

Leadership Style and Performance of Employees

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ABSTRACT

Leadership is an important aspect as it usually enables the employees of the organizations to work efficiently and effectively. The current study assesses the relationship between leadership style(s) and the performance of employees working in the banking sector of the United Arab Emirates (UAE). This quantitative study is conducted with a sample of 200 employees from 5 different banking institutions of the UAE using simple random sampling techniques. SPSS version 21 was used to analyze the data. The results highlighted that democratic and transformational leadership have a significant positive relationship with the performance of employees with a p-value of 0.00, $P < 0.05$. The Cronbach's alpha was measured between the ranges of 0.7 to 0.8 which is an acceptable range. It is proven that democratic leadership and transformational leadership styles are significant for the banking sector which helps to achieve its goals and enhance the performance of employees.

SARI PATI

Kepemimpinan adalah aspek penting organisasi karena biasanya memungkinkan karyawan bekerja secara efisien dan efektif. Sekarang studi ini menilai hubungan antara gaya kepemimpinan dan kinerja karyawan yang bekerja di sektor perbankan Uni Emirat Arab (UEA). Penelitian kuantitatif ini dilakukan dengan sampel 200 karyawan dari 5 lembaga perbankan berbeda di UAE menggunakan teknik pengambilan sampel acak sederhana. SPSS versi 21 digunakan untuk menganalisis data. Hasilnya menggarisbawahi bahwa demokrasi dan kepemimpinan transformasional memiliki hubungan positif yang signifikan dengan kinerja karyawan, dengan nilai p 0,00, $P < 0,05$. Alfa Cronbach diukur antara kisaran 0,7 hingga 0,8 yang merupakan rentang yang dapat diterima. Terbukti bahwa kepemimpinan yang demokratis dan gaya kepemimpinan transformasional sangat penting bagi sektor perbankan, yang membantu mencapai tujuannya dan meningkatkan kinerja karyawan.

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INTRODUCTION

Leadership is considered as one of the important factors which plays vital role in the productivity and success of the organization. The leaders who don't have the ability to lead the people effectively can never be successful and therefore cannot lead their subordinates well. So it is highly advisable for the organization to have the right type of leaders in order to promote the efficiency and the productivity in the organization (Mussolino & Calabrò, 2014). The leadership can be influenced by different factors in an organization. The major effect is of the culture and the value system of the organization which makes one organization different from the other. The type of leadership needed in one type of organization might not be needed in another type of organization and it can be assessed by the goals and vision of the organization (Amanchukwu, Stanley, & Ololube, 2015). The current research will be focusing on the leadership style in the UAE banking sector and will assess as which leadership style suits the organization needs better in terms of influencing the employees' performance (Anderson & Sun, 2017).

The role of leadership in an organization is important as it helps in the creation of the vision, mission, and establishment of objectives, along with designing the policies and strategies in order to achieve the objectives of the organization in an effective and efficient way. Also, the leadership helps in the direction and coordination of the organizational activities. In the present time, many organizations are facing problems which are related to the unethical practices in organization, also causing poor performance and high labor turnover. One of the possible reasons behind this is the ineffective leadership (Amanchukwu, Stanley, & Ololube, 2015). Some of the organization take leadership styles seriously which are used by their manager to find the problems and resolve them better. Based on this notion, the present study aims to determine the relationship and impact of the leadership style on the performance of employees working in the banking sector of the UAE. There

are various types of the leadership styles which include autocratic leadership, transformational leadership, transactional leadership, democratic leadership and participative leadership. The leadership style which are chosen to be focused upon in the undertaken study are transformational leadership and participative leadership styles and assessing their association with the performance (Anderson & Sun, 2017). The reason behind focusing specifically upon these leadership styles is that these styles are the most widely used leadership styles around the world and when the new type of ideology is developed with the help of the research, it can help the style of the leadership to be verified for bringing success to the organization. Thus the undertaken research is to determine the influence of the participative leadership style and transformational leadership style on the performance of employees associated with banking sector of the UAE (Frankel & PGCMS, 2019). The present study would contribute to gauge whether participative and transformational leadership styles reflect any impact on the employees' performance; if there is the impact, then it is significant or not, and at the same time it will also evaluate the level of variation in the performance caused by adopted leadership styles.

LITERATURE REVIEW

This section discusses the different studies and theories to elaborate the leadership styles and their role and impact on the performance of employees. There are number of leadership styles which have been discussed in the literature. However, not all the styles fit in all the situations and hence, different factors determine the use of the leadership style in organization (Arnold, Connelly, Walsh, & Martin Ginis, 2015).

