table 1. Test for multicollinearity on assessment of tolerance and VIF values

Constructs	Tolerance	VIF
Directive style	.548	1.825
Supportive style	.592	1.690
Participative style	.644	1.552
Achievement-oriented style	.584	1.712
Entrepreneurial mindset	.590	1.696

range, as the VIF ranged between 1.552 and 1.825. Chatfield and Collins (2018) indicated that a tolerance value near zero as a tolerance would refer to a multicollinearity case. Table 1 shows that all the tolerance values are far from the zero value, ranging between 0.548 and 0.644.

C. Measurement Modelling

The measurement modelling seeks to describe experimental purposes, phenomena, and physical processes logically and objectively. All models are in the form of false images, which are simplified reflections of reality, and can, regardless of whether they are approximations, be extremely useful. Building and opposing paradigms is fundamental to a scientific enterprise. A full and true representation may be impossible. Still, scientific research is often concerned with which models are best for a given task, for example, which climate model is more accurate for forecasting seasonal conditions. The way to contrast a group of exploratory insights made up of the extensions of a variable with a group of numbers that will quantify this greatness and ensure that each measure coordinates with a number in a group of numbers is called a measure. The fundamental state of logical research is that the ideas, themes, or factors contemplated are quantifiable. While the mathematical articulation of factors such as age, sexual orientation, and the level of payment is conceivable. Estimating characteristics susceptible to focus on sociologies, such as mindsets, practices, qualities, and insights, is not difficult. Since the qualities assigned to these factors are based on the respondent's emotional

evaluation, the evaluations that will be carried out will be far from absolute objectivity. Some elements must be estimated implicitly.

IV. Empirical Result

A. Validity

In the field of metrology, psychometry, and statistics, validity is a concept that refers to the ability of a measuring instrument to meaningfully and adequately quantify the trait for which it has been designed to measure. In this way, a measurement instrument is valid to the extent that the empirical evidence legitimizes the interpretation of the scores obtained by the test.

It is said that a test or test meets the convergent validity conditions if it constitutes an adequate and representative sample of the contents and scope of the constructor dimension to be evaluated. In cases where the subject matter of measurement can be easily specified, the population of contents to be considered is well-defined so that the selection of test items does not offer major difficulties. Besides, it can resort to statistical evaluation methods-random sampling to

obtain a representative sample of items. However, in the field of psychology is not always possible to have well-defined content populations (for example, if it wants to measure classic psychological variables, such as extraversion, intelligence, or leadership). In these cases, a rational analysis of items is usually used, consisting of evaluating the contents of the test by a group of experts in the area to be treated. Convergent validity is essential when making inferences or generalizations from test results.

A particular case of convergent validity is the so-called "face validity." A test has adequate face validity when it gives the subjects to whom it is applied the impression that it is adequate. It is a peculiar type of convergent validity. Still, it has its part of importance in influencing participants' motivation who may show a negative attitude towards the test if they do not perceive that it has the meaning that it is supposed to.

The current research, the average variance extracted (AVE) was to test the convergent validity. When the value of AVE is greater than 0.5, the variable shows good construct validity. Table 2 shows that the variables (achievement-oriented style, directive style, employee motivation, entrepreneurial mindset, participative style, and supportive style) have an acceptable AVE value, ranging between 0.599 and 0.940.

Table 2. Measurement model evaluation

Constructs	Items	Factor Loadings	Cronbach's alpha	CR	AVE	Discriminant Validity (HTMT)
Achievement-oriented style	AOS1	0.945	0.984	0.987	0.94	Yes
	AOS2	0.986				
	AOS3	0.943				
	AOS4	0.987				
	AOS5	0.987				
Directive style	DS1	0.927	0.715	0.813	0.599	Yes
	DS2	0.753				
	DS3	0.609				
Employee Motivation	EM1	0.872	0.861	0.907	0.71	Yes
	EM2	0.88				
	EM3	0.879				
	EM5	0.73				

