

The Effect of Leadership Style on Organisational Performance with Innovation Technology as a Mediating Within Abu Dhabi Police Force

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Abstract

Leadership style is crucial since it often assists organisational employees to perform effectively and productively. The aim of this research is to empirically investigate effect of leadership style on organisational performance with innovation technology as a mediating within Abu Dhabi Police Force in United Arab Emirates (UAE). Using simple random sampling techniques, this quantitative analysis was done using a sample of 272 employees from the UAE's criminal investigation and security sector. The data was analysed using Smart PLS, and the findings show that transactional and transformational leadership have a considerable positive effect on organisational performance. Moreover, innovation technology has partial mediation impact in the relationship between leadership styles and organisational performance for the Abu Dhabi Police Force which contributes to the achievement of its objectives and the improvement of performance. The finding contributes to the research that highlights innovation technologies impacted by transformational and transactional leadership that can effect employee success and organisational performance, especially in the context of the Abu Dhabi Police Force in the UAE It has been demonstrated that leadership styles are important for the police sector in order to accomplish its objectives and improve organisational performance. The study also suggested that the regulatory authorities in charge of controlling Abu Dhabi police force in UAE regulations provide a standard guideline and encourage all police forces to implement leadership style properly to achieve organisational performance.

Keywords: Leadership, Innovation technology, Organisational performance, Abu Dhabi Police,UAE.

1. Introduction

Leadership is defined as one of the most significant aspects influencing an organisation's performance and effectiveness. Leaders who lack the capacity to successfully lead people will never be successful and, as a result, will be unable to lead their subordinates effectively. As a result, it is strongly recommended that the company have the proper sort of leaders to enhance performance and efficiency in the business (Agarwal, 2019). Different variables in an organisation might have an impact on leadership. The primary influence is the organisation's culture and value system, which distinguishes one company from another. The sort of leadership required in specific organisation may not a required in

another organisation, and this may determined by the company's vision and goals (Amanchukwu et al., 2015). The present study will concentrate on the leadership style in the Abu Dhabi police force in the United Arab Emirates, and it will determine which leadership style best meets the demands of the organisation in terms of affecting organisational performance (Anderson & Sun, 2017).

The function of leadership in an organisation is critical because it aids in the development of the mission and vision as well as the formulation of strategies and policies to accomplish the company's goals in an efficient and effective manner. In addition, leadership aids in the coordination and direction of organisational

operations. Many businesses are currently dealing with issues linked to unethical activities in the workplace, which is generating poor performance and significant labour turnover. Ineffective leadership might be one of the reasons behind this (Amanchukwu et al., 2015). As a result, for an organisation that wants to not only survive but also thrive, an innovation-friendly business strategy, top management style, organisational structure, middle management practices, and effective methods of managing innovation must be implemented in order to achieve innovation and competitive success (Agarwal, 2019).

Some organisations take leadership types literally, and their managers utilise them to effectively identify and address challenges. On this regards, the current research seeks to ascertain the link and effect of leadership style on organisational performance using Innovation Technology as a mediator of employees working in the Abu Dhabi police force sector of the UAE. Transformational leadership, transactional leadership, and laissez-faire leadership are examples of leadership styles. Transformational leadership and participatory leadership styles have been selected to be concentrate in the research, and their associations with performance have been assessed (Anderson & Sun, 2017). The rationale for concentrating especially on these leadership styles is that they are the most commonly utilised leadership styles around the globe, so when a particular style of ideology is established with support of literature review, it may allow each leadership style to also be validated for delivering business success (Agarwal, 2019).

