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COVER PAGE AND DECLARATION

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| Student's Full Name: | Mohammed Atif Mansour Al Gohary |
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I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE: _____ Mohammed Atif _____

DATE: _____ November 15, 2023 _____

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 | **Mobile/WhatsApp:** +33607591197 | **Email:** info@eiu.ac

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➤ **Chapter 1. Introduction:**

Research topic

The effect of Leadership styles and skills on the Organizational Culture and company vision in private sectors.

Abstract: Leadership can be defined as one's capability to impact and motivate others to bring out their productivity and ability to work, It focuses on encouraging individualities to add further to achieve the organizational objectives for their organization

In this study, we have used Cohen's guidelines to compare the sample means to explain the effectiveness of successful leaders in boosting the productivity of the employees in organizations in the United Arab Emirates, the primary role that the manager performs with the workgroup, and as per research designs consisting of qualitative, quantitative, and mixed methods, also, we have also done the survey on 112 adults between two genders in different workplaces the survey contained 20 questions about leader charisma, social communication, vision, transactional between his team, delegation to the responsible person and how is the Execution.

As we found after this research, the employees and followers are motivated if they are treated well, also a good boss positively impacts his team.

Also, the study makes recommendations for organizations in the United Arab Emirates to improve their organizational cultures and hire managers with managerial skills based on its findings.

Acknowledgment: My thanks and appreciation to Dr. Hisham Safwat and the Business School Center (CEO) who helped me to complete my research in the fullest possible way through continuous encouragement and careful oversight of my study.

Keywords: Leadership, leaders, effectiveness, organization, productivity, culture, United Arab Emirates, study, research, vision, methods, survey.

➤ **Chapter 2. Rational Review:**

The leader is a mix of organizational management and team leadership to achieve the goals, through wise decisions and fast if needed and also using the management skills to build and forge strong attachments between the team which it helps the company internally throughout improve their team performance and externally to achieve their general goals.

In the UAE which it become one of the important business centers in the Middle East which it has the base for a wide range of businesses led by an incredibly diverse mix of leaders from all over the globe and also, it become the center for human resource management professionals, it is always focused on developing the Human Resources throughout Learning, and improve their Leadership which it will be the important resources in future to keeping the country moving forward.

The company behavior consists of four classes: improvement culture, hierarchical culture, rational culture, and group culture.

UAE made a commitment to its people that by the year 2071, they would be living in the best country in the world, so in January 2017, the UAE Cabinet decreed to put SDGs at the heart of the government's development plans, its strategies and it is a set of goals developed in 2017 by the government to start a secure society with a sustainable economy, currently the United Arab Emirates relies heavily on oil to sustain its economy, but the new vision seeks to reverse by reduced reliance on the oil sector and importing all items from outside, as they are starting to process the series of development plans to build a modern economy capable of producing consumer and industrial goods, during increase the focus on buying or rent agricultural lands to reach to self-sufficiency, increase the investment in tourism activity, support businessman to SME growth and encourage the multi-international companies to increase their investment in the country.

So, most companies seek to achieve organizational culture in their system, with emotional intelligence as well, and that is done by building the group culture and

hierarchical culture almost are the companies' strategies in UAE, also, a workforce of different cultures and nationalities gives a richness of knowledge to the company, but also needs the leadership skills to help on effective communication between them.

Also, the most difficult thing which it faces the leader is the transformation of the organization's strategies because it touches the system base and team member culture because either they are scared of the transformation leading to wrong decisions or want to be in the comfort zone, hence, the leaders should have flexibility in the methods to achieve the vision and goals.

During the transformation, the leaders need to identify the criteria for attaining each work unit, therefore, from important to know the requirements of the organization to achieve that and work on it to implement.

The leader has an excellent impact in supporting his team members in setting realistic goals, making them better, and striving to accomplish them by establishing an emotional intelligence with his team members.

Finally, this research focused on all those issues, therefore, the leader's effective ability to use his management skills and emotional intelligence to influence the workforce and his team members are the main objectives of this research.

➤ **Chapter 3. Research Questions and Research Goals:**

3.1. Research Questions:

3.1.1. Is the leader who has high management skills and gives good motivation to the team members having an efficient impact on the organization's behavior and team member's efficiency?

This is the fundamental query and goal of this research because a good leader will choose excellent and high-performance team members. It will impact the progress of the whole

organization because according to academic research, organizational effectiveness is significantly influenced by factors such as organizational culture, leadership, career progression, and team member loyalty. It will show a lot of interpretations, specifics, and marks, which will ultimately lead to a proposed solution and show its effectiveness, so the good leader should have a personal Leadership Philosophy (PLP), which is to provide direction and motivation to himself first then to his team members, it means the PLP can guide actions, behaviors, and thoughts to help you become the good leader as you want to be.