One of the leadership styles is autocratic leadership where the leader has the central position in terms of leadership and authority. Under this leadership style, the leader holds all the authority and responsibility and decisions are made without any participation from the subordinates and hence, employees

have to merely follow them without sharing their concerns and apprehensions. The decisions are taken at the higher level and only communicated to the subordinates thus there is no flexibility to review the decisions further. Policies, strategies and procedures are drafted by the leader and there are barely any situations where the voice and opinions of other employees is heard or considered (Mussolino & Calabrò, 2014).

Another type of the leadership style is the democratic leadership which is considered to be one of the most widely considered leadership style across the globe. In this type of leadership the other employees are given the equal chance to contribute to the decision making. The central position is held by the leader himself but the decision making is delegated to the subordinates in order to enhance the contribution and association of the employees with the organization (Cooper, 2015). The leader is responsible for the final decision but the delegation of authority is observed. It is noticed that employees under such leadership style exhibit high level of energy and ensure more efficiency while executing assigned duties. (Koohang, Paliszkievicz, & Goluchowski, 2017). Such leadership promotes the efficient and free flow of communication in all the directions and from top to bottom, bottom to top and in the vertical and horizontal manner as well. Number of traits such as- fairness, creative nature, courage, honesty and intellect are appreciated when the qualities of democratic leaders are assessed (Amanchukwu, Stanley, & Ololube, 2015).

Strategic leadership is one more style to lead and deal with the people. The main goal of this leadership style is to ensure high performance of the team and the organization. This leadership is not confined to only the head of the company, it assumes that all the employees are strategically important and can become the leaders as well. The leader aims at exploring the creative and innovative possibilities to ensure positive and significant impact on the employees' performance by bringing more participation of the subordinates. The leader

attempts to fill the gap between the desired level of state and the practical level of state. The change is one of the prime aspects and well incorporated in this type of leadership. Also, the strategic thinking is pre-requisite for such leadership style (Asrar-ul-Haq, & Kuchinke, 2016).

Leadership style can also be transformational in nature, this type of leadership relies on taking the initiative and hence, is practiced by the leaders for the group, organization and employee working for, with and under them. The leader motivates the employees to work towards the personal and the organizational goals on an ongoing basis. Also, for this type, the tasks set is challenging and performance is focused as well. These types of leaders are the ones whose commitment level is very high and they have a huge number of followers to appreciate and appraise their qualities. The empowerment of the employee is the main objective of transformational leaders (Asrar-ul-Haq, & Kuchinke, 2016).

Team leadership is another type of leadership where the leader is one who determines the course of actions to be taken for accomplishing the designated work and hence, plan the future of the team as well. The plan is then followed by the subordinates firmly and leader monitors the working performance of them. The vision for this type of leader is to inspire and also to have the strong sense of purpose as well (Urlick, & Bowers, 2014). Team leaders put all the efforts and heart in the planning and supporting their team in achieving the set targets. The team work is highly promoted and a cooperative and collaborative relationship is built among the employees (Vito, Higgins & Denney, 2014).

Another type of leadership which is widely practiced these days in the era of globalization is the cross cultural leadership. Such leadership style is about being more sensitive to the needs of culturally-diverse work force. Such leaders embrace all the cultures with due consideration (Masa'deh,

Obeidat, & Tarhini, 2016). The leader values the cultural diversity to promote diverse ideas and the genuine talent of employees without being culturally biased. When an organisation operates in the global market or has the workforce coming from different countries with diverse cultural and religious beliefs, such leadership contributes quite effectively to help them to adjust themselves according to the situation and need of the organization (Anderson & Sun, 2017), which in turn, ensures better output and creativity in the performance.

Coaching leadership is another kind where the leader believes in giving the coaching and mentoring the subordinates working for them. The leader acts as a teacher and supervises the performance of employees. The leader can be operational in all types of the settings and hence, the main objective is to improve the performance of employees so as to ensure organisational success. The leader helps the employees to improve their skills by motivating them, inspiring them (Wang, Waldman, & Zhang, 2014) and also by boosting their morale to work better towards improved performance.