2. Literature Review

2.1. Police performance in UAE

lately, Abu Dhabi Police (2019), stated that, United Arab Emirates police forces were directly assessed and graded on a like-for-like basis using a variety of Key Performance Indicators (KPIs). Among these were the crimes committed (reported), the quantity of crimes identified or managed to solve, criticisms toward police officers, and the number of emergency services answered within the specified time frame. The UAE Association of Chief Police Officers (ACPO) organised an annual conference to clearly define and

exchange information about policing performance in aims to discuss and prevent potential concerns about policing performance, and more importantly, to deal with stakeholders' changing needs and expectations (EIP, 2018). During its twelfth year, the conference examined a number of issues influencing policing performance by discussing and exchanging ideas and expertise on best practices in policing. Greater UAE Police Chief Constable Mohamad Fahy remarked, "Policing must undergo a transformational change in order to continue service delivery with fewer resources." (EIP, 2018).

2.2. Leadership style

A leadership style is defined as a collection of diverse qualities, behaviours, and traits utilized by leaders in their interactions with their subordinate (Bhargavi & Yaseen, 2018). According to Al Khajeh (2018), leadership is a pattern of management conduct that is intended to integrate organisational or personal interests and affects in order to achieve certain goals. As per Harris et al. (2007), leadership style is the sort of connection that one individual use to encourage others to work together toward a common objective or goal. That based on current leadership styles, there are three types of leadership styles: (1) transformational leadership style, (2) transactional leadership style, (3) laissez-faire leadership (Al Khajeh., 2018).

2.2.1. Transformational leadership

Transformational leadership described by Burns (1978), as positive, optimistic and trustful leader who is emotionally intelligent, encourages teamwork, promotes innovations and sets high expectations. Leadership is regarded as a central subject in the field of organisational attitude (Anderson & Sun, 2017). Besides that, the great leaders should not only promote the energy of subordinates to a high-performance, but they should also fulfill their expectations in achieving the organization's goals.

2.2.2. Transactional leadership

According to a study on leadership, defined as benefit and value exchange strategies within the organisation. Transactional leadership theories are founded on the concept of leader-follower relationships based on the continual interchange between leaders and their followers

(Agarwal, 2019). Transactional leadership is often described as being helpful in achieving follower's goals through using carrot and stick strategy (Samad et al, 2015). Transactional leaders demand sure work behaviours from their followers or team members whom remunerated with both financial and nonmonetary rewards. Influence and power are additionally part of transactional leadership vogue and can be applied in company management type of functioning (Samad et al., 2015).

2.2.3. Laissez-faire leadership

Laissez-faire leadership are the leaders use the delegation technique, in which they take their hands off and let cluster members to make decisions. There isn't much interaction between followers and leaders. They sometimes evade duty, lack feedback mechanisms and postpone the choice creating (Samad et al, 2015). This sort of functioning does not fall under substantial dealing and has no impact on the follower's behaviour results. They occasionally avoid being concerned with the higher cognitive process and job progress and allow things to happen (Chowdhury, 2017) and Malik et al. (2016), stated as having a weak relationship structured with Citizenship behaviour.

2.3. Innovation technology

Aldholayet al. (2018), argues strongly that innovation is a required element if any organisation aims to improve its performance. Often when the innovativeness of any given organisation is considered it refers to that organisation's innovative performance in each time (usually a year) with significant consideration to its level of output, be it goods or services (Wadho and Chaudhry, 2018). Therefore, for an organisation that aims to not only survive but also compete strongly it is important that for business strategy an innovation-friendly, organisational structure, top management style as well as middle management practices and techniques for effectively managing innovation are adapted towards achieve innovation and competitive advantage (Aldholayet al., 2018).

2.4. Organisational performance

Performance is proof for the success of an organisation, and it can be defined in a variety of ways. Performance, from the view of the process, is the attainment of the objective via the input process to the output (Aldholayet al., 2018). Between the outcomes obtained and the results predicted, there is a relationship related with performance, notably the economic field, work efficiency, as well results in realisation (Chowdhury, 2017). In the literature of business, organisational performance is considered a complex and multifaceted phenomenon. It includes an organisation's results or its real outputs that could be measured against intended outcomes, objectives and goals (Anwar, 2017).