Also, this study has proven the relationships between organizational culture and results as well as between effective leadership and results.

This study has combined the factors of leadership behaviors and organizational culture.

3.1.2. What are the characteristics and skills of a successful leader?

Will explain in this research the positive traits and management skills to the leaders that help the company advance in the right direction to achieve the organization's goals and move forward to achieve their vision as well.

3.2. Research Goals:

The United Arab Emirates is the main objective of the current research and shows the point where they have effective and efficient leaders with a leadership style and good character that influences the whole organization.

Also, the conclusion of this study will help and support the organization to improve its leadership qualities and skills under any circumstances in which they may exist.

Finally, this study will benefit the United Arab Emirates' private sector by guiding how to improve the organizational culture of the organizations.

➤ **Chapter 4. Literature Review:**

4.1. Organizational Culture:

It encompasses the collective values, expectations, and behaviors that guide the actions of all employees in a company.

There are two kinds of cultures in any organization the rational culture and the hierarchical cultural culture as mentioned in most of the literature reviews.

A rational culture leads to the internal stability of the work environment, the increase in the efficiency of the employees, and productivity goal achievement, those main elements help the leaders to choose the most efficient method to reach those goals.

The hierarchy culture is a type of organizational culture that focuses a strong emphasis on structure, order, and rules, the organization is structured hierarchically, with a detailed system that defines job titles and the roles inside the organization and communication starts from upper management who is set the rules and procedures till down to the employees.

(Deal and Kennedy, Peters and Waterman, 1982):

Those scientists have shown the importance of Organizational Culture as the upper management can establish a strong culture through their values, like clarifying a vision or mission of the organization, and boost these values consistently as there is a strong relation between culture and organization which it led to higher commitment to team member and greater their productivity.

Generally, most organizations were interested in increased culture, especially when it is linked with a company's profitability, The organizations found themselves facing two effective things the levels of stability in the environment of work and forces of patterns change in an organization.

Deal, Terrence E., and Alan A. Kennedy. Corporate Cultures (1982):

they are describing the organizational culture by using four cultures which are: work hard culture, tough guy macho culture, process culture, and bet the company culture.



Cameron, Kim S., and Robert E. Quinn. Diagnosing and Changing Organizational Culture (2011):

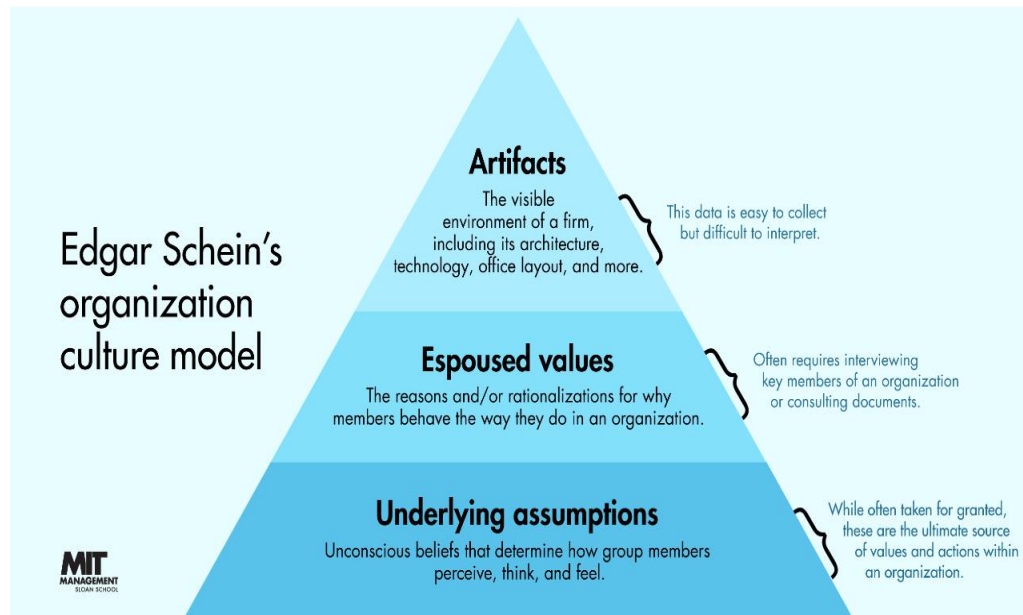
it is focused on using the characterized organizational culture along some dimensions (internal, integration/external, differentiation focus, flexibility, discretion/stability, and control focus).

Sarah A. Bush & Jason Headrick. Chapter 9. Developing Human Potential:

the new leader when he works with any team, needs to understand the more collaborating with them can help him to be more successful and achieve the company goals.