Charismatic leadership style is another form where the leader's power are revolutionary and hence, the focus of the leader in on transforming the values and beliefs of the followers (Harwiki, 2016). There are number of qualities the leader has, one of those is the power to influence others, to prepare the others to achieve their goals and to be able to change the attitude of people as well (Anderson & Sun, 2017). One more leadership style is the visionary leadership. The visionary leader recognizes the fact that the vision is the primary need of an organization and at the same time it is not necessary that vision is conceived by the top management only or the strategic team. Such leaders have the high vision and possess the ability and competence to transform the vision into reality by reflecting due dedication and assurance for recognising the efforts of the employees following them (Yahaya, & Ebrahim, 2016).

On a primary level, in an organization group of people come together to work and perform towards the same goal and the objective. The goals and objectives are same for the organization but could be different for the different people as well. The organizations usually have the standard goals and they can be achieved by being the part of the organization. It is also argued in the available literature that organizations are known as the social entities and hence, have the directive regarding every function and also have structure which makes all the organization different from one another. Also the organizations have the coordinated activity system and is linked to the external system of environment as well (Birasnav, 2014). The organizations usually exist when the people work towards the same goal in the same manner and some of the essential functions are performed together as well. It is also argued that change is one major aspect which takes place in the organization and can affect all the processes of the organization as well (Hurduzeu, 2015). Along with that it can also be argued that leaders is very important with regard to functions of the organization as they plan the policies, strategies; supervise the performance of employees and monitor the functions of the organization (Neubert, Hunter & Tolentino, 2016).

The available researches discuss about the fact that different type of the organizations have the six basic parts which include the top management, which resides on the top of the organization, the middle management which works in the middle level of the organization, technical core which works all the basic and important work of the organization (Wang, Sui, Luthans Wang & Wu, 2014). There are also the technical support groups where the researcher, analyst and engineers etc. work in the organization and the focus of this part is on the controlling and planning of the technicalities of the organization. Another one is the administrative support stand which do a lot of work including mailing, maintenance and clerical duties for the organization and in the core of the organization lies the ideology and hence, this is

the part where the values, traditions and beliefs of the organization lies and it makes it different from the other organizations (Almatrooshi, Singh, & Farouk, S2016). It can also be argued that different part of the organization join together to make an organization and hence, impact the performance of the employees and organisational outcomes to a good extent (Zimmermann, Hill, Birkinshaw & Jäckel, 2017).

The point of leadership is imperative to be contemplated in the distinctive association with the employees and the work force due to different reasons. The reasonableness of the leadership style to the kind of association it has been working with is one of them. There are diverse leadership styles that exist and have distinctive qualities. (Fu & Deshpande, 2014). All these diverse sort of administration are connected to various authority styles relying upon the kind of association, the way of life and the structure of association. Qualities, convictions, culture and the structure which decide the need of the association and furthermore, characterize the kind of leadership style will be reasonable for the association (Arnold, Connelly, Walsh, and Martin Ginis, 2015). It tends to be contended in the writing that leadership can have the distinctive sort of way of life or the structure when the vision, objectives and the kind of ventures are extraordinary and consequently, the administration in this situation would accord these elements as well. At that point, when the administration is connected by the qualities, convictions, structure and the way of life of the association, the association thrives and furthermore, the efficiency is upgraded in return (Nanjundeswaraswamy and Swamy, 2014). The development of the association gets augmented when the leadership style well suits the hierarchical objectives and target. The sort of the leadership style applies causes the association with employees to comprehend the requirements of the representatives, and diverse division working in the association in a manner giving them better environment for the execution of assigned duties and raise the bar of their performance (Frankel and PGCMS, 2019).

The theoretical base achieved from the reviewed literature and understanding of the concepts so far contributed to propose following hypotheses:

H₁: The democratic leadership reflects significant positive impact on the performance of employees.

H₂: The transformational leadership has significant positive impact on the performance of employees.

METHODS

This section of the undertaken study discusses the research method and how different strategies of methods are used to realize the objectives of the research.

Research methods are the basic prototypes where the theoretical values are assessed and hence, research method talks about the ways through which specific paradigm are followed and give the generalization about results. The present research uses the descriptive study method (Jackson, 2015). The cross sectional design is followed to collect the primary data (Duncan & Fiske, 2015; Agarwal & Al-Qouyatahi, 2017).

For the present study, quantitative method which relies on the usage of survey-questionnaire tool for collecting the large amount of data in small amount of time and covering the larger area as well. Another reason for the use of this method is that it can be reapplied and hence, the reliability and validity of the data becomes quite high (Blumberg, Cooper & Schildler, 2014). The objectives of the current research matches the objectives of the quantitative method so it is feasible to apply this method as it will help in establishing and assessing the relationship between the undertaken research variables (Smith, 2015; Bowling, 2014).

