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**THE RELATIONSHIP BETWEEN LEADERSHIP STYLE,
CREATIVITY, AND COMPETITIVE ADVANTAGES AMONG
THE GOVERNMENT OFFICERS IN THE DEPARTMENT OF
HOUSING PROGRAMS OF UNITED ARAB EMIRATES (UAE)**



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**PhD IN INTERNATIONAL BUSINESS
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2024**

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HOUSING PROGRAMS OF UNITED ARAB EMIRATES (UAE)**

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UUM
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**Thesis Submitted to The Ghazali Shafie Graduate School of Government In
Fulfilment of The Requirements for The PhD
Universiti Utara Malaysia**



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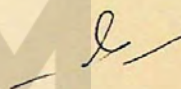
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ABSTRACT

The primary purpose of this study was to investigate the effect of leadership styles (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and Laissez-faire leadership) on competitive advantage in the context of public sector organizations (government housing programs) in the UAE. The study also examined the role of employee creativity as a mediator in the relationship. Questionnaires were distributed to 600 employees working in government housing programs in the UAE. 340 questionnaires were returned, but only 323 were used in the analysis using Structural Equation Modelling (SEM) - Partial Least (PLS) method. The results of the study revealed a significant effect of transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and Laissez-faire leadership, on employee creativity and competitive advantage. In addition, it has been found that employee creativity has a significant relationship with competitive advantage. The results also demonstrated the mediating role of employee creativity in the link between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, Laissez-faire leadership, and competitive advantage. The present study also highlighted the implications of the research, future research recommendations as well as its limitations.

Keywords: Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership, Employee Creativity, Competitive Advantage

ABSTRAK

Tujuan utama kajian ini adalah untuk menyiasat kesan gaya kepimpinan (kepimpinan transformasi, kepimpinan transaksi, kepimpinan autokratik, kepimpinan demokratik, kepimpinan paternalistik, dan kepimpinan Laissez-faire) terhadap kelebihan daya saing dalam konteks organisasi sektor awam (program perumahan kerajaan).) di UAE. Kajian ini juga mengkaji peranan kreativiti pekerja sebagai pengantara dalam perhubungan. Soal selidik telah diedarkan kepada 600 pekerja yang bekerja dalam program perumahan kerajaan di UAE. 340 soal selidik telah dikembalikan, tetapi hanya 323 digunakan dalam analisis menggunakan kaedah Structural Equation Modelling (SEM) - Partial Least (PLS). Hasil kajian menunjukkan kesan signifikan kepimpinan transformasi, kepimpinan transaksi, kepimpinan autokratik, kepimpinan demokratik, kepimpinan paternalistik, dan kepimpinan Laissez-faire, terhadap kreativiti pekerja dan kelebihan daya saing. Selain itu, didapati bahawa kreativiti pekerja mempunyai hubungan yang signifikan dengan kelebihan daya saing. Hasilnya juga menunjukkan peranan pengantara kreativiti pekerja dalam hubungan antara kepimpinan transformasi, kepimpinan transaksi, kepimpinan autokratik, kepimpinan demokratik, kepimpinan paternalistik, kepimpinan Laissez-faire, dan kelebihan daya saing. Kajian ini juga menekankan implikasi penyelidikan, cadangan penyelidikan masa depan serta batasannya.

Kata kunci: Kepimpinan Transformasi, Kepimpinan Transaksi, Kepimpinan Laissez-Faire, Kreativiti Pekerja, Kelebihan Daya Saing

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CHAPTER ONE

INTRODUCTION

1.1 Research Background

Identifying a firm that provides higher-quality goods, services, or support than the competition is a competitive advantage. Creating a competitive advantage requires organization-wide planning and collaboration. The significance of a competitive benefit is what makes it worth the asset of the organization's time and resources (Laszlo & Zhexembayeva, 2017). For a larger audience, consider how a company would evaluate its readiness to generate exit requests from the app store as well as the strategy it now employs to approach the app store markets. Making a competitive gain may be the most significant step if any organisation is to succeed, as it may be the easiest way to do so given the circumstances (Peter & Kramer, 2019).

Similar research, however, have indicated that the influence of both internal and external factors is what significantly determines competitive advantages (Laszlo & Zhexembayeva, 2017; Porter & Kramer, 2019; Adamik, 2019; Alfalla-Luque et al., 2018; Ferreira et al., 2018). Among these factors, leadership style is significantly related to competitive advantages (Subanidja et al., 2020). The effectiveness of an organisation is heavily reliant on its leaders (Terglav et al., 2016). It is also portrayed from the former literature that leadership's capacity to manage a firm has a critical

impact on the company's capability to strive with other firms (Samsir, 2018). Therefore, leadership style is vital for competitive advantages (Setyawati, 2013).

According to Andoh and Ghansah (2019) who argued that leadership styles is a social influence process in which the leader seeks the voluntary involvement of subordinates in an attempt to reach organization goals. A leader is a person who delegates or influences people to act according to the specified objectives (Ghosh et al., 2020). Nowadays, organizations require effective leaders who have a deep understanding of the complications of the swiftly deteriorating global environment (Broome & Marshall, 2020). Effectiveness will be high on the part of the employees if the task is highly structured and the leader has good relationship with the employees (Salem et al., 2020). The study further revealed that democratic leaders take great care to involve all members of the team in discussion and can work with a small but highly motivated team (Lo & Stark, 2020). The leadership effectiveness and leadership role and its influence on performance, leadership behaviors, attitudes (Yavuz, 2020).

Additionally, there are other leadership styles that can be used separately or in combination to impact competitive benefit (Subanidja et al., 2020; Banmore et al., 2019; Burke, 2018; Chen et al., 2020). Consequently, various experts have underlined that a distinct type of leadership was to be anticipated competitive advantage. Evidence from empirical research indicates that the association between transformative, transferable, autocratic, democratic, paternalistic, and Laissez-faire guidance, and

competitive benefit is even more important in current environments (Hanif et al., 2020; Chen et al., 2020; Olayisade, A., & Awolusi; Subanidja et al., 2020; Burke, 2018; Ahmed Iqbal et al., 2021; Ugurluoglu et al., 2018; Subanidja et al., 2020).

Furthermore, employee creativity is considered the forerunner of competitive advantage as imagined by several researchers (Lee et al., 2019; Nasifoglu Elidemir et al., 2020; Ürü & Yozgat, 2009). Numerous research demonstrate that employee creativity has an essential role in improving the competitive advantage of the institution (Madi et al., 2018; Hilman & Siam, 2014). Employee creativity, according to the experts, is the result of how an organisation divides its staff into different jobs and creates coordination between them in a manner that makes sense (Hilman & Siam, 2014).

A creative employee is one who can provide fresh proposals or ideas for the services to be built, as well as to understand the onslaught of communication and apply it to their work during working hours. Creativity may be interpreted as the creation of innovative ideas (Atwongyeire, 2019). The When an employee creates a design, they are said to be being creative public sector (government housing programs), in which work-related problems are resolved correctly through a step-by-step approach; some define it as an individual's ability to generate meaningful solutions to meet challenges and conquer obstacles on their own (Atwongyeire, 2019). A creative worker is one who has the capacity to understand the organization and needs to be sensitive in order to address the issue (Cunha et al., 2020).

While employees are typically praised for their fresh ideas, it's important for them to be adaptable enough to work as a team rather than relying on their own initiative to secure a promotion (Case et al., 2020). Also, a great worker has excellent interpretation abilities, is adaptable if his or her strategy is changed, and can quickly become acclimated to new working conditions (Ge & Lare, 2020). Moreover, the quality may decline on the employee or situation; an employee may want to be in contact at highest or lowest level although he or she has great potential (Tierney & Farmer, 2002).

Surprisingly, Ürü and Yozgat (2009) recommended that there was an association between leadership styles, employee creativity, and competitive advantage in Turkey; Consequently, they suggested that additional research incorporate it into other domains like the public sector. Likewise, researchers observed the impact of leadership styles, employee creativity, and competitive advantage in public sector organizations (Alhosani et al., 2019; Davies et al., 2019). Consequently, it is anticipated that this research will emphasize on the situation of emerging nations in the Middle East and North Africa (MENA) region like the UAE, and it is also expected to enhance the body of knowledge on the connections among leadership philosophies, employee innovation, and competitive advantage.

According to the previous works, most studies on the topic of the connection between leadership styles, employee's novelty, and competitive advantage have been conducted in Latin America, East Asian nations, Western Europe, Canada, and the United States, all of which have socioeconomic conditions, cultures, levels of education, and social perceptions that are both similar to and very different from those

of developing nations (Hassan et al., 2018; Alhosani et al., 2019). As a result, because of its sociocultural context, developing countries like the UAE cannot apply industrialised countries' findings there (Gupta et al., 2019). As a result, this research is anticipated to add to fresh perspectives to the prior literature on the association between leadership philosophies, employee innovation, and competitive advantage in developing nations like the UAE.

Public sector organisations, on the other hand, are expected to aid economic development by providing the essential support structure, whilst the private sector has been designated as an engine for economic growth. Unquestionably, public sector organisations significantly increased GDP through the UAE's housing, industrial, and service sectors, as well as through the agricultural and industrial sectors. The public utility organizations such as housing programs, public transport, and public services. A large portion of the non-profit sector can be an important contributor to the economy of any developing country, including the UAE.

1.2 Problem Statement

The competitive advantage of public sector organisations in the UAE was negatively impacted by performance-related issues, such as inadequate close leadership supervision, perceptions of organisational politics, resource misappropriation, managerial inefficiencies, a lack of ability to adapt to change, and issues with employees' creativity (Bose & Emirates, 2018; Mohamed et al., 2018; Awada et al., 2019; Alhosani et al., 2019). UAE exists currently moving towards reach a greater economic development growth rate as a growing nation (Schwab, 2019). The public sector, which serves as the foundation of every economy, must be instrumental in

attaining economic progress. However, given that the size of the public sector tends to rise, which significantly contributes to the expansion of the economy, this needs to be a priority (Schwab, 2019). Therefore, corrective measures to increase public organisations' competitive advantage through employee benefits including employee innovation (Lee et al., 2019) and leadership style are needed (Subanidja et al., 2020).

Researchers have also conducted a substantial amount of research in an effort to shed light on the causes, procedures, and other elements that can enhance competitive advantage (Madi., 2018). Perhaps, most important concept in management research is competitive advantage (Ürü & Yozgat, 2009; Nasifoglu Elidemir et al., 2020). Maintaining a competitive advantage is tough due to ever-changing markets, fast technology advancements, and evolving customer needs. Competitors copying successful strategies leads to market saturation and less uniqueness for a company. The business landscape also shifts often because of industry changes, economic conditions, and emerging trends, creating the need for quick adaptation. Relying too much on one advantage is risky since the competitive scene can change suddenly, leaving a company struggling to compete. In a global economy, international competition makes it hard to stand out. Rapid technology progress can make yesterday's advantage outdated. Being complacent and competing solely on low prices hurts profits for all. Continuous innovation is vital, but it demands resources. Customer preferences changing can reduce a company's appeal. To overcome these challenges, companies must stay proactive, watch the competition, invest in new tech, and focus on customer needs. Being adaptable, agile, and customer-centric helps maintain the edge over rivals (Mohamed & Basar, 2023).

According to experts, a given organization's competitive advantage is most significantly impacted by its leadership style, hence those who study competitive advantage should focus on this construct (Burke, 2018; Chen et al., 2020). In addition, leaders choose the course that a company will take. A key element of a successful corporation is competent leadership (Rahman, Dey & Al-Amin, 2019). Competitive advantage is impacted by various leadership styles either favorably or unfavorably (Subanidja et al., 2020). A person with leadership abilities, regardless of whether they have an official position, may persuade a group to pool their resources in order to accomplish a certain goal (Cho et al., 2019) such as competitive advantage.

Unexpectedly, leadership motivates staff to collaborate as a team to achieve a goal. Good leadership has a positive contribution to summit occupational loads, building a more effective team, and having devoted and highly engaged personnel (Gilbert & Kelloway, 2018). Scholars have created a variety of leadership styles that might help leaders understand the types of leadership (Rahman et al., 2019). Notwithstanding a number of readings showing that leadership and management techniques have an impact on both human then organisational results, Jing and Avery (2016) make the case that prior research has only applied a small number of leadership paradigms. Therefore, it was imperative to research the leadership style of public companies in the UAE in light of their competitive advantage. There was a perceived need to learn more about the leadership gap specifically in this industry. According to the literature reviewed above, there is sufficient evidence to support the conclusion that leaders can increase their competitive advantage by using the correct kind of leadership style (Chen et al., 2020).

For a developing nation like the UAE, classifying and identifying the factors that influence public organizations' competitive advantage is crucial and relevant. Several factors or leadership styles were identified as predictors of competitive advantage in this study. These leadership styles leadership transformation (Hanif et al., 2020; Chen et al., 2018), leadership which is transactional (Subanidja et al., 2020; Alrowwad & Abualoush, 2020), autocratic leadership (Morkel et al., 2021; Bonsu & Twum-Danso, 2018), democratic leadership (Morkel et al., 2021; Bonsu & Twum-Danso, 2018), paternalistic leadership (Morkel et al., 2021; Jermisittiparsert, 2020), and Laissez-faire leadership (Morkel et al., 2021; Bonsu & Twum-Danso, 2018). The researcher developed these leadership styles after conducting an in-depth examination of the works to verify the hypothetical and real-world significance of these leadership styles within context of the learning.

Most of the recent studies illuminate that an organization's performance benefited under transformational leadership organization's advantage over rivals (Hanif et al., 2020). Additionally, implementing this leadership style required the top management to act as leaders; those with strong leadership styles were better able to carry out each of the transformational leadership principles and develop goods of higher caliber, in order to compete in an increasingly competitive market. Because of this, the transformational the model of leadership that is presently most widely recognised in the literature on leadership (Buil, Martnez & Matute, 2018). In this style, the leader inspires people to put aside their own interests and perform better than previously envisaged. At the individual, group, and organisational levels, transformational leadership is used to forecast leadership effectiveness. It also enhances leadership effectiveness and competitive advantage (Chen et al., 2018). By altering their attitudes

and beliefs, transformational leaders may have a significant impact on the team dynamic and motivate employees to work together toward a single objective. There are likewise not many research that looked at transformational leadership as a predictor in the literature on competitive advantage in the UAE. So it is worthwhile to research this significant individual component influencing competitive advantage in the UAE context.

Therefore, this study examines different leadership styles' influence on competitive advantage in organizations, particularly in the public sector (government housing programs) in the UAE. It highlights the challenges of maintaining a lasting advantage in a rapidly changing business environment, where competitors may replicate successful strategies, and market conditions can disrupt a company's edge. Transactional leadership focuses on exchanging needs between leaders and followers, while autocratic leadership involves centralized decision-making. Democratic leadership involves followers in decision-making, and paternalistic leadership emphasizes internal resources. Laissez-faire leadership delegates decisions to subordinates. The study also explores how employee creativity acts as a mediator in the relationship between leadership styles and competitive advantage. Understanding these connections can help organizations foster their competitive edge in the UAE's public sector.

1.3 Research Questions

In line with those things that are mentioned in the problem statement, the research has raised the following question:

- i. What is the impact of various leadership styles on competitive advantages?
- ii. How do different leadership styles influence worker creativity?
- iii. How does employee creativity affect competitive advantages?
- iv. Does worker creativity mediate the relationship between different leadership styles and competitive advantages?

1.4 Research Objectives

The aim of this study are:

- i. To explore the impact of various leadership styles on competitive advantages.
- ii. To examine different leadership styles that influence worker creativity.
- iii. To investigate employee creativity that affect competitive advantages.
- iv. To analyse worker creativity in mediating the relationship between different leadership styles and competitive advantages.

1.5 Significance of the Study

By bridging the gap between existing studies, this article investigates the direct impact of employee creativity as a mediator between transformational leadership, transactional leadership, authoritarian leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership, and their respective effects on competitive advantage. The current study expanded upon the body of knowledge that already existed regarding each study variable as well as the overall research framework. The majority of empirical research on competitive advantage has been advanced and extensively tested in the context of the west including Canada, China, the USA, and Australia (Munim et al., 2020; Nayak et al., 2022). Due to the heterogeneity of study

settings, the distinctiveness of country cultures, and the practises of different areas with varying human populations, the conclusions of those researchers may not be appropriate in the context of MENA organisations resource characteristics (Zainal & Salloum, 2021).

Employee creativity will also close the gap in the literature, as the researcher has stated, by acting as a mediating factor in this study's framework. As far as the researcher is aware, no pertinent research has taken into account all of the variables, particularly transformational leadership, transactional leadership, authoritarian leadership, democratic leadership, paternalistic leadership, laissez-faire leadership, and competitive advantage. As a result, the current study added to the body of knowledge.

This research is crucial from a theoretical and practical standpoint, in addition to contributing to the literature. In general, this study is significant for the UAE's government housing projects since it offers insights into strategies for boosting and establishing competitive advantage. The study's conclusions offered direction and suggestions for creating mortal money pcolicies, supervision procedures, and management training programmes that can assist in managing competitive advantage by acting as a mediator and encouraging employee innovation. Additionally, research is required to understand how effectively public organisations compete. The results of this study can help the UAE government grasp some of the useful plans and tactics for handling competitive advantage sensibly.

The outcomes of this study are expected to yield significant benefits for managers and administrators working in the UAE's public sector. By shedding light on the effects of different leadership styles on competitive advantage, both directly and indirectly through the stimulation of employee innovation, this research will provide valuable knowledge to enhance decision-making processes. Understanding the impact of leadership on competitive advantage is crucial for leaders in the public sector, as it enables them to make informed choices about which leadership approach to adopt to optimize organizational performance. With a better grasp of the relationship between leadership styles and competitive advantage, practitioners in human resources can devise more effective human capital management strategies. These strategies may involve recruitment and talent acquisition procedures that align with the preferred leadership style, as well as training and development programs that nurture and harness employee creativity. Furthermore, insights from this study can guide human resource professionals in devising performance appraisal and rewards systems that incentivize innovation and contribute to maintaining a competitive edge in the public sector.

In addition to aiding managers and human resource practitioners, the findings will also be of immense value to policymakers. As they seek to create and implement policies that foster a conducive environment for public enterprises to gain a competitive advantage, an understanding of the role of leadership styles becomes vital. Policymakers can utilize this knowledge to design frameworks that encourage leadership practices promoting employee creativity and innovation. By crafting supportive policies and regulations, policymakers can stimulate a culture of continuous improvement and forward-thinking within public organizations, ultimately leading to improved competitive positioning. Overall, the insights gained from this study hold

the potential to revolutionize the approach to leadership and human resource management in the UAE's public sector. By equipping leaders, human resource practitioners, and policymakers with evidence-based knowledge, this research can pave the way for more effective strategies that drive competitive advantage and foster sustainable success for public enterprises in the region.

The outcomes of this study will also provide managers and administrators in the UAE's public sector a better knowledge of how the chosen leadership styles effect competitive advantage both directly and indirectly by encouraging employee innovation. The outcomes of this study will aid practitioners in human resources and policymakers create efficient methods to gain competitive advantage among public enterprises. As a strategic instrument for managing competitive advantage, this study will be employed. Additionally, As there aren't many empirical studies on competitive advantage in the literature to the researcher's knowledge, this research is anticipated to spur other scholars and increase the potential for upcoming research endeavours public sector (government housing programmes) in the UAE context.

1.6 Research Scope

In the UAE, this study is being conducted in public institutions (government housing schemes). Leaders in the public sector must be alert to opportunities and identify both potentially positive and negative employee behaviour because they are the foundation and engine of economic progress in any economy. Due to increased public expectations and global competitiveness, quality leadership is also intensified in this industry. Both commercial (businesses, semi-government firms, and corporations) and

non-commercial organisations make up the UAE public sector (departments, ministries, and statutory organizations).

Hence, in this study, all managers working in the government housing the link between transformational leadership, transactional leadership, authoritarian leadership, democratic leadership, paternalistic leadership, laissez-faire leadership, and competitive advantage is one that programmes in the UAE are thought to study. Additionally, employee creativity plays a mediating function in the connection between leadership styles and competitive advantage.

1.7 Research Structure

Content of this research is enclosed and organized into five main chapters as the following figure.

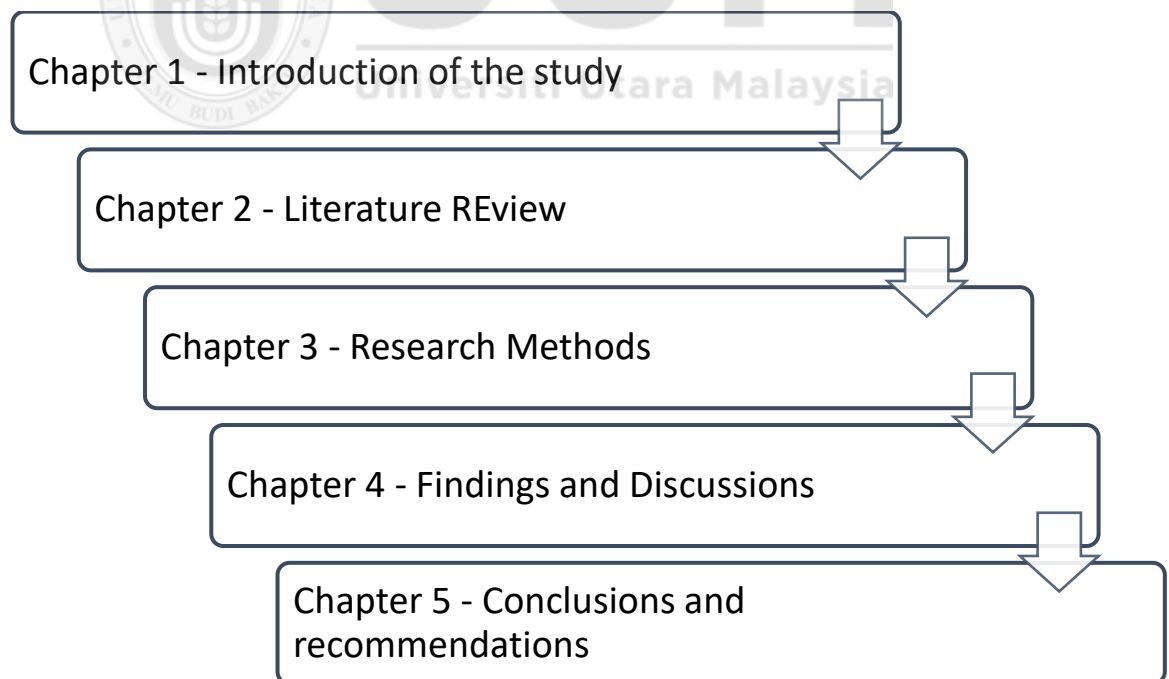


Figure 1. 1 Five Main Chapters

1.8 Terms Definitions

The main concepts of the study have five terms to be proposed earlier in this chapter as the following:

Competitive Advantages - A competitive advantage is an attribute that allows an organization to outperform activities that make its position better than other competitors do. This allows an organization to achieve superior margins compared to its competition and generates value for the organization and its shareholders. A competitive advantage supposed to be unique and difficult to imitate such as have specific knowledge or expertise (Hinterhuber, 2013).

Employee Creativity - Creative references to employees' generation of novel also useful ideas concerning apparatus, procedures, and processes at work. It should be noted that creativity is examined through goal orientation. By thinking differently, creative employees help organizations find new opportunities to grow. As creative employees do not believe in simply doing what they are asked to do, they show more commitment and proactivity in exploring other opportunities (Koseoglu, Liu, & Shalley, 2017).

Leadership - Leadership is the a method of motivating a group of people to attend a mass gathering. I've got a plan to meet the requirements of the employment, therefore I'm putting it out now. Leadership requires traits that extend beyond management duties. To be effective, a leader certainly has to manage the resources at their disposal. However, leadership also involves communicating, inspiring, and supervising (Northouse, 2018).

Leadership Styles - The Goleman Leadership Styles (or the six emotional leadership styles) are styles that leaders can take to make sure of a healthy working environment. According to the model, leaders should have the ability to deal with the changing environment on the work floor. The model is for this reason associated with emotional intelligence. For each shot according to the level of difficulty, leaders must develop a strong understanding of the various leadership styles, which are authoritative, coaching, affiliative, democratic, pacesetting, and commanding (Goleman, 2017).

1.9 Organization of the Thesis

Five consecutive chapters make up the presentation of this thesis. The backdrop questions, goals, importance of the research, problem statement, and scope of the investigation, finally the arrangement of the theory are all covered in detail in the first chapter.

The background review with an emphasis on earlier studies on competitive advantage is covered in the second chapter. The chosen underlying theory of the investigation is also explained in this chapter, along with the associations between the factors that are independent, mediating, and dependent, as well as the rationale for the variables employed at current study. The study's research outline, which was created after reading the relevant literature, and its proposed research hypotheses are both covered in this chapter.

The third research methodology, research design, study population, sampling method, and data collection method are all covered in this chapter, the way variables are

measured, the instrumentation, the design of the questionnaire, the method for data analysis, as well as a consequence of the pilot investigation.

The statistical analysis of the statistics gathered is covered in chapter four and involves data assessment, screening, and preparation as well as normality, linearity, and multicollinearity. Along with what the factor analysis for found all factors, the profile of the respondents is given and explained. The analysis and reporting process next turns to the structural and measurement models, both of which were evaluated using the SPSS 20 software and Smart-PLS. Additionally, a chapter summary is provided and debated.

The research findings in Chapter 5 are founded on the goals and theories of the study. The hypothetical and managerial associations of the research conclusions are also provided in this chapter. This section concludes with a explanation of the investigation limitations, general overview, comments, conclusion, and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section concentrated on the background of this research as the key focus area. In the same time, a historical overawe for the study concepts will be covered along with deep identifying and analysis for all study variables, theories that used for the study, proposed research framework and lastly conclusion of the chapter.

2.1.1 About UAE

The United Arab Emirates (UAE) is an alliance of seven constituent crowns: the Emirates of Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah, and Umm al-Quwain (Gupta & Mirchandani, 2018) Depending on to convention, the ruler of Abu Dhabi is actually the President of the United Arab Emirates and the director of condition, and the ruler of Dubai is actually the Prime Minister of the United Arab Emirates, the head of the government (Pandey, Belwal, Sekar, Bhatt, & Rawal, 2018).

The constitution of the United Arab Emirates splits powers into executive, legislative, and judicial divisions (Mwafy, Abuelhamd, & Sweedan, 2020). The constitution of the United Arab Emirates created the postures of president (principal of condition) and vice head of state and chosen by the leaders of each of the emirates from within (the seven rulers make up the Federal Supreme Council, which also has a selected chairman and a bad habit leader each providing five-year terms); a Council of Ministers (kitchen cabinet), led through a prime minister (head of federal government); (Al-Othman, Tawalbeh, Assad, Alkayyali, & Eisa, 2018) a supreme authorities of leaders; and a 40-member National Assembly (known as the Federal National Council), a consultative body system whose members are partly designated by the emirate rulers and partly selected; and an independent judiciary which consists of the Federal Supreme Court (Carrigan, Iyanna, Bosangit, & Lazell, 2019) Problems excluded from Articles 120 and 121 of the Constitution are to be under the legal system of particular Emirates and are actually declared through Article 116 which explains that: 'the Emirates will exercise all energies certainly not designated to the federation by this Constitution' (Al-Neyadi, Abdallah, & Malik, 2018).

The Federal Supreme Council contains the private leaders of the seven emirates. The President and Vice-President are chosen by the Supreme Council every five years. Off the record, the Presidency is de facto genetic to the Al Nahyan clan of Abu Dhabi and the Vice-Presidency (and de facto the Prime Minister blog post) is genetic to the Al Maktoum clan of Dubai (Rodrigues, Sarabdeen, & Balasubramanian, 2016).

As reported in the 47 of the UAE constitution determines the powers of the Council's specialist in solution of overall plan; legislation on all matters of condition; passage of federal legislations and decrees, including those associating to budget and budgetary concerns; approval of global treaties and arrangements; and visit of the prime administrator and Supreme Court judges (Krarti & Dubey, 2018) Decisions are actually made by bulk ballot unless associating to substantive problems which demand a two-thirds large number vote (five out of seven rulers), which have to include Abu Dhabi and Dubai (Edwards & Lehmann, 2019).

The Supreme Council likewise chooses the Council of Ministers, while an assigned 40-member Federal National Council, attracted coming from all the emirates, evaluates suggested rules (Jamil, Ahmad, & Jeon, 2016).

The United Arab Emirates (UAE) is an alliance of seven basic monarchies: the Emirates of Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah, and Umm al-Quwain (Aljifri & Ahmad, 2019). Depending on to event, the leader of Abu Dhabi is actually the President of the United Arab Emirates and the chief of state, and the ruler of Dubai is actually the Prime Minister of the United Arab Emirates, the director of the authorities (Salloum, Al-Emran, Shaalan, & Tarhini, 2019).

The constitution of the United Arab Emirates splits energies in to executive, legislative, and judicial branches (Searle, 2019). The constitution of the United Arab Emirates established the placements of president (main of condition) and vice

president and chosen through the rulers of each of the emirates coming from within (the seven rulers consist of the Federal Supreme Council, which also has actually a chosen leader and a vice leader each providing five-year phrases); a Council of Ministers (cabinet), led by a prime minister (head of federal government); a supreme authorities of rulers; and a 40-member National Assembly (understood as the Federal National Council), a consultative physical body whose members are actually somewhat assigned by the emirate leaders and partly elected (Asif, 2016); and an independent judiciary which includes the Federal Supreme Court. Concerns excluded from Articles 120 and 121 of the Constitution are to be actually under the territory of corresponding Emirates and are reaffirmed by Article 116 which mentions that: 'the Emirates will work out all powers certainly not appointed to the federation by this Constitution' (Alsyouf, Kumar, Al-Ashi, & Al-Hammadi, 2018).

A simple principle in the UAE authorities's progression as a federal government body is actually that a significant amount of each emirate's incomes ought to be dedicated to the UAE central budget (Charfeddine & Khediri, 2016). Complexity of nearby authorities differs relying on measurements and advancement of each emirate, the majority of (such as Abu Dhabi, Dubai, Sharjah and Ajman) possess their own executive authorities chaired through their particular rulers and having numerous departments reflective of government ministries (Alotaibi, 2019). Numerous autonomous organizations likewise exist like the Environment Agency, Tourism Authority, Authority for Culture and Heritage, and the Health Authority. Some

emirates including Abu Dhabi may likewise be actually split in to two communities (the Western and Eastern regions) and its major cities of Abu Dhabi and Al Ain are additionally administered by their personal communities with a local council. Abu Dhabi and Sharjah likewise have their very own National Consultative Councils with comparable neighborhood obligations and function as the Federal National Council (Vinatoru, Mason, & Calinescu, 2017). It has actually long been actually local tradition for rulers to store open discussions along with their people, be they common, vendors or even the elite. Commonly, this discussion forum is kept by the emirate rulers along with senior relative (Fojar, Moriarty, Lessan, & Barakat, 2018). This available majlis, or appointment, is actually held routinely; having said that, a leader may likewise appoint an emir, or even wali, to whom regards might be pointed due to the general populace when necessary. This individual is usually considered a leading tribal figure whose count on is actually put through his group in addition to the leader (Cordesman, 2018).

2.1.2 Corporate Culture in UAE

The United Arab Emirates (UAE) has a special way of doing business that combines two different aspects of society, making it unique (Bhaumik, 2023; Hough, 2022; Donnelly, 2023). Because of its Islamic traditions, the culture is more traditional and has a clear structure of authority. In the UAE, there is a strong hierarchy, which means that companies have a clear chain of command. Older and more experienced employees hold the top positions and make the important decisions (Bhaumik, 2023). People prefer to meet face-to-face for business, which emphasizes the importance of

building relationships and trust. Spending time with Emirati business partners and planning future meetings to strengthen the relationship is very important (Hough, 2022). The way people do business in the UAE is more conservative than in the West. This means that it is important to dress modestly for business meetings. Men usually wear suits and ties, while women wear smart and modest clothes that cover their arms and legs.