Table 2. Continued

Constructs	Items	Factor Loadings	Cronbach's alpha	CR	AVE	Discriminant Validity (HTMT)
Entrepreneurial mindset	ENM1	0.734	0.855	0.899	0.692	Yes
	ENM2	0.873				
	ENM3	0.818				
	ENM4	0.892				
Participative style	PS1	0.92	0.832	0.892	0.681	Yes
	PS2	0.579				
	PS3	0.966				
	PS4	0.78				
Supportive style	SS1	0.846	0.77	0.863	0.678	Yes
	SS2	0.799				
	SS3	0.825				

CR= Composite Reliability; AVE= Average Variance Extracted; HTMT= Heterotrait-Monotrait ratio

Table 3. Results of discriminant validity by Fornell-Larcker criterion

	AOS	DS	EM	ENM	PS	SS
Achievement-oriented style	0.970					
Directive style	0.168	0.774				
Employee Motivation	0.278	0.261	0.843			
Entrepreneurial mindset	0.181	0.376	0.197	0.832		
Participative style	0.096	0.276	0.824	0.289	0.825	
Supportive style	0.122	0.134	0.286	0.179	0.388	0.823

Discriminant validity (or divergent validity) proves that constructs that should not have any factual relationship do not. Discriminant validity would ensure that, in the research, factors that do not overlap mean they do not overlap. Discriminant validity or divergent validity tests whether concepts or measurements that are not supposed to be related are unrelated. In other words, discriminant validity helps a researcher to determine if two measures that should not be correlated/related are actually not related. According to the following Table 3, the variables have shown perfect and positive correlation because all the variables obtained values of $r =$ greater than 0.4. The values found for the variables (achievement-oriented style, directive style, employee motivation, entrepreneurial mindset, participative style, and supportive style) were in the range of 0.774 and 0.970.

Finally, the measurement model of the research

is presented in Figure 2 below. Based on the above discussion, it can be confirmed that the measurement is valid for further analysis, as suggested by Hair et al. (2019).

B. Hypotheses Testing

Hypothesis testing is the most crucial step in the current data analysis process. Hypothesis testing is employed to examine the proposed hypotheses and whether they are supported or rejected. This section was also developed to achieve the research objectives. This procedure helps to generate many subsamples as a replacement for the original samples to test coefficients for their significance. Figure 3 shows the structural model after bootstrapping. In this research, for the best result, the sample was increased