Edgar Schein, professor at MIT (2017): Organizational culture is supporting the structure of the companies, objectives, expectations, and putting values that help the employees increase their productivity and develop their loyalty to do the best for the company.

Edgar Schein, a professor at MIT who has researched in organization management, has put the culture iceberg model, the culture of an organization is composed of three various levels which are artifacts, espoused values, and underlying assumptions.



Jack Welch (2001): is famous for the method of "soft culture" because organizational culture has a powerful influence on individual behavior.

Organizational culture includes interrelationships in social life and work, like a mix of engaging between the employees and solving the facing challenges.

there are two main objectives:

First, the principal object of management is to secure maximum prosperity for the owners.

Second, the principal object of the leader is maximum prosperity for each person in the organization.

the focus of the studies and equations in the work environment and observing the employee's effectivity and efficiency started in 1911 with Frederick Winslow Taylor and his book Principles of Scientific Management which laid out the principles of management in modern organizations.

4.2. The organizational culture in UAE:

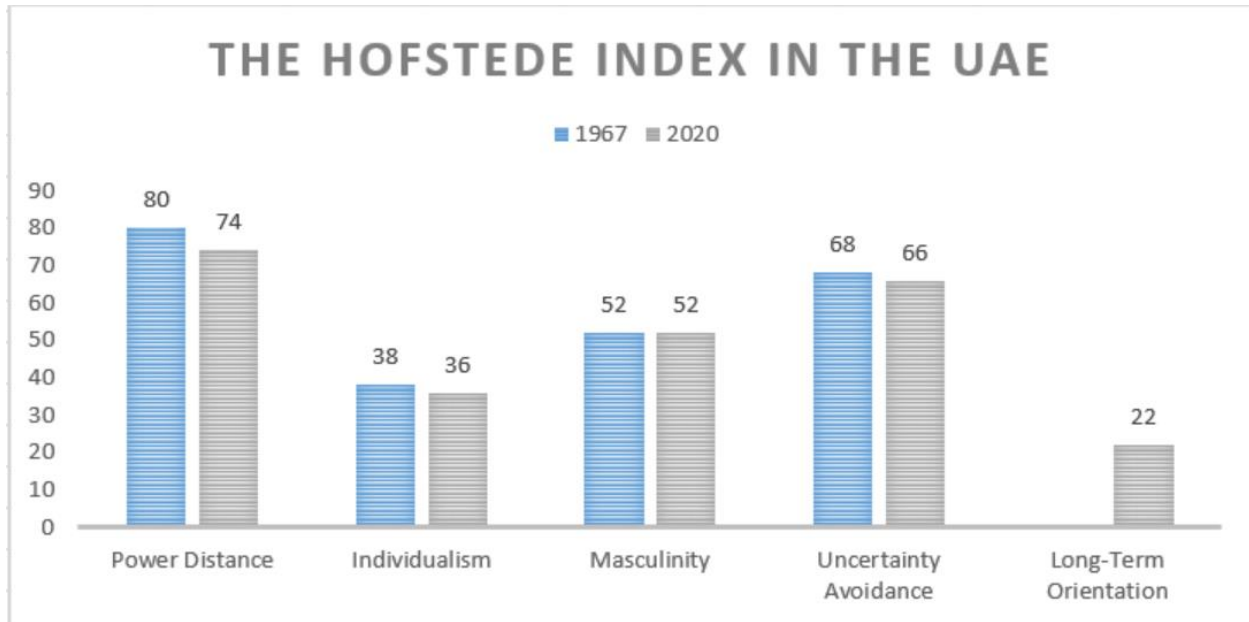
In UAE organizations, the organizational culture influences work success and its system, we can find four characteristics that characterize companies in UAE which are employee efficiency, paying attention to human energy, target achievement, and adherence to rules and regulations, also, religion plays a vital role in society as there are many of mosques, some churches, and temples as well, In recent days there is a marked development and more focus in digital business and renewable energy, but regarding the problems faced by the companies in UAE it is the faster growth in origination culture which it needs to upgrade your culture and education to match the growth, the companies merger which it will lead to cost-cutting.

which it will impact the workforce and population growth, as The total population in the United Arab Emirates is 9.99 million and the Kingdom's workforce is 8.84 million ex-pats as per a 2021 survey, for that reason the locals appeared in all fields in the country and young people started establishing small companies with help of their government.

The culture of UAE is rich in traditions and modern characteristics where the people are balanced between their culture and the modern age. The Hofstede model comprises five cultural dimensions it was based on the public culture in UAE: power distance, individualism, masculinity, uncertainty avoidance, and long-term.