Both primary and secondary data is used for the research. A structured questionnaire is designed and drafted by taking into account the objectives of the research, experience of researcher and

also, the understanding developed by reviewing the already available literature for gathering the first-hand primary data (Taylor, Bogdan & DeVault, 2015). For getting access to the secondary data the research largely relies upon the internet, journals, books, newspaper and other secondary sources (Jackson, 2015; Hair, Wolfinbarger, Money, Samouel, & Page, 2015).

The domain of the present study is primarily UAE as the researcher currently belongs to the UAE, thus, have access and possess the understanding of the local market to a good extent. For the current study, the target population is the employees of the five large banking institution of the UAE. A sample of 200 employees is selected by using simple random sampling technique (Taylor, Bogdan & DeVault, 2015).

SPSS version 21 is adopted to analyse the collected data. Various type of analysis is carried out. For the demographics, the descriptive analysis is done and hence, graphs and tables are made. While for the main questions, the inferential statistics and relationship tests are run between the variables. Correlation and Regression analysis is done to measure the relationship between the variables. Along with that Cronbach's alpha (Tavakol & Dennick, 2011) is also determined to check the reliability and consistency of the data.

RESULTS AND DISCUSSION

This chapter aims at discussing the results and findings of the research process. By employing the SPSS 21 version the descriptive, as well as inferential statistics, are developed in the form of given tables.

Descriptive Analysis of Demographic Profile:

Table 1. Demographic Statistics

Gender					
	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	Male	150	75	75.0	75.0
	Female	50	25	25.0	100.0
	Total	200	100	100.0	
Age					
	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	20 but less than 30	102	51.0	51.0	51.0
	30 or more	70	35.0	35.0	86.0
	3.00	28	14.0	14.0	100.0
	Total	200	100.0	100.0	
Experience					
	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	94	47.0	47.0	47.0
	more than 5 years	106	53.0	53.0	100.0
	Total	200	100.0	100.0	
Education					
	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	Bachelors	102	51.0	51.0	51.0
	Masters	22	11.0	11.0	62.0
	Diploma	18	9.0	9.0	71.0
	Phd	58	29.0	29.0	100.0
	Total	200	100.0	100.0	

Source: author's own compilation from primary data

Reliability Analysis

Reliability Analysis of Democratic Leadership Style

Table 2. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.840	.861	5

Table 2 shows the alpha reliability coefficient of the scale used in the study. The Cronbach's alpha for the democratic leadership scale is 0.861 which is an acceptable range.

Reliability Analysis of Transformational Leadership Style

Table 3. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.834	5

The Cronbach's alpha for the transformational leadership is 0.834 which is again an acceptable range.

Reliability Analysis of Impact of Leadership styles on Employees' Performance

Table 4. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.755	.765	5

Table-4 shows the alpha reliability coefficient of the scale used in the study. Here, the Cronbach's alpha value is .765 which is acceptable range.

Correlation Analysis

Table-5 reflects the output of employing the correlation test between the study variable which exhibits that the democratic leadership is highly positively related to the transformational leadership ($r = .510^{**}$, $p < .01$). Also, the democratic leadership has the positive association with the employees' performance ($r = .529^{**}$, $p < .01$); and the transformational leadership is highly positively correlated with the impact on the performance of employees ($r = .532^{**}$, $p < .01$).

Table 5. Correlation Statistics

	Democratic leadership	Transformational leadership	Impact on employee performance
Democratic leadership	Pearson Correlation Sig. (2-tailed) N	.510**	.529**
Transformational leadership	Pearson Correlation Sig. (2-tailed) N		.532**

** . Correlation is significant at the 0.01 level (2-tailed).

Source: author's own compilation from primary data

Regression Analysis

Democratic Leadership Style and its Impact on Employees' Performance:

Table 6. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.529 ^a	.280	.273	3.26141	.280	38.104	1	98	.000	1.855

Source: author's own compilation from primary data

^bDependent Variable: Impact on the Employees' Performance

Table 7. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	405.302	1	405.302	38.104	.000 ^b
	Residual	1042.408	98	10.637		
	Total	1447.710	99			

Source: author's own compilation from primary data

^a Dependent Variable: Impact on employees' performance

^b Predictors: (Constant), Democratic leadership

Table 8. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part
(Constant)	6.381	2.193		2.909	.000	2.028	10.733			
Democratic leadership	.612	.099	.529	6.173	.000	.415	.809	.529	.529	.529

Source: author's own compilation from primary data

Table-6 shows the model summary of the impact of the main criterion variable which is impact on the performance by the predictor which is democratic leadership. The output highlighted that the result is significant at.00 and the value of R square came out to be .273 which means it explains the 27.3% variance in the data.