2.5. Hypothesis development

There are numerous leadership styles that have an impact on organisational performance. The leadership style has an effect on the culture of the organisation, which in turn has an impact on the organisation's performance. Besides, Khajeh (2018), demonstrated this fact by examining the association between different leadership styles and organisational success. Transformational leadership has a significant effect on the success of a business. They concluded that transformational leadership directly and positively impacts on the performance of an organisation (Sofi & Devanadhen, 2015). According to research conducted by Agarwal (2019), the transactional style of leadership positively impacts organisational performance. Innovation leadership is a leader's ability to mix certain leadership styles when adopting and facilitating innovation technology (Chowdhury, 2017). The absence of such leadership characteristics in an organisation might affect the organisation's capability to perform successfully. However, Figure 1 demonstrates the leadership style described by this analysis, which are independent variables, innovation technology variable as a mediating and dependent variable is the organisational performance from the same figure. Finally, there are six hypotheses identified in Figure 1.

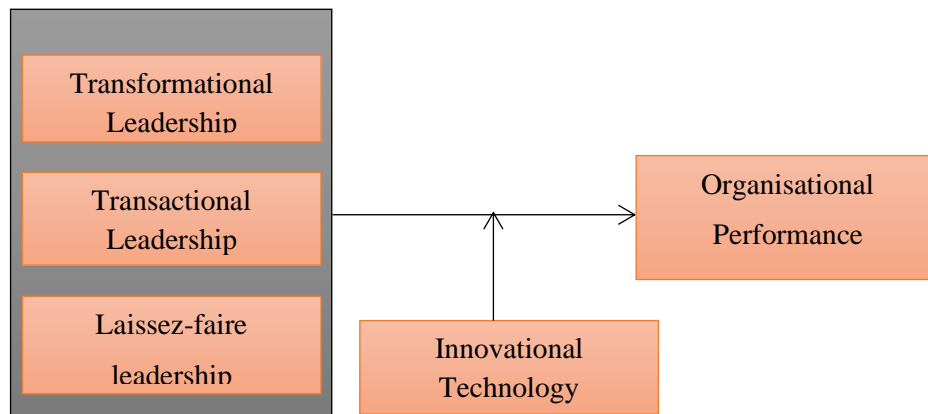


Figure 1: Research model

and hypothesis proposed in this study is as follows:

H1. There is an association between transformational leadership and organisational performance.

H2. There is an association between transactional leadership and organisational performance.

H3. There is an association between laissez-faire leadership and organisational performance.

H4. Innovation technology mediates the relationship between transformational leadership and organisational performance.

H5. Innovation technology mediates the relationship between transactional leadership and organisational performance.

H6. Innovation technology mediates the relationship between laissez-faire leadership and organisational performance.

3. Research Methodology

The current study's hypotheses were tested using a quantitative manner (Klees, 2017). The Questionnaire sets were distributed among experts in employees in Abu Dhabi police criminal and security sector (Abu Dhabi police, 2020). In order to locate the significant and dominant factors, the Smart-PLS software package for simulation and modelling technique is employed. The survey has 320 statements to which participants responded. The questionnaire was used to measure their level of agreement using Likert scale questions ranging from 1 to 5, with 1 being strongly agreed and 5 being strongly disagree. The survey includes demographic questions that enabled respondents in the sample to be

described. Random sampling techniques was used while structural equation modelling (SEM) was used to find the effect leadership style on organisational performance with innovation technology as a mediating within Abu Dhabi police force using structural equation Model.