These dimensions represent specific aspects of public culture that can be measured by comparing countries to each other, Power distance refers to people's amenability to accept inequalities in the distribution of power, and uncertainty avoidance determines whether individuals are ready to achieve their goals and face the challenges. The dimension of individualism evaluates to which extent people are integrated into groups as most of the organizations in UAE have mixed nationalities and they should be in contact with each other, Masculinity versus femininity is related to the dominant cultural characteristics and assesses whether the country supports more males or females and finally, the orientation long-term versus short-term.

The Hofstede index in the UAE and other Arabic countries shows the difference between their national cultures and the comprises was in 1967.



4.3. Leadership style:

Various leadership styles emphasize the behavior of the leader to focus on his goals and how they act to achieve them, as the goals can be thought of as the specific thing upon which we choose to focus in any project, and when the literature is analyzed will find three fundamental classifications, these are behavioral, situational, and trait-based.

The Seven Habits of Highly Successful People, Stephen Covey (1989):

All leaders must invest time and energy in balancing the production of the organization with the production capacity of the team.

So, the leadership is a process whereby an individual "leader" influences a group "team" of individuals (followers/employees) by using the right leadership style to achieve one goal advantageous to the company.

The transformational leaders are responsible to oversee of motivating the staff to achieve company goals with high standards skills, due to that the leader's behavior toward his team members and his emotional ties with them and how will impact to the organization because employees are ready to follow the instructions and feel the motivation to work hard because they respect and trust their leaders.

In this study, will explain the process of the organizational culture between leaders and employees in which a leader tries to change their habits to accomplish organizational objectives.

➤ **Chapter 5. Research Methodology:**

In terms of social data analysis, researchers typically use Cohen’s guidelines of effect size to interpret observed effect sizes either small, medium, or large, and effect sizes and % of the control group.

| Relative size | Effect size | % of control group below the mean of experimental group |
|---------------|-------------|---|
| | 0.0 | 50% |
| Small | 0.2 | 58% |
| Medium | 0.5 | 69% |
| Large | 0.8 | 79% |
| | 1.4 | 92% |

In this survey will ask the participants about their direct leader to get feedback, does your direct leader at work have an influence on the organizational culture and effective communication within the company?

Four crucial strategies will be used to get the feedback:

1. Via e-mail, the online method used by most of the globe.
2. Face-to-face conversations and conducting one-on-one interviews.
3. Via visual, like using the team APP, Zoom meeting APP, ETC.
4. Via SMS survey to their mobile.

And used to complete this research the first two strategies (Email & face-to-face meetings)

Research designs consist of qualitative, quantitative, and mixed methods (Creswell, 2009).

Qualitative research: It is a research method to obtain data on ideas, perceptions, opinions, or beliefs of the person being studied but it cannot be measured all of them by numbers, as in conversational communication because this method is what a person wants and why he wants.

Quantitative Research: It is a research method to obtain from many respondents and analyze the results to know the relationship between variables and it can be measured.

The mixed- method: it is mixed between the above research designs.

The random method: Using this method in this research.

it is the sampling method used randomly and the sample is some of the overall employees in some industries, most of the researchers used random strategies to give every person of the employees a chance to express his opinion.

the preliminary stage sends the survey through email or provides hard copies through face-to-face meetings, etc. with the reason for the survey, and provides one day to reply to the survey to the employees and three days to higher management and supervisors then sends it to the same email sent or assembled by hand as per normal method.

The first phase, will send the survey to the top management like managers and leaders, and give 3 days as a time period to reply after that will collect the results and consider their points and advice to start the second phase, which it will be to followers like supervisors, employees, and workers, the most important thing the survey should not take more than the one-week maximum.

1. Participation in the study:

With the various roles and responsibilities of the leader, the survey was varied and covered all classifications and different job positions.

Also, used face-to-face meetings with higher management and followers to complete the research in different ways and that to cover as much as we could from participation and

give efficient and effective results which helped the organization and other researchers as well.

selected some different and many categories of people who have different cultural backgrounds, different ages, different variances in ethnic backgrounds, and distinctions in mankind as well as male and female, the data gathering, which it helps me to complete the research in the best way and get the great results.

A set of guidelines to select the samples and recognize their questionnaire forms, as follows were established:

1. The members must be engaged in their work, have different solutions to fix the problems, and have communication skills.
2. The applicant must be employed in the United Arab Emirates.
3. Almost all employees have experience from 3-5 years but the managers and leaders from 5-10 years.

Surveys inviting participation have indeed received a sizable response from several individuals, and the goal was to reach as many participants as possible, so, the survey was distributed in phases and at various times, First, the participants were notified through phone campaigns to obtain a qualitative rather than quantitative analysis and second through emails as well with instructions on how to complete it, third, interviews have been set up, specifically with company leaders and supervisors to know their opinions regarding the leader, then I have collected all data's after the questionnaire's questions were responded, which it was delivered online via an e-mail address or collected from SMS, along with the face-to-face survey to filter it and get the results.