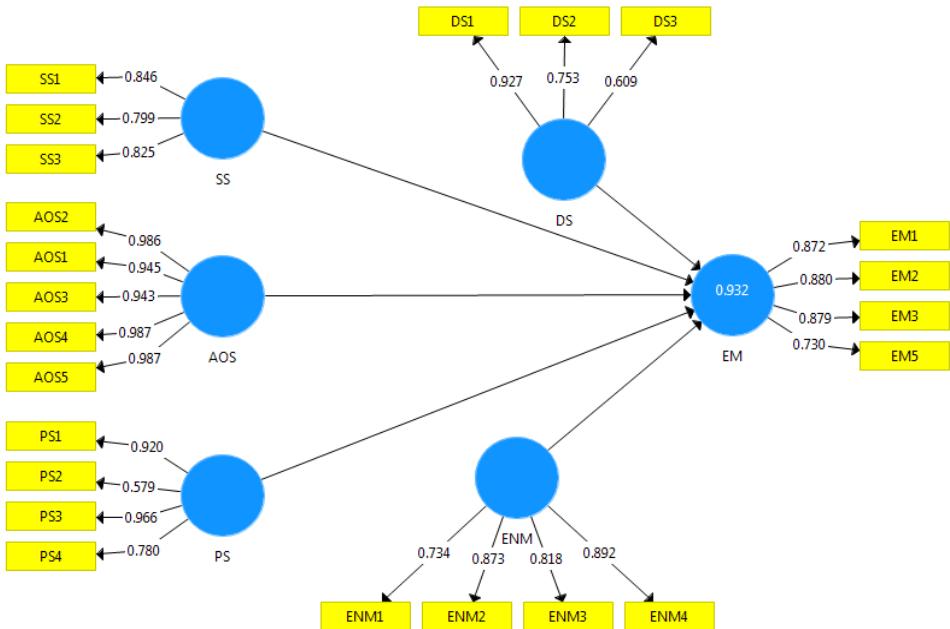


Figure 2. Measurement model of the research

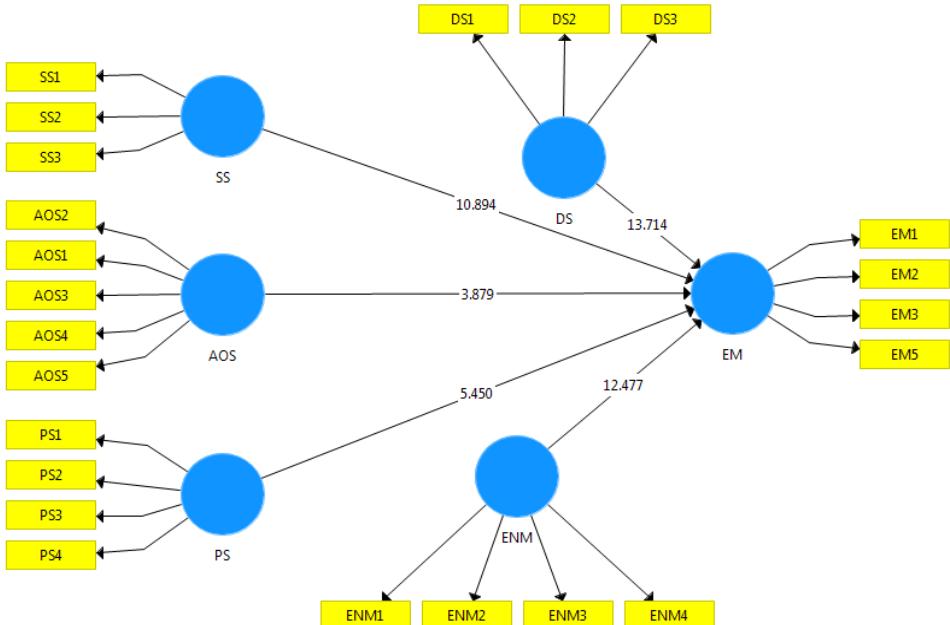


Figure 3. Structural model of the research

to 5,000 as suggested in past literature (e.g., Barclay et al., 2015; Chin, 2010; Hair et al., 2017a; Henseler et al., 2014; Rigdon, 2012; Tenenhaus et al., 2005;

Wong, 2013).

All the hypotheses of this research have been tested by applying PLS-SEM. The statistical result indicates

a good fit. The complete model has a total of nine hypotheses. For the assessment of the structural relationships among the identified variables for this research, the t-value is considered. According to Hair et al. (2017), the t-value should be 1.96 and above (one-tailed) to be considered statistically significant. This research has used two types of hypotheses testing, the direct effect and indirect effect (mediation effect).

C. Hypothesis Testing (Direct effect)

This section presents the result of hypotheses testing for direct effect. The results are presented in Table 4 and explained in the following conclusions.

According to the results shown in Table 4, the following conclusions were drawn:

- There is a positive and significant relationship between achievement-oriented style and employee motivation in the municipalities of the UAE with $\beta = 0.518$, $t = 4.016$, and $p = 0.000$.
- There is a positive and significant relationship between directive style and employee motivation in the municipalities of the UAE, with $\beta = 0.597$, $t = 13.883$, and $p = 0.000$.
- There is a positive and significant relationship between entrepreneurial mindset and employee motivation in the municipalities of the UAE, with $\beta = 2.073$, $t = 13.184$, and $p = 0.000$.
- There is a positive and significant relationship between participative style and employee motivation in the municipalities of the UAE, with $\beta = 0.202$, $t = 5.252$, and $p = 0.000$.
- There is a positive and significant relationship between supportive style and employee motivation