The table-7 shows the results of the ANOVA test which reflects the overall significance of the results. The value of the p is 0.00 for the model and is less than 0.05hence, the significant relationship between the democratic leadership and its impact

on performance of employees of banking sector is measured.

The table-8 shows how much the democratic leadership and the impact on the employees' performance correlate with the each other how much leadership contributes to the performance. The value of B is 0.612 which shows that it can show increase in unit of 100 as there will be increase of 61.2 while applying this to employees' performance. The value of t is 6.713 which is more than 1.96 and hence, is more than acceptable value of 6 and also the value of p is 0.00 which makes it significant model.

Table 9. Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	13.7273	21.6863	19.7700	2.02335	100
Std. Predicted Value	-2.986	.947	.000	1.000	100
Standard Error of Predicted Value	.326	1.032	.441	.134	100
Adjusted Predicted Value	13.2521	21.8551	19.7831	1.99234	100
Residual	-8.72729	5.98710	.00000	3.24490	100
Std. Residual	-2.676	1.836	.000	.995	100
Stud. Residual	-2.821	1.852	-.002	1.011	100
Deleted Residual	-9.69798	6.09447	-.01315	3.35040	100
Stud. Deleted Residual	-2.928	1.876	-.007	1.025	100
Mahal. Distance	.002	8.919	.990	1.611	100
Cook's Distance	.000	.443	.017	.063	100
Centered Leverage Value	.000	.090	.010	.016	100

Source: author's own compilation from primary data

^a Dependent Variable: Impact on Employees' Performance

Transformational Leadership Style and its Impact on Employees' Performance:

Table 10. Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.532 ^a	.283	.276	3.25458	.283	38.676	1	98	.000	2.032

(Source: author's own compilation from primary data)

a. Predictors: (Constant), Transformational leadership

Table-11 ANOVA^a

	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	409.665	1	409.665	38.676	.000 ^b
	Residual	1038.045	98	10.592		
	Total	1447.710	99			

(Source: author's own compilation from primary data)

a. Dependent Variable: Impact on Employees' Performance

b. Predictors: (Constant), Transformational leadership

The table-9 shows the value for the cook's distance highlight that how much the impact predictable variable has on the outcome variable. And in the present study it is used to see the unusual outliers and influencing factors of the data. The above table shows the residual statistic where the maximum value for the cooks distance is .443 which is below the 1 and hence it shows that there is no problem in the data of the study.

Table-10 shows the model summary of the impact of the main criterion variable which is impact

on the performance by the predictor which is transformational leadership style. The statistics highlighted that the result is significant at .00 and the value of R square came out to be .532 which means it explained the 53.3% variance in the data.

The table-11 shows the results of ANOVA test which shows the overall significance of the results. The value of the p is 0.00 for the model and is less than 0.05 and hence, the significant relationship between the transformational leadership and its impact on performance of employees is measured.

Table 12. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part
(Constant)	10.341	1.551		6.668	.000	7.263	13.418			
Transformational leadership	.488	.078	.532	6.219	.000	.332	.644	.532	.532	.532

Source: author’s own compilation from primary data

Table-13 Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	13.7570	22.5422	19.7700	2.03421	100
Std. Predicted Value	-2.956	1.363	.000	1.000	100
Standard Error of Predicted Value	.326	1.020	.439	.138	100
Adjusted Predicted Value	13.2947	22.7360	19.7790	2.00613	100
Residual	-8.75700	6.33845	.00000	3.23810	100
Std. Residual	-2.691	1.948	.000	.995	100
Stud. Residual	-2.833	1.968	-.001	1.011	100
Deleted Residual	-9.71120	6.47344	-.00899	3.34553	100
Stud. Deleted Residual	-2.942	1.998	-.003	1.022	100
Mahal. Distance	.006	8.738	.990	1.581	100
Cook's Distance	.000	.437	.017	.062	100
Centered Leverage Value	.000	.088	.010	.016	100

Source: author’s own compilation from primary data

^a Dependent Variable: Impact on Employees’ Performance

The table-12 shows how much the transformational leadership variable and impact on the employees’ performance correlate with the each other. The value of B is 0.488 which illustrates that it can show increase in unit of 100 as there will be increase of 48.8 while applying this to performance of employees. The value of t is 6.21 which is more than 1.96 and hence, is more than acceptable value and also the value of p is 0.00 which makes it significant model.