The participants included 112 adults, distributed 80 participants from the male gender, and 32 participants from the female gender. All of them were distributed as follows:

1. Twelve persons participated who work in the garages for car maintenance in different departments like workers in the auto paint dept, car plumbing dept, receptionists, and in charge persons to bring vehicles and communication with insurance companies.
2. Twenty - eight participants who work in foodstuff companies as employees in different positions like machine operator, quality dept, and engineers.
3. Thirty - five participants who worked in FMCG companies in low positions like helpers, drivers, security, cleaners, office boys or girls, and sales coordinators.
4. Thirty-one participants hold supervisor positions in the above-mentioned industries.
5. Six people participate who work as Head of the depts, and sales manager's roles.

the following table shows the details of qty of participation and the positions and methods used to complete the research:

| Participation QTY | Participation Position | Methods used for the questionnaire |
|--------------------------|---|---|
| 12 | Garages for car maintenance | Face-to-face and SMS. |
| 28 | Foodstuff companies | E-mail, Face-to-face, SMS. |
| 35 | FMCG companies | E-mail, SMS. |
| 31 | Supervisor positions | E-mail, Face-to-face, SMS. |
| 06 | Head of the depts, and sales manager's roles. | Interview |

2. Description of questions and classification of determined answers:

This survey was created with around 20 questions to cover leadership style and organizational culture theoretically based on general questions and circulating in any surveys or other research.

The questions in the survey about leadership style and organizational culture were inspired by Colin Powell and his way of knowing the strong and weak points in organizations, This questionnaire has been widely used and well-evaluated, and it focuses on using modern business terms to research and explores business needs currently, It is

also linked with the company visions and objectives, In addition, it is effective and simple to use for everyone, especially employees in ground-level, and it is connected and having comprehensive to all levels of the organizations.

Also, regarding the questions about the effectiveness and efficiency of leaders and whether he has the management skills to motivate the employees, as well as the survey asked them to rate their organizations' culture on a five-point Likert scale to improve the organization's skills and achieve their goals.

Consequently, numerous instruments were used in this survey, It has used two ways technological advancements as the questions were sent via email and you can answer by using a device like a laptop, a computer on a desktop, and also a tablet which it is a new tech, and easy to use which it just needs to select the answer by touching the screen or as per old styles which are to distribute papers having the survey and collected after answered or send SMS to questioners.

An effortless answer to the survey contains the following 20 questions: To what extent do you agree? with five points to determine their answer and consist of:

1. Charisma:

- 1.1. Does the leader try to put pressure on his team to achieve their task?
- 1.2. Do the followers believe and trust their leaders?
- 1.3. Do the followers follow their leaders because of their expertise in business?

2. Social:

- 2.1. The leader supports others who are having (personal growth).
- 2.2. Your organization is recognized and appreciated for your contributions.
- 2.3. Your leader gives a flexible schedule enough to meet family and personal responsibilities.
- 2.4. The organization prioritizes diversity, equity, and inclusion.
- 2.5. Leaders give respect and value to all people from all cultures and backgrounds.

3. Vision:

- 3.1. Do the leaders need graphs or the present the data to followers to explain their long or short-term plans and instructions?
- 3.2. Do the leaders support and be interested in new suggestions from the team?
- 3.3. The leaders have informed and explained about company vision.

4. Transactional:





- 4.1. Are you rewarded morally or financially by your leaders if you have done a good job or achieved your goals at a high rate?
- 4.2. Do the leaders follow company rules and policies when they deal with their team?
- 4.3. The manager guarantees that unsatisfactory work is corrected.

5. Delegation:

- 5.1. Do the leaders give you freedom and support to work as per your suggestion in the situation you face?
- 5.2. Do the leaders delegate to their followers who have the ability to work alone?
- 5.3. Do leaders understand the strengths and weaknesses of each team member?

6. Execution:

- 6.1. Do the leaders give enough training and last updated reports to help the team know where they are standing and what they need to do to complete their task?
- 6.2. Do leaders give fast solutions when their team faces any issues?
- 6.3. Does the organization provide all the tools and equipment to achieve your goals?