Table 4. Summary of the direct effect

Paths	Beta	Standard Deviation	T Values	P Values
AOS → EM	0.518	0.129	4.016	0.000
DS → EM	0.597	0.043	13.883	0.000
ENM → EM	2.073	0.157	13.184	0.000
PS → EM	0.202	0.038	5.252	0.000
SS → EM	0.416	0.035	11.839	0.000

in the municipalities of the UAE, with $\beta = 0.416$, $t = 11.839$, and $p = 0.000$.

D. Hypothesis Testing (Mediation effect)

In this section, the results assessing the moderating effect of entrepreneurial mindset on the relationships of (directive style, achievement-oriented style, participative style, and supportive style) and employee motivation in the municipalities of the UAE. Table 5 shows the result of the moderating effects (Indirect Effect), followed by some conclusions.

The Sobel test was used in the research to determine the mediation effect of entrepreneurial mindset on the relationship between directive style and employee motivation in the municipalities of the UAE. The Sobel test was performed based on the results shown in the following Figure 4 (replace from Table 5), and it revealed a mediation of entrepreneurial mindset for the relationship between directive style and employee motivation in the municipalities of the UAE.

The Sobel test was used in the research to determine the mediation effect of entrepreneurial mindset on the relationship between achievement-oriented style and employee motivation in the municipalities of the UAE.

Table 5. Mediation testing (indirect effect) for directive style

Paths	Beta	Standard Deviation	T Values	P Values
DS → EM	0.623	0.057	10.975	0.000
DS → ENM	0.892	0.008	115.655	0.000
ENM → EM	1.427	0.044	32.785	0.000

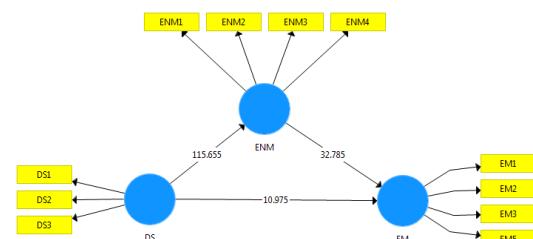


Figure 4. First mediation test

Table 6. Mediation testing (indirect effect) for achievement-oriented style

Paths	Beta	Standard Deviation	T Values	P Values
AOS → EM	1.04	0.055	18.802	0.000
AOS → ENM	1.055	0.006	172.319	0.000
ENM → EM	-0.068	0.054	1.253	0.211

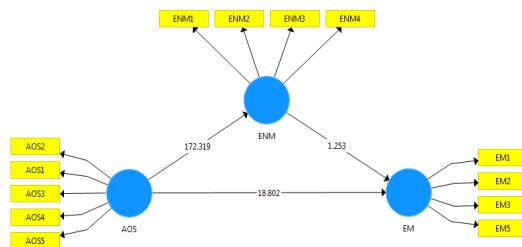


Figure 5. Second mediation test

the UAE. The Sobel test was performed based on the results in Table 6 and Figure 5. It revealed that there is no mediation of entrepreneurial mindset for the relationship between achievement-oriented style and employee motivation in the municipalities of the UAE.

The Sobel test was used in the research to determine the mediation effect of entrepreneurial mindset on the relationship between participative style and employee motivation in the municipalities of the UAE. The Sobel test was performed based on the results shown in the following Table 7 and Figure 6. It revealed that there is no mediation of entrepreneurial mindset for the relationship between participative style and employee motivation in the municipalities of the UAE.

The Sobel test was used in the research to determine the mediation effect of entrepreneurial mindset on the relationship between supportive style and employee motivation in the municipalities of the UAE. The Sobel test was performed based on the results shown in the following Table 8 and Figure 7. It revealed that there is no mediation of entrepreneurial mindset for the relationship between supportive style and employee motivation in the municipalities of the UAE.