The culture in the UAE values social status and hierarchy as a way to keep things balanced. When making judgments about the way Emiratis think, it is important to have an open mind and respect their beliefs. Emirati people do not usually give direct criticism, and they often try to smooth over disagreements. Sometimes, what might seem like avoiding a direct answer is really a way of not saying "no" outright. The UAE follows Islamic law (Sharia), so it is crucial to understand and respect the cultural differences that come with it (Donnelly, 2023). The culture in the UAE is focused on the group, meaning that decisions take into account what's best for the community. When setting deadlines or making plans, it is important to think about the group's needs. Overall, the UAE is a diverse and unique country, and understanding its cultural rules and values is key to doing business successfully there.

2.2 Competitive Advantages (CA)

2.2.1 Definition of Competitive Advantages (CA)

A corporation gains a relative advantage if it can produce an item or service more effectively than its rivals, leading to greater income levels (Haloho & Tawila, 2018). The more cheap of any two perfect replacements given will undoubtedly be selected by prudent customers (Wiedemann, 2018). For instance, a cars and truck owner are going to get fuel coming from a gas station that is actually 5 pennies inexpensive than

various different stations in the area. Higher scopes for the least expensive manufacturers may eventually be implemented for inferior alternatives, such as Pepsi vs Coke carry premium profits (SEYYED-AMIRI, Shirkavand, Chalak, & Rezaeei, 2017). Economic situations of scale, reliable inner devices, and geographic place can easily also create a relative advantage. Relative conveniences carries out not suggest a much better product or company (Than, Nguyen, Tran, & Le, 2019). It just presents the firm can easily offer a service or product of the very same worth at a reduced cost.(Adamik, 2019) A company that manufactures an item in China might possess reduced work expenses than a firm that makes in the U.S., (Ling, 2017)so it can easily use an equivalent item at a lesser cost. In the circumstance of global field business economics, chance expense determines relative perks.(Yaseen, Dajani, & Hasan, 2016) Amazon (AMZN) is actually an instance of a provider paid attention to structure and maintaining a relative perk.(Al, Zhang, Abdulreza, Harjan, & Shah, 2019) The ecommerce system possesses an amount of variety and efficiency that retail rivals find hard to match, enabling it to enjoy significant prominence via rate competition.(Cantele & Zardini, 2018).

One-upmanship is a term that is actually normally used to define the relative performance of opponents in a given market setting.(Sudrajat & Amin, 2016) A company is actually pointed out to possess a "competitive advantage" if it is able to generate more economic worth than the minimal competition in its own market) (Udriyah, Tham, & Azam, 2019). As currently mentioned in the intro there are a number of various understandings of just how "one-upmanship" is actually accomplished each one of scholars and practitioners.(Tsai & Liao, 2016) At times it is mapped along with positional prevalence in the industry, based upon the provision of

first-rate consumer value or the achievement of lower loved one prices. Various other times it is mapped along with interchange of "distinct skills", based upon family member excellence in abilities and resources.(Toften, Mora, & Hammervoll, 2018) Taken with each other competitive advantage may be mentioned to become based on two premiums (Sun & Lee, 2019): "The capability to recognize and comprehend the very competitive interject play and exactly how they change eventually, linked with the capability to activate and manage the information necessary for the picked competitive reaction via time." The meaning over is a mixture of a market position point of view of one-upmanship that is actually grounded in a commercial organization business economics standpoint, and a resource-based standpoint concentrating on the firm's inner characteristics and viewpoints agencies' inner resources as the source of one-upmanship (Chorna, Pichugina, Kushnir, & Bezghinova, 2019). This meaning taking both viewpoints right into point to consider is chosen as a baseline for competitive advantage.(Santalainen, 2019).

One-upmanship is the advantageous situation that a firm discovers to be even more profitable than its competitors (Astuti & Rahayu, 2018). An organisation should be able to demonstrate a more substantial differential or relative value than its rivals and communicate that pertinent information to its selected target audience in order to gain and maintain a competitive advantage.(Botes & Pretorius, 2020) For instance, A company is more likely to have a competitive advantage if it advertises a product at a cheaper price than a comparable one made by a rival. (Omondi-Ochieng, 2018) The exact same holds true if the promoted item expenses a lot more, but supplies unique components that clients are willing to spend for.(Lei, Le, & Nguyen, 2017).

An agency's potential to produce an excellent or service much more successfully than its competitors, which leads to more significant earnings scopes, generates a comparison perk.(Tarofder, Jawabri, Haque, Azam, & Sherief, 2019) Comparative conveniences does certainly not imply a better product or company (Vargas, Mantilla, & de Sousa Jabbour, 2018) The meaning over is a mixture of a market job standpoint of reasonable advantage that is based in a commercial company economics point of view, and a resource-based perspective focusing on the organization's interior attributes and scenery agencies' interior information as the source of reasonable benefit (Ferreira, Coelho, & Moutinho, 2018)To obtain and sustain An business must really be able to demonstrate a higher comparative or even differential market value than its competitors and communicate that pertinent information to its own desired target market in order to have a competitive edge. (Shehata & Montash, 2019).

Professor Michael Porter of the Harvard Business School examined successful companies and produced a context for just in what way innovators could possibly believe tactically about defeating the competitors.(Gomes & Romão, 2018) Concierge Porter, who named the Five Forces, advised businesses to evaluate them in order to comprehend the highly competitive market of yard. (Phengchan & Rojniruttikul, 2018) The moment that had been actually attained, he recommended using three general techniques to aid in the best decision-making on the sort of competitive advantage that ought to seek.(Darsono, Yahya, & Amalia, 2016).

Porter's Five Forces is a different framework from SWOT (Strengths, Weaknesses, Opportunities, and Threats), a review tool that is ascribed to Albert Humphrey at the Stanford Research Institute that helps businesses understand their position within their

industry an affordable yard.(Tupamahu, Ghozali, & Basuki, 2019) The basic framework that Porter established for obtaining an affordable conveniences in the market is still being actually instructed in organisation colleges today.(Gautam & Ghimire, 2017).

Porter's techniques for analyzing competitions

Porter maintains that a market's attractiveness is a factor in competitive strategy: techniques for analysing industries and competitors in his 1980 guidebook section is actually identified through 5 affordable pressures:(Alfalla-Luque, Machuca, & Marin-Garcia, 2018).

- Risk of brand-new contestants - How simple is it for a brand-new rival to enter the market?
- Conflict one of prevailing rivals - In what way several rivals use alike item at an identical charge?
- Risk of alternative services or goods - Whatever is actually the probability a consumer will change to an identical good?
- Authority of shoppers - How simple is it customers to steer prices down?
- Authority of dealers - How simple is it actually for suppliers to drive prices up?

The 1st 3 services are actually occasionally described as straight competitors. Variables in parallel competitors consist of the probability of fresh competitions getting into the marketplace, the competition between existing competitions and the risk postured by replacement product and facilities (Torres, Ferraz, & Santos-Rodrigues, 2018). The final two troops are at times described as vertical competitors. Upright competition depends on source establishment, the cost of resources, the price

of work and the consumer's connection with a firm, goods or even brand name (Hapsari, 2019).

Doorperson recommended that businesses examine 5 vital standards, that Porter phoned the 5 Powers, to acquire a comprehension of the very competitive garden. SWOT (Strengths, Weaknesses, Opportunities, and Threats) is a research tool that is really ascribed to Albert Humphrey at the Stanford Research Institute. Porter's Five Forces is an alternative model assist providers become a feeling of their location inside an affordable yard. The easy background that Porter created for attaining a reasonable benefit in the market place is actually shown in service institutions nowadays (Efrat, Hughes, Nemkova, Souchon, & Sy-Changco, 2018).

2.2.2 Importance of Competitive Advantages (CA) to Organizations

Each competitive advantage examines the business economics of a company's organisation with a focus on its own ability to create excess returns on investment and links the organisational strategy with crucial finance and resource markets, over a longer time horizon of opportunity (Liao, Chen, Hu, Chung, & Yang, 2017). Without a competitive conveniences, an organization has actually restricted economical reason to exist-- its competitive perk is its explanation of lifestyle (Arabi, Saeidi, & Shayesteh, 2019).

Recognizing this gives you a competitive advantage a business each provides premium items in a reduced utilizes assistance and services at a more substantial market value than the competition or perhaps at a lower cost the competitors. Setting up an one-upmanship takes preparation and coordination one of your divisions.(Kol, Zigern-Korn, Lange, & Korablev, 2019) The usefulness the value of a competitive advantage

justifies the resources of your company's time and information.(Sulistyo & Ayuni, 2020)

Advertising

Cultivating an one-upmanship suggests that your trademark name becomes identified in the marketplace as being actually the most effective.(Adamik & Nowicki, 2018) The perk of it is actually how powerful your brand name is contributes to your advertising and advertising attempt. Since they acknowledge your provider as a field leader, consumers are going to be actually fascinated in hearing about your brand new product.(Latukha, 2018) In many cases, the customer performs not know why you are actually a business leader however knows with your image. (Ighravwe & Oke, 2018) This incorporates performance to your advertising and marketing initiatives (Alshubaily & Altameem, 2017).

Resources

As a company's credibility and reputation increases as a market forerunner, various other providers are going to reveal a passion in producing beneficial relationships that may boost each providers' standing in the market place.(Pandey et al., 2018) The one-upmanship causes sellers and designers to follow to your provider and share a passion in associating with you. It increases the possibilities you have to pick premium providers that can aid you strengthen your standing in the market (Haloho & Tawila, 2018).

Pricing

When you develop an one-upmanship for your solution or even help, you can easily determine your own pricing.(Wiedemann, 2018) Building the credibility and

reputation of delivering the most ideal assistance or backing in the market permits your business to bill additional for your offer. If you offer item alongside your company, then you may request for more expensive than the competitors given that your credibility and reputation as a sector innovator makes the sensation among buyers that whatever you must use is worth the rate (SEYYED-AMIRI et al., 2017).

New Markets

A credibility and reputation for being a sector innovator generates demand in the marketplace where you are actually currently certainly not providing solutions or items. (Than et al., 2019) It is vital to organize your company's growth and observe the industry to make sure that you are actually certainly not growing as well promptly. (Adamik, 2019) When your affordable benefit builds a clientele for you in areas where you aren't actually, it could be a huge help to your business' expansion efforts currently entailed (Ling, 2017).

Affordable advantage analyzes the economics of a firm's organisation centering primarily its own capacity to produce excess gains on capital and connects the service technique with key money and resources markets, for a longer time period of opportunity. In the end, it is actually an organization's affordable conveniences that enables it to earn excess profits for its own shareholders. (Yaseen et al., 2016) Without a very competitive conveniences, an organization has actually restricted financial main reason to exist-- its own competitive conveniences is its own factor of lifestyle. Producing a sustainable reasonable perk may be the most significant goal of any kind of company and may be actually the most crucial singular characteristic on which each company should position its own very most focus. (Cantele & Zardini, 2018).

2.2.3 Importance of (CA) in UAE

UAE now is shifting from the products market to the service market which means that small and medium business must pay an intention to the competitive advantage in such sector which will be discuss below is the expected advantages.

The principle of one-upmanship in medium-sized and little ventures was actually invented by (Al et al., 2019) who revealed that the durability of a company is attained through one-upmanship; where upon the formula of service methods, it is actually essential to make values to customers. Such worths might be in the component of expense leadership that provides solutions and items to consumers at ideal prices, the element of differentiation of services and products, or even the facet of better cooperation to client requirements in the specific niche market than competitions in the very same field.(Udriyah et al., 2019) Indeed, one-upmanship is actually considered the potential of the institution to separate itself from other rivals. Furthermore, competitive advantage is actually additionally a necessary foundation for devising business methods to obtain sustainable development (Sudrajat & Amin, 2016).

The creation of a competitive edge depends on the business environment in the case of start-up companies that have really dealt with threatening rivals. Due to their reliance on market demand, corporate culture, and external and internal elements that support the business of highly competitive incentives, the competitive conveniences for startups and SMEs are actually quite flexible (Tsai & Liao, 2016). Given that the creation of very competitive perk differs along with the company setting, whether in the aspects of the use of modern technology or interorganizational partnership, the

potential of each institution in setting up a very competitive benefit is going to vary (Sun & Lee, 2019).

The concept of very competitive perk in medium-sized and little companies was thought up by (Toften et al., 2018) who discussed that the sustainability of a service is achieved via affordable advantage; wherein upon the formula of business techniques, it is required to generate worths to clients. The construction of a very competitive edge depends on the atmosphere of the service in the case of start-up businesses that are threatened by competition. 2019 (Santalainen) Because startups and small businesses depend on market demand, service settings, as well as internal and external elements that make it easier for them to establish themselves, the major decisions of the justifiable advantage for these entities are actually highly adjustable and affordable conveniences (Chorna et al., 2019). Due to the fact that the production of very competitive perk differs along with the business environment, whether in the parts of the usage of innovation or interorganizational partnership, the ability of each organization in creating a very competitive perk will definitely vary (Omondi-Ochieng, 2018).

2.3 Leadership and Leadership Styles

2.3.1 Definition of Leadership

The ability of an individual or firm to "lead" or direct other people, teams, or entire organisations is the subject of research as well as a practical skill set. (Smith, Minor, Brashen, & Remaly, 2017) Professional literary works disputes several views, distinguishing methods. USA scholastic atmospheres specify management as "a procedure of social influence in which a person may enlist the aid and assistance of others in the success of a typical task". (Kebede & Demeke, 2017).

Management is a significantly preferred and very enjoyed subject. Organizations and individuals have been gradually thinking about the subject of leadership for years, looking for more knowledge on how to become excellent innovators. 2018 (Jiang & Jia). On the subject of management, a huge number of books, research papers, training materials, and sessions have been written. Management is genuinely believed to be a means of enhancing individual growth as well as social and professional development (Afonso, 2019). Organizations have a strong belief that effective leadership has positive effects on their company, boosting growth and profits. Organizations all across the world invest billions of dollars on management education and development. According to Fahlevi, Zuhri, Parashakti, and Ekhsan (2019).

These instructions take numerous types such as pricey courses supplied through universities that have actually created majors in management to offer the need of the culture for becoming an effective forerunner. Costly workshops made for organizations to instruct supervisors and executives just how to come to be better forerunners (Huertas-Valdivia, Gallego-Burín, & Lloréns-Montes, 2019). Although the topic of pioneer and leadership need not be as tough as it initially appears to be, analysts have really created complexity relating to complexity among individuals that makes learning about that topic demotivate and complicated people. A significant amount of the money spent on pioneer training may have had dubious benefits. 2019 (Barth & Benoliel) In the past, management has been classified and understood in a variety of ways, including in terms of features and attributes, focus group processes, acts or behaviours, power relationships, transformational processes, and perspectives from a skills perspective. Despite the aforementioned complex principles, the following elements will undoubtedly simplify what it means to be an effective leader.

(Vallina & Guerrero, 2018). First, it's important to define the terms "lead," "leader," and "leadership." The second point is that leadership qualities and foresight will be stated in a straightforward manner. According to the Webster dictionary, the word "top" indicates "to direct on a way." "innovator" is actually defined as "a person who leads and has strong authority or effect". "management" is actually illustrated as "a posture as a forerunner of a group, organization, or a company. The authority or potential to lead other people" (Mayvan, Far, & Yari, 2017).

According to the aforementioned conceptions, leadership is a method where a person persuades a group of others to achieve a common goal. 2020 (Caillier). Not only does management involve influence, but it also cannot exist without it. The letters that make up the phrase management contain the following management aspects that have an impact: 2018 (Sethibe).

The capacity of an individual or organisation to "lead" or assist different other people, staffs, or even entire organisations is referred to as leadership. Leadership is both a research topic and a practical skill set. People and organisations have developed a growing interest in the leadership tip as they look for more information on how to become effective leaders over a number of years. Institutions all across the world invest billions of dollars in the goal of leadership development (Berkovich & Eyal, 2019).

"leadership" is described as "a role as a creator of a group, institution, or even organisation. The letters that define the phrase management contain the management aspects that have an influence, as follows:(Ramdas & Patrick, 2018).

The most effective leaders can convey the mission of their organisation and express it in ways that encourage others to adopt it; but, leadership also requires other qualities, attitudes, and skill sets. Leaders must manage people the way they want to be handled. Leaders must avoid using words and expressions that might be hurtful to others. The five pillars of leadership, or the five stages of leadership, are described by Daher et al. (2018). If one does not go through these stages in the sequence they are listed, they will likely not become a successful innovator. (Long, Yong, & Chuen, 2016)

2.3.2 The Important of Leadership to the Organization

The classical model of the excellent company leader is the top executive in organizational management who oversees and controls all aspects of the company's functions. This great predecessor operates through a managerial hierarchy, and the company has a rather well defined structure. This managerial style has certain advantages and lasted for the majority of the twentieth century..(Al Khajeh, 2018).

Today organizations do not have the deluxe of security considering that it has to face forever before improving in the markets, clients, and expertise (Asghar & Oino, 2017). It requires accepting, using, and executing the change in the business model depending on to modifying patterns, innovations, client desires, and future issues. In addition to this, the fundamental business of the association is actually regularly under great risk today from the beginners to the market who possess a different company standard (Tang, 2019), Therefore the organization can not afford to rely on the management of personal or/and a limited team of elderly managers to satisfy this difficulty. The association demands to put forward the suggestions, capabilities, power, and interest of the entire staff for effectiveness. For tackling brand-new obstacles, this new

perception and technique of management has progressed, where pipes officials have actually taken over the management role in addition to the magnate and his senior team execs (Nazim, 2016).

Management is a key factor for ensuring success of an organization. It is actually the fine art or even procedure of inspiring folks to carry out appointed tasks voluntarily, successfully and capably. Lacking management, a line supervisor simply may not be productive. Leadership of free throw line supervisors improves prospective in to fact. When great management remains in area in the organization, it could be really felt throughout the whole entire organization. With great management, organizational society is actually not pushed but established.(Gençer & Samur, 2016) Communication is actually available and effective. Everyone knows the eyesight and targets of the company, and every person possesses input into how they could be strengthened. People believe that they are a fundamental part of the organization and they provide all their efforts for the results of the association.(Lamm, Lamm, Rodriguez, & Owens, 2016).

The management in the institution has to meet the defined problems. The first obstacle is actually to deliver a mutual concept of where the organization is leading and what its reason is actually (the goal). The 2nd obstacle is actually to set goals, that are actually, to change the tactical eyesight and directional training course into specific efficiency-based results for every essential location which forerunners regard necessary for effectiveness (Woods, 2019). The 3rd problem in offering strategic path is actually to produce and create an approach that is going to figure out just how to obtain the goals. Strategic path is vital in pinpointing a step-by-step interference that

will deliver the absolute most make use of to the organisation, as an organization can easily certainly not concentrate on everything each of the amount of time (Smith, Minor, & Brashen, 2018).

Line manager innovators are essential personnel in the association. These leaders develop far better individuals under all of them and the two altogether create far better items which can complete properly along with the products supplied by the rivals (Azman, 2018). Our company typically think about institutions completing via their items, yet today organizations perhaps complete extra using the excellence of their series manager innovators than their items. Jazzed-up of people in the institution is the centerpiece for attaining desired results. This quality may be safeguarded only if there exists real leadership high qualities existing along with free throw lines supervisors (Al Rahbi, Khalid, & Khan, 2017).

As group attempts and team effort are actually important for understanding the company targets, management ends up being critical for the completion of job. By means of leadership, line managers can influence folks under all of them to take on a cooperative and wholesome perspective for effective work achievement.(Yahaya & Ebrahim, 2016). Their management stimulates the people to a much higher level of performance through their solid individual associations.(Solomon & Steyn, 2017)

Management is actually an essential functionality of management which aids to take full advantage of performance and to accomplish organizational objectives.(Shao, Feng, & Hu, 2016). Actually management is an essential part and an important element of effective management. An exceptional management behaviour pressures upon

developing a setting in which every single staff member creates and stands out. It possesses the prospective to affect and drive the team initiatives in the direction of the accomplishment of goals. Pipe managers have to have characteristics of an innovator. They need to have leadership qualities. With management qualities line supervisors may develop and start approaches that build and preserve competitive advantage (Obeidat & Tarhini, 2016).

The institution may certainly not have enough money to rely upon the management of private or/and a compact team of senior managers to satisfy this difficulty. For fulfilling brand-new obstacles, this brand-new idea and strategy of leadership has actually developed, where line managers have succeeded leadership task along with the leading managers and his small group of elderly execs (Storey, 2016).

Management is actually a vital factor for bringing in a company productivity. When really good leadership is actually in spot in the organization, it can be really felt in the entire institution. The leadership in the organization is actually to fulfill the three difficulties (Bonsu & Twum-Danso, 2018).

The observing are some of the traditions that show the usefulness of management for the attainment of the organizational superiority:(Deshpande, Sahni, Karemore, Joshi, & Chahande, 2018).

- Among the initial stages that the innovators in the organization need to consider the existence of the organization and what it intends to obtain. Leaders need to explain and interact the idea and purpose of the institution to individuals. This outlook and goal efficiently provide employees thoughtful of the business path

and enables them to plainly comprehend responsibilities and functions bestowed on them.

- Leaders connect the programs and ideas to the people of the institution. They are to absorb the value in the society of the organization since these guarantee the success of the company's objectives.
- Leaders supply an organized method. The structured approach manages to create a program that many properly complies with the company goals. An inclusive preparing procedure also supplies the option for individuals to pinpoint, result in, understand and obtain properly described objectives.
- The assurance and eagerness of innovators mold the common targets of the association and provides creativity and inspiration for folks to do at a higher amount.
- Leaders give reassurance to individuals for publicly participating and explaining innovative ideas in a good setting and utilize their unique practice and suggestions to strengthen the organization.
- Leaders possess a appealing and open partnership with the people. This association illustrates that people are given importance as an indispensable aspect of the institution, develops a feeling of possession amongst folks, and advances a nearer placement between private and business goals.
- Effective management can easily aid the company stay centered throughout an opportunity of crisis, reminding people of their accomplishments and urge all of them to establish temporary, achievable objectives.

Leadership gives inspiration, path and ideas to inspire a group to accomplish company results. Management implemented without productive management bolsters present

activities and instructions, without adaptation to meet strategic objectives and without enhancing the efficiency of the organisation (Asrar-ul-Haq & Kuchinke, 2016). To be actually a good supervisor, series managers call for leadership skill-sets, and an effective innovator relies on the management abilities for achieving the goals and objectives.(Cho, Shin, Billing, & Bhagat, 2019).

Effective management of the line supervisors calls for leadership capabilities in them. These premiums are actually to become visible through their actions in various situations (Choi, Kim, & Kang, 2017).

Leadership gives creativity, instructions and inspiration to stimulate a crew to achieve organizational excellence. Management and management are actually closely linked functions. Management worked out without effective management bolsters with ongoing activities and instructions, without moulding to attain strategic targets and without enhancing the productivity of the association. To be a great manager, line supervisors call for management skill-sets, and an effective forerunner relies on the management capabilities for accomplishing the goals and goals (Popli & Rizvi, 2017).

2.3.3 Leadership Styles – Explain Different Models

Transformational Leadership

Transformational leadership serves to enhance the task, spirits, and incentive performance of followers by means of a selection of mechanisms; these include hooking up the follower's feeling of identity and self to a job and to the accumulate identity of the company; being actually a task model for followers in order to inspire them and to elevate their enthusiasm in the venture; testing fans to take greater

ownership for their work, and understanding the assets and weaknesses of followers, which enables the forerunner to line up fans along with duties that boost their performance.(Anderson & Sun, 2017).

It is actually vital to gain an understanding of the exceptional attributes that transformational leadership can provide to a work organization. Transformational forerunners are strong in their ability to adapt to various situations, discuss a cumulative awareness, self-manage, and be stimulating when mentoring a team of workers (Gandolfi & Stone, 2017).

Transformational leadership is when forerunner behaviors determine fans and encourage all of them to execute beyond their identified capacities. This encourages a beneficial improvement in the fan's mindsets and the company as a whole. Transformational leaders classically accomplish four specific habits, likewise recognized as the four I is actually (Kebede & Demeke, 2017).

Motivational motivation is actually when the leader influences their fans to attain. Innovators that utilize inspiring inspiration encourage followers extrinsically and fundamentally, and they are actually capable to express their expectations precisely (Smith et al., 2017).

These kinds of innovators consider the necessities of their fans and prioritize their necessities. Followers of these innovators commonly attempt to imitate their innovator as they have a tendency to pinpoint with them easily (Fahlevi et al., 2019).

Intellectual stimulation is actually when the leader urges their fans to presume for themselves.(Jiang & Jia, 2018). These forerunners are artistic, cutting-edge, and are really open up to originalities. They often tend to become tolerant of their fans' mistakes, and also encourage them as they think they advertise development and renovation within the association. These leaders make finding out options for their followers and abandon out-of-date practices.(Afonso, 2019)

Personalized factor to consider is actually when the forerunner creates a sturdy relationship with their followers. These forerunners serve as a caring encouraging information for their fans and their institution. They coach their fans and allot their time to establishing their followers potential (Huertas-Valdivia et al., 2019).

Transformational management offers to improve the inspiration, task, and morale performance of fans by means of a wide array of procedures; these consist of associating the fan's sense of identification and personal to a venture and to the communal identification of the institute;(Barth & Benoliel, 2019) as a role model for supporters in purchase to influence all of them and to increase their enthusiasm in the task; testing fans to attain more significant possession for their job, and comprehending the strengths and weak spots of supporters, which makes it possible for the forerunner to gather fans with responsibilities that improve the performance of them (Mayvan et al., 2017).

Transformational leadership is actually when innovator habits affect followers and influence them to perform beyond their perceived functionalities. Fans of these leaders

usually attempt to mimic their innovator as they tend to recognize with them conveniently (Vallina & Guerrero, 2018).

These leaders function as a caring supporting source for their fans and their institution. They coach their fans and designate their opportunity to building their fans potential (Berkovich & Eyal, 2019).

Transactional Leadership

Transactional leadership, also known as transactional management, is the section of one type of management that focuses on association, direction, or even performance; it is a key component of the Full Range Leadership Model (Jiang & Jia, 2018).

Transactional leadership is a management style in which leaders use incentives and penalties to encourage followers to comply. Leaders that use transactional leadership as a model pay attention to fans' work to identify discrepancies and flaws (Mayvan et al., 2017). This sort of management works in crisis and urgent conditions, (Huertas-Valdivia et al., 2019). Further, for jobs it needs to be carried out in a certain way.

Transactional leadership is often linked to two reasons. The first provisional reward leadership is considered as an efficient and constructive relationship between the leader and the followers. When certain targets are met, these fans receive extra offers, benefits, or recognition from the organization with which they are affiliated (Barth & Benoliel, 2019).

The benefits from these dependent perks are only found on a contract between the leader and the follower. The second negotiable issue for leaders is management by exception. Transactional leadership is a managerial style in which forerunners assure fan compliance with both punishments and perks. Forerunners who utilize transactional leadership as a model pay close attention to fans' work in order to identify flaws and disparities (Vallina & Guerrero, 2018).

Democratic Style

Leader of this style shares information with employees regarding anything that influences their job tasks. They likewise seek employees' point of views just before accepting a decision. There are numerous advantages to this participative management style.(Sethibe, 2018). It can precipitate trust and market team spirit and teamwork from employees. It allows for creative thinking and aids staff members create and develop. A democratic leadership style acquires people to accomplish what you wish to be carried out yet in a manner that they would like to do it (Vallina & Guerrero, 2018).

Democratic leadership, also known as participative management or discussed management, is actually a type of leadership style through which representatives of the group take a more active part in the decision-making method. This kind of management can apply to any institution, coming from private companies to schools to authorities (Caillier, 2020).

Every person is given the chance to participate, suggestions are actually swapped readily, and dialogue is actually urged. While the autonomous procedure often tends to concentrate on team equality and the free of cost circulation of suggestions, the leader of the group is actually still there to use advice and control.¹ The autonomous forerunner is charged with determining who is in the group and who reaches add to the choices that are brought in (Berkovich & Eyal, 2019).

Analysts have actually found that the democratic leadership design is among the absolute most effective kinds and brings about greater productivity, much better additions from group members, and increased team well-being.(Ramdas & Patrick, 2018).

Paternalistic Leadership

Paternalistic leadership is actually a managing technique that involves a prevalent authority figure that behaves as a patriarch or even matriarch, handles employees, and companions as though they are participants of a large, lengthy family. In exchange, the innovator expects support and depends on from staff members, as well as behavior training. Or our team can easily say paternalistic leadership (Al Khajeh, 2018).

Paternalistic leadership is actually a supervisory approach that entails a prevalent authority figure who functions as a matriarch and alleviates employees and partners as they constitute a huge, extensive family members. In exchange, the innovator anticipates support and count on from staff members, as effectively as behavior training (Tang, 2019). Or our company can claim paternalistic leadership. A style of

fatherly managing style typically worked with by prevailing guys where their company energy is used to regulate and secure subnormal staff that are actually expected to be actually loyal and loyal (Nazim, 2016).

Laissez-Faire Style

The laissez-faire management design is actually at the opposite end of the autocratic type. Of all the leadership styles, this one involves the least quantity of oversight. You might state that the tyrannical design leader stands up as organization as a rock on issues, while the laissez-faire leader permits individuals swim with the existing.(Asghar & Oino, 2017).

Laissez-faire leadership, additionally referred to as delegative leadership, is a sort of leadership design through which leaders are hands-off and permit team participants to decide. Researchers have actually discovered that this is actually usually the management design that triggers the lowest performance with group members.(Gençer & Samur, 2016).

Nevertheless, it is important to recognize that this leadership design can possess each perks and achievable challenges. There are actually additionally certain environments and conditions where a laissez-faire management design might be the most suitable. Understanding your leading management style may be helpful for understanding your personal strengths and prospective weak spot.(Lamm et al., 2016).

2.4 Creativity

2.4.1 Definition of Creativity

Creative thinking is actually a feeling where a brand-new which is beneficial is created. The developed product may be actually intangible (like an idea, a theoretical concept, a musical composition, or even a laugh) or even a physical item (including a creation, a printed composition, or even an art work (Resnick & Robinson, 2017).

Academic enthusiasm in innovation is actually discovered in a variety of disciplines, largely psychological science, company studies, and cognitive scientific research, but additionally education and learning, technology, design, theory (especially approach of scientific research), theology, sociology, grammars, and business economics, covering the associations between creative thinking and general intelligence, personality type, nerve organs and psychological procedures, mental health, or even expert system; the ability for fostering creative thinking through learning and training; the promoting of creativity for national economical perk, and the request of imaginative sources to enhance the effectiveness of training and learning (Erat & Gneezy, 2016).

In a summary of scientific research study in to creativity, Michael Mumford suggested: "Over the course of the last decade, having said that, we seem to have reached a basic deal that imagination involves the development of unique, beneficial products" (Williams, Brandon, Hayek, Haden, & Atinc, 2017)or, in Robert Sternberg's phrases, the manufacturing of "something initial and worthwhile". [4] Authors have actually split greatly in their precise meanings past these overall commonalities: Peter thinks that over a hundred various evaluations can be discovered in the literature. (Warner, 2017). As a picture, one definition offered by Dr. E. Paul Torrance defined it as "a

process of coming to be sensitive to troubles, shortages, spaces in knowledge, missing out on components, clashes, and more; pinpointing the problem; looking for options, creating hunches, or making hypotheses concerning the insufficiencies: testing and retesting these hypotheses and probably tweaking and retesting them; and finally connecting the end results." (Liu, Jiang, Shalley, Keem, & Zhou, 2016).

Ingenuity typically is actually commonly differentiated coming from development particularly, where the tension is on application. As an example, Teresa Amabile and Pratt (2016) specifies imagination as development of practical and unfamiliar ideas and advancement as execution of imaginative concepts, (Deuze, 2019) while the OECD and Eurostat condition that "Innovation is much more than an originality or even a development. A development demands application, either through being actually taken into active usage or even through being actually offered for make use of through other participants, people, organizations or organizations." (Beghetto & Kaufman, 2017).

There is actually also an Emotional ingenuity (EC)(Jaeger, 2016). which is discussed as a pattern of intellectual abilities and character type connected to originality and relevance in psychological experience. (Acar, Burnett, & Cabra, 2017). An Investigation has revealed emotional creative thinking is interrelated with the real-life engagement in different forms of certain creative leisure activities (Mann, Chamberlin, & Graefe, 2017).