| No. | Questions | Choose the level of your agreement with that. | | | | |
|-----|---|---|---|---|---|----------------|
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1 | Does the leader try to put pressure on his team to achieve their task? | | |  | | |
| 2 | Do the followers believe and trust their leaders? | | | |  | |
| 3 | Do the followers follow their leaders because of their expertise in business? | | |  | | |
| 4 | The leader supports others who are having (personal growth). | |  | | | |

| | | | | | | |
|----|---|--|-----------------------|-----------------------|-----------------------|-----------------------|
| 5 | Your organization is recognized and appreciated for your contributions. | | | <input type="radio"/> | | |
| 6 | Your leader gives a flexible schedule enough to meet family and personal responsibilities. | | | <input type="radio"/> | | |
| 7 | The organization prioritizes diversity, equity, and inclusion. | | | | <input type="radio"/> | |
| 8 | Leaders give respect and value to all people from all cultures and backgrounds. | | | | <input type="radio"/> | |
| 9 | Do the leaders need graphs or the present the data to followers to explain their long or short-term plans and instructions? | | <input type="radio"/> | | | |
| 10 | Do the leaders support and be interested in new suggestions from the team? | | | | <input type="radio"/> | |
| 11 | The leaders have informed and explained about company vision. | | | | <input type="radio"/> | |
| 12 | Are you rewarded morally or financially by your leaders if you have done a good job or achieved your goals at a high rate? | | | | | <input type="radio"/> |
| 13 | Do the leaders follow company rules and policies when they deal with their team? | | <input type="radio"/> | | | |
| 14 | The manager guarantees that unsatisfactory work is corrected. | | | <input type="radio"/> | | |
| 15 | Do the leaders give you freedom and support to work as per your suggestion in the situation you face? | | | | <input type="radio"/> | |
| 16 | Do the leaders delegate to their followers who have the ability to work alone? | | <input type="radio"/> | | | |
| 17 | Do leaders understand the strengths and weaknesses of each team member? | | | | | <input type="radio"/> |
| 18 | Do the leaders give enough training and last updated reports to help the team know where they are standing | | <input type="radio"/> | | | |

| | | | | | | |
|----|--|--|--|---|---|--|
| | and what they need to do to complete their task? | | | | | |
| 19 | Do leaders give fast solutions when their team faces any issues? | | | | ● | |
| 20 | Does the organization provide all the tools and equipment to achieve your goals? | | | ● | | |

➤ **Chapter 6. Research findings and Data analysis:**

6.1. Quantitative analysis: The quantitative analysis results were based on survey questions to all the participants, each team separately as per his position.

6.1.1. Employees and Workers: Total participants# 75 persons.

| Choose the level of your agreement with that. | | | | | | |
|---|--|-------------------|-----------|-----------|-----------|----------------|
| No. | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1 | Does the leader try to put pressure on his team to achieve their task? | — 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 2 | Do the followers believe and trust their leaders? | — 0% | 05 06% | 30 40% | 25 33% | 15 20% |
| 3 | Do the followers follow their leaders because of their expertise in business? | 02 02% | 05 06% | 28 37% | 20 26% | 20 26% |
| 4 | The leader supports others who are having (personal growth). | — 0% | — 0% | 30 40% | 42 56% | 03 04% |
| 5 | Your organization is recognized and appreciated for your contributions. | — 0% | — 0% | 30 40% | 45 60% | — 0% |
| 6 | Your leader gives a flexible schedule enough to meet family and personal responsibilities. | — 0% | — 0% | 30 40% | 42 56% | 03 04% |
| 7 | The organization prioritizes diversity, equity, and inclusion. | 03 04% | — 0% | 30 40% | 42 56% | — 0% |
| 8 | Leaders give respect and value to all people from all cultures and backgrounds. | — 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 9 | Do the leaders need graphs or the present the data to followers to explain | — 0% | 05 06% | 30 40% | 25 33% | 15 20% |

| | | | | | | |
|-----------|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | their long or short-term plans and instructions? | | | | | |
| 10 | Do the leaders support and be interested in new suggestions from the team? | <u>0</u> 0% | 05 06% | 28 37% | 20 26% | 22 29% |
| 11 | The leaders have informed and explained about company vision. | <u>0</u> 0% | <u>0</u> 0% | 30 40% | 45 60% | <u>0</u> 0% |
| 12 | Are you rewarded morally or financially by your leaders if you have done a good job or achieved your goals at a high rate? | <u>0</u> 0% | <u>0</u> 0% | 30 40% | 42 56% | 03 04% |
| 13 | Do the leaders follow company rules and policies when they deal with their team? | <u>0</u> 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 14 | The manager guarantees that unsatisfactory work is corrected. | <u>0</u> 0% | 05 06% | 30 40% | 25 33% | 15 20% |
| 15 | Do the leaders give you freedom and support to work as per your suggestion in the situation you face? | 03 04% | <u>0</u> 0% | 30 40% | 42 56% | <u>0</u> 0% |
| 16 | Do the leaders delegate to their followers who have the ability to work alone? | 01 01% | <u>0</u> 0% | 31 41% | 42 56% | 03 04% |
| 17 | Do leaders understand the strengths and weaknesses of each team member? | <u>0</u> 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 18 | Do the leaders give enough training and last updated reports to help the team know where they are standing and what they need to do to complete their task? | <u>0</u> 0% | 05 06% | 28 37% | 20 26% | 22 29% |
| 19 | Do leaders give fast solutions when their team faces any issues? | <u>0</u> 0% | 10 13% | 30 40% | 25 32% | 10 13% |
| 20 | Does the organization provide all the tools and equipment to achieve your goals? | <u>0</u> 0% | 05 06% | 30 40% | 25 33% | 15 20% |