4. Results

Once the questionnaire was completed, it was posted to surveymonkey.com, where participants had instant access to the Abu Dhabi police in UAE survey. Data collection was accelerated by sharing this link on a Google page; in reality, the full data collection period took little more than three weeks in April 2021. Data collection procedures, consent from the necessary authorities is essential. As a result, a request letter is sent to the relevant authorities for data collection, including a purposes letter that informs the authorities about the aim of the research. After getting the approval, a total of 367 questionnaires were sent but only 320 questionnaires were received that were utilised for the analysis that represents 70.8% percent response rate. The demographic features of the respondents, as well as personal information, were supplied. There were a total of 272 male responses, representing 85.0% of the total sample distributed; female responses comprised 15.0% (N= 48) of the sample. The highest group of age of the responses ranged between (26-45) years with the percentage of (38.1%) and (40.6%) respectively, while 225 (70.34%) of the responses were married the mainstream of the respondents have a bachelor degree which constituted 175(54.7%). For the work experience, 112(35%) of the respondents

have a work experience ranged between (6-10) years.

4.1 Convergent validity and reliability

As stated by Hair et al. (2014), to accomplish convergent validity the constructed

measurement must have an AVE of $\geq (0.50)$, and the factor loadings must be ideally higher than (0.70). All constructed measurements had AVE scores higher than the threshold value of (0.50) as well the factor loadings varying consecutively from (0.562) to (0.906), suggesting that convergent validity was defined

Table 1 Convergent validity and reliability

Constructs	Loadings	Cronbach's Alpha	Composite Reliability	AVE
CR	0.867	0.789	0.912	0.643
IA	0.786	0.856	0.864	0.576
IB	0.856	0.867	0.834	0.612
IC	0.782	0.823	0.875	0.567
IM	0.861	0.865	0.834	0.586
IS	0.790	0.823	0.871	0.591
Innovation Technology	0.823	0.825	0.832	0.588
Laissez-faire	0.845	0.798	0.814	0.547
MEA	0.698	0.832	0.831	0.581
MEP	0.812	0.832	0.843	0.575
Organisational Performance	0.866	0.895	0.828	0.597

Key: Legent: CR=Contingent Reward, IA=Idealized Attributes, IB=Idealized Behaviour, IC=Individual Consideration, IM=Inspiration Motivation, IS=Intellectual Stimulation, MEA= Management by Exception Active, MEP= Management by Exception Passive.

It is evident in Table 4.4 that all values of Cronbach alpha were greater than 0.6, and this signify that the outcome is good and appropriate. If any construct's alpha coefficient is below 0.6, this means that the Cronbach alpha value is less than the appropriate margin and

must be re-evaluated. As seen in Table 4.6 above, the Cronbach alpha results indicate that the measures as a whole have very good reliability.

4.2 Discriminant validity

Discriminant validity was determined by evaluating the correlation between all of the constructs employed in this investigation. Table.2 displays the generated results. According to the discriminant validity results, the correlation between the pairs of constructs is less than 0.85, as recommended by researchers (Henseler et al., 2015).

Table 2 Item correlation

	1	2	3	4	5
Transformational Leadership	1				
Transactional Leadership	0.455	1			
Laissez Faire Leadership	0.423	0.376	1		
Organisational Performance	0.456	0.314	0.372	1	
Innovation Technology	0.418	0.342	0.373	0.442	1

Based on the aforementioned, convergent validity for all constructs in this study met the acceptability condition. As a result of the

positive results of the study construct's reliability and validity, the passage to the next step of multivariate analysis is guaranteed. As a result, the next parts presented the structural equation modelling analysis for this research.