Imagination is actually not constrained to fine art, literary works, executing crafts, music, and identical imaginative domain names, but additionally happens in fields

including organisation, manufacturing, technology, medication, administration, education, also defense. Its own items include tangible items like artworks, manuals or music, along with structures, equipments, or tools, yet go beyond these to cover tips, processes, services, or units of development, procedure and delivery. Innovation entails doing these factors in manner ins which are, on the one palm, novel and on the other, effective in obtaining a wanted result (Taylor & Littleton, 2016).

The outcome may range from intellectual activities like communication of a feeling, stimulation of aesthetic appreciation, provocation of a brand new means of checking out one thing, growth of new understandings of experience or even life, to cement end results including the manufacturing of works of great appeal or even creativity, the style and development of boosted or unique devices, machines, structures or establishments, strengthened methods or even units, even more reliable operation of one thing, even augmentation of incomes or maintenance of nationwide safety. In applicable discussions, the condition "creative thinking" is actually made use of in three techniques: it refers to a collection of procedures (e.g., "creative" thinking), a collection of private attribute of folks (e.g., the "innovative" individuality), and to outcomes (e.g., a "artistic" item). Therefore, creativity is actually dealt with as both a cause (e.g., creative procedures generate products; folks' ingenuity induces all of them to act in a specific method) and additionally as an effect or end result (a certain type of item arising from person and method).(Glăveanu, 2018).

2.4.2 The Important of Creativity to the Organization

Imagination is what energies significant suggestions, difficulties employees' method of reasoning, and opens up the door to brand new organisation chances(Liu et al.,

2016). "Creativity" and "development" are typically made use of reciprocally for that cause, but are two distinct ideas. Imagination is actually various since innovation is actually a device to being impressive (Deuze, 2019).

Creativity in the company is actually an important initial step that requires to be prioritized through elderly leadership. According to an IBM poll of more than 1,500 chief executive officers, there is agreement: In fact, creativity was identified as the number one criteria for prospective organisational excellence -- over management field, honesty, and also vision. And as fields continue to evolve, business targets and priorities will need to have to change (Beghetto & Kaufman, 2017).

Aim at is actually one more example. The establishment recently revealed think about exactly how it's reimagining its own greater than 1,800 stores. One adjustment is actually that buyers will certainly be able to "pick their personal adventure" through choosing from one of two establishment doorways.(Mann et al., 2017) The first are going to lead customers to a grab-and-go food items and red or white wine and draft beer shop, including self-checkout lanes and the choice to grab any online orders. The second doorway will certainly take customers to the shop's other charm, fashion, home, and electronics display screens. "Now our company're selling adventures, and those experiences need to have to become well-designed," Marion states. "Creativity gives on its own to that and motivates great concept "(Jaeger, 2016).

Ingenuity has always gone to the soul of company, yet until now it have not been at the best of the management program.(Acar et al., 2017). Necessarily the capacity to develop one thing unfamiliar and necessary, imagination is actually vital to the

entrepreneurship that receives brand new companies began which receives the best companies after they have actually reached worldwide scale. Probably due to the fact that creative thinking was actually considered unrestrainable-- intangible and also evasive to pin down-- or even given that concentrating on it generated a much less instant payback than improving completion, it hasn't been the focus of a lot of managers' interest (Taylor & Littleton, 2016).

Ingenuity has, nonetheless, long been an emphasis of scholars in fields ranging from anthropology to neuroscience, and has actually tempted management scholars.(Hon & Lui, 2016) A substantial body system of job on innovation has been actually readily available to any entrepreneur inclined to step back from the clash of regular management and involve in its questions. As competitors transforms in to an activity of who may produce the best and ultimate amount of suggestions, creativity historians are actually being asked sharp inquiries regarding their research study (Glăveanu, 2018).

Creativity is what fuels large tips, difficulties workers' technique of reasoning, and opens the door to brand new company opportunities. "Creativity" and "technology" are typically made use of reciprocally for that main reason, however are two separate principles. Creativity is various considering that innovation is actually a device to being impressive.(Gajda, Karwowski, & Beghetto, 2017) According to an IBM poll of more than 1,500 chief executive officers: Above management expertise, honesty, and also sight, creativity was ranked as the number one factor for prospective service outcomes. By defining innovation as the ability to create something original and appropriate, it is actually crucial to the entrepreneurship that starts new enterprises and

sustains the best corporations once they have connected on a worldwide scale (Sternberg, 2018).

2.4.3 How to Improve Creativity

There are many smaller sized actions innovators can easily take to create a significant improvement on their institution. Here are actually five techniques you can easily foster ingenuity within your own crew:(Grafton, 2019).

1. Award Creativity

Certainly not every tip will definitely be an excellence, but significant advancements won't occur if the company plays it safe. Managers need to have to become comfy with failure, and provide employees the liberty and flexibility to try out and explore new opportunities.(Togelius, Juul, Long, Uricchio, & Consalvo, 2018) Worldwide conglomerate Tata breaks down a "Dare to Try" award to workers along with the "most novel, daring, and very seriously attempted ideas that performed not attain the wanted outcomes," while Google's development lab, X, provides bonuses to every staff member who focused on a job the business ultimately determined to get rid of as soon as documentation advised it definitely would not scale. Providers that compensate innovation show they value it, motivating individuals within the association to work toward untested theories and concepts.(White, 2019).

2. Work With the Right People

Tom Kelley, partner at worldwide style company IDEO, established "The Ten Faces of Innovation," describing how each style of person-- such as "The Hurdler," that takes on problem-solving collision, or even "The Caregiver," that functions to comprehend and create relationships with each specific customer-- incorporates to the total creativity of a job.(Unsworth, 2018). "Not every person is going to be actually creative,

however many individuals can find out the devices and procedures for being cutting-edge," Marion claims. It is additionally worth taking into consideration constructing a technology crew within your association, whose part is to touch into creative powers to establish brand new products, services, or processes within a company.(Toynbee, 2016).

3. Attempt the "Yes, And ..." Approach

One method for stimulating creative brainstorming is actually attempting a method made use of in improvisational cinema: "Yes, and ..." The approach encourages associates to build off their peers' ideas through initial conceding and after that adding one thing to the conversation. Taking "no" off the table guarantees all suggestions are actually heard. Employees could possibly check this method through simply putting a paperclip at the center of the table and devising as a lot of make use of scenarios for it as achievable. The activity could seem silly, but it might assist influence creativity.(Cropley, 2016).

4. Try Flexible Work Hours

Not everyone is matched for the typical nine-to-five routine. Using pliable agreements, including the capacity to function coming from residence, is recognized to bring in employees healthier, better, and extra successful. Just as long as staff members are actually very clear about assumptions, finish their work on opportunity, and coordinate appropriately along with their staff, it is actually an easy approach to test and makes it possible for everyone to operate when they're feeling very most innovative, rather than a set opportunity throughout the day.(Kaufman, 2016).

5. Give Employees Time to Recharge

The only trait companies can't do is actually overlook ingenuity altogether, or even hope the complication will definitely handle on its own. Ingenuity needs to have to be

actually prioritized-- and for excellent cause, tells Marion. "Creativity gives on its own to one-of-a-kind services to issues," he states, "and to special features on items, or even one-of-a-kind company styles and resources of revenue."(Rosaldo, Lavie, & Narayan, 2018).

Business that award ingenuity show they value it, inspiring people within the company to seek untried theories and ideas.(Amabile, 2018). The activity could sound foolish, yet it could possibly aid motivate creative thinking.

The only trait firms can't carry out is dismiss imagination altogether, or even hope the concern is going to address on its own. Imagination requires to be prioritized-- and for good main reason, advises Marion. "Creativity gives itself to distinct options to problems," he mentions, "and to one-of-a-kind attributes on items, or unique business models and sources of profits."(Kebede & Demeke, 2017).

2.5 Underpinning Theories

Regarding the study's variables, appropriate theories have been explored in this section. A theory is a method for explaining, foretelling, and managing what is seen in the outside world (Bourne et al., 2018; Evans & Lindsay, 2005). The underlying theory is applied to make it easier to comprehend the idea behind the phenomenon being studied (Assarroudi et al., 2018). The theory provides a visual picture of the logical association between different constructions or ideas, enhancing interpretation of their interrelationships and mutual influences as well (Sarstedt et al., 2018). The hypotheses that can be used to explain the study's framework are identified (Sekaran and Bougie, 2016). The current study introduces one underpinning theory (RBV) to especially asses

the association between leadership styles, employee creativity, and competitive advantage. The theory is shown to be applicable in understanding the study's framework, as shown below:

2.5.1 Resource-Based View Theory

Among management researchers, the (RBV) theory has been regarded as a crucial topic of investigation. The writings of Ricardo (1817), Schumpeter (1934), and Penrose (1959), which emphasise sustaining competitive advantage through expensive-to-replicate organisational resources and competencies, are connected to RBV theory (Hart, 1995). The concept of Resource-Based View Theory (RBV) can be defined as an organization's capabilities that allow it to compete with rivals by utilising resources that are precious, scarce, difficult to copy, and cannot be substituted. The organization's capacity to manage its resources will lead to long-term success and a competitive advantage. Resources and capacities of a corporation are directly correlated (Holdford, 2018). Organizations that have effective internal procedures and development resources, for example, will have a competitive advantage (Fensterseifer, 2009). Higher operational performance is possible due to the range of resources that contribute to the organization's ability to produce goods or services (Chen & Zhang, 2018).

The RBV model suggested a strategy for attaining competitive advantage based on the fundamental idea put forth by Barney (1991). (Figure 2.1). Supporters of this viewpoint said that businesses should take their internal environments into account when looking for competitive advantages (Foysal & Zhen, 2019).

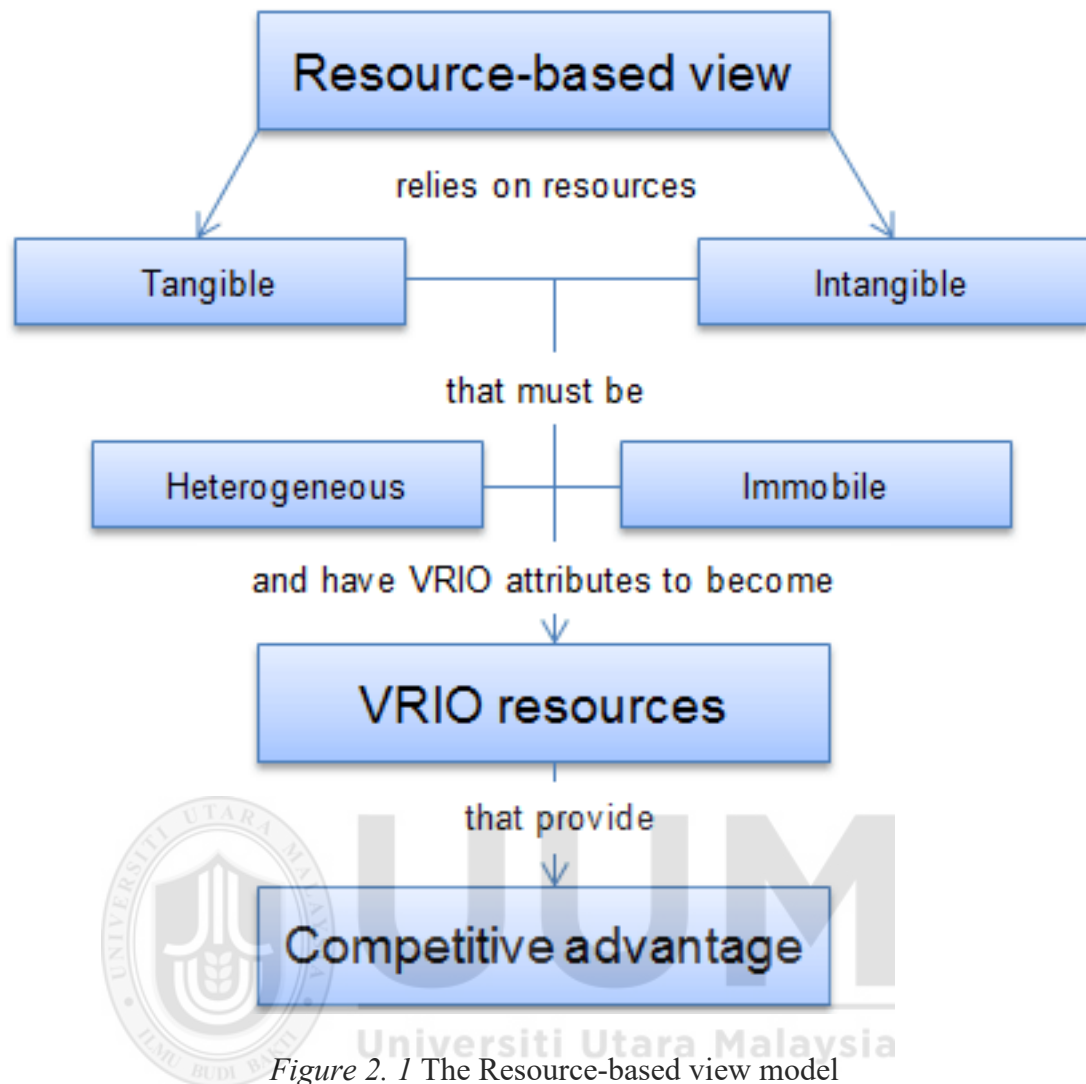


Figure 2. 1 The Resource-based view model
Source: Barney, 1991

RBV theory offers a helpful underlying mechanism for developing a theoretical viewpoint for researching competitive advantage. The RBV theory, which has generally taken over as the dominant theoretical viewpoint in the previous works on strategic planning, focuses our emphasis on the firm level as the primary driver of how a firm maintains its competitive advantage over rivals rather than the industry level. A business entity may maintain its competitive edge over rivals by acquiring or deploying tangible or intangible resources and utilising capabilities that are VRIO resources, according to the RBV hypothesis (Barney, 1995; Barney, 1991; Wernerfelt, 1984). This is crucial since the main constructs—leadership styles and employee

inventiveness, for example—are a company's in-house competencies. Additionally, RBT concentrates mostly on the internal part of the company. Since the industrial organisation view positions the factors determining competitive advantage at the industry level, the RBV theory is a complimentary theory to that view (Kraaijenbrink et al., 2010). Therefore, it is possible to see staff creativity and leadership styles as resources that have a significant effect on a company's potential to gain a competitive advantage (Wang, Van, Zhang & Bishoff, 2019).

2.6 Research Framework

The study used a simple theoretical framework model, comprises only one Independent Variable (IV), Dependent Variable (DV) and Mediating Variable (MV) respectively. It clearly shows that Leadership styles has a relationship with the competitive advantage and same relationship with employee creativity. And employee creativity will play the role of moderator in the relationship between leadership styles and competitive advantage.

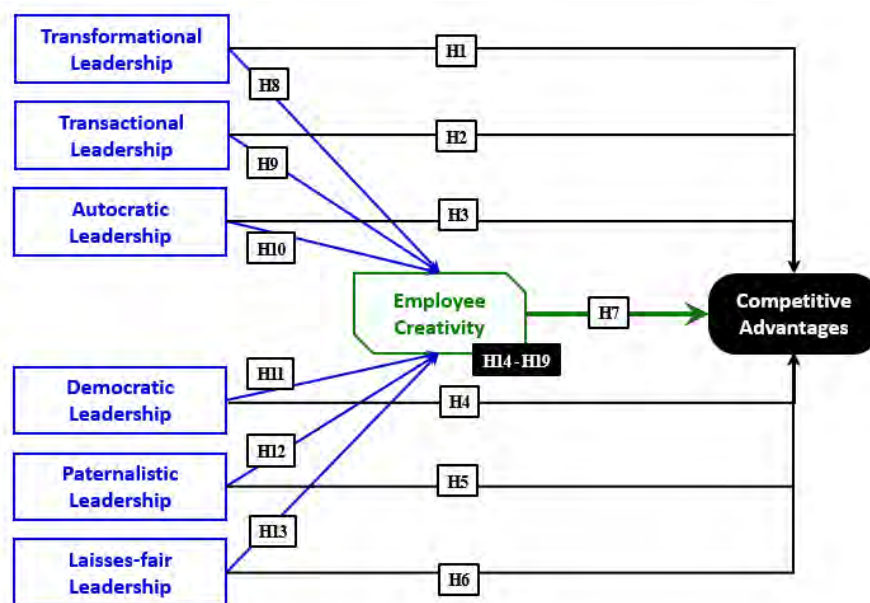


Figure 2. 2 Research Framework

2.7 Relationships Between the Variables of the Study

This study's primary goal was to investigate the relationship between leadership styles (transformational leadership, transactional leadership, authoritarian leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership), and competitive advantage exclusively in government housing programs in the UAE. The research framework depicted in figure 2.2 for this study's purposes was created after a comprehensive examination of pertinent literature and alignment with study goals. The following hypotheses are proposed for future empirical inquiry on the basis of the framework:

2.7.1 Transformational Leadership and Competitive Advantage

There has been a lot of research into what makes transformational leadership effective (Dóci & Hofmans, 2015) and how to implement it to gain an edge. Strategic planning, employee development, and final results all depend on strong leadership (Novitasari et al., 2020). As a result of increased productivity, enhanced organizational success, and better financial performance and sales results at the branch level, an organization as a whole can gain a competitive edge from its leaders who exhibit transformational leadership (Weller et al., 2020). Transformative leaders have the ability to significantly impact the morale of their teams and motivate their followers to sacrifice for the greater good. A positive correlation between transformative leadership and productivity was also shown in empirical research. To gain an edge over the competition, leaders need to adopt a transformational leadership style, which involves motivating their subordinates to go above and beyond what is expected of them (Chen et al., 2020). Transformative leadership has been shown to be one of the most effective leadership styles for influencing both on-the-job and off-duty actions (Caillier, 2016).

Researchers also discovered that effective leadership abilities are more likely to raise the competitive advantage level and inspire employees to offer their all. On the other hand, poor leadership will limit the organization's competitive advantage (Yamin, 2020). Researchers defined leadership as inspiring followers to act in ways they either did not anticipate or find personally uncomfortable or impossible (Taylor, Santiago, Hauer, Hynes & Mickahail, 2019). The competitive advantage of public organizations has been found by other researches to be affected by factors including leadership style (Yamin, 2020). Moreover, transformational leadership motivates employees to achieve competitive advantage through altering their attitudes, beliefs, and values, beyond expectations (Semuel & Siagian, 2015). Transformational leadership hence enhances competitive advantage. As a result, the following theory is created:

Hypothesis 1: Transformational Leadership has a significant relationship with competitive advantage.

2.7.2 Transactional Leadership and Competitive Advantage

Another kind of leadership that uses a contingency reward method and is either hands-off or plays a limited role in monitoring performance is transactional leadership (Burns, 1978). Transactional leadership is a style of management in which leaders and subordinates base their relationships on a series of deals (Buch, Thompson & Kuvaas, 2016). Previous research has shown that transactional executives can have an impact on company success (Subanidja et al., 2020). Therefore, transactional leadership requires the use of conditional incentives and sanctions to encourage each individual to act in their own self-interest while also contributing to the achievement of business goals (Jensen et al., 2019). It is predicated on the idea that if people are properly incentivized, their individual ambitions and the organization's will will be aligned.

Additionally, this style of leadership gives workers the chance to be carefully monitored and in situations where the assigned tasks are clearly mentioned. Manning (2004) claims that various methods, such giving rewards or punishment, are employed by leaders who adopt a transactional style to compel subordinates. A significant tool for leading within an organisation, appropriate empowerment can be carried out by a leader with a skillful transactional leadership style. Moreover, a leader with a transactional leadership style should act in a way that minimises friction between followers and management, implements decisions, and substitutes goals in order to maintain the organization's competitive advantage (Jermisittiparsert, 2020). Despite research on the connection between transactional leadership and competitive advantage, there is always a need for more.

Hypothesis 2: Transactional Leadership has a significant relationship with competitive advantage

2.7.3 Autocratic Leadership and Competitive Advantage

There have been many different types of leadership throughout history, but autocratic leadership has been around the longest. This method is focused on finishing the job at hand. The authority rests solely with the leader, who made all of the calls, lays out the plan, and delegated the work (Kagwiria, 2016). The structural characteristics of organizations for enacting strategy have been weakened by the authoritarian leadership style. Thus, an organization's structural dimensions for strategy implementation can be used to gain a competitive edge and direct leadership as they put a plan into action to boost corporate performance (Morkel et al., 2021).

Also, autocratic leaders have to have absolute and dictatorial power since they make decisions solely on their own thoughts and judgments and rarely take into account the views of their followers (Cherry, 2019). These superiors expect their followers to do what they say (Al Khajeh, 2018). Therefore, authoritarian leadership may be effective in emergency situations with a homogenous workforce, if the leader is knowledgeable, fair, and has a firm handle on the followers (Morkel et al., 2021). However, autocratic behavior might be justified in some situations. When an organization is facing a crisis or other pressing issue that needs immediate action, it is essential (Jony et al., 2019). This study sought to address a gap in the literature by providing empirical evidence of the direct and indirect effects of autocratic leadership style on competitive advantage in the United Arab Emirates context.

Even though there have been studies on the relationship between autocratic leadership style and competitive advantage, additional research is needed to better understand the relationship between the variables, particularly in non-western contexts such as the UAE. According to the researcher's best knowledge, there are few studies evaluating the relationship between autocratic leadership style and competitive advantage in the UAE setting, notably in the public sector. The following hypothesis is formed based on the aforementioned arguments:

Hypothesis 3: Autocratic Leadership has a significant relationship with competitive advantage

2.7.4 Democratic Leadership and Competitive Advantage

The democratic leadership style is another organisational element highlighted competitive advantage that aids in spreading the business's good message. Democratic

leaders are actually more likely to inquire "What do you assume?" They share info along with employees concerning everything that influences their job duties. They likewise find staff members' points of view before accepting a decision. There are numerous benefits to this participative management type. It may stimulate count on and promote esprit de corps and collaboration coming from employees (Wendy et al., 2017). Scholars have paid close attention to the democratic leadership style. According to Khajeh (2018), democratic leadership prepares future leaders and benefits the organisation in the long term. According to Bhargavi and Yaseen (2016), democratic leadership has a good impact on organisational performance because it allows employees to express and implement their creative ideas as well as participate in decision-making. A democratic leader emphasises on group discussion and group involvement, which favorably improves the performance of followers and the organisation as a whole (Choi, 2007).

Organizations are always undergoing transformation and pursuing better leadership styles in order to achieve the ultimate goal of developing and retaining a competitive advantage (Ahmed et al., 2018). The democratic leadership elegance is one in which subordinates or followers are more involved in decision-making and implementation, which aids in the creation of a competitive advantage in a business (Bonsu & Twum-Danso, 2018). Employees are more likely to perform well when a leader closely monitors their subordinates and communicates with them on a regular and supportive basis. However, it is thought that the democratic leadership style has a greater impact on an organization's competitive advantage (Morkel et al., 2021).

In this context, existing literature indicates that democratic leadership is critical in developing organisational synergies and overcoming opposition to change when new initiatives are presented (Ahmed et al., 2018). Furthermore, the leaders are able to construct a good mechanism to consolidate the knowledge resources in a business in order to build a competitive advantage using this leadership style (Gambardella et al., 2015). Furthermore, there have been few research in the UAE on the effect of democratic leadership style on competitive advantage. As a result, additional empirical research on the direct influence of democratic leadership style on competitive advantage are required to address the scholarly and practical gaps. According to the researcher's best understanding, in the UAE situation in specific researches are as followed:

Hypothesis 4: Democratic Leadership has a significant relationship with competitive advantage.

2.7.5 Paternalistic Leadership and Competitive Advantage

Apart from democratic leadership style, the second significant factor impacting competitive advantage in this study is the organisational predictor, paternalistic leadership style. Paternalistic leadership has attracted the curiosity of organizational experts all in the world during the last two eras (Aycan, 2006; Ugurluoglu et al., 2018; Kai, 2013; Pellegrini & Scandura, 2006). According to the resource-based perspective idea, an organization may achieve its purpose (for example, competitive advantage) by utilizing resources such as leadership (Wang, Van, Zhang & Bishoff, 2019).

The paternalistic leadership style is viewed as an organization's internal intangible resources in this study. Furthermore, proponents of this view claim that organizations

should examine internal intangible resources in order to establish and preserve a competitive advantage (Foysal & Zhen, 2019). No previous research has examined the link between authoritarian leadership and business success, at least not to the author's knowledge. Because little research has been conducted on the relationship between paternalistic leadership and competitive advantage, it was hoped that research on this topic would contribute to the present body of knowledge.

As a result, further empirical study on the direct and indirect effects of paternalistic leadership style and competitive advantage is needed, particularly in the UAE setting, to fill scholarly and practical gaps. According to the researcher's best knowledge, there have been few studies in the UAE setting, particularly in the public sector, that have examined at the link between paternalistic leadership style and competitive advantage.

The following hypothesis is advanced based on the preceding discussion:

Hypothesis 5: Paternalistic Leadership has a significant relationship with competitive advantage.

2.7.6 Laisses-fair Leadership and Competitive Advantage

Laissez-faire, which is regarded as the third most common leadership style and lacks the abilities of a leader “(Avolio et al., 1999; Northouse, 2010 Spinelli, 2006; Hinkin & Schriesheim, 2008; Goodnight, 2004)”, is the type that is most prevalent. The writers have emphasised that individuals with this leadership style constantly attempt to evade their obligations and responsibilities, take their time to make wise decisions, and give little feedback to their subordinates. As a result, Luthans (2005, p. 562) and Robbins, Judge, and Sanghi (2007) have provided similar justifications for the laissez-faire style, claiming that it "abdicates obligations to avoid making judgements."

Furthermore, Antonakis, Avolio, and Sivasubramaniam (2003); Buch, Martinsen and Kuvaas (2014); Chaudhry, and Javed (2012); Buch., 2014; Skogstad., 2014 have demonstrated that a laissez-faire leadership style is the least successful type of leadership.

This technique, however, is inappropriate for personnel who lack skills and knowledge. Laissez-faire leadership fosters self-regulation in followers (Amundsen & Martinsen, 2014). This technique enables employees to exercise self-control and boost their self-efficacy (Ahmed Iqbal et al., 2021). Employees benefit from autonomy under laissez-faire leadership (Erdel & Takkaç, 2019). This independence results in psychological empowerment and self-leadership (Zhang & Zhou, 2014). According to this logic, laissez-faire leadership can generate and sustain a competitive advantage through qualified people capital with advanced capabilities. Furthermore, the impact of laissez-faire leadership on competitive advantage hasn't gotten nearly enough attention up until now. Therefore, additional empirical research on the direct and indirect impact of laissez-faire leadership on competitive advantage are required, especially in the context of the UAE, in order to close the knowledge gaps and fill the practical gaps. There have been few studies that have looked at the relationship between laissez-faire leadership and competitive advantage in the UAE setting, particularly in the public sector, to the best of the researcher's knowledge. Based on the above discussion, the following theory is proposed:

Hypothesis 6: Laisses-fair Leadership has a significant relationship with competitive advantage

2.7.7 Transformational Leadership and Employee Creativity

Aside from being one of the most successful and cutting-edge leadership styles, transformational leadership is also a distinct leadership philosophy (e.g., Mozammel and Haan, 2016; Kasmolu & Ammari, 2020). This study tries to transform a follower into a leader and a leader into a moral actor by means of an intersimulating relationship, predicated on the idea that certain leader acts might push followers toward a higher level of thinking (Mozammel and Haan, 2016; Anthony, 2017). (Russell, 2011). Consequently, transformational leaders shift their teams' attention from survival to achievement and growth (McCleskey, 2014). (Bolden et al., 2003). From a business perspective, a manager who drives organizational change and renewal (Burns et al., 2008).

Researchers agree that transformational leadership is a powerful way of leadership connected with high levels of individual creativity (Gong et al., 2009). Scholars have examined and described transformational frameworks in order to better understand how transformational leaders excite their followers (e.g., Henker et al., 2015; Shafi et al., 2020; Novitasari et al., 2020) that contribute to employee creativity within organizations (Ranjbar et al., 2019). The effectiveness of leadership may strongly interact with its setting to influence output (Shafi et al., 2020). According to Kasmolu and Ammari, 2020, transformational-type leadership traits tend to encourage extraordinary staff activities, including employee creativity, across a broad range of organisational circumstances.

According to previous studies, transformative leadership is essential for employee creativity (Gong et al. 2009; Shin and Zhou 2003). Transformational leaders foster a

creative environment (Sarros et al. 2008). Employees can experiment with new approaches without fear of failure in this environment. Transformational leadership encourages people to question the status quo and experiment with innovative techniques that promote employee creativity (Kark and Van Dijk 2007; Shin and Zhou 2003). Transformational leaders inspire their teams by presenting a compelling vision, setting high performance standards, and giving personalised assistance (Shamir et al. 1993). This motivation should encourage employees to strive to enhance their performance and move them closer to the intended vision. They encourage people to challenge their present preconceptions about their jobs (Avolio et al. 1999; Podsakoff et al. 1990).

As a result, people under transformational leadership may seek out better methods to execute their jobs. Furthermore, transformational leaders help their staff develop a creative self-concept (Wang and Zhu 2011). Employees should be more confident in trying new ways and coming up with unique ideas as a result. As a result, more research on the impact of transformative leadership on employee creativity is required, particularly in the UAE environment. . To the best of the researcher's knowledge, very few studies have examined the connection between transformative leadership and employee creativity in the United Arab Emirates, especially in the public sector. In light of what has been said so far, the following hypothesis is proposed:

Hypothesis 7: Transformational Leadership has a significant relationship with employee creativity.

2.7.8 Transactional Leadership and Employee Creativity

One of the contextual drivers, leadership style is becoming increasingly important in determining employee creativity (Hermann & Felfe, 2013). (Gupta et al., 2012; Wang et al., 2013). The leader's participation can be seen in the organisation's appropriate goals, the leader's encouragement of employees to come up with new ideas, the leader's provision of constructive feedback, and the leader's recognition of employees' contributions (Ibbotson and Dars, 2008). Leadership styles, and specifically transactional leadership, were investigated as one of the most influential factors on employee creativity in the workplace, in light of the high stakes competition between businesses in today's global business environment, characterized by rapidly evolving customer demands and work processes (Deichmann and Stam, 2015).

According to research techniques, the effect of transactional leadership on employee creativity has gotten little attention from scholars, as indicated by a small number of studies (Ranjbar et al., 2019; Kassotaki, 2019). According to Ma and Jiang (2018), transactional leadership, which represents an effective leadership style, is defined by the concept of mutual trade between the transactional leader and employees. However, prior studies have shown that transactional leadership can boost employee inventiveness (Herrmann and Felfe, 2013). For instance, Amabile et al. (2004) argued that transactional leadership encourages innovation in the workplace by outlining clear goals and outcomes for employees to work toward in exchange for incentives and favorable treatment.

Despite the paucity of studies on the topic, (Nguyen et al., 2021), further investigation into the link between transactional leadership and employee creativity is warranted,

especially in non-Western countries like the United Arab Emirates. According to the researcher's best knowledge, there have been few studies in the UAE, particularly in the public sector, that have looked at the relationship between transactional leadership and employee innovation. As a result, it is worthwhile to delve more into the nature of this partnership. As a result, the following theory is proposed:

Hypothesis 8: Transactional Leadership has a significant relationship with employee creativity.

2.7.9 Autocratic Leadership and Employee Creativity

Many companies are feeling the pressure to adapt their way of thinking and the strategies they use to deal with the myriad of situations that arise on a daily basis due to the increasingly complex and competitive business environment (Erdel & Takkaç, 2019). Leadership and innovation go hand in hand when steering an organization down a new path. Leadership that facilitates organizational change is characterized, without a doubt, by its ability to inspire and engage its followers in innovative problem solving (Imam et al., 2020). Leadership in an organization can do more to encourage employees to think creatively if they have the organizational structure and culture to back it up. They need to constantly encourage and inspire staff to think beyond the box (Imam et al., 2020). Leadership plays a significant role in determining the level of innovation among workers (Shafi et al., 2020). To inspire innovation, leaders need to articulate a compelling vision and convey it to their teams through both formal and informal means of communication (Nabil et al., 2017).