We will find the results of the above survey that most of the employees are following the instruction of their leaders precisely without any fail or arguments because they trust their experiences in business and they are supporting them if any issues happen, actually, this logic is

sometimes is healthy for business for moving forward because the leaders if they can't control the team and not able to support them it will break the relationship between them and let to fail to achieve an efficient leadership structure in the organization.

So, almost all companies in UAE require leaders which he has good leadership skills like the ability to be transformational, and strong Charismatic in leading, he can direct them in a positive way to the team to achieve their goals and have the ability to show their strengths and reduce their weaknesses.

6.1.2. Supervisor, Manager, Head of depts: Total participants# 37 persons.

| Choose the level of your agreement with that. | | | | | | |
|---|---|-------------------|-----------|-----------|-----------|----------------|
| No. | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1 | Does the leader try to put pressure on his team to achieve their task? | 0% | 05 13% | 10 27% | 20 54% | 02 05% |
| 2 | Do the followers believe and trust their leaders? | 0% | 0% | 30 81% | 07 19% | 0% |
| 3 | Do the followers follow their leaders because of their expertise in business? | 0% | 0% | 0% | 07 19% | 30 81% |
| 4 | The leader supports others who are having (personal growth). | 0% | 04 10% | 16 43% | 14 37% | 03 08% |
| 5 | Your organization is recognized and appreciated for your contributions. | 0% | 0% | 15 40% | 15 40% | 07 18% |
| 6 | Your leader gives a flexible schedule enough to meet family and personal responsibilities. | 0% | 0% | 13 35% | 18 48% | 06 16% |
| 7 | The organization prioritizes diversity, equity, and inclusion. | 0% | 0% | 0% | 20 54% | 17 45% |
| 8 | Leaders give respect and value to all people from all cultures and backgrounds. | 0% | 0% | 12 32% | 20 54% | 05 13% |
| 9 | Do the leaders need graphs or the present the data to followers to explain their long or short-term plans and instructions? | 0% | 0% | 15 40% | 15 40% | 07 18% |

| | | | | | | |
|-----------|---|-----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 10 | Do the leaders support and be interested in new suggestions from the team? | <u>0%</u> | <u>0%</u> | 13 35% | 18 48% | 06 16% |
| 11 | The leaders have informed and explained about company vision. | <u>0%</u> | <u>0%</u> | 15 40% | 15 40% | 07 18% |
| 12 | Are you rewarded morally or financially by your leaders if you have done a good job or achieved your goals at a high rate? | <u>0%</u> | 07 18% | 10 27% | 10 27% | 10 27% |
| 13 | Do the leaders follow company rules and policies when they deal with their team? | <u>0%</u> | 05 13% | 10 27% | 20 54% | 02 05% |
| 14 | The manager guarantees that unsatisfactory work is corrected. | <u>0%</u> | <u>0%</u> | 30 81% | 07 19% | <u>0%</u> |
| 15 | Do the leaders give you freedom and support to work as per your suggestion in the situation you face? | <u>0%</u> | <u>0%</u> | <u>0%</u> | 07 19% | 30 81% |
| 16 | Do the leaders delegate to their followers who have the ability to work alone? | <u>0%</u> | 04 10% | 16 43% | 14 37% | 03 08% |
| 17 | Do leaders understand the strengths and weaknesses of each team member? | <u>0%</u> | <u>0%</u> | 12 32% | 20 54% | 05 13% |
| 18 | Do the leaders give enough training and last updated reports to help the team know where they are standing and what they need to do to complete their task? | <u>0%</u> | 05 13% | 10 27% | 20 54% | 02 05% |
| 19 | Do leaders give fast solutions when their team faces any issues? | <u>0%</u> | <u>0%</u> | 13 35% | 18 48% | 06 16% |
| 20 | Does the organization provide all the tools and equipment to achieve your goals? | <u>0%</u> | 05 13% | 10 27% | 20 54% | 02 05% |

The leader is trying to communicate to all levels of employees in any way to assist the company in creating a positive picture of the organization's culture, and it will show in the leader's attempts to support and improve the skills of the employees.

The important thing to being a good leader is you should believe your team is your primary concern and they have the right to support and help them to find solutions for any issues they face and motivate and reward them when they achieve their goals.