Table 7. Mediation testing (indirect effect) for participative style

Paths	Beta	Standard Deviation	T Values	P Values
PS → EM	5.107	53.957	11.095	0.000
PS → ENM	4.105	53.957	5.076	0.000
ENM → EM	0.993	0.011	93.401	0.000

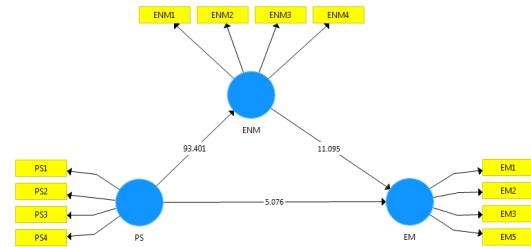


Figure 6. Third mediation test

Table 8. Mediation testing (indirect effect) for supportive style

Paths	Beta	Standard Deviation	T Values	P Values
SS → EM	16.887	113.281	8.149	0.000
SS → ENM	16.008	113.281	6.141	0.000
ENM → EM	0.991	0.023	43.484	0.000

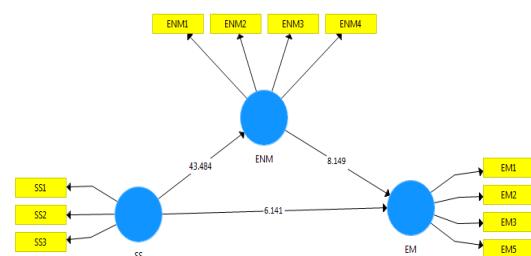


Figure 7. Fourth mediation test

E. Summary of Research Hypotheses

This section includes a summary of the hypotheses proposed in the research with their results. The following Table 9 shows the results of this test.

Table 9. Summary of hypotheses testing

Hypotheses	Direct Relationships	Result
H1	Directive style has a significant effect on employee motivation in the municipalities of the UAE.	Supported
H2	Supportive style has a significant effect on employee motivation in the municipalities of the UAE.	Supported
H3	Achievement-oriented style has a significant effect on employee motivation in the municipalities of the UAE.	Supported
H4	Participative style has a significant effect on employee motivation in the municipalities of the UAE.	Supported
H5	An Entrepreneurial mindset has a significant effect on employee motivation in the municipalities of the UAE.	Supported
H6	Entrepreneurial mindset mediates a significant relationship between directive style and consultation	Supported
H7	Entrepreneurial mindset mediates a significant the relationship between supportive style and consultation	Supported
H8	Entrepreneurial mindset mediates a significant relationship between achievement-oriented style and consultation	Rejected
H9	Entrepreneurial mindset mediates a significant relationship between participative style and consultation	Supported

V. Conclusion and Policy Implication

Understanding the impact leadership can make on employees' motivation is important. In the past, the mission of a leader in relation to employee motivation has not been clear (Davis, Beverly, 2014), and leaders frequently undermined the importance of developing an effective relationship with stakeholders, including the employees. Leaders also must recognise that what motivates "X" is different than what motivates "Y". Broder maintains that leaders should implement various strategies that are customised to individuals. For example, some employees are motivated by job security, others by clear company policies, power, recognition, and compensation; on the other side, there is a category of intrinsically motivated employees who enjoy what they do (Uysal, 2021). This study suggested a significant relationship between leadership styles and employee motivation in the UAE Municipalities. This finding is consistent with the research suggesting a significant positive relationship between L.S. and E.M. (Davis, Beverly, 2014; Abbas & Eltweri, 2021; Uysal, 2021). The results provided a substantial list of leadership styles and employee motivation through

an entrepreneurial mindset that, by improving, helps to achieve the performance of Municipalities. The researchers considered leadership styles focused on seeking opportunity, risk-taking, innovation, alertness in action, and pro-activeness to investigate their impact on performance, growth, number of employees, and customer satisfaction.