Autocratic leadership is defined as a leader's habit of establishing ultimate authority and control over employees and commanding unquestioned obedience through

rigorous discipline (Cheng et al., 2004). Autocratic leaders are recognised for being blatantly controlling and initiating structure, so that employees who do not strictly adhere to processes and norms are severely punished (Chen et al., 2014). The basic assumption is that autocratic leadership may be more successful and efficient in situations requiring quick judgements because these leaders establish defined and explicit goals (Huang et al., 2015). The leader decreases ambiguity by establishing very explicit regulations and delivering punishments and rewards, as followers know exactly what to do and what not to do (Wang & Guan, 2018). However, just a few studies have produced empirical evidence of the potential benefits of authoritarian leadership (Huang et al., 2015; Wang & Guan, 2018). Previous study has shown that authoritarian leadership is negatively associated to desired attitudes and behaviours such as followers' trust, voice, citizenship behaviours, and performance. However, just a few studies have produced empirical evidence of the potential benefits of authoritarian leadership (Huang et al., 2015; Wang & Guan, 2018). Prior research found a negative association between autocratic leadership and desired attitudes and behaviours, such as followers' trust, voice, citizenship behaviours, and performance (e.g., Aycan, 2006; Chan, Huang, Snape, & Lam 2013; Chen et al., 2014; Pellegrini & Scandura, 2008).

Unwanted outcomes like intents to leave have also been linked to autocratic leadership (Wang, Cheng, & Wang, 2016). In conclusion, AL is believed as a corrupt leadership style. However, authoritarian leaders may have a negative effect on prospects for developing a high-performing workforce and employee inventiveness. Therefore, additional empirical research on the direct and secondary effect of autocratic leadership on competitive advantage are required, especially in the context of the UAE,

in order to close the knowledge gaps and fill the practical gaps. To the updated researcher's knowledge, there have been few studies looking at the association between autocrat leadership and competitive advantage in the UAE, particularly in the public sector. The following theory is formed in light of the prior discussion:

Hypothesis 9: Autocratic Leadership has a significant relationship with employee creativity.

2.7.10 Democratic Leadership and Employee Creativity

Democratic leadership, also called participative management or discussed leadership, is actually a type of management type in which members of the team take an extra operational job in the decision-making method (Kurniawan et al., 2019). This form of leadership may relate to any type of association, from private companies to schools to federal government. Organizations are well aware that competitive success is dependent on creativity “the production of novel and useful ideas by individuals or teams working together” (Amabile, 2012). If employees are demanded to be creative, leadership support is crucial (Carmeli et al., 2010; Shalley, Zhou, and Oldham, 2004; Tu et al., 2018; Qu et al., 2015) due to the fact that leaders considerably affect the workplace contexts (Cai et al., 2019; Mainemelis et al., 2015). Democratic leadership may be especially supportive of employee innovation because leaders consult with employees when making organisational decisions (Somech, 2006).

Democratic leadership has been associated to a variety of beneficial employee outcomes, including job satisfaction (Chan, 2019), engagement (Busse and Regenberg, 2018), work performance (Huang et al., 2010), and organisational tenure (Huang et al., 2010). (Huang et al., 2006). Furthermore, Tung and Yu (2016) demonstrate that

democratic leadership is connected with increased employee innovation. Furthermore, the researcher proposed that democratic leadership is extremely favourable to employee innovation. Therefore, additional empirical research on the direct and indirect benefits of democratic leadership on employee creativity are required to address the gaps in the literature and in practice. Although some research has been conducted on the topic, more is needed to fully understand the connection between democratic leadership and employee innovation, especially in non-Western contexts like the United Arab Emirates. To the best of the researcher's knowledge, few studies have looked at the connection between democratic leadership and employee innovation in the UAE context, especially in the public sector. Thus, it is worthwhile to delve deeper into the nature of this connection. Thus, the following hypothesis is formulated:

Hypothesis 10: Democratic Leadership has a significant relationship with employee creativity

2.7.11 Paternalistic Leadership and Employee Creativity

Paternalistic leadership is actually a managerial technique that entails a prevalent authority figure who behaves as patriarch or matriarch and treats employees and partners as if they are members of a huge, extended family (Tung, 2016). Rapid developments in the corporate environment have prompted firms to place a premium on creativity (Sarooghi et al., 2015). As creativity has evolved from a "good to have" aspect of healthy organisations to a "must have," today's managers are looking for ways to make their people more creative (Dyer, 2015). Employees from particular cultures, on the other hand, frequently refrain from engaging in creative activities (Morrison, 2011) and use traditional ways even though they are aware of problems or

have ideas for improving them. As a result, the role of the leader is extremely important in motivating employees to improve their creativity (Wang et al., 2019). Indeed, leadership has been highlighted as one of the primary drivers of employee innovation (Zhang, Huai, & Xie, 2015). Paternalistic leadership is the most common type of leadership in Asia, and it has received a lot of attention in the literature. Some empirical evidence for the association between paternalistic leadership and employee innovation has been found in China (Gu et al., 2013), Turkey (Pellegrini & Scandura, 2006).

While prior study has focused on the direct relationship between paternalistic leadership and creativity, the researcher believes that in order to completely comprehend this relationship, it is crucial to analyse the differential influence of paternalistic leadership on employee creativity. Therefore, more empirical studies on the direct and indirect effects of paternalistic leadership on employee creativity are needed to fill the gaps in the literature and in practice. Paternalistic leadership and employee creativity have been the subject of a few studies, but more research is needed, especially in non-Western contexts like the United Arab Emirates, to better understand the relationship between the variables. The researcher found few studies that looked at the link between paternalistic leadership and employee creativity in the UAE context, especially in the public sector. Thus, it is worthwhile to delve deeper into the nature of this connection. Thus, the following hypothesis is developed:

Hypothesis 11: Paternalistic Leadership has a significant relationship with employee creativity.

2.7.12 Laissez-fair Leadership and Employee Creativity

To put it simply, lax management is a style of leadership in which employees are granted autonomy to make decisions and set their own objectives, with little to no input from superiors (Ahmed Iqbal et al., 2021). Radwan (2020) argues that a laissez-faire management style leads to a complete absence of communication between upper-level management and their staff. Leaders don't care about their employees, thus they rarely offer suggestions and feedback to their subordinates.. The decision-making process is always slowedThe least effective form of leadership is the laissez-faire approach, often known as the passive-avoidant style. This type of leader avoids making choices and acting on matters within their sphere of responsibility (Skogstad et al., 2007). Laissez-faire leadership has been shown to have bad effects on employee creativity, therefore this study set out to determine whether or not there are any positive correlations between a leader's style and the creativity of their team.

Furthermore, a team with capable, trained, and independent individuals will succeed with the laissez-faire leadership style; nevertheless, a team with highly experienced and competent members will succeed (Munir & Khalil, 2016). Employees of public sector organisations in the UAE are almost self-directed, skilled, and independent in the framework of government housing programmes due to the nature, standards, and procedures of government employment. Additionally, because each of them performs a certain type of work and works collaboratively from within their own job position, they do not frequently require the immediate supervisor's supervision. As a result, this organisation rigorously exhibits the laissez-faire leadership style. Consequently, further empirical research is required to address the gaps in the literature and in

practice regarding the direct and indirect effects of laissez-faire leadership on employee creativity.

Even though there have been some studies on the link between laissez-faire management and employee innovation (Radwan, 2020), additional studies are needed to better understand the relationship between the variables, especially in non-western environments like the United Arab Emirates. According to the researcher's best knowledge, there have been few studies in the UAE, particularly in the public sector, that have looked at the relationship between laissez-faire leadership and employee innovation. As a result, it is worthwhile to delve more into the nature of this partnership. As a result, the following theory is proposed:

Hypothesis 12: Laissez-faire Leadership has a significant relationship with employee creativity.

2.7.13 Employee Creativity and Competitive Advantage

Despite the growing body of studies on the results of perceived HRM practises, little attention has been dedicated to employee creativity as a source of competitive advantage (Lee et al., 2019). Enhancing employees' creativity has become a factor of competitive advantage as organisations strive to leverage employees' ideas and proposals (Nasifoglu Elidemir et al., 2020). Employee creativity is becoming an increasingly important aspect in an organization's effectiveness and long-term survival. Enhancing employee creativity has become a factor of competitive advantage as organisations strive to leverage employees' ideas and proposals (Lee et al., 2019). For example, Google has long encouraged its employees to spend 20% of their work

hours on their passions and interests in order to boost employee innovation, allowing it to establish long-term competitive advantage (Lee et al., 2019).

According to researchers, creativity necessitates employees thinking and acting differently from the prevalent beliefs or routines in their businesses (Yang et al., 2016), yet the creativity-outcome link is unpredictable and imprecise (Kremer et al., 2019). Given that employee creativity is a critical component of achieving long-term competitive advantage (Nasifoglu Elidemir et al., 2020). A study conducted by Lee et al., (2019) demonstrated a more realistic strategy to fostering employee creativity in forecasting competitive advantage. According to the RBV hypothesis, creativity is an intangible, uncommon, unique, and non-substitutable resource that may be used to achieve a competitive edge for enterprises (Nasifoglu Elidemir et al., 2020). Interestingly, Nasifoglu Elidemir et al., (2020) proposed that employee's novelty has a optimistic effect on competitive advantage.

The most prominent leadership theory used to explain the relationship between leadership variables and other variables, such as competitive advantage and employee creativity, is the transformational leadership theory. Transformational leadership is a leadership style characterized by leaders who inspire and motivate their followers to achieve exceptional performance and go beyond their self-interests for the collective good of the organization. This leadership style focuses on creating a vision and empowering employees to reach their full potential by providing support, encouragement, and opportunities for growth.

To operationalize the relationship between transformational leadership and competitive advantage, researchers often use various methods. In the context of competitive advantage, researchers may then use metrics such as market share, financial performance, customer satisfaction, and organizational innovation to evaluate the organization's competitive position and success. By comparing organizations with different levels of transformational leadership, researchers can analyze the impact of this leadership style on achieving a sustainable competitive advantage.

Regarding employee creativity, researchers operationalize the relationship between transformational leadership and employee creativity by measuring the leader's ability to stimulate innovative thinking among employees. They may use surveys or interviews to collect data on employee perceptions of their leaders' inspirational and motivational behaviors that foster creativity. To understand the mediating role of employee creativity, researchers can conduct statistical analyses, such as mediation analysis, to determine the extent to which employee creativity acts as a mediator in the relationship between transformational leadership and competitive advantage. This analysis helps assess whether the impact of transformational leadership on competitive advantage is partially explained by the increase in employee creativity.

In summary, transformational leadership theory is a powerful framework to explain the relationship between leadership variables, such as leadership styles, employee creativity, and competitive advantage. By employing appropriate measurement tools and statistical analyses, researchers can gain insights into how transformational leadership influences employee creativity, which, in turn, contributes to the

organization's competitive advantage. Understanding this relationship can provide valuable guidance to practitioners and leaders in their efforts to foster a culture of innovation and achieve sustainable competitive success in their respective organizations. As a result, greater empirical study on the direct and indirect influence of employee creativity on competitive advantage is needed, particularly in the UAE context, to close knowledge gaps and fill practical shortages. there aren't many studies investigating the link between creative employees and a competitive advantage in the United Arab Emirates, especially in the public sector. Following from what has been said previously, the following hypothesis is advanced:

Hypothesis 13: Employee creativity has a significant relationship with competitive advantage.

2.8 The Mediating Variable-Employee Creativity

The effect of transformational leadership (Hanif et al., 2020; Chen et al., 2018), transactional leadership (Subanidja et al., 2020; Alrowwad & Abualoush, 2020), autocratic leadership (Morkel et al., 2021; Bonsu & Twum-Danso, 2018), democratic leadership (Morkel et al., 2021; Bonsu & Twum-Danso, 2018), paternalistic leadership (Morkel et al., 2021; Jermsittiparsert, 2020), and Laissez-faire leadership (Morkel et al., 2021; Bonsu & Twum-Danso, 2018) The researchers have discussed and approved their findings on competitive advantage. This study proposes that employee creativity can help to mitigate this effect.

When a third variable or construct intervenes between two other related constructs, a mediating effect is formed, as shown in Figure 4.10, according to Hair, Hult, Ringle,

and Sarstedt (2014, p. 35). The researcher uses a path model to analyze the relationships between direct and indirect effects in order to gain an understanding of how mediating effects function. Direct effects are associations with a single arrow linking two constructs, whereas indirect effects include a chain of links with at least one intermediate construct. An indirect effect is thus a succession of two or more direct effects (complex routes) depicted visually by a number of arrows.

This indirect effect is known as the mediating effect. Employee creativity is represented as a possible mediator between the research's independent and dependent components in this study. Because of the direct effect of transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership on turnover intention, the indirect effect via employee creativity was investigated. Several scholars have focused on employee creativity over the last two decades because it is acknowledged as one of the significant concerns that should be investigated in the field of organisational behaviour (Lee et al., 2019).

Other studies on the predecessors of employee creativity have been conducted since this behaviour affects the performance of corporate operations (Nasifoglu Elidemir et al., 2020). Employees that engage in creative activity and develop imaginative ideas are required for every corporation to remain competitive, as human resources are regarded as the strength of any organisation. Thus, methods including employee creativity can provide firms with a competitive advantage in the modern day (Kremer et al., 2019).

In recent years, empirical research have discovered a link between transformational leadership style and employee creativity (Shafi et al., 2020). Because of the suitable leadership style, employee inventiveness is considered as a favourable perception (Novitasari et al., 2020). Additionally, employee creativity has a positive impact on competitive advantage (Lee et al., 2019). Another result of the alike study also indicated that employee creativity is related to competitive advantage (Nasifoglu Elidemir et al., 2020).

Leadership styles are critical in increasing both individual and organisational creativity (Shafi et al., 2020). The creation of such ideas that result in innovative and beneficial solutions is referred to as creativity. Several academics adopt this term for creativity (Amabile and Pratt, 2016; Van Knippenberg, 2017). However, simply coming up with new ideas is insufficient unless they are shared and implemented (Van Knippenberg, 2017). Employee inventiveness is a strategic competitive advantage aspect (Zhou and Hoever, 2014). Organizations that foster employee creativity in translating fresh ideas into new products and services have a competitive advantage (Kremer et al., 2019).

Lee et al., 2019 showed that there is a considerable beneficial association between leadership styles and employee inventiveness. When people in an organisation strive to acquire better solutions to their problems through a collective mind and a process of social interchange, they form a synergy in creativity (Mazhar and Akhtar, 2018). Organizations that are looking for fresh ideas invest more in R&D (Lüke et al., 2018). The application of existing knowledge is intimately linked to the innovation process (Lüke et al., 2018). The existing literature provides substantial empirical evidence and

emphasises the role of leadership styles in achieving employee creativity competitors. (Ma & Jiang, 2018) and organizational competitive advantage (Lee et al., 2019).

Although research has found links between leadership styles (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership), employee creativity, and competitive advantage (Ranjbar et al., 2019; Nasifoglu Elidemir et al., 2020; Lee et al., 2019), there has been little research examining these three variables together. There is a scarcity of empirical evidence that leadership styles and employee creativity work together to drive competitive advantage, particularly in the public sector.

Because competitive advantage is claimed to be dependent on employee creativity (Raykov, 2014), innovative ideas are seen as the key to organisational success (Acar et al., 2019). This involves the application of several leadership styles (Lee et al., 2019). Another advantageous impact of leadership styles is increased staff inventiveness (Ranjbar et al., 2019). Other studies have looked into leadership styles and employee creativity in various contexts. According to Samsir (2018), leadership influences employee creativity via the mediating effect of innovation.

Zhou and Hoever (2014) Employee creativity has been shown to be an important component in corporate competitiveness. Chen et al., 2020 discovered a positive significant link between leadership styles and competitive advantage. In this regard, Brown (2016) stressed the need for greater research into the indirect influence of leadership styles and competitive advantage through employee creativity in his study about leadership styles and employee creativity. The current study expands on this idea

by looking into the role of employee creativity in mediating the relationship between leadership styles (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership) and competitive advantage in the UAE public sector.

Therefore, the researchers believe that the gap in the literature can be closed by integrating the employees' level of creative output as a mediator variable in the model of this study.. On this score, the current study contends that when transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership are considered, employee creativity has a theoretical mediating effect in predicting and increasing competitive advantage. As a result, the following hypotheses were offered to be investigated:

Hypothesis 14: “Employee creativity significantly mediates the relationship between transformational leadership and competitive advantage”.

Hypothesis 15: “Employee creativity significantly mediates the relationship between transactional leadership and competitive advantage”.

Hypothesis 16: “Employee creativity significantly mediates the relationship between autocratic leadership and competitive advantage”.

Hypothesis 17: “Employee creativity significantly mediates the relationship between democratic leadership and competitive advantage”.

Hypothesis 18: Employee creativity significantly mediates the relationship between paternalistic leadership and competitive advantage.

Hypothesis 19: Employee creativity significantly mediates the relationship between laisses-fair leadership and competitive advantage.

2.9 Chapter Summary

The definition of competitive advantage, its determinants, and the effects it has on a business were all covered in this chapter. Additionally, it discussed the connections between the changing factors utilized in this investigation. The researcher also went over earlier analyses of competitive advantage in different circumstances. The researcher also talked about the study's underlying premise. The chapter has also emphasised the significance of the employee creativity's mediating effects on the effects between the relationships of The following leadership styles were investigated: transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, laissez-faire leadership, and competitive advantage.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Designing a study with the appropriate processes and methodology is crucial to guarantee that the specific study achieves reliability and validity (Bickman & Rog, 1998). It can be done by installing the strictest designs for data collecting from respondents and creating research that can be used to a wide range of situations. The research design is deliberated in terms of the population, sample, sampling methods, and research process plan. The questionnaire design is presented along with the quantitative data collection process. The method for translating the instrument, validating survey questionnaires, and creating the instrument are then detailed. Finally, a thorough data investigation technique is covered based on the use of SPSS and SEM-PLS statistical tools.

3.2 Research Design

For the purposes of this paper, "research design" will be used to refer to the comprehensive strategy outlining the strategies and methods for gathering and analyzing the necessary data (Sekaran & Bougie, 2016). In order to examine the variables influencing competitive advantage among managers working in government housing programmes in the UAE, this study employs a quantitative research approach.

Because a survey questionnaire is the most ideal method for gathering primary data to learn about people's views, social and personal facts, and attitudes, this study used one (Sekaran & Bougie, 2016).

Sekaran & Bougie (2016) state that the quantitative research strategy was chosen because it allows the researcher to carefully examine the opinions of a wide sample of respondents about the given phenomenon and, as a result, adopt a specific viewpoint on human behaviour. Testing the relationship and generalizability of these findings is the goal of quantitative research (Neuman, 2014). Using a self-administrated questionnaire, the data were gathered. According to Graziano and Raulin (2004), the survey approach was used in this study since it is the most effective way to get data from people in their everyday environments.

Additionally, it is tagged as the most beneficial way to acquire knowledge about social and personal data (Babbie, 2010). According to Cooper and Schindler (2006), it is beneficial when a survey approach prioritises efficiency, accuracy, and dependability as well as standardisation and consistency. Additionally, due to time constraints, a cross-sectional study seemed more appropriate to be used in this study than a longitudinal one. This approach is thought to be the most concise and relevant since it would reduce respondents' non-responsiveness, be time efficient, and be cost friendly to conduct the study (Sekaran & Bougie, 2016). Testing of hypotheses is a part of this descriptive research.

In addition, the data triangulation approach is a method employed to enhance the reliability and validity of research findings. It involves cross-referencing information

from multiple sources or perspectives to arrive at a more comprehensive and accurate understanding of a particular phenomenon. In this context, the approach was employed through a series of interviews with two key individuals who are closely connected to the research subject, aiming to strengthen the trustworthiness of the data collected.

The interview sessions were conducted with precision and care, ensuring that the process adhered to established research methodologies. Two respected and knowledgeable experts, Dr. Ahmed Al Naqbi and Professor Dr. Naseem Abidi, were selected as interviewees due to their relevant expertise and roles in the field. Dr. Ahmed Al Naqbi, who serves as the Director of the Government Communication Department in the Sharjah Government's Sharjah Housing Program, provided valuable insights into the governmental perspective and initiatives related to housing in Sharjah. His position within the government allowed for an in-depth exploration of policies, strategies, and communication methods employed in the housing sector. Professor Dr. Naseem Abidi, associated with Skyline University College in Sharjah, UAE, brought an academic perspective to the research. As an accomplished scholar, his input added depth and scholarly rigor to the study. His insights encompassed theoretical frameworks, academic research, and a broader understanding of the subject matter.

By conducting interviews with both a government official and an academic expert, the data triangulation approach ensured a well-rounded and balanced examination of the research topic. This methodological rigor served to corroborate findings, minimize bias, and enhance the overall robustness of the research data, contributing to the credibility and validity of the study's conclusions. Five questions has been used in this interview which are:

- i. How style of leadership that relates to employees' creativity?
- ii. How style of leadership give impact to competitive advantage in business?
- iii. How employess' creativity has significant towards competitive advantage?
- iv. How does employees' creativity mediate between style of leadership and competitive advantage?
- v. What is the best style of leadership that give impact on competitive advantage?

3.3 Population, Sampling, and Data Collection

3.3.1 Population

A population is a collection of people or organisations who are being studied (Sekaran & Bougie, 2016). A study's population is the set of individuals, organizations, or other entities whose characteristics will be analyzed (Hair et al., 2006). For the purposes of scientific study, a population is defined as a collection of people who share certain characteristics (Cresswell & Poth, 2017). The persons or occurrences that make up what researchers call their "study population" (Sekaran & Bougie, 2016).

The study population includes any employees from management, supervisors, and managers who are working in all organisations or departments of Government housing programs in Abu Dhabi, Dubai, Ras Al Khaimah and Sharjah – UAE. Including employees from various positions such as managers, supervisors, and other levels in the study of government housing programs in Abu Dhabi, Dubai, Ras Al Khaimah, and Sharjah - UAE is essential for several reasons. Firstly, this inclusive approach offers a diverse set of perspectives, drawing from the different experiences and knowledge of individuals involved in the programs. Examining the roles of various

job positions allows researchers to gain insights into how the programs function at different organizational levels, uncovering the challenges faced and the achievements made throughout the entire system. Each employee level contributes uniquely to the housing programs - managers provide strategic direction, supervisors ensure smooth operations, and others handle day-to-day tasks. By gathering insights from all these levels, the research can paint a complete picture of how decisions are made, how plans are put into action, and what strategies prove most effective. This comprehensive understanding enables researchers to offer informed policy recommendations and make improvements to enhance the overall performance and impact of the government housing programs, leading to more effective and efficient housing solutions for the people in the UAE.

Based on the report, the population is around 300 employees comprising all organizations and departments of Government housing programs in the UAE (The United Arab Emirates' Government portal, 2021). This population was used to choose study participants. In addition, the survey was only given to full-time workers since, according to the literature (Price, 1997), companies are more likely to have positive relationships with their permanent staff. Scholars also claimed that because full-time employees are more committed to the business, they receive more attention than contractual employees (Conway & Briner, 2002).

3.3.2 Sample Size

The target demographic is first identified before sampling can begin. Therefore, a quantitative study is when a researcher uses a small sample size to draw valid conclusions concerning a large population that may be too costly to analyse (Cavana,

Delahaye & Sekaran, 2001). The term "sample size" refers to the minimum number of entities that must be surveyed for the results to be considered valid and trustworthy (Cresswell, 2008). Despite disagreements among researchers, choosing an acceptable sample size relies on the study's population (Wang et al., 2019). In this case, an algorithm or statistical tool is utilised to calculate the precise sample size (Johanson & Brooks, 2010). Because it saves time and money, using the right sample size allows researchers to gather data without having to discard every single sample.

Researchers also advise choosing the right sample size in this regard to prevent having to visit every segment of the population (Zikmund et al., 2013). In fact, the results from the study's appropriate sample size are trustworthy (Sekaran & Bougie, 2016). According to Anderson and Gerbing (1988), parameter estimates with standard errors that are too tiny for practical use should be obtained from samples of 150 or more. Sample sizes should be between 150 and 400 to avoid issues with misspecification (Hair et al., 2010).

Despite this, the table provided by Krejcie and Morgan (1970) was used to calculate the size of the sample. The table was based on the desired confidence level from a specific demographic. The sample size for a particular demographic is shown in Table 3.1. According to the table, the ideal sample size for a population of 300 subjects would be 169, which is what was chosen for this study. However, the sample size was multiplied by two in order to reduce sampling error and address the non-response rate issue (Hair et al., 2018). As a result, 338 samples were chosen to give all of the surveys.

Table 3. 1
Morgan's Sampling Table

Table for Determining Sample Size of a Known Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
Note: N is Population Size; S is Sample Size					Source: Krejcie & Morgan, 1970				

3.3.3 Sample Technique

Researchers have explored probability sampling and non-probability sampling, two fundamental forms of sample design (Sekaran & Bougie, 2016). Probability sampling has long dominated (Etikan et al., 2016). However, academic research has always used non-probability sampling due to its cost and convenience (Vehovar et al., 2016). Probability sampling samples the target population's characteristics (Sarstedt, Henseler & Ringle, 2011). Non-probability sampling randomly selects population components. It is used in these situations when time or other constraints are limited to take precedence over generalizability (Sekaran & Bougie, 2016).

Convenience sampling was used in this investigation. As a study approach, the quantitative technique was used, with 300 participants from Government Housing Programs as the target population (Diebes & Iriqat, 2019). Convenience sampling, a non-probability sample approach, was employed to select 338 study participants (Rabeea et al., 2019). The key reason for using this strategy is that it allows the researcher to acquire data from respondents who are more likely to provide useful information (Rabeea et al., 2019). For the study's sampling needs, convenience sampling was used.

In this investigation, the convenience sampling technique will be employed to collect samples, a method widely recognized for its practicality and efficiency. As per Gay and Diehl (1992), convenience sampling can yield more representative and accurate samples by ensuring that identifiable subgroups within the community are represented proportionately to their occurrence in the entire population. This means that all segments of the target community will be appropriately included among the study's participants, as emphasized by Sarstedt et al. (2018). Moreover, convenience sampling proves to be a cost-effective and time-saving sampling method, as highlighted by Nueman (2007). To maximize the efficiency of data collection, respondents were approached while they were at work, allowing for more meaningful sampling with minimal disruptions to their daily routines. Furthermore, the use of convenience sampling is not unprecedented in academic research. Numerous scholars have successfully utilized this sampling strategy in their studies, and Giao (2019) is among the pioneering researchers who employed convenience sampling for his study conducted in Vietnam. By adopting this sampling approach, the research aims to gather

valuable insights from a diverse range of participants with ease and convenience, facilitating the attainment of the study's objectives in a practical and efficient manner.

3.3.4 Unit of Analysis

"The level at which a variable is surveyed" is the unit of analysis (Mooi & Sarstedt, 2011, p. 31). An empirical study's unit of analysis "indicates what or who should give the data and at what level of aggregation," according to the definition (Zikmund, Babin, Carr, & Griffin, 2010, p. 119). In social science research, individuals, groups, and organisations typically make up an analytical unit. Given their prominent roles, these managers were qualified as key informants to comment on organizational-wide phenomena and the implicit processes underlying the departments' internal resources because this survey measured the managerial perceptions at the firm level. The respondents of interest should be people who are familiar with the Government housing programmes (the managers in the Government housing programmes in the UAE).

3.3.5 Data Collection

This research employed a cross-sectional, field-based study design. As the name implies, a cross-sectional study simply takes a snapshot in time to draw conclusions (Cavana et al., 2001). The researchers employed a cross-sectional survey approach to cut down on the labor-intensive nature of longitudinal research (Sekaran, 2003). This study relied heavily on a questionnaire as its primary method of collecting data. Research in the social sciences typically makes use of questionnaires, which consist of questioning participants about their habits and attitudes (Sekaran, 2003).

Following the completion of the questionnaire, the researchers gathered data regarding the target businesses that would be visited in order to get information from the staff. Prior to beginning the data collection, the address, emails, and contact information were collected. In order to assist the distribution of the questionnaire to the targeted personnel, The questionnaires were personally distributed by the researcher to the appropriate departments within the companies.

To make the process of data gathering official, the researcher obtained an official letter or approval in advance from the Ghazali Shafie Graduate School of Government Universiti Utara Malaysia. The researchers emailed the corporations' separate departments (Human Resource and Corporate Communication Department) before visiting the businesses to hand out the surveys to the targeted personnel. The emails include a brief explanation of the study's research aims, a copy of the questionnaire, and a letter outlining the data gathering procedures. The government housing programmes organisations whose availability and outlook are suitable with the study were given the questionnaire by the researcher. The researcher sought the help of the assistant managers and/or human resource managers during the data collection stage. The procedure of gathering the data began in January 2022 and was finished in May 2022. The researcher encountered significant challenges and unfavourable comments from numerous businesses when approaching potential respondents and persuading them to take the survey because of the sensitive and secret nature of the study. The researcher also made contact with the businesses whose managers agreed to participate in the field investigation.

3.4 Instrument Development, Validity, And Reliability

The main instrument used to collect original data from sampled participants is well-structured questionnaire. In research, a well-structured questionnaire serves as the primary tool for gathering original data from the selected participants. It is crucial to ensure that the questionnaire possesses certain key characteristics to guarantee the quality and accuracy of the data collected. The questionnaire must be solid, which means it should have a robust and coherent design. This involves organizing the questions in a logical sequence, providing clear instructions, and maintaining a consistent format throughout. A well-organized questionnaire helps participants understand the flow of the survey, leading to more accurate and meaningful responses. Besides that, the questionnaire should be valid, meaning it measures what it intends to measure. To establish validity, the questions must be ensured relevant to the research objectives and effectively capture the specific aspects being studied. This is achieved through content validation, where experts review the questionnaire to ensure comprehensive coverage of the research topic.

The questionnaire must to be reliable, which means it consistently produces similar results when administered to the same participants under similar conditions. Researchers assess the internal consistency of the questionnaire items to ensure they are measuring the same construct consistently. Moreover, the questionnaire should ask enough information to address the research questions comprehensively. It should cover all relevant aspects of the research topic to provide a comprehensive understanding of the subject under investigation. The following sections discuss the questionnaire design, items development, validity, and reliability used in this research.

3.4.1 Questionnaire Design

Context of the survey have two main sections, section asking for demographic data of the participants and asking about personal profile characteristics such as gender, age, income, positions, qualification. The second section is the main one as it includes five sub sections; every sub section is associated with one of the proposed variables (as discussed in conceptual framework). Every variables is explored by using multiple questions; which were collected and adapted from previous studies, approved for validity and reliability before proceed it to empirical data collection.

The validity of the survey instrument is noticed in its content, and one means of assessing validity is by the use of the face validity method, in which a test is subjectively viewed as covering the idea it claims to measure. It refers to a test's openness and relevance for the goal of gathering data from the intended responders. (Flick, 2018).

The questions that ask for varied impressions are supposed to be answered on a five-point ordinal scale, with 1 being the highest level of disagreement (strongly disagree) and 5 being the highest level of agreement (extremely agree). This scale is known as the Likert-5 scale, and it is commonly used by social scientists. A five-point Likert-type scale was employed to improve response rate and quality while decreasing respondents' "frustration level" (Babakus and Mangold 1992). The researchers proposed that a five-point Likert scale be used since it would lower the annoyance level of patient responders while increasing response rate and response quality. Sachdev, S. B., and H. V. Verma (2004). With a five-point scale, the interviewer can easily read out the entire list of scale descriptions. Dawes, J. G. (2008).

3.5 Pilot Study

A pilot study is regarded as a test in which a small-scale investigation is carried out preparatory to a bigger, formal investigation (Gay, Airasian & Mills, 2006). The primary goal of doing a pilot research prior to collecting actual data from the desired sample group is to identify and resolve any instrumentation concerns. Researchers believe that completing a pilot study with a sample size of 20-50 individuals is sufficient (Rossi, Wright & Anderson, 1983). Cronbach's alpha coefficient is another inter-item consistency reliability that has undergone the greatest testing.

In this study, a pilot study was directed to estimate how long it would take the chosen respondents to complete the questionnaires, provide critical feedback on the length, readability, and format of the scales, comment on language and wordings, and assess the legitimacy of the instruments used to carry out this research. In order to conduct this pilot study, questionnaires were administered during in-person interviews with 30 respondents who were chosen at random from among all departments or organisations that administer government housing programmes in the United Arab Emirates. These respondents were asked to rank their companies' competitiveness, the leadership styles of their direct managers, and the workforce's inventiveness.. The participants chosen for the pilot test were surveyed.