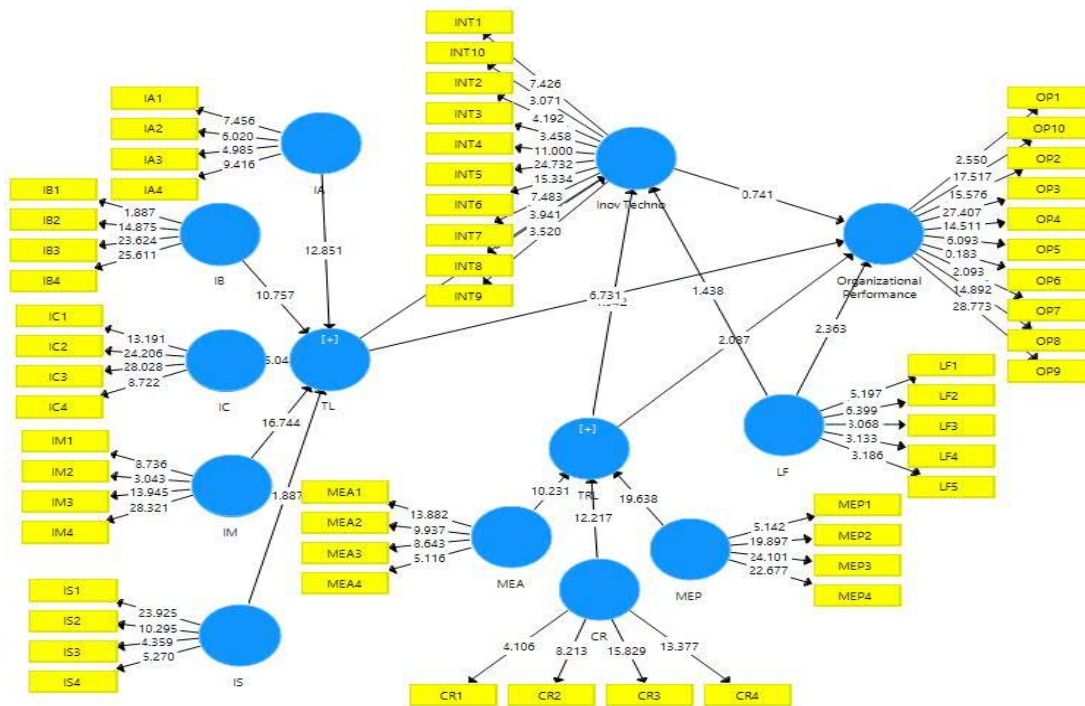


Figure 2: Structure model with T-statistics

The structural model's validity is examined using metrics such the coefficient of determination (R^2), effect size assessment (f^2), discriminant validity, collinearity assessment, and path coefficients. By analysing the

particular indirect effects of the path model, the research also explores the mediation impact of innovation technology in the relation between leadership style and organisational efficiency. Figure 2 illustrates the coefficients of the structural model along with their level of importance using the t-statistic.

Table 3 Coefficient of determination assessment

	Constructs	R-Square
Exogeneous Variables	Innovation technology	0.767
Endogeneous Variables	Organisational performance	0.854
Mediator	Innovation technolgy	0.862

Table 3 shows the R^2 of endogenous and exogenous variables, innovation technology,

and organisational performance. Innovation technology has an R^2 value of 0.767, indicating that 76.7% of the variance in innovation technology is demonstrated by the mediating

variable. Similarly, organisational performance R^2 value of 0.854, indicate that 85.4% of the variance is interpret by the endogenous variable.

4.3 Analysis for structural equation modeling

Table 4 clearly shows there's a direct path coefficients, all of which were significant with p-values less than 0.05 and t-values greater than the 1.96 t-critical value. With all of the direct implications, there was a positive strong association between leadership styles and organisational performance. As a result, leadership styles can be stated to have a

favourable impact on the organisational performance of the Abu Dhabi Police. Likewise, only one-dimensional direction that is transformative leadership is important in regrading to the direct impact of leadership styles and innovation technologies with t-values surpassing the t-critical value of 1.96 and p-values below 0.05, while the other dimension of transactional and laissez-faire leadership styles is not significant with t-value <1.96 and p-values > 0.05. Likewise, t-values smaller than the t-critical value of 1.96 and p-values greater than 0.05 did not endorse the direct influence of innovation technology and organisational performance.