The Entrepreneurial mindset has a positive and significant impact on employee motivation, indicating that the higher these attributes of mindset lead to an increase in the business performance in the Municipalities context. Evidence shows a positive relationship between entrepreneurship mindset and employee motivation; some measures of entrepreneurial mindset indicate when entrepreneur mindset demonstrates that when entrepreneurial orientation with competence, the performance of Municipalities increases. Based on this review, it can be concluded that the higher the entrepreneurship competence the entrepreneurs possess, the greater it is for their employee motivation to succeed in Municipalities. Finally, it can be concluded that having the required leadership styles were important for the entrepreneurial mindset. Therefore, the entrepreneurial mindset is unavoidable and guarantees employee motivation.

The entrepreneurial mindset refers to the growth mindset that allows the individual to see opportunities, provide solutions, overcome obstacles, and develop strategies to implement (Constable, 2021). To grow, succeed, and survive in the competitive environment, many corporations need creativity, innovations, and the capability to think out of the box. However, some studies have been conducted concerning the effect of an entrepreneurial mindset on the behaviour or work performance of employees, such as Agyapong, et al. (2021) and Utami and Oetomo (2020). Agyapong, et al. (2021) explored the relationship between entrepreneurial behaviour, entrepreneurial mindset, and performance. Their study found that an entrepreneurial mindset affects the entrepreneurial behaviour which drives performance. On the other hand, leadership is inspirational, challenging, charismatic, stimulating, and constantly developing the capability of the employees. As a result, employees willingly work towards their full potential inspired by the leader.

These results are also consistent with research that found that leadership positively affects and improves employees' performance (Ekhsan & Setiawan, 2021).

Policymakers should also pursue a more holistic approach that entails participation from all sectors of society.

Furthermore, the government should establish company incubation and mentorship programs to support UAE municipalities starting to grow. This program should include policies in which the government mandates that major corporations serve as business incubators for one or two UAE municipalities. However, the government must incentivize these huge corporations for the program to be sustainable. Although this research has some limitations, they could be considered as an opportunity topic for future studies. In this research, the importance of leadership related to the organization is pointed out. In future research, examining other factors that may increase the employee motivation to the organization besides participative leadership will contribute to the literature. Organizations will be able to benefit from these determinations while developing their human resources strategies and especially when doing practices in the

field of retaining employees.

Public managers should evaluate how they may meet an employee's requirements and work expectations, such as via inspiration, personalized attention, and intellectual stimulation, by gaining a more profound knowledge of their wants and work expectations. To this aim, it is suggested that department supervisors embrace more transformational leadership qualities and behaviors in order to maximize their full potential and talents while ensuring high levels of work satisfaction among their subordinates. Public managers may be able to influence subordinates and mould their behaviors to be quality-oriented with such leadership tactics.

Municipalities must also realize that leadership is a functional ability that must be operationalized by incorporating it into all supervisory behaviors and procedures. Effective leadership should be viewed as a vaccination that local governments may employ to combat today's tremendous social, economic, environmental, and technological issues.

Organizations can expect to see the effects of a participative leadership style on employees in the following ways. First, there will be an improved morale of the employees. Indeed, participative leadership will help improve employee involvement in managing the business, making them feel better and improving their confidence and self-respect. Moreover, there will be an increase in the motivation of the employees. Participative leadership will create better self-value in the employees, and employees will feel motivated and help deliver better performance and committed outputs.

Furthermore, the employees can expect to notice a high contribution of employees in solving problems due to participative leadership. Employees will be engaged and involved in problem-solving, which will make the adequate process for problem solving a real root cause will be delivered to the employees. Better actions will be worked out for fixing the issues in the business. Also, increased creativity in the business will be achieved. The more extensive involvement of employees in the business will motivate employees to explore better creativity and

innovation. Thus, participative leadership will explore better creativity and innovation for the business. Finally, a healthy and positive environment will be felt as participative leadership will create employee satisfaction, creating a positive and healthy working environment at the workplace and creating win-win situations for both management and employees.

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