One of the key advantages of distributing the questionnaires during the interview was the researcher's ability to clear up any confusion and make sure the respondents understood the questions. According to the results of the pilot study, it took between 20 and 30 minutes to finish the individual questionnaire. Questions about the respondents' demographic profile were added to the questionnaire as part of certain

improvements. The questionnaire couldn't be changed because it was adapted from trusted tools. As a result, no changes were made to the other portions of the questionnaire. The questionnaires were finished and then personally gathered together by the researcher.

The Cronbach's alpha coefficient was used to evaluate the measuring equipment used in the pilot study. According to Table 3.10's results for the pilot study's instrument reliability, Cronbach's alpha values vary from 0.801 to 0.947, or from moderate to outstanding. According to Hair et al. (2018), although 0.7 is commonly considered to be the bottom limit for Cronbach's alpha, exploratory study may show that it can go as low as 0.6. Poor reliability is defined as values lower than 0.6. The results of the reliability tests are displayed in Table 3.2.

Table 3.2
Cronbach's Alpha Coefficient of the Pilot Test

Variables	Values
Transformational Leadership	0.927
Transactional Leadership	0.832
Autocratic Leadership	0.801
Democratic Leadership	0.811
Paternalistic Leadership	0.947
Laissez-Fair Leadership	0.821
Employee creativity	0.843
Competitive Advantage	0.875

3.6 Data Analysis Procedure

After the data was collected, it was analyzed using both descriptive and inferential statistics. The hypotheses about the constructs that were derived from the aforementioned literature research were put to the test through the application of a

number of different types of analysis. Statistical analysis was performed using SPSS version 23 and Smart PLS 3.0 on the collected data. Methods of data analysis are selected in accordance with the nature of the variables and the questions being asked (Byrne, 2001; Kamariah, 2007). Structured equation modeling (SEM) was used to analyze the data for this investigation.

Quantitative academics frequently mention the SEM technique as a useful tool for examining complex interactions between variables (Fox, 2006; Kenny & McCoach, 2003; Reisinger & Mavondo, 2007). For evaluating the mediation and moderation effect, structural equation models have been shown to conduct estimations more accurately than regressions (Preacher & Hayes, 2004).

PLS (Partial Least Squares) software was used for data analysis and presenting the model's results in this study because of its versatility in designing, testing, and estimating large complex models. PLS-SEM, or partial least squares structural equation modeling, is a type of "second generation" structural equation modeling (Wold, 1982). When applied to structural equation models with latent variables and multiple causal relationships, the relatively new technique shows promising results. As reported by (Gustafsson & Johnson, 2004). One further reason to use PLS, in addition to those presented by Hair et al. (2018), is that it can accommodate a wide range of variable measurements, from categorical to ratio (Chin & Newsted, 1999). The preceding justifications suggest that PLS-SEM is more appropriate for the study because of its ability to accommodate a large number of processes and phases.

3.6.1 Measurement Model Evaluation

To assess reliability, either of the two ways can be utilised. Cronbach's alpha and composite dependability are two methods for measuring reliability. Using Cronbach's alpha or composite reliability as the criteria, internal consistency must be more than 0.7. During exploratory study, however, a loading of 0.6 to 0.7 is acceptable, and a loading greater than 0.70 is required (Hair et al., 2018). In order for the reflective concept to be valid, the variable must meet convergent and discriminant validity conditions. Average Variance Extracted (AVE) is used to evaluate the conditions, and it must be larger than or equal to 0.5 in order to satisfy convergent validity. This means that the latent component can explain at least 50% of the variance in its indicators (Hair et al., 2017). Furthermore, the discriminant validity of the latent construct's AVE should not be less than the latent construct's highest squared correlation with any other latent construct in the study model. Furthermore, an indicator's loading should be bigger than all of its cross-loadings (Hair et al., 2017).

3.6.2 Structural Model Evaluation

The number of instances in the original sample and bootstrapping of a minimum of 5000 samples were both utilised to ascertain the significance of the Path coefficients. Additionally, at 10%, 5%, and 1% significance levels, the critical values for path coefficients for one-tailed tests are 1.30, 1.645, and 1.965, respectively (Hair et al., 2017). Another essential factor in assessing the structural model's capacity for prediction is the R-squared level values R^2 . The latent dependent variable's overall variation that is explained by independent factors is indicated by its R^2 value (Henseler & Sarstedt, 2013). Either the impact of a certain IV on the DV, or the structural model's endogenous latent variables, can be used to evaluate it. Values of 0.02, 0.15, and 0.35

for the influence of a specific IV on the DV are regarded as moderate, substantial, and extremely significant, respectively (Liu et al., 2019; Cohen, 1988).

Nonetheless, values of 0.25, 0.50, and 0.75 are considered small, moderate, and considerable for the overall influence on the endogenous latent variable, respectively (Hair et al., 2017). The effect size quantifies how much each independent variable contributes to the DV's explanation separately. To evaluate it, Cohen's (1988) proposal of .02, .15, and .35, which are classified as small, medium, and large, is employed. Predictive relevance, which measures the model's proclivity to generate predictions, is another approach of grading a structural model. Geisser's Q², which stipulates that the model must be able to predict each of the endogenous latent construct indicators, is commonly employed to do this (Hair et al., 2017; Geisser, 1974). Accordingly, the Q² value above zero points out that the exogenic variable has a prognostic relevance for the endogenic variable.

3.6.3 Mediating Effect Assessment

Estimates of the total, direct, and indirect effects of the causal factor(s) x on the outcome variable (y) are calculated, with potential confounding factors (cover variables) controlled for if necessary, by use of a mediator variable or set of mediator variables (Hayes, 2013). Mediation, like indirect, offers tools for managing and encoding a single X variable that contains numerous categories, just like indirect does for multiple X variables (Preacher & Hayes, 2008). Aside from that, mediation provides universal tests for When X has more than one possible value, you can utilize either the set X or the group variable that is coded with X to determine the direct, indirect, and cumulative impacts. Percentile bootstrap confidence intervals or Monte

Carlo confidence intervals could be used to infer indirect effects (Fang et al., 2019). If X has many categories, then the principles behind estimating their direct, indirect, and combined effects can be found in (Hayes & Preacher, 2014).

3.7 Summary of Chapter

This chapter presents the study's research framework, which prompted the creation of hypotheses to clarify the research issues. In the meantime, the research methodology for this study is also discussed. In addition, this chapter offers a thorough discussion of the target population, sample frame, sampling technique, and sample size necessary to achieve the appropriate statistical power. In addition, the research methodology used to conduct this study has been reviewed, emphasising operational definitions, questionnaire design, validity and reliability tests, and data collection techniques. Finally, the analysis strategy used in the study was addressed, along with the method used to determine the construct instruments' reliability based on a pilot study completed prior to the real study. In conclusion, methods and resources for data analysis are presented. The results of the data analysis and their interpretation will be further upon in the following section.

CHAPTER FOUR

ANALYSIS AND FINDINGS

4.1 Introduction

The main goal of this chapter is to reveal the research findings of the study. However, for understanding the phenomenon it is significant to know the demographics of the defendants who participated in the study, which has been done using descriptive statistics of all of the demographic variables that were asked from the respondents. This chapter shows the study's research findings that are based on data acquired from respondents of Government housing programs in Abu Dhabi, Dubai, and Sharjah – UAE. In this chapter initially, response rate and nonresponse bias have been analyzed. Afterwards, descriptives of the major variables have been calculated followed by structural equation modeling. For the variables used in the framework of the study reliability and validity have been analyzed along with factor loadings. Once it was ensured that the outer model is fit for analysis and is reliable the hypothesis testing has been conducted using structural equation modeling. Finally, this chapter evaluated and offered the effect magnitude, predictive relevance, and coefficient of determination.

4.2 Response Rate

This research seeks to gather valuable insights from the operational managers and supervisors working in the "Government housing programs in Abu Dhabi, Dubai, and Sharjah – UAE." Given the challenges posed by the pandemic, ensuring the safety and

convenience of data collection became a top priority. To achieve this, the research opted for questionnaires as the primary data collection instrument. Unlike traditional paper-based surveys, digital questionnaires were distributed via emails and WhatsApp. This shift to a digital approach allowed participants to respond to the questionnaires remotely, from the safety and comfort of their own locations. By eliminating the need for physical interactions, this method not only safeguarded the participants' well-being but also reduced the risk of potential transmission of the virus.

Recognizing the importance of obtaining a robust dataset, additional measures taken to encourage a higher response rate. Agreeable consultations were offered to participants to provide support and guidance in completing the questionnaires effectively. These consultations aimed to address any queries or concerns raised by the participants, ensuring a clearer understanding of the questionnaire's content and instructions. By facilitating open and helpful discussions, the research aimed to enhance the quality and completeness of the data collected. The willingness to engage in consultations also demonstrated the researchers' commitment to valuing the participants' input and acknowledging their role as crucial contributors to the study. Through these thoughtful and adaptable methods, the research endeavors to yield valuable insights that shed light on the functioning of the government housing programs in the UAE amid the pandemic and provide a solid foundation for informed decision-making and policy improvements.

Response rate was attempted to be increased by reminding respondents by emails, phone calls, and SMS. As a result of these initiatives, 340 questionnaires has been came back out of 600 which are distributed through emails and WhatsApp messages

to the respondents who were the operational managers and supervisors in “Government housing programs in Abu Dhabi, Dubai, and Sharjah –UAE”. Therefore this response rate stands at 56.66%, however, 340 responses achieved out of the 600, 323 questionnaires only has been used for additional analysis which make a valid response rate of 53.83%. This is because 17 of the 340 questionnaires obtained were found to be incorrectly filled or incomplete and therefore, excluded for further processing. The response rate is similar to that of previous researches that have been conducted in past. The results of the test regarding the response rate are shown in Table 4.1.

Table 4. 1
Response Rate of the Questionnaires

Responses	Abu- Dhabi	Dubai	Sharjah	Freq/Rate
No of questionnaires distributed	210	220	170	600
Returned questionnaires	118	121	101	340
Returned and usable questionnaires	111	115	97	323
Returned and excluded questionnaires	5	6	6	17
Response rate %	56.21	55%	59.41%	56.66%
Usable response rate%	52.85	52.27	57.05%	53.83%

4.3 Non-response Bias Test

When survey respondents significantly differ from those who did not reply earlier, non-response bias mistakes happen. The non-response mistake concerned the inability to collect data from respondents. As a result, non-response bias has an impact on sample generalization over the entire population. Hence, it is vital to check the data for this type of inaccuracy.

Initially, Johnson and Wislar (2012) encouraged to refer the challenges of nonresponse biase in research. Almost double the number of participants were contacted as the desired sample size to acquire a suitable response rate. Follow-up was done through emails, SMS, as well as consultation, were offered as motivation. Furthermore, due to the differential response rate as per the time, in this study, the research variables were used to analyze the potential differences between respondents who responded early as compared to those who responded later. As a result, the response bias test has been conducted by separating the participants into two clusters: early and late responders. The ones who responded without any follow-up were considered as early respondents and the ones who responded after one or two reminders were considered as late respondents. There was a fifteen days wait between sending the first email and sending the first reminder and subsequent reminders.

An independent sample t-test was run on each variable, including the dependent, independent, and mediating factors, to see if there was any bias between the groups. In order to assess whether there is a substantial difference in variances between early and late respondents, Levene's test for equality of variance was utilised. The table below lists the test result table 4.2

Table 4. 2
Group Descriptive Statistics for the Early and Late Respondents

Variables	Response	N	Mean	SD
Transformational	Early	204	3.34	1.19
Leadership	Late	119	3.37	1.08
Transactional	Early	204	3.41	1.02
Leadership	Late	119	3.32	0.96
Autocratic	Early	204	3.12	0.78
Leadership	Late	119	3.18	0.69

Democratic	Early	204	3.12	1.01
Leadership	Late	119	3.09	0.97
Paternalistic	Early	204	3.79	1.11
Leadership	Late	119	3.55	1.19
Laisses- fair	Early	204	3.72	0.63
Leadership	Late	119	3.63	0.75
Employee	Early	204	3.48	0.87
Creativity	Late	119	3.53	0.81
Competitive	Early	204	3.74	0.99
Advantages	Late	119	3.86	1.04

After ensuring that the collected data is free of any kind of biasness, before conducting the structural equation modeling, demographics of the respondents were calculated.

4.4 Demographics of Respondents

The demographic characteristics have been discussed in this section. The demographics include sex, age, qualification, martial status, as well as occupation of the respondents.

4.4.1 Gender of Respondents

The gender of the owners and managers of “Government housing in Abu Dhabi, Dubai, and Sharjah –UAE” towards its competitive advantage. It has been observed that gender influence the advantage of competitors. A study conducted by Ali (2007) on the advantages of competitors which has shown a substantial difference on the basis of gender. Consequently, the gender of the managers and owners of the housing has been mentioned here. The same descriptive about genders of the competitors who are the respondents have been mentioned in Figure 4.3.

Table 4. 3
Gender of Respondents

Variable	Frequency	Percentage	Cumulative Percentage
Male	250	77.4	77.4
Female	73	22.6	100
Total	323	100	

Concerning the gender of the housing managers, 77.4 percent of the managing leaders are male and 22.6 percent of the managing leaders are female as shown in Table 4.3. the same analysis can be seen in the graphical view for easy understanding in the Figure 4.1. The research findings, which show a higher percentage of male housing managers compared to females, could be attributed to several factors that affected the sample or data collection process. There is a possibility that the research unintentionally favored or included a larger number of male housing managers in the sample. This might have been influenced by factors such as the method of recruitment or selection, which could have inadvertently led to the exclusion or underrepresentation of female managers.

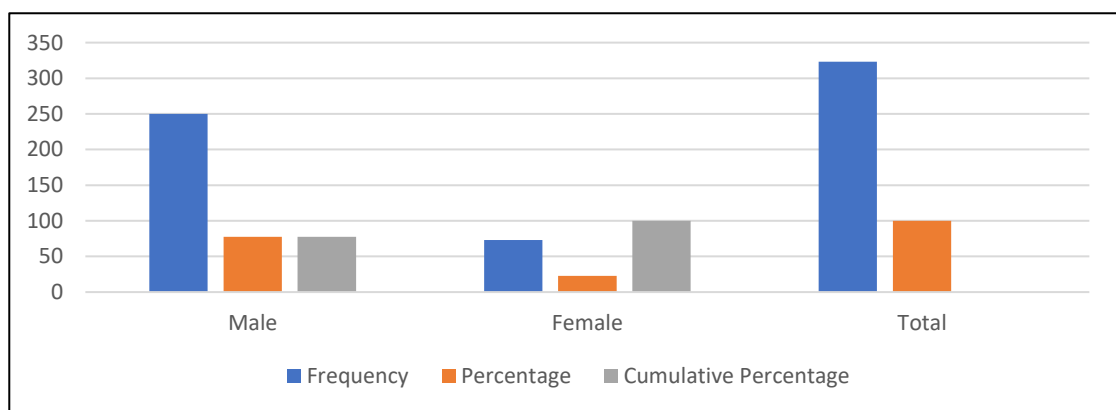


Figure 4. 1 Gender of Respondents

4.4.2 Age of Respondents

For the study the respondents' age was also measured in order to know which age group most of the employees belong to. The analysis of the age has been shown in Table 4.4.

Table 4. 4
Age of Respondents

Variables	Frequency	Percentage	Cumulative Percentage
Under 26	31	9.60	9.60
27-35	36	11.14	20.74
36-45	188	58.20	78.94
46-60	55	17.03	95.97
Over 60	13	4.02	100
Total	323	100	

Table 4.4 shows that majority of the respondents belong to the age group between 36 to 45 years. The same can be seen in figure 4.2 in the graph presented below for easy understanding.

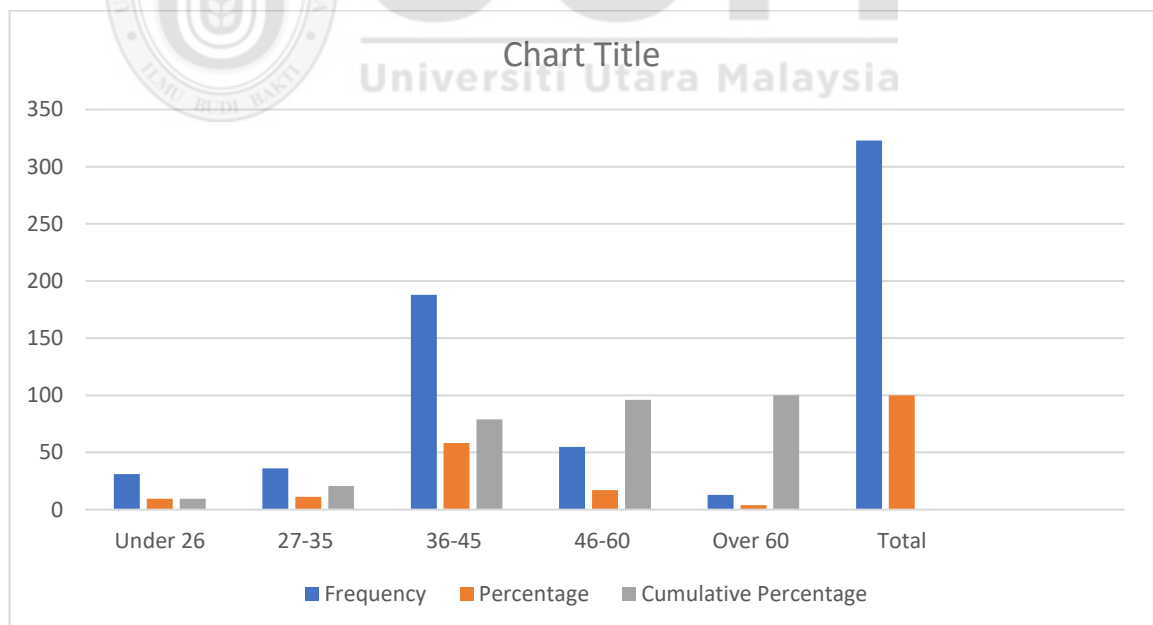


Figure 4. 2 Age of respondents

4.4.3 Qualification of Respondents

The education level of the employees impacts the competitive advantage of the Government housing programs. The study conducted by Hatch and Dyer (2004)

emphasized that the education of the employees concerns a lot over the competitive advantage. As far as the education level of the employees is concerned it can be seen that 34.98 percent of the respondents are in high school, 33.43 percent of the respondents are from certifications, 17.65 percent of the respondents are bachelors, and 13.93 percent of the respondents are masters. These results are showing in Table 4.5.

Table 4. 5
Qualification of Respondents

Qualification	Frequency	Percentage	Cumulative Percentage
High School	113	34.98	34.98
Certifications	108	33.43	68.41
Bachelors	57	17.65	86.06
Masters	45	13.93	100
Total	323	100	

To address the issue of inadequate qualification data and its potential impact on the study's results, the researchers will employ a triangulation process to collect comprehensive and representative data. This approach involves using multiple sources and methods to cross-validate the findings, thereby enhancing the reliability and validity of the data. The researchers will ensure proper data collection methods, such as random sampling, to obtain a diverse and unbiased sample that accurately represents the education levels of the entire workforce or population under study. Additionally, rigorous data validation processes will be implemented to verify the accuracy and consistency of the data, reducing the risk of errors or misinterpretations. For better and easy understanding the outcomes are given in figure 4.3.

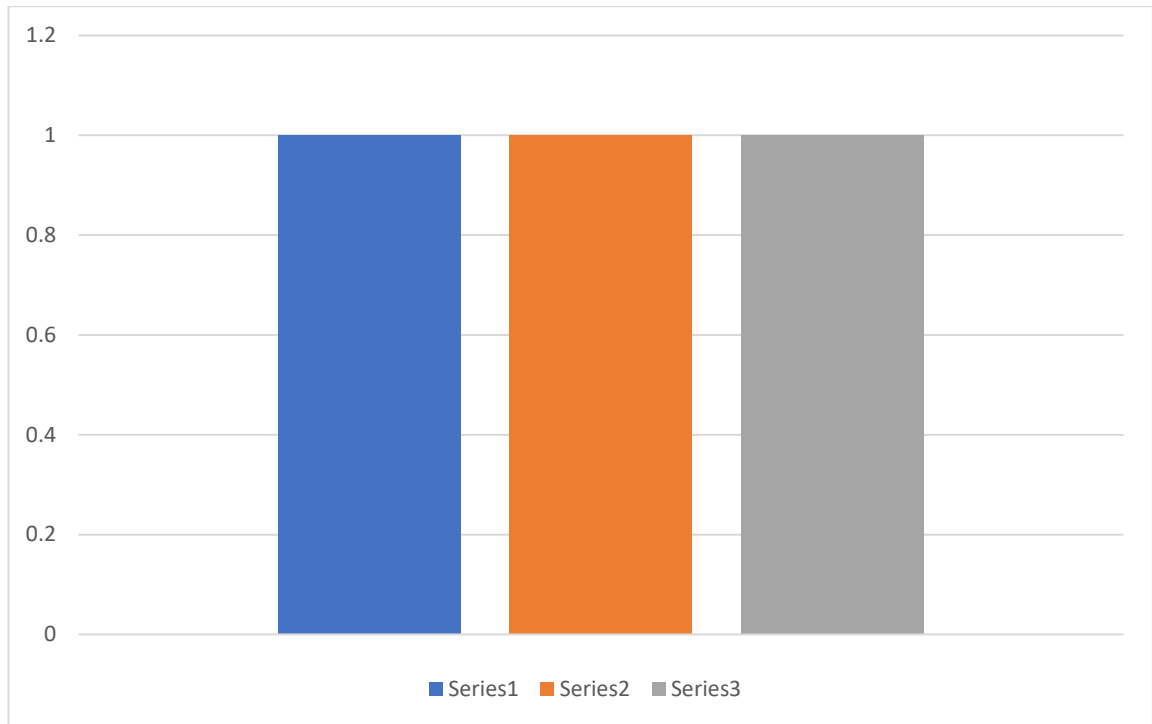


Figure 4. 3 Qualification of respondents

4.4.4 Marital Status of Respondents

In this study, we also examined respondents' marital status to see what kind of couples make up the workforce. Table 4.6 displays the results of the marital status analysis.

Table 4. 6
Marital Status of Respondents

Marital Status	Frequency	Percentage	Cumulative Percentage
Single	149	0.46	0.46
Married	128	0.40	0.86
Widowed	17	0.05	0.91
Divorced	29	0.09	1
Total	323	1.0	

This indicates that single respondents have a more competitive advantage as compared to other respondents. Therefore, In this study marital status has been examined. For easy and better understandings, the results are given in figure 4.4

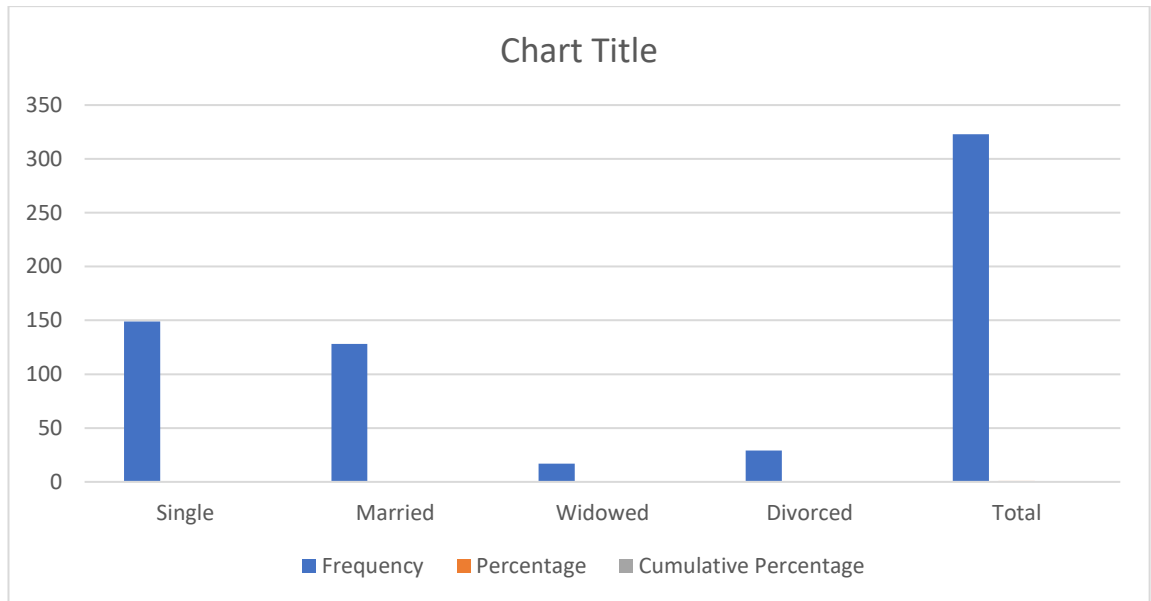


Figure 4. 4 Marital Status of Respondents

4.4.5 Occupation of Respondents

Occupation of the respondents has also been identified in which they were asked to identify their position in the housing programs to require their eligibility to achieve the assessment and to learn who manages the programs. Respondents has been requested to reveal their job positions through choosing both options given in the questionnaire. The descriptive analysis revealed that 0.16% are managed by the manager, 0.11% are managed by the professionals, 0.29% are managed by the technicians, 0.34% are managed by the operators, while 0.10% are managed by the clerical staff. Results are revealed in the table 4.7.

Table 4. 7
Occupation of the Respondents

	Frequency	Percentage	Cumulative Percentage
Manager	52	0.16	0.16
Professional	36	0.11	0.27
Technicians	93	0.29	0.56

Operators	111	0.34	0.9
Clerical Staff	31	0.10	1
Total	323	1.0	

On the basis of the above table and for better understandings of the outcomes of occupation of the respondents the results are also shown in pictorial form in figure 4.5

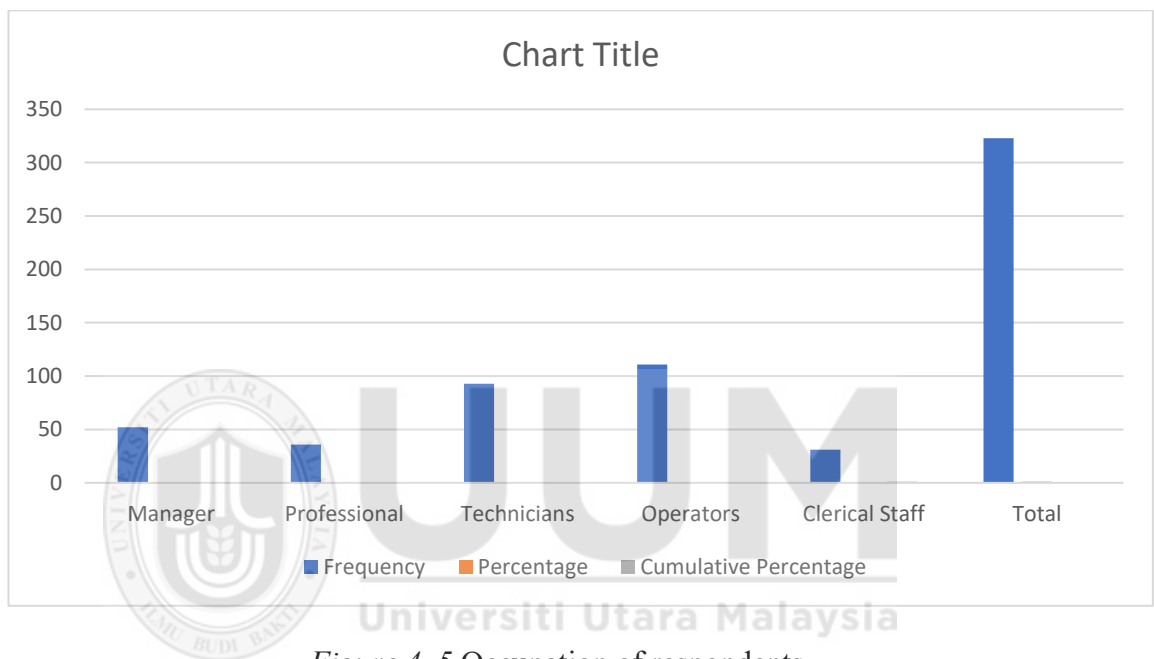


Figure 4. 5 Occupation of respondents

4.5 Descriptive Analysis of the Main Variables

The primary variables in descriptive analysis have been calculated. The means, together with the standard deviation, minimum and maximum values, have all been determined in order to determine the initial values of the full descriptive analysis. The items included in the study were measured using a 5-point Likert scale. One means "strongly disagree with the accessibility of leadership styles (transformational leadership, transactional leadership, authoritarian leadership, democratic leadership, paternalistic leadership, and laisses-faire leadership)", and two means "strongly agree with it." ', whereas, 5 referred to "Strongly agree with the accessibility of leadership

style (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-fair leadership)”. In the case of employee creativity 1 represented “Strongly disagree with employee creativity items” and 5 represented “Strongly agree with the employee creativity items”. For the competitive advantage Scale, 1 represented “Strongly disagree with competitive advantage items” whereas, 5 represented Strongly agree with competitive advantage items. Table 4.8 presents the results of the descriptive analysis.

Table 4. 8
Descriptive Statistics of Main Variable

Variables	Mean	SD	Minimum	Maximum
Transformational Leadership	3.36	0.74	1	5
Transactional Leadership	3.89	0.83	1	5
Autocratic Leadership	4.23	1.02	1	5
Democratic Leadership	4.12	0.95	1	5
Paternalistic Leadership	3.93	1.13	1	5
Laissez-Fair Leadership	3.73	0.77	1	5
Employee Creativity	4.08	0.97	1	5
Competitive Advantage	3.97	1.01	1	5

4.6 Evaluation of PLS-SEM Result

In order to determine the reliability of the external model, evaluation of PLS-SEM has been carried out after confirming that the descriptive analysis of the key variables is normal. Afterwards to identify the path coefficients and their significance inner model has been analyzed. The presentation of factor loading findings is offered in the evaluation of PLS-SEM. As discussed in previous chapter three, all the items has been taken from prior researches. The concept measures for reliability and validity are

assessed in this study. The outer model in the context of factor analysis suggests that the investigated variables are unidimensional. After making sure that the measures utilised in this study are valid and reliable, the structural models have been assessed, and the relationship between the latent variables has also been looked into.

After measuring the normality of the data, the subsequently stage has been evaluate the outer as well as inner models. In this study, PLS-SEM has been applied to assess the outer model and inner models. Afterwards, using PLS-SEM the direct and mediating effects have been analyzed. Smart PLS 3.0 was used to measure the linkages between the constructs in the theoretical models .

Establishing the model in a way that makes it dependable to use is essential before beginning the PLS-SEM study. Indications must be defined in order to distinguish between formative and reflecting ones in order to do this. The method used to assess a formative measurement of the model differs greatly from that used to evaluate a reflective measurement model, so it is imperative to understand that model configuration is crucial.

Specifically, the analysis were not affect the testing second-order structures which include two levels of factors as all the variables used in study have been taken as unidimensional variables. In this study it uses eight exogenous latent variables to determine the order and link between the constructs which include six independent variables (autocratic leadership, competitive advantage, democratic leadership, employee creativity, laissez-fair leadership, paternalistic leadership, transactional

leadership) and mediating variable (Employee creativity) whereas, the endogenous variable in this research is dependent variable (Competitive advantages).

4.6.1 The measurement model

The evaluation of the measurement model is the first step in the PLS-SEM study (outer model). Component measurement, which examines how well indicators (items) load theoretically and are connected to particular constructs, is the focus of the outer model. The initial stage establishes the pieces' relative importance to the variable. The outer model also ensures that the instruments of reliability and validity are unaffected by the survey items' ability to calculate the variables for which they were attained. Table 4.9 lists the factor loadings for each variable that was used in the study.