6.2. Qualitative analysis: The participants are 40 male and 16 female / total:56.

| | | Choose the level of your agreement with that. | | | | |
|-----|---|---|-----------|-----------|-----------|----------------|
| No. | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1 | Does the leader try to put pressure on his team to achieve their task? | 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 2 | Do the followers believe and trust their leaders? | 0% | 05 06% | 30 40% | 25 33% | 15 20% |
| 3 | Do the followers follow their leaders because of their expertise in business? | 02 02% | 05 06% | 28 37% | 20 26% | 20 26% |
| 4 | The leader supports others who are having (personal growth). | 0% | 0% | 30 40% | 42 56% | 03 04% |
| 5 | Your organization is recognized and appreciated for your contributions. | 0% | 0% | 30 40% | 45 60% | 0% |
| 6 | Your leader gives a flexible schedule enough to meet family and personal responsibilities. | 0% | 0% | 30 40% | 42 56% | 03 04% |
| 7 | The organization prioritizes diversity, equity, and inclusion. | 03 04% | 0% | 30 40% | 42 56% | 0% |
| 8 | Leaders give respect and value to all people from all cultures and backgrounds. | 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 9 | Do the leaders need graphs or the present the data to followers to explain their long or short-term plans and instructions? | 0% | 05 06% | 30 40% | 25 33% | 15 20% |
| 10 | Do the leaders support and be interested in new suggestions from the team? | 0% | 05 06% | 28 37% | 20 26% | 22 29% |
| 11 | The leaders have informed and explained about company vision. | 0% | 0% | 30 40% | 45 60% | 0% |

| | | | | | | |
|----|---|-----------|-----------|-----------|-----------|-----------|
| 12 | Are you rewarded morally or financially by your leaders if you have done a good job or achieved your goals at a high rate? | — 0% | — 0% | 30 40% | 42 56% | 03 04% |
| 13 | Do the leaders follow company rules and policies when they deal with their team? | — 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 14 | The manager guarantees that unsatisfactory work is corrected. | — 0% | 05 06% | 30 40% | 25 33% | 15 20% |
| 15 | Do the leaders give you freedom and support to work as per your suggestion in the situation you face? | 03 04% | — 0% | 30 40% | 42 56% | — 0% |
| 16 | Do the leaders delegate to their followers who have the ability to work alone? | 01 01% | — 0% | 31 41% | 42 56% | 03 04% |
| 17 | Do leaders understand the strengths and weaknesses of each team member? | — 0% | 10 13% | 30 40% | 25 33% | 10 13% |
| 18 | Do the leaders give enough training and last updated reports to help the team know where they are standing and what they need to do to complete their task? | — 0% | 05 06% | 28 37% | 20 26% | 22 29% |
| 19 | Do leaders give fast solutions when their team faces any issues? | — 0% | 10 13% | 30 40% | 25 32% | 10 13% |
| 20 | Does the organization provide all the tools and equipment to achieve your goals? | — 0% | 05 06% | 30 40% | 25 33% | 15 20% |

Generally, the results show the employees agree to work with a strong charismatic leader who can control the team and direct them to achieve their goals and company vision, and also have fairness to support all of them in the same way.

➤ **Chapter 7. Conclusion, Implications, and Recommendation:**

7.1. Conclusion and Implications:

This research was done for the private sector in United Arab Emirates companies to understand the effect of Leadership styles and skills on the Organizational Culture and company vision and we found after this survey the improvements in team engagement

and increased their efficiency and productivity inside the organization depend on a leader's ability to support the team and provide all capabilities and tools to them.

Because all of that it leads to an increase in the loyalty of the employees and followers and definitely it will impact positively in business and company goals.

7.2. Recommendations: The recommendations are split between two different stages:

7.2.1. Suggestions for future studies:

7.2.1.1. All companies must learn and educate their leaders about all new research and new editions of the organization culture in the future to be able to keep up and updated with recent developments in this topic.

7.2.1.2. Must, the targeted recipient genuinely answers the assessment to help the organization develop the organizational culture inside.

7.2.1.3. The good collaboration between the participants and the researcher will give a clear picture to him of their requirements and difficulties they are facing in the inside work environment, and it will let him give the right recommendation to fix or edit it.

7.2.2. Suggestions for leaders:

7.2.2.1. Decide on your coaching policies with the staff and your vision to achieve it to get the best results.

7.2.2.2. You should have good communication skills with your team to explain your future target and achieve your goals.

7.2.2.3. Empowering the team, begin assigning tasks to them if you tend to perform each task yourself.

7.2.2.4. The leader should identify the capable employee and support him to be a good leader in the future and, it will positively impact and motivate the other members of the team to move forward in the right direction.

7.2.2.5. Be a good listener to them and try to sort the issues out they are facing at work.

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