Table 4 Significance test for the structural model path coefficient, t-statistics and p-values

Path	β	T-statistics	P-value	Desicion
CR--> TRL	0.313	12.217	0.000	Supported
IA--> TL	0.165	12.851	0.000	Supported
IB--> TL	0.226	10.757	0.000	Supported
IC--> TL	0.289	25.044	0.000	Supported
IM--> TL	0.211	16.744	0.000	Supported
IS--> TL	0.165	11.887	0.000	Supported
Innv Techno--> OP	0.076	0.741	0.459	Not Supported
LF--> Innv Techno	0.071	1.438	0.151	Not Supported
LF--> OP	0.085	2.363	0.000	Supported
MEA--> TRL	0.281	10.231	0.000	Supported
MEP--> TRL	0.479	19.638	0.000	Supported
TL--> Inov Techno	0.614	3.962	0.000	Supported
TL--> OP	0.777	6.731	0.000	Supported
TRL--> Inov Techno	0.297	1.942	0.053	Not Supported
TRL--> OP	0.185	2.087	0.000	Supported

5. Discussion

This study provides a detailed and original analysis of leadership style (transformational leadership, transactional leadership and Laissezfaire leadership), of organisational performance throgh innovation technology in police sector. This paper is one of the few empirical studies that look at leadership style and innovation technology in service organisations. While previous research has concentrated on the manufacturing sector (Anderson & Sun, 2017), and a few studies were given to service organisations, especially in the police sector (Agarwal, 2019). As a result, the findings' generalisation and relevance to police sector organisations have been increased (ADP, 2020). The current study may be the first local empirical study that

examines the relationship between leadership style and innovation technology on organisational performance. in UAE police sector context has been confirmed. The present study contributes to a advanced understanding of the ADP 's leadership style and provides empirical evidence of the perceptions of employees regarding that leadership. Furthermore, transactional helps the subordinates satisfy their requirements minimise worry and concentrate solely on the organisation vision, like creating service with high-quality and identifying methods to minimise the production cost (Aldholay et al., 2018). A lot of people criticise the leadership model as it leads leaders and subordinates to have short-term linkage. Allowing the gratification process might develop to enmity between the leader and subordinates in this

regard (Ali & Shibami, 2018). Moreover, criticism makes use of the approach to leadership creating in order to ignore crucial elements linked to the situation and contextual organisation, as a result of the researchers' critique of leadership (Aldholay et al., 2018).

6. Conclusion

The primary goal of this research is to investigate and assess the effectiveness of leadership styles in Abu Dhabi Police. The study was timely in providing an opportunity to investigate and determine the most successful leadership style implementable inside ADP, as the Abu Dhabi police was going through (Transformational leadership, Transactional leadership, and Laissez-faire leadership). As per the findings of this study, transformational leadership may have a direct positive impact on organisational performance by creating an environment that is regarded as less political and is based on ideals of fairness and equity. Employees should be motivated to display exceptional performance, both formally and informally, through increased levels of in-role behaviours and enhanced corporate citizenship behaviour in such an environment. It is also suggested to hold seminars on the value of leadership and how it affects organisational performance and the overall health of the organisation. This would provide knowledge to employees and leaders, bridging the gap and moving them toward consensus.

7. Limitations and Future Research

The entire position of the UAE's police industry displays its sustainable and competitive stance in the current context. The organisation is quite formal, employs young people with little job experience, and expects high performance from its employees. These employees are frequently asked to cope with confusing and uncertain situations, including potentially life-threatening ones. As a result, the connection between managers/leaders and employees is distinct and distinct from that of other more traditional workplaces. The agency's one-of-a-kind nature underlines the importance of exercising caution when extrapolating findings to other organisations. Perhaps the findings were skewed as a result of these unusual circumstances. Aside from that, the study was done in the UAE, which may

limit its capacity to generalise its findings to other cultures and contexts. As a result, to strengthen external validity, the research hypotheses should be tested in contexts outside than the UAE. Because the proposed study concentrates on the UAE's police sector, extrapolating the conclusions to other nations is limited to some extent. Future research may look at countries in a comparable region or another to assess the relationship and influence of the factors under consideration, which are leadership style and organisational performance.

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