Table 4. 9
Factor Loadings

Description of Items	AL	CA	DL	EC	LFL	PTL	TSL	TFL
AL1	0.786							
AL2	0.834							
AL3	0.848							
AL4	0.835							
AL5	0.800							
AL6	0.745							
CA1		0.777						
CA2		0.828						
CA3		0.817						
CA4		0.812						
CA5		0.801						
CA6		0.822						
DL1			0.847					
DL2			0.744					

DL3			0.801					
DL4			0.757					
DL5			0.842					
EC1				0.727				
EC2				0.850				
EC3				0.834				
EC4				0.799				
EC5				0.843				
LFL1					0.713			
LFL2					0.742			
LFL3					0.823			
LFL4					0.752			
LFL5					0.824			
PTL1						0.802		
PTL10						0.872		
PTL11						0.786		
PTL12						0.830		
PTL2						0.775		
PTL3						0.866		
PTL4						0.834		
PTL5						0.842		
PTL6						0.892		
PTL7						0.816		
PTL8						0.849		
PTL9						0.837		
TFL1								0.929
TFL2								0.719
TFL3								0.856
TFL4								0.926
TFL5								0.829
TFL6								0.716
TFL7								0.860

TFL8								0.877
TSL1							0.864	
TSL2							0.759	
TSL3							0.888	
TSL4							0.929	

After ensuring the item loadings, another very important thing is to ensure that the collected data and the variable do not have the issues of multicollinearity. Examination of multicollinearity is important to confirm that no issue of multicollinearity exists among the exogenous constructs. Thus, the current study assessed the issue of multicollinearity according to the guidelines of Hair, Ringle, and Sarstedt (2013).

4.6.1.1 Multicollinearity Analysis

Multicollinearity refers in which the problem arises if the independent variables are greatly associated with each other. Hence when two or more than two variables have a high correlation, it implies they have information that is not necessary or the same information is used to explain the variable and there is inflation among variable, in this situation one of the variables has to be removed from the study.

Likewise, when there is high multicollinearity across the variables, the standard error of the regression coefficient gets higher, as well as the statistical importance of the coefficient becomes to a lesser extent. The most feasible statistical test of multicollinearity is an analysis of VIF with the threshold value of higher than 0.1 and less than 5. Therefore, in this research multicollinearity has been checked by evaluating the VIF using the regression results delivering by the PLS-SEM collinearity

level for the independent variables. Table 4.10 shows that VIF ranges between 1.05 and 2.74.

Table 4. 10
Multicollinearity Analysis

Variables	VIF
Transformational Leadership	2.74
Transactional Leadership	2.13
Autocratic Leadership	1.05
Democratic Leadership	2.17
Paternalistic Leadership	1.32
Laissez-Fair Leadership	1.71
Employee Creativity	1.26

As per the findings of VIF, it is evident that the data is free of multicollinearity issues. As the calculated values of all the variables are below the threshold level of 5 and above 0.1. Thus, it can be concluded that no collinearity issue exists among the predicting variables that have been used in structural model, thus, more analysis can safely be taken out.

4.6.1.2 Discriminant Validity

It has been determined that the item loadings are accurate and that multicollinearity is not a problem before looking at the discriminant validity, reliability, and validity. Discriminant validity is a measure of how significantly one construct varies from another in the model. Measurements of constructs that, in theory and in practise, are unrelated to one another. Fornell-Lacker criterion evaluation of discriminant validity is the most popular method.

If any variable's square root of AVE value exceeds its inflated correlation with any other latent variable, discriminant validity is established. As a result, the square root of the AVE for each construct was compared to the associations represented in the correlation matrix in order to assess the discriminant validity in this study. The outcomes of Fornell-Larcker Criterion measurement using the square root of the constructs are shown in Table 4.11. The AVE's square root in bold is greater than the extent of its constructions' connection with other variables. As a result, it was concluded that the construct's discriminant validity was accepted.



Table 4. 11

Discriminant Variable

	Autocratic Leadership	Competitive Advantage	Democratic Leadership	Employee creativity	Laissez-Fair Leadership	Paternalistic Leadership	Transactional Leadership	Transformational Leadership
Autocratic Leadership	0.728							
Competitive Advantage	0.667	0.81						
Democratic Leadership	0.551	0.574	0.763					
Employee creativity	0.681	0.607	0.609	0.795				
Laissez-Fair Leadership	0.581	0.606	0.438	0.628	0.772			
Paternalistic Leadership	0.67	0.66	0.521	0.53	0.415	0.834		
Transactional Leadership	0.543	0.535	0.628	0.595	0.378	0.538	0.842	
Transformational Leadership	0.564	0.581	0.738	0.611	0.422	0.603	0.832	0.843

After ensuring that all the variables are discriminant from the other variables used in the structural model, reliability and validity have to be measured.

4.6.1.3 Cronbach's Alpha

Reliability and validity are two important criteria in Cronbach's Alpha that are used in PLS-SEM analysis to evaluate the outer model. Results on the type of construct-to-construct association (inner model), which is influenced by the measurements utilised in the study. The following step is to assess the dependability of the research's variables after validating the constructs using factor loading, which has shown satisfactory findings. Table 4.12 demonstrates the dependability of transactional leadership, democratic leadership, employee creativity, laissez-faire leadership, paternalistic leadership, and competitive advantages.

Table 4. 12
Cronbach's Alpha

Variables	Values
Autocratic Leadership	0.810
Competitive Advantage	0.895
Democratic Leadership	0.818
Employee creativity	0.852
Laissez-Fair Leadership	0.831
Paternalistic Leadership	0.960
Transactional Leadership	0.856
Transformational Leadership	0.940

The Cronbach's alpha values of the variables are illustrated in table 4.12. Cronbach's alpha was used to assess the reliability of all the variables in the study. As the value of Cronbach's alpha ranges from 0.810 to 0.940, the results show excellent internal

consistency among items used to measure the variables. All of the variables in the Cronbach's alpha are more than the threshold level of 0.7 as specified.

4.6.1.4 Average Variance Extracted

The next step was to establish convergent validity while running structural equation modelling after validating the scale reliability. Average Variance Extracted (AVE) is a calculation that locates a point of convergence in the build measurements. The degree to which similar constructions that are theoretically tied to one another are calculated and linked together is known as convergent validity.

Convergent validity therefore describes the strength of the correlation between the measurements of various items in the same concept. A threshold level of 0.5 and above is regarded as sufficient to ensure the convergent validity. The constructs are assumed to have sufficient convergent validity when the AVE score is 0.50. Alternatively, the latent construct, which accounts for half of its indicators' variation and suggests adequate convergent validity. As a result, AVE values were used in this study's convergent validity test. The results of Table 4.13 show that all of the constructions have an AVE value greater than 0.50. The data collected for this study exhibits no convergent validity concerns, as the AVE values range from 0.531 to 0.710.

Table 4. 13
Average Variance Extracted (EVA)

Variables	Average Variance Extracted (AVE)
Autocratic Leadership	0.531
Competitive Advantage	0.655
Democratic Leadership	0.582
Employee creativity	0.632
Laissez-Fair Leadership	0.596

Paternalistic Leadership	0.696
Transactional Leadership	0.708
Transformational Leadership	0.710

The AVE values for transactional leadership, laissez-faire leadership, competitive advantage, democratic leadership, employee creativity, and autocratic leadership have been calculated and are 0.531, 0.655, 0.582, 0.632, 0.596, 0.696, 0.708, and 0.710, respectively, in table 4.13. According to Hair, Ringle, and Sarstedt (2013), all of the estimated values for the constructions meet the requirement of being greater than 0.5, proving that each construct is genuine and should be retained in the model. No construct needs to be eliminated. The next step is to guarantee internal consistency after computing AVE.

4.6.1.5 Composite Reliability

When results are consistent across identical test items, this is referred to as internal consistency. The composite reliability method is used to gauge internal consistency. A technique for assuring that the items used to measure the construct yield equal findings is internal consistency. Composite reliability was used to measure internal consistency in this research.

Likewise, Composite reliability, Cronbach's alpha which does not presume an equivalent indicator loading of constructs. In Composite reliability that differs among 0 and 1; the calculated value for composite reliability of every variable must not be below than 0.60, which is the threshold level for composite reliability. However, when the value exceeds 0.70, it is regarded as optimal and is evidently more appropriate . As

a result, if the calculated values are greater than 0.70, it is considered as more adequate

Table 4.14 presents the composite reliability's findings. Based on the provided composite reliability values in Table 4.14 below, it demonstrates the measurement model's dependability.

Table 4. 14
Composite Reliability

Variables	Composite Reliability
Autocratic Leadership	0.865
Competitive Advantage	0.919
Democratic Leadership	0.873
Employee creativity	0.894
Laissez-Fair Leadership	0.880
Paternalistic Leadership	0.965
Transactional Leadership	0.905
Transformational Leadership	0.951

The appraised value of composite reliability which exceeds the required threshold value of 0.70, that based on the values of all variables. The minimum composite reliability value for autocratic leadership is 0.865, which is a positive outcome. Whereas, the highest value for composite reliability is 0.965 for paternalistic leadership, as well as the other values of variables, are democratic leadership is 0.873, laissez-fair leadership is 0.880, transactional leadership is 0.905, and transformational leadership is 0.951 which is the independent variables. However, the values for employee creativity and competitive advantage are 0.894 and 0.919 individually.

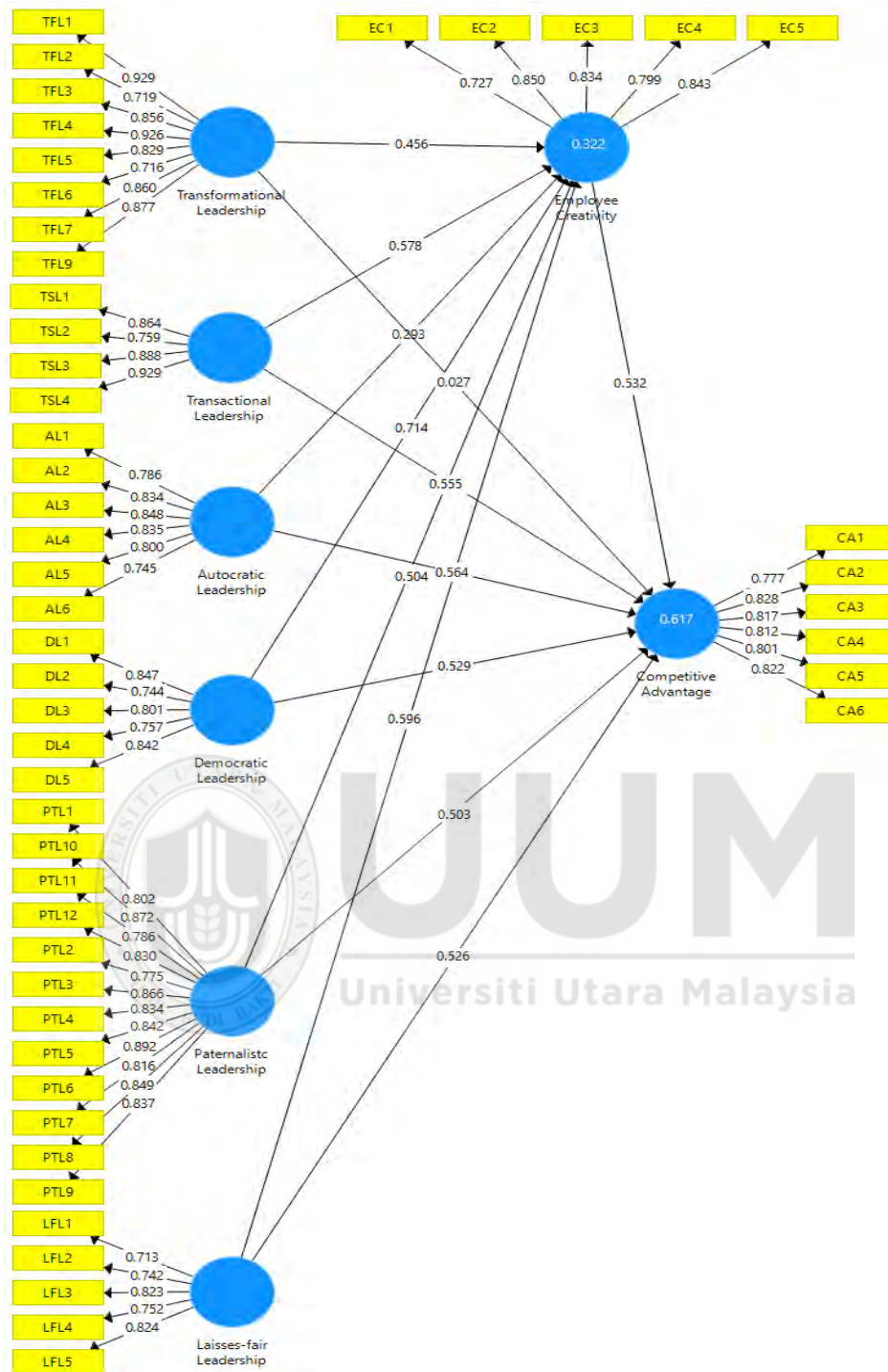


Figure 4. 6 *Measurement Model*

4.6.2 The Structural Model

As was previously said, after investigating the measurement model (outer model) and confirming its validity and reliability, the next step was to assess the inner model's findings (structural model). Evaluation of the inner model means testing the hypothesis

that has been developed in the study on the basis of literature reviewed. This included evaluating the linkages between constructs, predictive significance, and determination. In structural modeling, the direct relationships hypotheses were investigated initially to see the appropriateness of hypotheses 1 to 6. The mediating variable was added after 6 hypotheses had been analysed to see if there were any direct interactions between the independent and mediating variable, as well as between the mediating and dependent variable.

4.6.2.1 Direct Relationships

In order to accomplish the study's goals, provide answers to the concerns raised by the study, and synthesise the issue under consideration, the first six study hypotheses were evaluated. A systematic model study of structural equation modelling was done to test the idea. Through the researchers' clear perception of the results, structural equation modelling was able to get the details. The hypothesis has been generated in light of underpinning theory and evaluated literature has been accepted or rejected with clarification. Before examining the direct relationships between the independent variables (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership) and dependent variable, an assessment of the outer model was first conducted (competitive advantages). The size of path coefficients was investigated using the PLS-SEM algorithm. The path's symbol denoted the type of the connection and its direction. The significance of correlations was determined using PLS-SEM bootstrapping using Smart PLS 3 after getting the route coefficient. The original number of instances, or 323, has been used. 5000 samples were utilised as the bootstrapping samples in order to do the analysis.

The analysis of the direct relationships between the independent variables (autocratic leadership, democratic leadership, paternalistic leadership, transformational leadership, transactional leadership, and laissez-faire leadership) and the dependent variable (competitive advantages) was prioritised in the initial model (Ha1 to Ha6). The output of the PLS-SEM direct connections algorithm, which displays the path coefficients, is shown in figure 4.7. Similar to this, figure 4.8 illustrates the applicability of direct correlations of bootstrapping results. The table 4.15 revealed the specifics of each method together with their data.

R² has a value of 0.496, which is shown in figure 4.7. The coefficient of determination is known as R². According to the calculated value of R², the six independent variables (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership) included in the model account for 49.6 percent of the variance in the dependent variable (competitive advantages).

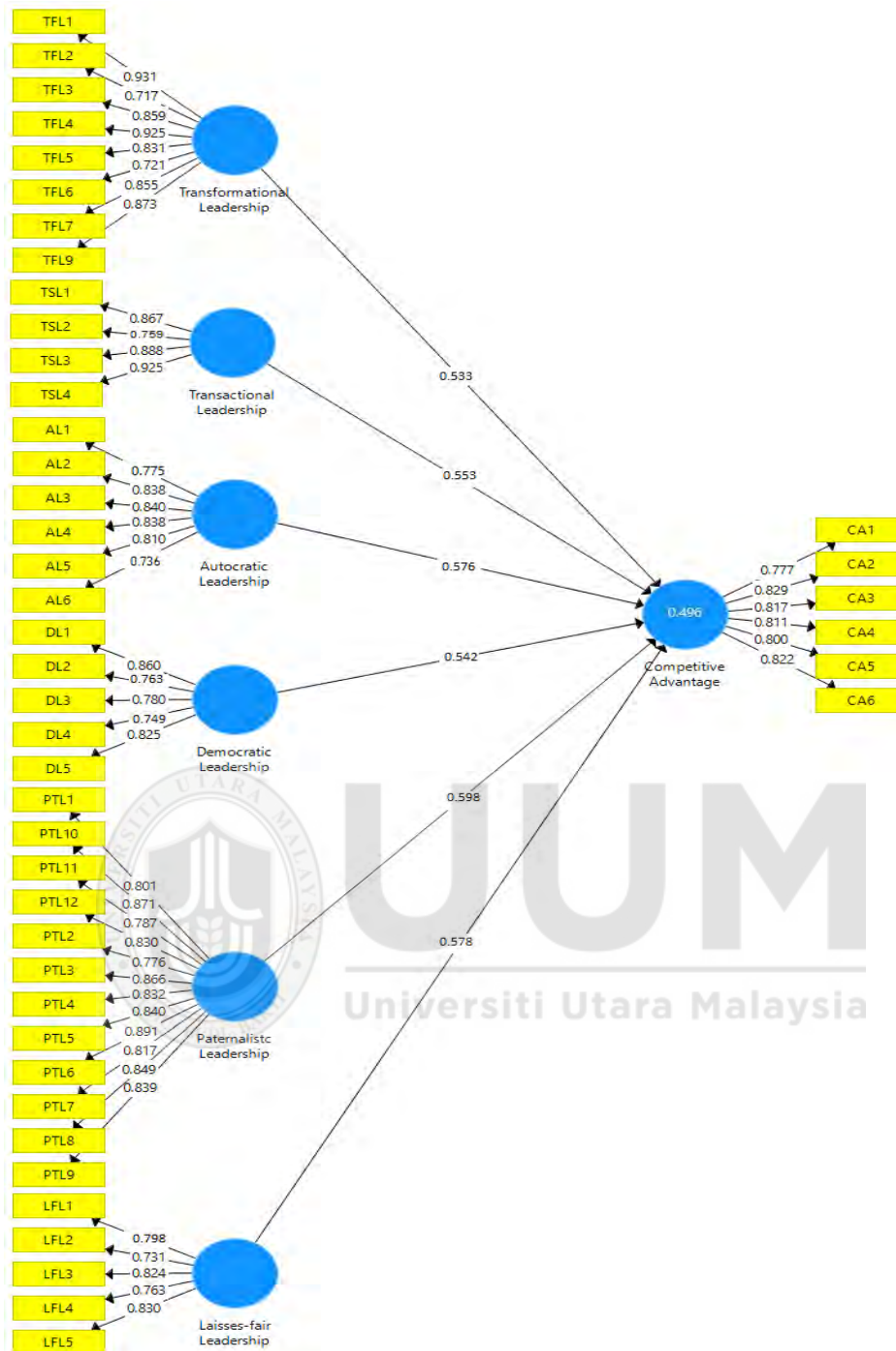


Figure 4. 7 PLS Algorithms Direct Effects

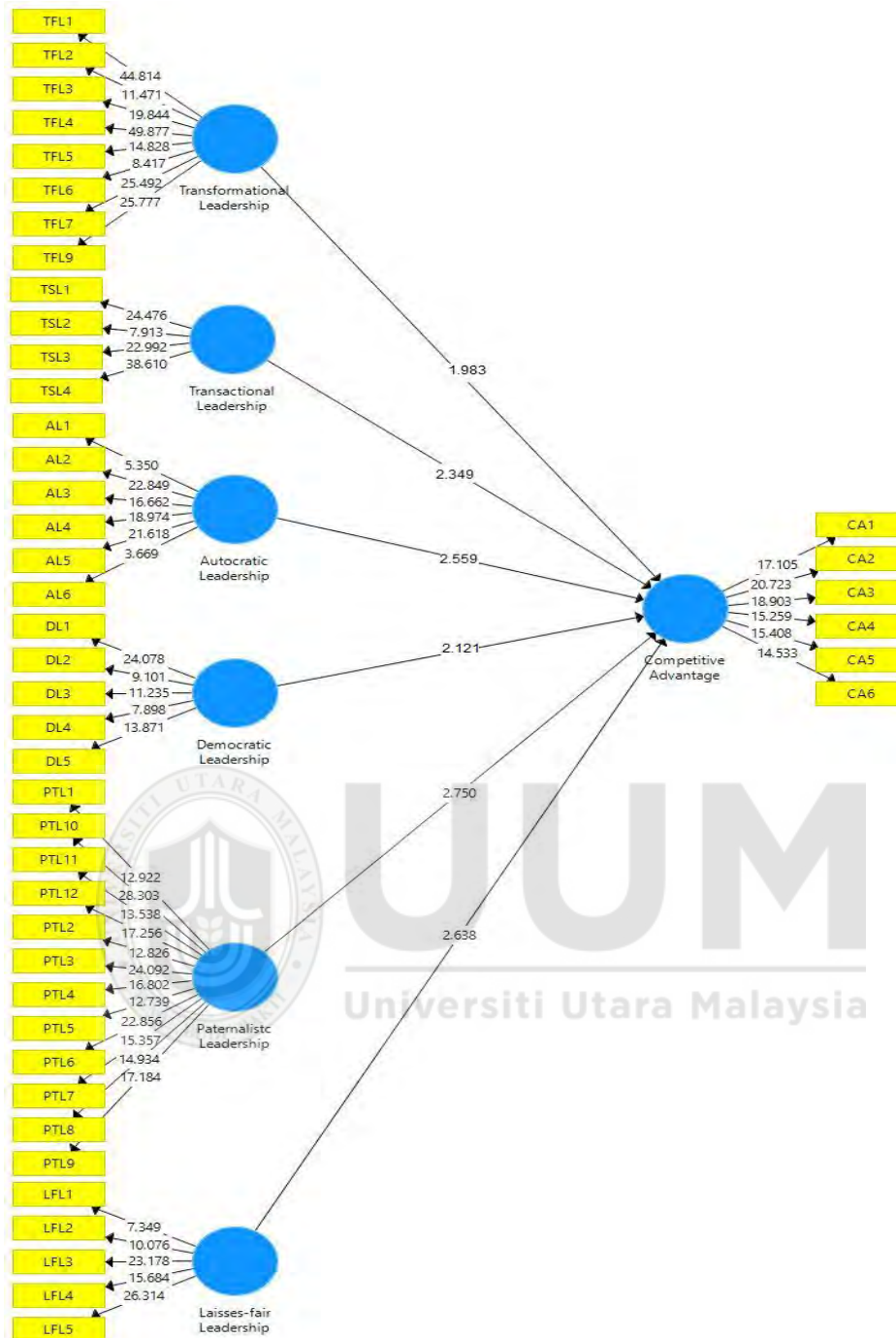


Figure 4. 8 PLS Bootstrapping Direct Effects

The path coefficients have been examined using bootstrapping and PLS SEM methods. The results demonstrated a significant link between each exogenous construct and the endogenous construct used in the structural equation modelling. It is accurate to say that transformational leadership, transactional leadership, autocratic leadership,

democratic leadership, paternalistic leadership, and laissez-faire leadership have a strong relationship with competitive advantage because the results of bootstrapping using the bootstrapping process with 323 cases and 5,000 sub samples showed that the relationship is significant and the influence the independent variables is significant over the dependent variable.

The finding of H1, which states that transformational leadership has a significant link with competitive advantage, reveals a significant positive influence of competitive advantage on transformational leadership (.533; $t=1.983$; $p=0.031$), which is also supported. Similar to H1, H2 is also supported because the results demonstrate a significant association between transactional leadership and competitive advantage ($r=.553$; $t=2.349$; $p=0.007$). As for H3, which states that autocratic leadership has a strong association with competitive advantage, the results indicate that this hypothesis is likewise supported ($r=.576$; $t=2.559$; $p=0.008$). In a similar vein, H4, or Democratic Leadership and Competitive Advantage Have a Significant Relationship, as Evidenced by the Significant Relationship between Democratic Leadership and Competitive Advantage ($r=.542$; $t=2.121$; $p=0.010$). Regarding H5, which states that paternalistic leadership has a strong link with competitive advantage, the outcome demonstrates this relationship to be significant (.598; $t=2.750$; $p=0.006$), so H5 is likewise supported. The results also demonstrate a significant link between laissez-faire leadership and competitive advantage (.587; $t=2.638$; $p=0.009$), supporting the hypothesis that laissez-faire leadership has a substantial relationship with employee inventiveness. The results are shown in table 4.16.

Table 4. 15
Path Coefficients

	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P values
Transformational Leadership-> Competitive Advantage	0.533	0.528	0.269	1.983	0.031
Transactional Leadership-> > Competitive Advantage	0.553	0.525	0.235	2.349	0.007
Autocratic Leadership-> Competitive Advantage	0.576	0.585	0.225	2.559	0.008
Democratic Leadership-> Competitive Advantage	0.542	0.544	0.256	2.121	0.010
Paternalistic Leadership-> > Competitive advantage	0.598	0.284	0.217	2.750	0.006
Laisses- fair Leadership -> > Competitive Advantage	0.587	0.298	0.223	2.638	0.009

The mediating variable has been introduced in the model after measuring the direct relationships of transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laisses-faire leadership has a string relationship with competitive advantage. Prior to calculating the indirect correlation between the independent and dependent variables, it was necessary to examine the direct correlations between the independent, mediating, and dependent variables.

4.6.2.2 Mediating Test

As was previously noted, the next model, which includes a mediating variable, underwent a mediation analysis. The path coefficients of the six independent variables

with the mediating variable are significant, as illustrated in figure 4.9 below. Additionally, there is a positive path coefficient between the dependent and mediating variables. Figure 4.10's bootstrapping results demonstrate that all connections are significant, proving all of the hypotheses. Additionally, as the explained variation has grown from 0.496 to 0.617, it can be observed that the value of R^2 has increased greatly, further ensuring that the mediating effect strongly holds. This demonstrates that the model could only explain 49.6% of the variation in the dependent variable in the absence of a mediator, but that after including the mediating variable, the model can now explain 61.7% of the variation in the dependent variable.



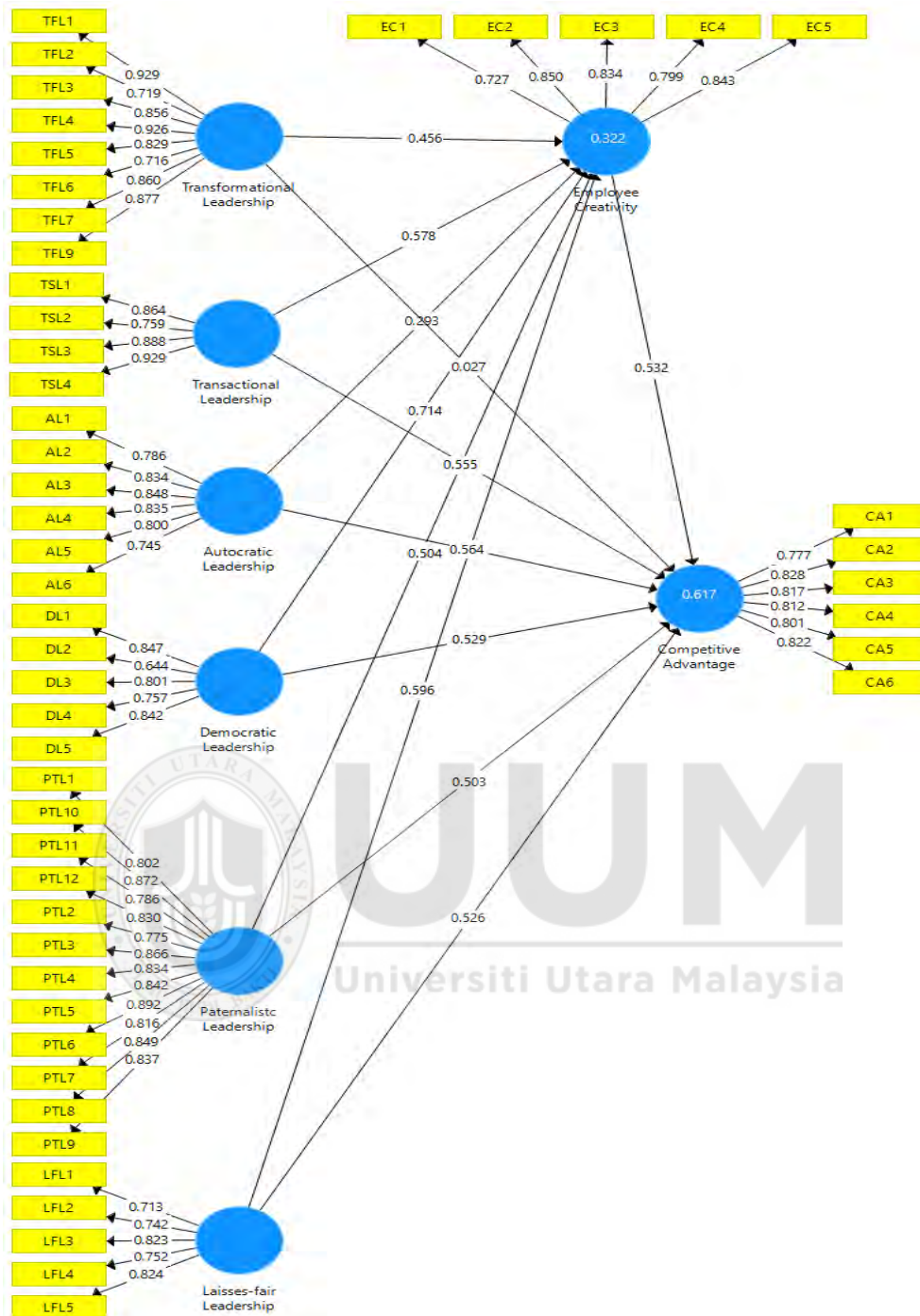


Figure 4. 9 PLS Algorithms mediation Analysis

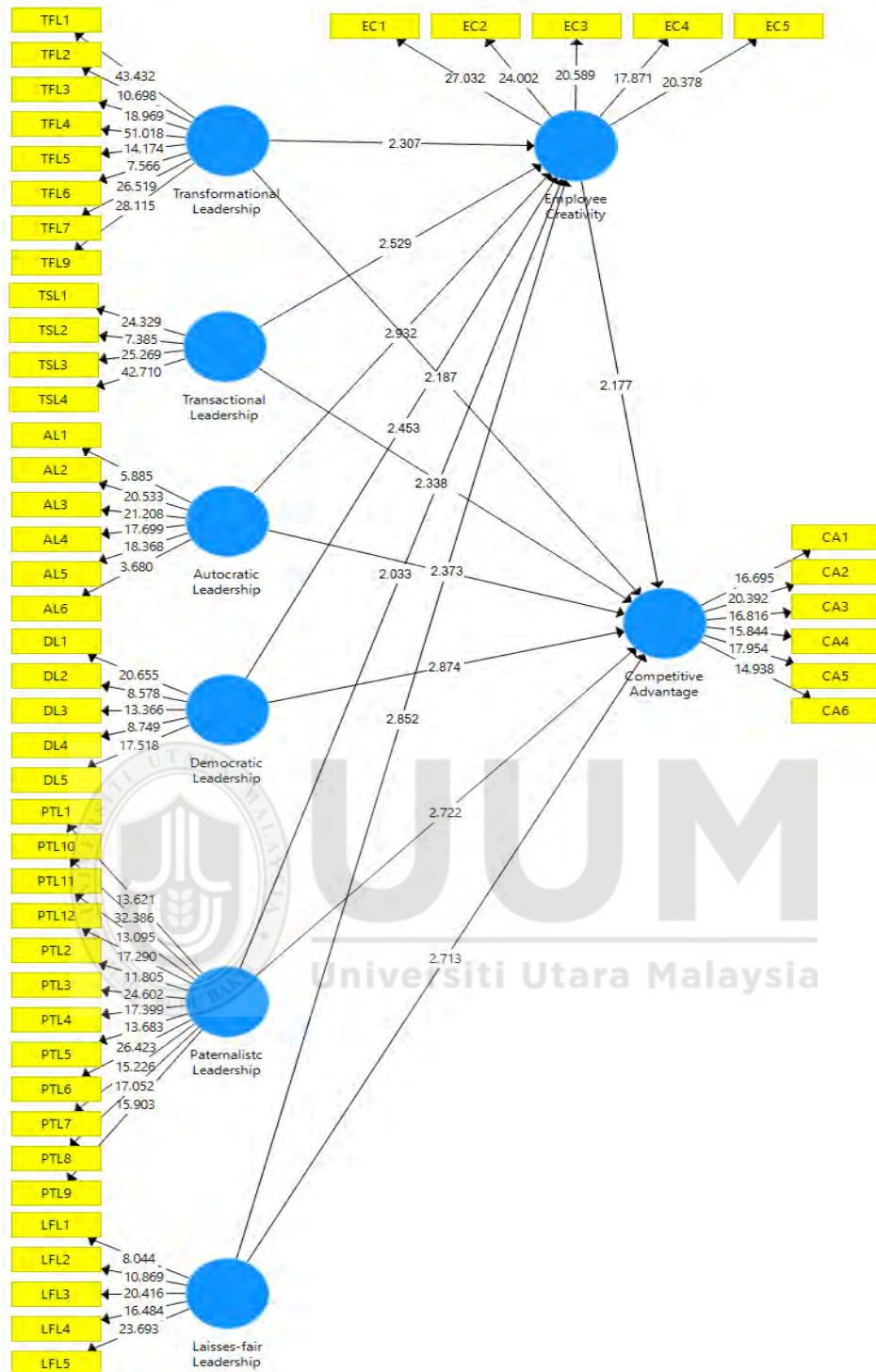


Figure 4. 10 PLS Bootstrapping Mediation Analysis

The direct path coefficients between the independent variable and the mediating variable have been measured first using PLS-SEM algorithms and the bootstrapping technique, followed by the direct link between the mediating variable and the

dependent variable. The results demonstrated that all exogenous constructs have significant relationships with both the dependent construct and the mediating construct used in structural equation modelling. It is accurate to say that transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership have a strong relationship with employee creativity and employee creativity because the results of bootstrapping showed that the relationship is significant and the influence of the independent variables over the mediating variable and mediating variable over the dependent variable is significant.