The table-13 shows the value for the cook’s distance which highlights how much the impact predictable variable has on the outcome variable. And in the present study it is used to see the unusual outliers and influencing factors of the data. The above table shows the residual statistic where the maximum

value for the cooks distance is .437 which is below the 1 and hence, it shows that there is no problem in the data of the study.

MANAGERIAL IMPLICATIONS

The growth of the organization increases when the leadership style well suits the organizational goals and objective. The type of the leadership applied, helps the organization to understand the needs of the employees working in the different departments and at different levels. Thus, providing them with the better environment for the performance and motivate them towards achieving the goals as well. The topic of leadership styles is important to be studied in the different sectorial and organizational contexts because of the various reasons. One of the reasons is the suitability of the leadership style to

the type of the organization it has been operating. There are different types of the leadership styles which exist and have the different type of values as well. All these different type of leadership are applied to different type of the organization, the culture and the structure of the organizations. Values, beliefs, culture and the structure are the factors which determine the need of an organization and also define the type of leadership style which will be appropriate for the better employees' performance leading towards organizational accomplishments. The present study is relevant and significant because of the various reasons. One of the primary significance is the insight it is providing for the leadership style of the leaders working in the banking industry which is one of the prime industries in the service sector of an economy. Therefore, the outcomes of this research determine the significance of the leadership style in a specific setting. Also, the knowledge gap would be filled as there is hardly any study conducted earlier related to the leadership in the context of the United Arab Emirates and hence, this would prove to fill the knowledge gap and would add on the literature for such topics in the region. The research process will also give an insight for making the leadership style better and to mend the associated factors related to it as well which includes the employee attitude, rate of success and other subjective issues. .

CONCLUSION

The study has described the role of the democratic leadership and the transformational leadership which has proven to have the significant relationship with the performance of employees of the banking institutions so it concludes that focusing on these styles of the leadership in the banking sector can prove to be of beneficial to a considerable extent. Both the proposed hypotheses are accepted. Leaders in an organization are the people who use their authority in the company using different leadership styles to lead others. The research on the leadership styles have been conducted since a long time and they can be different from one another on the basis of the authority they exercise and skills

they implement on the people working under or with them. The leadership style is appropriate for the organization on the basis of the function, their scenario and the people working under them. Moreover, the environment, values and culture of the organization are the factors which determine the style of the leadership to be applied on the organization and help the organization to achieve their goals and objectives.

On the basis of the findings of the study, some recommendations are given for the future perspective. Assuring the training and development of the employee regarding the leadership style exercised in the organization. This would help the employee to understand the perspective of the leader without even telling and would prepare them for the bigger picture and for the larger scale of work. Considering the findings of the present study the focus should be on the promotion of the democratic leadership style where the employee have a say in the decision making process and also the participation is more, which makes them motivated for the task assigned to them. Free flow of the communication in the organization should be carried out, it means communication should be facilitated in the entire manner to make sure the sharing of information is done in the right way and communication facilitation should be recommended so that clarity of objectives can be witnessed. The transformational leadership programs should be introduced in the organization; it will help the employee to be creative and to be innovative in their own way. The transformational leadership helps the organization to not only achieve the goals but help the employee to move towards their career goals as well. It is also recommended to conduct the seminars on the importance of leadership and how it impacts the performance of employees and organisation at large. This would give insight to the employees and leaders and hence will lessen the gap between them and move them consensus.

Limitations And Future Research Directions

Each research has certain confinements; the

undertaken study is additionally no special case to this. These deficiencies served as a course to lead towards improved future work. Future researchers might consider a bigger sample size for progressed understanding of the connection between the dependent and independent variables. The time and the resources allocated were limited which posed challenge for gathering the primary data from a large number of respondents. Future researchers can allocate more time to encounter this issue. There is always the possibility of biasness of researcher while analyzing the data because of the subjectivity. Information bias might also exist due to the lack of cooperation from the respondents especially when it comes to share their frank and

fair opinion about current leadership style they are exposed with. Cross-sectional fashion of the examination might encourage controlled investigate. Utilizing a longitudinal approach may moreover address the association between leadership styles and employees' performance execution over a period of time and done with a few arbitrator or mediator variable (s). Since the attempted study focuses upon the banking sector of the UAE, therefore, the assumption of the results to other countries is inhibited to some extent. Future studies could approach the countries within a similar region or the other to measure the linkage and impact of understudy variables which are leadership styles and employees' performance. ■

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