As for H7, which states that "Transformational Leadership has a substantial link with employee creativity," the findings of H7 show that this association is significant (.456; $t=2.307$; $p=0.021$), supporting the hypothesis. The finding of H8, which states that transactional leadership and employee creativity have a substantial link, also supports this. It reveals a significant relationship between the two (.578; $t=2.529$; $p=0.012$). In a similar vein, H9—that autocratic leadership has a substantial link with employee creativity—is also supported by the results, which point to a significant relationship between the two (.293; $t=2.932$; $p=0.003$). Additionally, H10—Democratic Leadership Has a Significant Link with Employee Creativity—is also supported by the results, which reveal a positive relationship between democratic leadership and employee creativity (.714; $t=2.453$; $p=0.015$). The results indicate a significant relationship between paternalistic leadership and employee creativity (.504; $t=2.033$; $p=0.044$), supporting hypothesis H11. In the same way, hypothesis H11, which states that paternalistic leadership has a significant relationship with employee creativity, is also supported. Additionally, H12, which states that laissez-faire leadership has a strong

association with employee creativity, is supported by the outcome, which demonstrates that there is a significant relationship between laissez-faire leadership and employee creativity (.596; $t=2.852$; $p=0.077$). According to the results, there is a substantial association between employee creativity and competitive advantage ($r=.532$; $t=2.177$; $p=0.070$), supporting hypothesis H13 that employee creativity has a significant relationship with competitive advantage. Table 4.17 lists all of the results.

Table 4. 16
Path Coefficients

Paths	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Employee Creativity	0.456	0.056	0.197	2.307	0.031
Transactional Leadership -> Employee Creativity	0.578	0.182	0.228	2.529	0.012
Autocratic Leadership -> Employee Creativity	0.293	0.296	0.010	2.932	0.003
Democratic Leadership -> Employee Creativity	0.714	0.183	0.291	2.453	0.015
Paternalistic Leadership -> Employee Creativity	0.504	0.012	0.247	2.033	0.004
Laissez-fair Leadership -> Employee Creativity	0.596	0.260	0.208	2.852	0.023
Employee Creativity -> Competitive Advantage	0.532	0.086	0.244	2.177	0.006

It was pivotal to look at the intervening impacts after measuring theories 7 to 13. The representative imagination within the current consider served as the interceding variable within the intercession examination, which investigations the backhanded affect of free factors on the subordinate variable. Evangelist and Hayes (2008) famous

that there are different approaches for surveying the intervention investigation, such as the consecutive approach or the casual steps approach, which too gives four Aristocrat and Kenny occurrences. Other approaches for intervention investigation, conveyance of the item technique, and bootstrapping approach incorporate the product of coefficient strategy or Sobel test. The foremost later device for intercession examination, in any case, is bootstrapping, which offers an experimental outline of the backhanded affect. Some factors of Aristocrat and Kenny (1986) must be considered for intercession to require put in four stages. Be that as it may, this is often not continuously obligatory for add up to impact to be considerable. Noteworthy circuitous impacts

Table 4. 17
Mediating Paths

Mediating Paths	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Employee Creativity-> Competitive Advantage	0.307	0.056	5.527	0.000
Transactional Leadership -> Employee Creativity-> Competitive Advantage	0.268	0.060	4.449	0.000
Autocratic Leadership -> Employee Creativity-> Competitive Advantage	0.1556	0.024	6.483	0.000
Democratic Leadership -> Employee Creativity-> Competitive Advantage	0.156	0.024	6.453	0.000
Paternalistic Leadership -> Employee Creativity-> Competitive Advantage	0.317	0.051	6.247	0.000
Laisses-fair Leadership -> Employee Creativity-> Competitive Advantage	0.380	0.071	5.350	0.000

4.6.2.3 Coefficient of Determination (R^2)

Table 4. 18

coefficient of assurance (R^2)

Laisses-fair Leadership -> Employee	0.380	0.071	5.350	
Creativity-> Competitive Advantage				0.000

The coefficient of assurance (R^2) of endogenous inactive factors are one of the foremost common and successful measure for analyzing basic show. Figure 4.8 discoveries appear that the R^2 esteem of employee creativity is 0.322 beside the competitive advantage is 0.617. It finds that the esteem of R^2 which recommends all the six exogenous factors (transformational leadership, transactional administration, absolutist administration, majority rule authority, paternalistic leadership, laisses-fair authority) that combined together within the show which clarify 32.2% fluctuation within the interceding variable worker inventiveness. Similarly, the in general R^2 esteem proposes that all seven exogenous vaiables (transformational leadership, transactional administration, despotic administration, law based administration, paternalistic administration, laisses-fair authority and representative imagination), combined together within the demonstrate clarify 61.7% fluctuation within the endogenous variable (competitive advantage). Subsequently, based.

4.6.2.4 Assessment of effective size (f^2)

Impact estimate (f^2) which clarifies the distinction within the esteem of R^2 when mediating variable is included within the show and when it is avoided from the show . The intervening variable is overlooked to check that what impact is caused by the nonattendance of the intervening variable. Be that as it may, any quality of the calculated esteem of f^2 ought to not be overlooked, since any calculated esteem

appears the potential. The impact measure can be measured with the assistance of the equation given by Sawilowsky, (2009). Agreeing to this equation in the event that the calculated esteem is up to 0.02 it appears miniature affect of little affect, while, in case the calculated esteem is up to 0.15 at that point it appears a direct affect and on the off chance that the calculated esteem is rise to to or over 0.35 at that point it appears expansive or noteworthy affect. The equation utilized in this consider is appeared underneath:

$$\text{Effect size} = f^2 = \frac{R^2 \text{ included} - R^2 \text{ Excluded}}{1 - R^2 \text{ included}}$$

$$f^2 = \frac{0.617 - 0.496}{1 - 0.617}$$

$$f^2 = 0.316$$

In this research, the effect size for the exogenous construct was calculated using the same approach. According to the findings, the effect is statistically significant.

4.6.2.5 Assessment of predictive relevance (Q₂)

Prescient demonstrate pertinence is an extra assessment of the basic demonstrate which illustrates the prescient pertinence of the demonstrate. In this think about, the Stone–Geisser model was utilized to evaluate the prescient pertinence of the show. Concurring to this estimation, it is gathered that an inward demonstrate ought to be competent in advertising prove for the desire of endogenous idle build markers. As a result, prescient pertinence Q₂ assessment is taken out applying the Stone-Geisser's Q₂ test which is done by utilizing blindfolding methods. In this manner, to degree cross-validation, this inquire about connected the Stone-Geisser test to evaluate the Q₂, for endogenous idle build. Table 4.19 demonstrates cross-validated repetition for

authority styles (transformational administration, value-based authority, absolutist administration, law based authority, paternalistic authority, and laisses-fair administration), and competitive advantage.

Table 4. 19
Construct Cross-Validated Redundancy

	SSO	SSE	$Q_2(1-SSE/SSO)$
Competitive Advantage	600	370.508	0.382

Table 4.19 comes about shown over which uncovers that the Q_2 esteem is higher than zero for administration styles (transformational administration, value-based administration, despotic administration, majority rule administration, paternalistic authority, and laisses-fair administration), and competitive advantage (0.382) which proposes a significant prescient pertinence of the show. Since it is more prominent than zero, the evaluated esteem is steady with shown Q_2 levels. The assessed esteem infers that the show has great prescient significance, in any case, on the off chance that the calculated esteem of Q_2 is less than zero, at that point the show shortage prescient pertinence. The ponder discoveries have been outlined, counting the speculations that were surveyed in arrange to fulfill the study's destinations in table 4.20.

Table 4. 20
Summary of Results

Hypothesis	Description	Decision
H1	“Transformational Leadership has a significant relationship with employee creativity.	“Supported
H2	Transactional Leadership has a significant relationship with employee creativity.	Supported
H3	Autocratic Leadership has a significant relationship with employee creativity.	Supported
H4	Democratic Leadership has a significant relationship with employee creativity.	Supported

H5	Paternalistic Leadership has a significant relationship with employee creativity.	Supported
H6	Laisses-fair Leadership has a significant relationship with employee creativity.	Supported
H7	Transformational Leadership has a significant relationship with competitive advantage.	Supported
H8	Transactional Leadership has a significant relationship with competitive advantage.	Supported
H9	Autocratic Leadership has a significant relationship with competitive advantage.	Supported
H10	Democratic Leadership has a significant relationship with competitive advantage.	Supported
H11	Paternalistic Leadership has a significant relationship with competitive advantage.	Supported
H12	Laisses-fair Leadership has a significant relationship with competitive advantage.	Supported
H13	Transformational Leadership mediates the significant relationship between employee creativity and competitive advantage.	Supported
H14	Transactional Leadership mediates the significant relationship between employee creativity and competitive advantage.	Supported
H15	Autocratic Leadership mediates the significant relationship between employee creativity and competitive advantage.	Supported
H16	Democratic Leadership mediates the significant relationship between employee creativity and competitive advantage.	Supported
H17	Paternalistic Leadership mediates the significant relationship between employee creativity and competitive advantage.	Supported

	Laisses-fair Leadership mediates the significant relationship between employee creativity and	
H18	competitive advantage.	Supported
	Employee creativity has a significant relationship	
H19	with competitive advantage.”	Supported”

4.7 Chapter Summary

In this segment, the comes about of this think about are summarized. The chapter started with a talk of the foundation. Reaction predisposition test and non reaction inclination test strategy were analyzed. The profiles of the respondents were amazingly broadened in terms of sex, age, capability, conjugal status, and word related level of respondents in open organizations. To check the clear measurements all factors of cruel and standard deviation have been performed. Moreover, In arrange to confirm the unwavering quality and legitimacy of the instrument, Cronbach’s alpha of factors has been calculated. This was taken after by the assessment of figure loadings as well as composite unwavering quality and AVE values to upgrade the unwavering quality of the information. In any case, Within the consider the values of the AVE and composite unwavering quality appearing the unwavering quality and legitimacy of the information. To be beyond any doubt almost the comes about develop legitimacy, and merged legitimacy has too been established. Finally, PLS-SEM has been performed to inves.

CHAPTER FIVE

DISCUSSIONS CONCLUSIONS AND RECOMMENDATIONS

5.1 Recapitulation of the Study's Findings

As stated in the introductory chapter, the study's overarching goal is to examine how various leadership styles (transformational, transactional, autocratic, democratic, paternalistic, and laissez-faire) and employee creativity interact with one another to produce competitive advantage. Workers in Abu Dhabi, Dubai, and Sharjah (United Arab Emirates) Government housing initiatives were the focus of this research. Generally, This study achieves its goal of adding to the body of knowledge about the elements that contribute to a company's competitive advantage by answering the following research questions. How do different types of management affect the competitive advantages of government housing program workers in Abu Dhabi, Dubai, and Sharjah, United Arab Emirates?

- What is the impact of different leadership styles on employees' creativity among employees of Government housing programs in Abu Dhabi, Dubai, and Sharjah – UAE.?
- What is the impact of employees' creativity on competitive advantages among employees of Government housing programs in Abu Dhabi, Dubai, and Sharjah – UAE.?

- What is the impact of employees' creativity on competitive advantages among employees of Government housing programs in Abu Dhabi, Dubai, and Sharjah – UAE.?
- What is the role of employee creativity in mediating the relationship between different leadership styles and competitive advantages among employees in government housing programmes in Abu Dhabi, Dubai, and Sharjah - UAE?

The findings of this study suggested that all 19 hypotheses were supported based on the direct relationship between exogenous and endogenous latent variables. The PLS path model results revealed that leadership styles (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laisses-fair leadership) has a crucial relationship with employees' creativity and likewise, employee creativity has an important relationship with competitive advantage, and employee creativity also mediates the relationship between leadership characteristics (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laisses-fair leadership) and competitive advantage.

Results provided the empirical support for nineteen (19) hypotheses six or direct links among independent variables and dependent variable, six hypothesis for independent and mediating variable, one for mediating to dependent variable and 6 hypothesis for the mediating effects. To answer question 7, the researcher used quantitative data from Chapter 4 to examine the impact of leadership styles (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic

leadership, and laissez-faire leadership) on competitive advantage, as well as the mediating role of employee creativity.

5.2 Discussion on Outcomes of Direct Hypothesis

In this section it examined the outcomes of direct theory of this research in the view of the appropriate philosophies along with the outcomes of previous research. There are thirteen straight hypothesis which are developed from the research question. The discussion section subheadings are organized according to the undergoing research hypothesis.

5.2.1 Transformational Leadership and Employee Creativity

The first hypothesis of the study was to confirm that “Transformational Leadership has a significant relationship with employee creativity”. According to the PLS direct effects results, transformational leadership has a strong link with employee creativity ($= 0.456$, $t = 2.307$, $P = 0.031$). It means that those executives who possess transformational leadership abilities are affected regarding the development of creative employees as well as values that effectively cater the problems that leaders encounter in developing individual and team innovation. They establish appreciation, motivate employees as well as empower them to be creative to achieve the objectives of the organization. Particularly, these leaders focused on the creativity of their employees as a criterion to gain competitive advantage.

Likewise, it has been demonstrated through transformational leadership parts such as idealized impact that persuades and connects with employees as well as attractiveness, which makes employees unconsciously creativity to the leader’s vision. The ability of

transformational leaders, attain more strength and creativity among employees. Furthermore, transformational leadership has been widely acknowledged as a crucial component in maintaining employee creativity; however, the empirical evidence examined transformational leadership, which has a substantial positive relationship with employee creativity across a range of competitive organizations..

The results of the hypothesis are supported by a sample of 323 respondents from housing program in Abu Dhabi, Dubai, and Sharjah – UAE that have shown that employee creativity is significantly influenced by transformative leadership. A greater creativity between employees appeared when employees recognized their leaders by transformational leadership such as intellectual stimulation and vision articulation. Leaders can inspire and monitor employees. To encourage employees to be creative, the specific factor that influences creativity is their openness to change. Leadership can push for this. Leadership is most likely the undeniable requirement in any organisation, particularly if innovation is necessary, as there should be someone who leads, controls, and manages the unforeseen condition.

Furthermore, to cultivate creativity among employees, leaders must avoid maintaining the status quo. Transformational leadership emerges as a critical approach for engaging with employee creativity. This style of leadership not only motivates and inspires subordinates but also elevates leaders as role models, encouraging their teams to surpass expectations. Transformational leaders excel at fostering open communication, articulating a compelling vision, and instilling a sense of ownership within their team members. By nurturing a supportive and empowering environment, these leaders enable their staff to voice their ideas, embrace calculated risks, and

actively contribute to advancing organizational innovation (Abidi, 2023; Naqbi, 2023). They establish a nurturing atmosphere that empowers and encourages employees to unleash their creative potential.

5.2.2 Transactional Leadership and Employee Creativity

The second hypothesis of the study was consistent result which verify that “Transactional Leadership has a significant relationship with employee creativity”. On the basis of the outcomes of PLS direct effects the results revealed that transactional leadership has an important association with employees’ creativity ($\beta = 0.578$, $t = 2.529$, $P = 0.012$). Likewise, the effectiveness of transactional leadership for employee creativity could be a one factor for the high creativity in employees as a result it alters to gain the modest advantage.

Furthermore, the findings of the hypothesis are supported by a sample of 323 respondents from housing program in Abu Dhabi, Dubai, and Sharjah – UAE that have shown that transactional leadership has significant impact on employee’s creativity. Jiang, Gao, and Yang, (2018) indicated that the interaction between leaders and employees styles was built on cost and advantage issues which frequently occurred in existing situations or over a less period of time, however its has not been associated with conversion which appear in long-term period.

Moreover, Khan (2017) recognized that transactional leadership focuses on the present and tends to maintain the status quo. rather than employee’s creativity. In a study conducted by Alavi, Rabah, and Jones (2021) who claimed that progress of

government programs in UAE that revealed that transactional leadership was associated with employee's creativity. In a transactional environment which initiated that creativity among employees of government housing programs along with the additional efforts even if those criteria's have not always been recognized by employees.

Therefore, employees that feel demotivated and incompetent which leads to a lack of sense ownership and creativity in their activities. Similarly, there is a strong connection between transactional leadership and employee's creativity due to the creative work practices which allowed the leaders are satisfied and trust their followers as well as vice versa.

5.2.3 Autocratic Leadership and Employee Creativity

The third hypothesis of the study was to verify that "Autocratic Leadership has a significant relationship with employee creativity". Based on the outcomes of PLS direct effects the results discovered that transformational leadership has an important link with the employees' creativity ($\beta = 0.293$, $t = 2.932$, $P = 0.003$). As it can be seen that the calculated t value is 2.932 which is above the threshold level of 1.96, therefore, the concept that there is a considerable association between autocratic leadership and employee inventiveness has been acknowledged.. Similarly, the p value is 0.003 which is below the threshold level of 0.05, which further ensures a strong significant relationship between autocratic leadership and employees' creativity.

Likewise, autocratic leadership encourages their employees to consider in several ways and helps in organisations to enhance the unique productivity of employees.

Furthermore, the results of the hypothesis are supported by a sample of 323 respondents from housing program in Abu Dhabi, Dubai, and Sharjah – UAE that have shown that autocratic leadership has significant impact on employee's creativity. The study makes an important contribution to the leadership literature by examining a better understanding of autocratic leadership and its effect on the growth of employees creative behavior. Whereas, previous researches on the impact of autocratic leadership has been contradictory, mostly studies have focused on the effects of autocratic leadership on employee creativity and some of them found it to be negative. Moreover, the research has been done on the foremost important impacts of autocratic leadership has primarily concentrated when it is permissible to use autocratic leadership to enhance productivity and creativity among employees. Therefore, as a result a immense important positive linkage among autocratic leadership and employees creativity, the conclusions of our study indicates that autocratic leadership can have a functional value that has a substantial impact on staff inventiveness.

5.2.4 Democratic Leadership and Employee Creativity

The fourth hypothesis of the study was to check the significance of democratic leadership, for which the hypothesis was drawn as follows “Democratic Leadership has a significant relationship with employee creativity”. The results of the hypothesis are supported by a sample of 323 respondents from housing program in Abu Dhabi, Dubai, and Sharjah – UAE that have shown that democratic leadership has significant impact on employee's creativity ($\beta = 0.714$, $t = 2.453$, $P = 0.015$). As it can be seen that the calculated t value is 2.453 which is above the threshold level of 1.96, therefore, the research has been acknowledged that there is a significant link among democratic leadership and employee creativity. Similarly, the p value is 0.015 which is below the

threshold level of 0.05, which further ensures a strong significant connection among democratic leadership and employees' creativity.

Highlighting the fact that when workers feel more freedom, as a result of democratic leadership they will be more creative and innovative in their job . Moreover, it can be seen from the results that have been drawn by taking the responses from the employees working in government housing programs in Abu Dhabi, Dubai, and Sharjah – UAE. The research shows that democratic leadership is strongly linked with employee creativity which ultimately leads to competitive advantage which is also supported by the previous researchers. This is reflective of the fact that democratic leadership who involves a number of methods that enhance employees creativity and motivation in order to attain the desired goals from the employees in housing programs of Abu Dhabi, Dubai, and Sharjah – UAE. Democratic leaders evaluate their employees particular interest as well as stimulates them to build creative problem-solving approaches along with the consistently seek to improve employee abilities, innovation, and creativities.

Furthermore, democratic leadership necessitates the development of significant positive relationship between leaders and employees through sustaining their creative needs and showing concern towards employees creativity . Democratic leaders understand the significance of creative employees contribution in the housing programs. They always consult their employees and give value to their creative ideas which enhances coordination between employees and leaders. Therefore, as a result significant positive link among democratic leadership and employee creativity can be claimed as per the findings of the previous studies.

5.2.5 Paternalistic Leadership and Employee Creativity

The fifth hypothesis of the study was to indicate that “Paternalistic Leadership has a significant relationship with employee creativity”. Upon the findings of PLS direct impacts the results revealed that paternalistic leadership has a significant relationship with employees’ creativity ($\beta = 0.504$, $t = 2.033$, $P = 0.004$). As it can be seen that the calculated t value is 2.033 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that there is a significant relationship between paternalistic leadership and employee creativity. Similarly the p value is 0.004 which is below the threshold level of 0.05, which further ensures a strong significant relationship between paternalistic leadership and employees’ creativity.

Moreover, the empirical results integrate the theory that paternalistic leadership encourage creativity by acting as effective role models, assisting, stimulating and inspiring their employees towards creativity in housing programs. According to the study Wang, Tang, Naumann, and Wang, (2019) indicated that the paternalistic leadership is strongly linked with the employee creativity. As far as employees become hesitant to take any creative steps when leaders urge them to entirely execute their employees instructions and warn or punish them if they do not follow creative rules.

Furthermore, the findings of the empirical study demonstrated that paternalistic leadership has a significant role in the development of creative skills among employees. Leaders who exploit employees based on their values should not be envious of other capabilities, do not manipulate their position of strength to obtain

special appreciation for themselves, and do not exploit employees creativity for personal assistance.

Likewise, employees are more expected to generate and make endorsements about leaders issues that impact their housing programs or organization, as well as they aim to take automous actions that will aid in the creative taks among employees. As a result, paternalistic leadership influence employee creativity is the impact of trust of leader over the employee's creativity.

5.2.6 Laisses-fair Leadership and Employee Creativity

The sixth hypothesis of the study was to implies that “Laisses-fair Leadership has a significant relationship with employee creativity”. Upon the findings of PLS direct impacts the results revealed that laisses-fair leadership has a significant relationship with employees' creativity ($\beta = 0.596$, $t = 2.852$, $P = 0.023$). As it can be seen that the calculated t value is 2.852 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that there is a vital relationship between laisses-fair leadership and employee creativity. Similarly, the p value is 0.023 which is below the threshold level of 0.05, which further ensures a strong significant relationship between laisses-fair leadership and employees' creativity.

Moreover, laisses-fair leadership style is regarded as highly efficient style because it involves precise and creative decision making of employees, responsive behavior, and emphasizing supervisory role of leadership responsibility as well as highly sympathetic behavior which boosts creativity among employees. Laisses-fair

leadership and employee creativity are directly correlated, as this sort of leadership having a substantial effect on employees' creativity boosts their performance.

Likewise, many studies have indicated that laissez-fair leadership has dominant positive affect on employee's creativity. This is due to the fact that this leadership style is submissive and assertive in the organization which enhances the creativity of the employees. Therefore, the findings of this study revealed that laissez-fair leadership has extremely important impact on employee creativity which is supporting several previous studies. As a result, it has been determined that this form of laissez-fair leadership style is also effective in creating a beneficial housing program and is successful in controlling and encouraging the creativity among employees.

5.2.7 Transformational Leadership and Competitive Advantage

The seventh hypothesis of the study was to check the importance of transformational leadership over gaining competitive advantage, for which the hypothesis was drawn as follows "Transformational Leadership has a significant relationship with competitive advantage". The outcomes of the hypothesis are supported by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that transformational leadership has a crucial relationship with competitive advantage ($\beta = 0.533$, $t = 1.983$, $P = 0.031$). As it can be seen that the calculated t value is 1.983 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that there is a significant relationship between transformational leadership and competitive advantage. Similarly, the p-value is 0.031 which is below the threshold level of 0.05, which further ensures a strong significant relationship between transformational leadership and competitive advantage.

Moreover, employees determine how well a housing program can achieve a competitive advantage, whereas transformational leadership is a leadership style that prioritizes improving employee creativity, which has a direct impact on the organizational competitive advantage. Their findings are related to those who proposed that transformational leadership is a critical aspect in the improvement of competitive advantage. As a result, findings depicted that transformational leadership is further likely to prefer the creativity of employees in order to establish competitive advantage. Our results suggest that transformational leadership has a significant impact on competitive advantage.

5.2.8 Transactional Leadership and Competitive Advantage

In this study eighth hypothesis was to check significance of transactional leadership over achieving competitive advantage, for which the hypothesis was drawn as follows “Transactional Leadership has a significant relationship with competitive advantage”. The results of the hypothesis are supported by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that transactional leadership has a significant relationship with competitive advantage ($\beta = 0.533$, $t = 2.349$, $P = 0.007$). As it can be seen that the calculated t value is 2.349 which is above the threshold level of 1.96, therefore, the hypothesis has been recognized that there is a significant relationship between transactional leadership and competitive advantage. Similarly, the p-value is 0.007 which is below the threshold level of 0.05, which further ensures a strong significant relationship between transactional leadership and competitive advantage.

Semuel and Siagian, (2015) discovered that transactional leadership has an effect on competitive advantages. The study found that role of creative employees on competitive advantage in the organization is the strong role because transactional leadership style is to develop the competitive advantages. Therefore, when transactional leaders come to enhance their competitive advantages they prefer to show trust and reliability on employees working in the organization. Our results assure that transactional leadership has an important effect on competitive advantage.

5.2.9 Autocratic Leadership and Competitive Advantage

Hypothesis nine of the research was to verify the significance of Autocratic Leadership leadership over gaining competitive advantage, for which the hypothesis was drawn as follows “Autocratic Leadership has a significant relationship with competitive advantage”. The findings of the hypothesis are encouraged by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that autocratic leadership has a significant relationship with competitive advantage ($\beta = 0.576$, $t = 2.559$, $P = 0.008$). As it can be seen that the calculated t value is 2.559 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that there is a significant relationship between autocratic leadership and competitive advantage. Similarly, the p-value is 0.008 which is below the threshold level of 0.05, which further ensures a strong significant relationship between despotic leadership and competitive advantage.

According to the data acquired, owners and managers that adopt autocratic leadership styles in their organization, become successful in gaining competitive advantage. Furthermore, the results could be influenced by the fact that autocratic leadership style,

their values like as formalization, regulations, standard operating procedures, as well as hierarchical coordination which produce competitive advantage they were highly evaluated. The autocratic leadership style in the long-term, emphasis more on effectiveness and reliability which leads to competitive advantage.

Jermittiparsert (2020) stated that analyzing the impact of autocratic leadership on organizational competitive advantage is significant as autocratic leadership is considered one of the important primary leadership styles for achieving the competitive advantage. Autocratic leadership is recognised as an important leadership style for sustaining competitive advantage, whereas autocratic leadership has a significant impact on obtaining competitive advantage. The statistical research endorsed the autocratic leadership style which implies that the nature of the effect is influenced by employee creativity over competitive advantage. Autocratic leadership has a significant effect associated with a competitive advantage in their respective organizations. As a result, the findings indicate that autocratic leadership is efficient when it establishes a clear vision for managers which makes sense in the organization and allocates resources and involve participation for gaining competitive advantage. Therefore, our result suggests that autocratic leadership has an important role for gaining competitive advantage.

5.2.10 Democratic Leadership and Competitive Advantage

The tenth hypotheses of the research was to check the significance of democratic leadership over gaining competitive advantage, for which the hypothesis was drawn as follows “Democratic Leadership has a significant relationship with competitive advantage”. The results of the hypothesis are supported by a sample of 323 respondents

from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that democratic leadership has an important relationship with competitive advantage ($\beta = 0.542$, $t = 2.121$, $P = 0.010$). As it can be seen that the calculated t value is 2.121 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that there is a significant connection between democratic leadership and competitive advantage. Similarly, the p -value is 0.010 which is below the threshold level of 0.05, which further ensures a strong significant relationship between democratic leadership and competitive advantage.

Furthermore, the findings showed that democratic leadership has a strong significant impact on competitive advantage. Democratic leadership styles concentrate on employees in organizations that empower and involve them in decision making which generates competitive advantage. Likewise, democratic leaders feel that employees are the part of decision making which may help them in gaining competitive advantage. Because of involving employees in the decision making, employees become dedicated to complete tasks that leads to competitive status of the organization in the market. Thus, resulting in high employee creativity which leads to competitive advantages of the programs.

Employees working in government housing programs in Abu Dhabi, Dubai, and Sharjah – UAE demonstrates that a more democratic leadership style helps to enhance the caliber of employees they are dealing with creativity, by giving them creative responsibilities and competitive challenging work, however, by involving them in objectives of the organizations which leads them towards competitive advantage. The evidence as shown in the results claimed that democratic leaders are visionary and

passionate, with inherent capabilities to motivate subordinates and employees towards competitive advantage. As a result, several researches have encouraged that democratic leadership can develop creativity and inspired employees which results in achieving competitive advantage. Our result suggests that democratic leadership has an important role dealing with competitive advantage.

5.2.11 Paternalistic Leadership and Competitive Advantage

The eleventh hypotheses of the study was to check the significance of paternalistic leadership over gaining competitive advantage, for which the hypothesis was illustrated as follows “Paternalistic Leadership has a significant relationship with competitive advantage”. The results of the hypothesis are supported by a sample of 323 respondents from housing program in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that paternalistic leadership has a significant relationship with competitive advantage ($\beta = 0.598$, $t = 2.750$, $P = 0.006$). As it can be seen that the calculated t value is 2.750 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that there is a significant relationship between paternalistic leadership and competitive advantage. Similarly, the p -value is 0.006 which is below the threshold level of 0.05, which further ensures a strong significant relationship between paternalistic leadership and competitive advantage.

Likewise, there are various reasons to assume that paternalistic leadership has a substantial impact on competitive advantage. There are different findings supported that different concentration of the relationship between paternalistic leadership and competitive advantage. On the other hand, various items were removed from the instrument because of having low item loading as paternalistic leadership is a

combination of benevolent, moral, and authoritarian leadership, however, for the said objective the variables are taken as uni-dimensional. The findings of the paternalistic leadership analyzed in the study supported the similar findings as conducted over competitive advantage, which indicated that there is a significant relationship between paternalistic leadership and competitive advantage.

Furthermore, several researches have contradicted the findings of the study because in many studies researchers believe that dimensions of paternalistic leadership may have a negative effect, however, as the variable is taken as a unidimensional variable, hence, the results have shown a positive relationship because the two dimensions namely moral and benevolent leadership which indicates a positive effect.

The most crucial discoveries of the study are that a very strong connection has been found between paternalistic leadership and competitive advantage. Perhaps the main reason is the context, as UAE is a kingdom, and the culture of the country has developed a paternalistic environment. In our results, owners and managers who have paternalistic leadership behaviors positively influence on competitive advantage.

5.2.12 Laisses-Fair Leadership and Competitive Advantage

In this the twelveth hypotheses has been check the significance of Laisses-fair leadership over gaining competitive advantage, for which the hypothesis was illustrated as follows “Laisses-fair Leadership has a significant relationship with competitive advantage”. The outcomes of the hypothesis are supported by a sample of 323 respondents from housing program in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that Laisses-fair leadership has a significant relationship with competitive

advantage ($\beta = 0.587$, $t = 2.638$, $P = 0.009$). As it can be seen that the calculated t value is 2.638 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that there is an important relationship between laissez-fair leadership and competitive advantage. Similarly, the p -value is 0.009 which is below the threshold level of 0.05, which further ensures a strong significant relationship between laissez-fair leadership and competitive advantage.

The results illustrated those leaders which adopt competitive advantages in organization are likely to practice a laissez-faire leadership style. The most reactive type of leadership style is laissez-faire leadership. Laissez-faire leadership, on the other hand, is the most significant leadership style since it is associated with organisational competitive advantage. According to our findings, laissez-faire leadership has a considerable impact on competitive advantage.

5.2.13 Employee Creativity and Competitive Advantage

In this study the thirteenth hypothesis has been check the significance of Employee creative ideas over gaining competitive advantage, for which the hypothesis was demonstrated as follows “Employee creativity has a significant relationship with competitive advantage”. The findings of the hypothesis are reinforced by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that employee creativity has a significant relationship with competitive advantage ($\beta = 0.532$, $t = 2.177$, $P = 0.006$). As it can be seen that the calculated t value is 2.177 which is above the threshold level of 1.96, consequently, the hypothesis has been accepted that there is an important relationship between employee creativity and competitive advantage. Similarly, the p -value is 0.006 which is below the

threshold level of 0.05, which further ensures a strong significant connectivity between employee creativity and competitive advantage.

Furthermore, employee novelty is appropriate to achieve competitive advantage, in which creativity for employees in organisation can be deemed as a necessary variable to enhance competitive advantage. The findings suggested that creative behaviors and creative skills of employees which boost the substantial impact on competitive advantages. In the ever-evolving business environment of today, possessing a team of creative employees bestows a company with the agility to swiftly adapt and capitalize on emerging opportunities, thereby playing a pivotal role in upholding a competitive edge (Naqbi, 2023). Furthermore, creative employees have the capacity to elevate customer satisfaction, diminish expenses, and augment overall operational efficiency, all of which collectively bolster the company's competitive standing (Abidi, 2023).

Lee, Kim, Lee, and Moon, (2019) argue that a significant positive and stronger relationship exists between employee creativity and competitive advantage. The researchers recognized that creativity in employees and respond to competitive advantage in an organization or their certain objectives, whereas, from this, perspective researchers have revealed and have paid attention over employees' creativity towards gaining competitive advantage. Likewise, employee creativity has gradually increased which becomes a critical aspect of long-term survival in competitive market. As a result, those organizations seek to use their employee's creative ideas and recommendations, enhancing employees' creativity which become a major factor for gaining competitive advantage. Our results suggest that employee creativity has a vital effect on competitive advantage and it is consistent with several prior studies.

The adoption of a leadership style that actively fosters and nurtures employees' creativity can wield a profound influence on various facets of their professional engagement. Such a leadership approach not only has the potential to heighten their motivation but can also substantially impact their level of engagement and propensity to innovate (Naqbi, 2023). When leaders effectively inspire and empower their team members, the benefits extend far beyond merely boosting morale. An environment where leaders encourage creativity serves as a fertile ground for the generation and implementation of innovative ideas. Here, employees feel not only encouraged but also personally invested in contributing their creative insights to the organization's goals and growth.

Motivation, a key driver of individual and collective performance, is profoundly influenced by leadership that champions creativity. Employees who are given the freedom to explore their creative potential within their roles are more likely to find intrinsic motivation to excel. They derive a sense of purpose from their work, driven by the knowledge that their contributions are valued and actively sought after. Moreover, an engaged workforce is a formidable asset for any organization. Leaders who embrace and encourage creativity create a sense of ownership among their employees, resulting in a higher level of commitment and engagement. Such individuals are not merely passive participants in their jobs but become active stakeholders in the organization's success, aligning their personal aspirations with the broader organizational objectives.

This heightened engagement, in turn, spurs a willingness to innovate (Abidi, 2023). Creative employees are more inclined to think outside the box, experiment with novel

approaches, and contribute fresh perspectives to problem-solving. Their sense of ownership, coupled with the support and inspiration provided by their leaders, paves the way for the implementation of innovative solutions, thus driving the organization forward.

5.3 Discussion on Outcomes of In-Direct Hypotheses

In this section the study examined the outcomes of direct hypotheses in the position of related theories and outcomes of prior literature. There are six indirect hypotheses that are developed from the research questions based on the mediation analysis have been discussed and are linked with the previous findings. The subheadings of discussion section are organized based on the research hypothesis.

5.3.1 Mediating Role Of Employee Creativity Between Transformational Leadership And Competitive Advantage

The fourteenth hypotheses of the study was to check the mediating role of employee creativity between transformational leadership and competitive advantage, for which the hypothesis was drawn as follows “Employee creativity mediates the relation among transformational leadership and competitive advantage”. The outcomes of the hypothesis are supported by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that employee creativity holds a significant mediating role in the transformational leadership and competitive advantage ($\beta = 0.307$, $t = 5.527$, $P = 0.000$). As it can be seen that the calculated t value is 5.527 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that employee creativity holds a significant mediating role between transformational leadership and competitive advantage. Similarly, the p -value is 0.000 which is below the threshold level of 0.05. As a result, employee creativity plays an

important mediating function between transformative leadership and competitive advantage.

Likewise, the results of this research correspond with the thinking that employee creativity implied by the transformational leader encourages the employees to be creative and emphasize on gaining competitive advantage. The findings demphasize that the leader characteristic of being transformational empower the employees which make them creative. Thus, it would be right to claim that transformational leaders are able to provide sustenance to the employees to be more creative which helps in gaining competitive advantage. The creativity of the employees in the term of new creative ideas can be implemented in the creation of organizations and transform the old strategies into new innovative strategies by the employees, as a result, they are able to acquire a competitive advantage in their respective organizations. The results of our studies altered that employee creativity has a substantial role between transformational leadership and competitive advantage.

5.3.2 Mediating Role Of Employee Creativity Between Transactional Leadership And Competitive Advantage

The fifteenth hypotheses of the research were to investigate the role of employee creativity in moderating the relationship between transactional leadership and competitive advantage, for which the hypothesis was drawn as follows “Employee creativity mediates the relation between transactional leadership and competitive advantage”. The outcomes of the hypothesis are supported by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that employee creativity holds a significant mediating role between transactional and competitive advantage ($\beta = 0.268$, $t = 4.449$, $P = 0.000$). As it can

be seen that the calculated t value is 4.449 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that employee creativity holds a significant mediating role between transactional leadership and competitive advantage. Similarly, the p-value is 0.000 which is below the threshold of 0.05, which further ensures that employee's novel ideas holds a significant helping role among transactional leadership and competitive advantage.

Moreover, transactional leaders inspire the employees to be creative in their respective goals in the organizations in the form of creative performance and creative accuracy to gain competitive advantages. Through the high score of path coefficients, the results in this study correspond with the opinion that creativity in employees which is implied by transactional leaders encourage the employees to behave in a creative manner in assigned tasks which helps organizations in gaining competitive advantage. The reason behind the significant creativity of employees leads to gain competitive advantage from their transactional leadership. Likewise, the incentive for the employees when they achieve high creativity in their work hence, they motivate the leaders to as a result they gain a competitive advantage with other organizations.

5.3.3 Mediating Role Of Employee Creativity Between Autocratic Leadership And Competitive Advantage

The sixteenth hypothesis of the study was to investigate the role of employee creativity in mediating the relationship between autocratic leadership and competitive advantage, and the hypothesis was as follows: "Employee creativity mediates the relation between autocratic leadership and competitive advantage". The results of the hypothesis are supported by a sample of 323 respondents from housing program in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that employee creativity holds

a significant mediating role between autocratic leadership and competitive advantage ($\beta = 0.1556, t = 6.483, P = 0.000$). As it can be seen that the calculated t value is 6.483 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that employee creativity holds a significant mediating role between autocratic leadership and competitive advantage. Similarly, the p-value is 0.000 which is below the threshold level of 0.05, which further ensures that employee creativity holds a significant mediating role between autocratic leadership and competitive advantage.

Furthermore, autocratic leadership was significantly related to competitive advantage along with having indirect relationship to increase employee creativity. The findings also advocate that autocratic leadership style has a major supportive impact on employees' creativity which leads to competitive advantage. Although previous findings on the effect of autocratic leadership and employee creativity have been mixed, researchers have emphasized the effects of autocratic leadership on creativity and competitive advantage. Researchers studied the beneficial effects of autocratic leadership, typically focused on when it is allowed to use autocratic leadership for highlighting creativity and gaining competitive advantage.

Moreover, the results of this study suggest that under certain conditions there can be the functional value of autocratic leadership which can have a relationship among autocratic leadership and employee creativity, and subsequent competitive advantage has been observed.

5.2.4 Mediating Role Of Employee Creativity Between Democratic Leadership And Competitive Advantage

The seventeenth hypotheses of the study was to check the mediating role of employee creativity between democratic leadership and competitive advantage, for which the hypothesis was drawn as follows “Employee creativity mediates the relation between democratic leadership and competitive advantage”. The results of the hypothesis are supported by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that employee creativity holds a significant mediating role between democratic leadership and competitive advantage ($\beta = 0.156$, $t = 6.453$, $P = 0.000$). As it can be seen that the calculated t value is 6.453 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that employee creativity holds a significant mediating role between democratic leadership and competitive advantage. Similarly, the p-value is 0.000 which is below the threshold level of 0.05, which further ensures that employee creativity holds a significant mediating role between democratic leadership and competitive advantage. The findings suggest that employee creativity will improve by implementing a democratic approach along which will result in competitive advantage. Furthermore, democratic leadership, when the leader is concerned with the decentralization of decision making and the intensity of creative power is transferred to employees, promotes creativity among the employees which leads to competitive advantage. Moreover, this suggests that when democratic leadership is promoted in the leadership styles, they do not restrict employees from being creativity which helps them operating with authority as a result they boost their morale, and ultimately it leads to competitive advantage. Our results indicate that employee creativity has a significant mediating role between democratic leadership and competitive advantage.

5.2.5 Mediating Role Of Employee Creativity Between Paternalistic Leadership And Competitive Advantage

The eighteenth hypotheses of the study was to check the mediating role of employee creativity between paternalistic leadership and competitive advantage, for which the hypothesis was drawn as follows “Employee creativity mediates the relation between paternalistic leadership and competitive advantage”. The results of the hypothesis are supported by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that have shown that employee creativity holds a significant mediating role between paternalistic leadership and competitive advantage ($\beta = 0.317$, $t = 6.247$, $P = 0.000$). As it can be seen that the calculated t value is 6.247 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that employee creativity holds a significant mediating role between paternalistic leadership and competitive advantage. Similarly, the p-value is 0.000 which is below the threshold level of 0.05, which further ensures that employee creativity holds a significant mediating role between paternalistic leadership and competitive advantage.

Paternalistic leadership contains three factors, benevolent leadership in which the leaders have special attention to creative employees in their work and will maintain the challenge for employees which alters to gain the competitive advantage. Moral leadership indicates that leaders have a high degree of creative achievement and creative reliability of employees and appreciation for employees which leads towards to competitive advantage. Authoritarian leadership suggests that those leaders who are highly autocratic in their creative work for employees have an absolute desire to control the creative power of employees, treats employees brutally, and fully assign their creative work for employees which leads restricts creativity and may cause a negative influence on gaining competitive advantage.

However, in this study the variable was taken as a uni-dimensional variable, due to which the items of authoritarian characteristics were removed due to low item loadings and thus the findings revealed that relationship between paternalistic leadership and competitive advantage has a substantial mediating role of employee creativity. Most researches focus on variables of employee creativity in employee turnover intention, trust, loyalty, and leadership support, organizational creativity and found that employee creativity is substantially influenced by one of the dimensions of paternalistic leadership. However, our results suggest that employee creativity has significant mediation between paternalistic leadership and competitive advantage.

5.2.6 Mediating Role Of Employee Creativity Between Laisses-Fair Leadership And Competitive Advantage

The nineteenth hypothesis of the study was to investigate the role of employee creativity in mediating the relationship between autocratic leadership and competitive advantage, and the hypothesis was as follows: “Employee creativity mediates the relation between Laisses-fair leadership and competitive advantage”. The outcomes of the hypothesis are supported by a sample of 323 respondents from housing programs in Abu Dhabi, Dubai, and Sharjah – UAE that has shown that employee creativity holds a significant mediating role between laisses-fair leadership and competitive advantage ($\beta = 0.380$, $t = 5.350$, $P = 0.000$). As it can be seen that the calculated t value is 5.350 which is above the threshold level of 1.96, therefore, the hypothesis has been accepted that employee creativity holds a significant mediating role between laisses-fair leadership and competitive advantage. Similarly, the p -value is 0.000 which is below the threshold level of 0.05, which further ensures that employee creativity holds a significant mediating role between laisses-fair leadership and competitive advantage.

Furthermore, laissez-Faire leadership have a strong substantial relationship with a competitive advantage. Thus, it has been indicated that laissez-faire leadership is likely to have a positive relationship with employees' creativity which leads to competitive advantage. Moreover, the aim of the research has to support a superior understanding of laissez-faire leaders by investigating the competitors' linkage between the characteristics of laissez-faire leadership and creative employees examined by competitive advantage. Likewise, when leaders have a clear vision of understanding to obtain competitive roles and strong skills then as a result this laissez-faire leadership style is appropriate with competitive advantages, as well as owners or managers have a high level of trust in creativity and do not accuse to one other in the case for mistakes or not gain a competitive advantage.



CHAPTER SIX

CONTRIBUTION OF STUDY

6.1 Implications of the Study

The new study may assist researchers better understand the role and nature of leadership styles, as well as their impact on staff innovation and competitive advantage. It would be beneficial for officials and other business sectors to adopt a leadership style that would be more beneficial in attaining competitive advantages in the Housing department in Abu Dhabi, Dubai, and Sharjah – UAE. One of the primary contributions of this study is its verification that autocratic leadership, competitive advantage, democratic leadership, employee creativity, laissez-fair leadership, paternalistic leadership, transactional leadership which may help to develop a foundation of creative knowledge in the organization.

6.1.1 Theoretical Contributions

Transformational leadership also helps to improve employee creativity, allowing organizations to create knowledge better than the competitors, which may help the organization in gaining competitive advantages in Housing programs in Abu Dhabi, Dubai, and Sharjah – UAE. Firstly, the current research extends the leadership literature by providing a deeper understanding of six different leadership styles: transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-faire leadership, paternalistic leadership, and

identifying their impact on gaining a competitive advantage through encouraging employee creativity.

The present research has been promoted towards the body of knowledge regarding to competitive advantage in Housing programs in Abu Dhabi, Dubai, and Sharjah – UAE. The research was also advanced the conceptualization and measurement of competitive advantage in Housing programs in Abu Dhabi, Dubai, and Sharjah – UAE to get the phenomenon further precisely in the government construction projects leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership. The research framework in this study is based on previous empirical findings as well as theoretical gaps identified in the literature. To the best of the researcher's knowledge, this influence has never been experimentally investigated in this way before. Even though there have been studies on the relationship between transformational leadership, transactional leadership, authoritarian leadership, and competitive advantage, largely in a western environment, the findings of those studies cannot be generalised to Abu Dhabi, Dubai, and Sharjah – UAE.

The current study empirically investigated the relationship between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage through the mediating impact of employee creativity in the context of Abu Dhabi, Dubai, and Sharjah – UAE. The findings of the current study have been verified that employees' observations of creativity, transformational leadership, transactional leadership, autocratic leadership, democratic leadership, inventiveness, laissez-faire leadership, paternalistic leadership. Furthermore, the present research joined the gap

in competitive advantage literature in the context of Abu Dhabi, Dubai, and Sharjah – UAE. Precisely, the current research enhanced the understanding that how transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership influence employee attitudes towards creativity and gaining competitive advantage.

The study was designed to find transparency over previous unpredictable research outputs, and the current researcher has gone above and beyond to address the shortcoming highlighted in previous research. As a result, the empirical findings of the current study have been added to the body of knowledge on the connections between transformational leadership and transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage. The researcher underlined that the location in which the researchers discovered is empirically rare, notably in Abu Dhabi, Dubai, and Sharjah – UAE context. The current study brought new understanding about how transformational leadership, transactional leadership, autocratic leadership, democratic leadership, innovation, laissez-faire leadership, and paternalistic leadership traits might boost employee performance and behaviours in the Arab region. The research's primary theoretical contributions are that transformational leadership, transactional leadership, autocratic leadership, democratic leadership, inventiveness, laissez-faire leadership, and paternalistic leadership were found to be strongly connected to competitive advantage. These findings also revealed that leadership styles provide higher competitive benefit. Transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-faire leadership, and paternalistic leadership styles appear to be the most effective for the

employees in the government housing construction projects, hence, leaders in organizations must have the accurate creative skills and capabilities to adopt as well as apply suitable style as per need.

The current study has provided fresh insights into how various leadership traits, such as transformational leadership, transactional leadership, autocratic leadership, democratic leadership, innovation, laissez-faire leadership, and paternalistic leadership, can impact employee performance and behaviors in the Arab region. The research's theoretical contributions highlight the strong connections between these leadership styles and organizational competitive advantage. The findings emphasize that specific leadership styles can offer higher competitive benefits. Notably, transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-faire leadership, and paternalistic leadership were identified as particularly effective for employees in government housing construction projects. As a result, organizational leaders must possess the necessary creative skills and capabilities to adopt and apply the most suitable leadership style based on the specific needs and context of their projects.

This study's insights have practical implications for organizations in the Arab region, particularly those involved in government housing construction projects. By understanding the significant impact of different leadership styles on employee performance and competitive advantage, leaders can make more informed decisions about their leadership approaches. The identification of transformational, transactional, autocratic, democratic, creative, laissez-faire, and paternalistic leadership as effective styles provides a roadmap for leaders to enhance their

leadership practices and create a positive impact on their teams. Leaders can foster a culture of innovation and productivity by adopting the appropriate leadership style to suit the unique challenges and objectives of housing construction projects.

The current study's findings contribute valuable knowledge about the influence of various leadership traits on employee performance and behaviors in the Arab region. The emphasis on transformational, transactional, autocratic, democratic, creative, laissez-faire, and paternalistic leadership styles provides actionable insights for organizational leaders in government housing construction projects. By leveraging these insights, leaders can strengthen their competitive advantage, improve employee outcomes, and drive success in their respective projects and organizations.

Another theoretically contribution of this research is the direct linkages between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-faire leadership, paternalistic leadership, and employee creativity are examples of areas where current study findings corroborate prior research findings. As previous studies did not yield consistent results, the new study's direct links and conclusions are also a remarkable theoretical addition, which is still uncommon, particularly in the context of the Arab world.

The findings of the current study revealed there is much support for the Goleman Leadership Styles Theory. The applicability of Goleman Leadership Styles Theory, which has previously been used across a wide range of situations in the western environment is now extended to the organizational competitive advantage and

employee creativity linkages in the context of Abu Dhabi, Dubai, and Sharjah – UAE in general.

One of the main hypothetical contributions of the current research is the introduction of employee creativity as a mediating variable to well clarify and understand the association between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, laissez-fair leadership, paternalistic leadership, and competitive advantage. Mediation perception opposed that a predictor variable possesses on criterion variable is reliant on the level of a mediator, fit between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage, mediation is the most significant determinant of the criterion variable. Additionally, no previous researches have been empirically checked the employee creativity has a moderating effect on the relationships between transformational leadership, transactional leadership, authoritarian leadership, democratic leadership, creativity, laissez-faire leadership, paternalistic leadership, and competitive advantage.

The previous studies test the direct relationship between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-faire leadership, paternalistic leadership, and competitive advantage have all been used to test the relationships. Thus, the current study examined employee creativity as a mediator and discovered that it improves competitive advantage. As a result, it is obvious and stressed by a researcher that the region in which the researchers discovered is empirically erratic and involved to the body of knowledge by applying

the mediating impact of employee creativity between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage.

6.1.2 Managerial Implications

In this research the outcomes of the present study have various policies along with the practical implications for public sector organizations. This research might involve to a superior understanding of leadership literature. Creative employees continue extended, performance enhance, additional work, as well as get involved in organizational competitive advantage. The earlier researches revealed that when the leaders do not act positively towards employees, there is further chance that the employee creativity will cease. The researcher seeks to highlight the significance of transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-faire leadership, and paternalistic leadership in the context of Abu Dhabi, Dubai, and Sharjah - UAE in the current study. Thus, the current study not only adds to the theoretical perspective, but it also has significant practical relevance for leaders, who can then address these variables in a preventative manner and avoid problems connected with competitive advantage. The results of the research are anticipated to improve the understanding about leadership, competitive advantage, and employee creativity are crucial for the organizations as well as which are not. The research framework offers policies to leaders regarding what is required to increase the employee's creativity level. Based on the Goleman Leadership Styles theory, if leaders provide a supportive and encouraging work environment because of employees recognition to supportive leadership behaviours as an acknowledgment of employees' efforts, and as a result, employees will be more innovative, providing a competitive advantage to the organisations.

The current research focuses on examining the collective impact of various leadership styles, including transformational, transactional, autocratic, democratic, creativity-focused, laissez-faire, and paternalistic leadership, on organizational competitive advantage in the context of Abu Dhabi, Dubai, and Sharjah in the United Arab Emirates (UAE). By exploring these different leadership styles, the research aims to shed light on how each style influences an organization's ability to gain a competitive edge in this specific region. This comprehensive approach acknowledges that different leadership styles may have varying effects on an organization's performance and success. The research's significance lies in its potential to offer valuable insights to organizations operating in the UAE. By examining the impact of different leadership styles on organizational competitive advantage, the study provides leaders with a deeper understanding of how their leadership choices can influence overall performance and success. Armed with this knowledge, leaders can make more informed decisions about which leadership approach best suits their specific organizational context and objectives. They can adapt and tailor their leadership styles to optimize performance and drive success, taking into account the unique challenges and opportunities present in Abu Dhabi, Dubai, and Sharjah.

Moreover, the findings of this research have broader implications for leadership development programs in the region. Aspiring and current leaders can benefit from the study's guidance in identifying and adopting the most effective leadership style for their respective roles and organizational goals. With this knowledge, leadership development initiatives can be better tailored to meet the specific needs and demands of the UAE's business landscape. By nurturing competent and adaptive leaders, the region can strengthen its business ecosystem, enhance organizational competitiveness,

and foster innovation and growth. Overall, this research contributes to enhancing leadership practices and strategic decision-making in the UAE. It equips leaders with the tools to navigate an increasingly competitive business environment, promoting long-term sustainability and prosperity. As organizations embrace effective leadership styles, they can create a positive impact on employee engagement, organizational culture, and overall performance, ultimately fostering a thriving and dynamic business environment in Abu Dhabi, Dubai, and Sharjah.

Finally, managers should also understand employee creativity as a moderator in the link between transformational leadership, transactional leadership, and autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage. Employee creative behavior creates a winning environment in the organizations as employees develop a sense of achievement. Creative behavior which supports and inspires other workers as well as it makes the work simpler and joy-able which enhances the organizational competitive advantage. The outcome of the present study shows that employee creativity mediates between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage. Hence, it can contribute to the managerial commitments method in relation to organizational approach.

Therefore, this study may assist the policymaker to follow such leadership styles that enrich employee creativity, the managers and leaders must pay sufficient consideration towards the development of employee creative behavior to gain competitive

advantage. Likewise, the policymaker must be concerned about this style of leadership because it influences main variations in the opinions of employees and helps organizations to compete in the competitive market. Additionally, such kinds of leadership has the ability to persuade and motivate their followers, as well as be aware of their employees' strengths and flaws., as well as it provide them support and procedures, in return employees develop creative skills to achieve their tasks and lead the organization towards a sustainable position which helps them to acquire a competitive advantage over the competitors.

The findings of the current research revealed that all the variables in the research framework are important predicting organizational competitive advantage. Therefore, by employing the current study outcomes considering the prevailing situations correct leadership style can be chosen which may help organizations to achieve a strong competitive position in the market.

6.2 Limitations of the Study

The study's drawbacks include the use of a cross-sectional study methodology; employee creativity and competitive advantage are generally long-term processes that may be investigated using a longitudinal research design. Furthermore, the use of random samples influences the conclusions that can be applied to some extent; a followup study could improve the sampling process, and depending on the influence of the circumstances addressed more thoroughly.

First, based on the present study outcomes Another key topic for policymakers is transformational leadership, transactional leadership, autocratic leadership,

democratic leadership, creativity, laissez-faire leadership, and paternalistic leadership styles. Transformational leadership, transactional leadership, autocratic leadership, and democratic leadership are all examples of leadership styles., creativity, laissez-fair leadership, paternalistic leadership, and positive attitude for subordinates. However, the role of environment and culture have been neither catered nor analyzed, which may have a great influence as a moderator among the relationship between, transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage.

Second, the current study's findings showed which form of leadership is appropriate in different settings to enhance employee creativity. Transformational leadership, transactional leadership, autocratic leadership, and democratic leadership are also examples of creativity, laissez-fair leadership, paternalistic leadership styles; all being the part of managerial leadership which attentive on the leader to inspire followers through rewards or other techniques to make the organizations competitive in the marke, however, rewards system has not been introduced in the model. Likewise, the other factors like moderating influences of the demographic variables have not been analyzed.

Third, the study has been conducted during a pandemic, thus, generalizing the results, and not addressing the pandemic effect is perhaps the most important limitation which was nearly impossible to eliminate. Thus, the studies in the future should add the environmental influences which significantly affect the behaviors of leaders as well

employees which in turn influence organizational performance as well as a competitive advantage.

6.3 Recommendations For Future Studies

The current study contains numerical constraints that should be disclosed, as done in the final section. Future recommendations are based on the current study's limitations. The current study began with a cross-sectional strategy, which does not allow for causal inferences to be drawn from the population over a longer period of time. As a result, future researchers should consider a longitudinal strategy to corroborate the current study's findings.

Because this study is based on self-reported questionnaire data, the possibility of common method variance may have prevailed because the variable was measured using a single survey instrument.. Perceptual data is used to create both independent and dependant variables in this study. Because of that purpose the future research must be involve a method that might be reduce common method variance, for instance of applying perceptions data, the goal measures might be employed.

Finally, there are variances in subordinate reactions among cultures which were not catered to. Future researchers should try to overcome the issue and should segregate the analysis based on the level of the employees. Last but not least the influence of cultural factors on the effects of leadership styles should be further analyzed in a follow-up study. The culture here refers to context as this study has been conducted in a kingdom that is why paternalistic leadership has also shown a positive impact whereas, if the study would be conducted in a democratic setup the results might be opposite, therefore this aspect should also be considered in the future studies.

6.4 Conclusions

Taken together, the present study has added to the expanding body of knowledge about the role of employee creativity in moderating the relationship between transformational leadership, transactional leadership, and authoritarian leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage. The findings of this study support the important theoretical notions. Despite several restrictions, the current study has effectively answered all research questions as well as the aims. While numerous studies have examined the underlying causes of failure to obtain a competitive advantage, the current study addressed the theoretical gap by including employee creativity as a crucial mediating component.

By investigating the mediating influence of employee creativity in the link between transformational leadership, transactional leadership, and autocratic leadership, the theoretical framework of this research has been contributed to the domain of Goleman Leadership Styles theory, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and organizational competitive advantage. The results of this study suggest that depending upon the circumstances leadership style may prove fruitful in developing competitive advantage, while strong support and a significant increase in competitive advantage has been seen after adding employee creativity as a mediating variable.

The study's findings revealed a statistically significant link between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, inventiveness, laissez-faire leadership, paternalistic leadership, and competitive

advantage. Similarly, the mediating role of employee creativity between transformational leadership, transactional leadership, autocratic leadership, democratic leadership, creativity, laissez-fair leadership, paternalistic leadership, and competitive advantage and competitive advantage confirms the importance of employee creativity as well as the role of leadership in organizational success.

Furthermore, the relationship between leadership styles and competitive advantage was mediated by employee creativity. As a result, this work has added to the body of knowledge on competitive advantage. Additionally, to the theoretical contributions, the outcomes of this research offer several significant managers and policymakers should be aware of the practical implications. However, by demonstrating the existence of a considerable impact of leadership styles on organisational competitive advantage, this study gave clear evidence that these elements are crucial in developing employees' encouraging attitudes, which in turn improves competitive advantage. In conclusion, it might be said that firms' top management should pay more attention to proper and supportive leadership styles in order to boost employee creativity by providing ample space for experimentation in order to achieve a competitive advantage.

As a result, organizations must implement effective policies to ensure employee creativity to obtain in the future, you will have a competitive advantage. In conclusion, the current study has incorporated valuable theoretical and practical understandings of leadership styles. in the field of employee creativity and particularly competitive advantage.

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APPENDICES

SECTION I: Demographics Sections

Gender	☐ Male	☐ Female
Age	☐ Below 26 years old	☐ 27-35 years old
	☐ 36-45 years old	☐ 46-60 years old
	☐ Above 60 years old	
Qualification	☐ High school	☐ Certifications
	☐ Bachelors	☐ Masters
Marital status	☐ Single	☐ Married
	☐ Widowed	☐ Divorced
Occupation	☐ Manager	☐ Professional
	☐ Technicians	☐ Operators
	☐ Clerical Staff	

SECTION II:

PART ONE: Transformational Leadership Invalid source specified.

No.	Items	1	2	3	4	5
1	Instills pride in me.					
2	Spends time teaching and coaching.					
3	Considers moral and ethical consequences.					
4	Views me as having different needs, abilities and aspirations.					
5	Listens to my concerns.					
6	Encourages me to perform.					
7	Increases my motivation.					
8	Encourages me to think more creatively.					
9	Sets challenging standards.					
10	Gets me to rethink never-questioned ideas.					

PART TWO: Transactional Leadership Invalid source specified.

No.	Items	1	2	3	4	5
1	Makes clear expectations.					
2	Will take action before problems become chronic.					
3	Tells us standards to carry out work.					
4	Works out agreements with me.					
5	Monitors my performance and keeps track of mistakes.					

PART THREE: Autocratic Leadership Invalid source specified.

No.	Items	1	2	3	4	5
1	Leader is often over-bearing in his regular inspection of my work.					
2	Leader doesn't accommodate any kind of domestic excuse interfering with my duties.					
3	Leader believe that I will work best in a situation where I am given clear and direct instruction on my job.					
4	Leader wear an officious look most of the time.					
5	Leader rules with an iron hand.					
6	Leader does not readily accept new ideas.					
7	Leader takes decisions arbitrarily.					
8	Leader does not explain his actions.					

PART FOUR: Democratic Leadership Invalid source specified.

No.	Items	1	2	3	4	5
1	Consults with subordinates.					
2	Encourage Participation.					
3	Concern with group effectiveness.					
4	Allow for freedom.					
5	Involve staff in planning and decision making.					

PART FIVE: Paternalistic Leadership Invalid source specified.

No.	Items	1	2	3	4	5
	Authoritarianism					
1	Appears to be intimidating in front of his/her subordinates.					
2	Brings me a lot of pressure when we work together.					
3	Very strict with his/her subordinates.					
4	Scolds me when I fail expected target.					
5	Disciplines me for violation of his/her principles.					
	Benevolence					
1	Often shows his/her concern about me.					
2	Understands my preference enough to accommodate my personal requests.					
3	Encourages me when I encounter difficulties in work.					
4	Would try to understand the real cause of my unsatisfied performance.					
5	Trains and coaches me when I lack required abilities at work.					
	Moral character					
1	Is responsible on the job.					
2	Takes responsibility on job and never shirks his/her duty.					
3	Sets an example to me in all aspects.					
4	Well self-disciplined before demanding upon others.					
5	Leads, rather than follows, subordinates to deal with difficult tasks					

PART SIX: Laissez-Fair Leadership Invalid source specified.

No.	Items	1	2	3	4	5
1	Manager avoids getting involved when important issues arise.					
2	My manager takes no action even when problems become chronic.					
3	My manager is absent when needed.					
4	My manager fails to follow up requests for assistance.					
5	My manager resists expressing his/her views on important issues.					
6	My manager avoids making decisions.					
7	My manager delays responding to urgent questions.					
8	My manager diverts his/her attention away from addressing work-related problems.					

PART SEVEN: Employee Creativity Invalid source specified.

No.	Items	1	2	3	4	5
1	I try to be as creative as I can in my job.					
2	I experiment with new approaches in performing my job.					
3	When new trends develop, I am usually the first to get on board.					
4	My boss feels that I am creative in performing my job.					
5	On the job I am inventive in overcoming barriers					

PART EIGHT: Competitive Advantage Invalid source specified.

No.	Items	1	2	3	4	5
1	Our products are difficult for competitors to copy.					
2	Our product designs are unique.					
3	Our products do not have a significant advantage. over those of our competitors.					
4	Our ability to track changes in customer needs and wants is good.					
5	Our analysis of customer satisfaction with the competitors' products is good.					
6	Our surveillance of competitors is good.					



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