

# THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON PROJECT SUCCESS IN THE UNITED ARAB EMIRATES

Praveenkumar Kumarasamy <sup>1\*</sup>, Dr. Ashok Chopra <sup>2</sup> and Akram Haddad <sup>3</sup>

<sup>1,2</sup> Amity University, Dubai, United Arab Emirates.

<sup>3</sup> Professor, Amity University, Dubai, United Arab Emirates.

\*Corresponding Author Email: [praveenkumarS@amitydubai.ae](mailto:praveenkumarS@amitydubai.ae)

DOI: [10.5281/zenodo.13467442](https://doi.org/10.5281/zenodo.13467442)

## Abstract

Transformational leadership is crucial for achieving project success in the UAE, a region characterized by rapid economic growth and cultural diversity, which adds complexity to project management. Leaders who embrace this style in the UAE power sector are known for inspiring and motivating their teams by cultivating a shared vision, encouraging innovation, and empowering team members to take ownership of their responsibilities. The UAE power sector is the second largest in the Middle East after Saudi Arabia, where projects are often large-scale and multifaceted; transformational leadership proves especially effective in project-based companies where organizational success depends on the successful completion of projects. By fostering an environment of trust, collaboration, and ongoing improvement, these leaders can navigate the challenges posed by the UAE's fast-paced and competitive market, ensuring that projects are delivered on schedule and within Budget and surpass expectations in quality and stakeholder satisfaction. This research was conducted to meet these objectives by employing an online survey via Google Forms between January 2024 and June 2024. The data from this response was processed quantitatively and analyzed by IBM SPSS. Correlation studies were conducted to find the significance of transformational leadership and five key project success factors. The study's findings indicated that transformational leadership in the UAE extends far beyond the successful delivery of projects by playing a pivotal role in stakeholder satisfaction and post-project benefit realization.

**Keywords:** Transformational Leadership, Organizational Position, Project Success, United Arab Emirates.

## INTRODUCTION

The United Arab Emirates (UAE), though relatively small, is a dynamic nation located along the southern coast of the Persian Gulf, bordered by Saudi Arabia and Oman. As of 2023, the UAE's power market has achieved a total installed capacity of 56.50 gigawatts, with continued growth anticipated in the coming decades. This expansion is driven by increasing electricity demand due to population growth, greater adoption of renewable energy, and ongoing improvements in power transmission infrastructure. The UAE has made significant strides in renewable energy, mainly through large-scale solar photovoltaic projects. It is diversifying its energy sources beyond traditional hydrocarbons, including nuclear power and other renewable options.

The country aims to generate 50% of its electricity from carbon-free sources, predominantly solar, by 2050, underscoring its commitment to sustainable energy initiatives. The UAE's utility market is divided into residential, commercial, and industrial segments, with major players including Dubai Electricity and Water Authority (DEWA), Abu Dhabi National Energy Company PJSC (TAQA), Etihad Water and Electricity, Sharjah Electricity and Water Authority (SEWA), and Emirates Water & Electricity Company (EWEC). The ongoing demand for electricity drives continual projects, both new and focused on reliability improvements.

In this competitive market, there is a persistent demand for organizations to enhance their efficiency, which in turn, leads to timely project completions and increased profitability. Consequently, top managers must adopt leadership models that align with their organization's needs. Although leadership has been well-studied in hospitality, oil and gas, and construction, it needs to be more noticed in the power industry. However, leadership is vital for success in this sector, which is characterized by strict deadlines to ensure timely power delivery.

Managers in the power industry exhibit various leadership styles, each of which can significantly impact project outcomes, influencing subordinate productivity, commitment, and satisfaction. The effectiveness of leadership is often measured by factors such as revenue growth, profit margins, order increases, return on investment, and cost reduction. This paper aims to shed light on the projects managed by leaders in the power industry, with a specific focus on exploring the role of transformational leadership and its direct correlation with project success.

## LITERATURE REVIEW

The study explores the significance of transformational leadership within UAE power sector companies, examining its relationship with variables such as Age, years of experience, organizational level, and impact on project success. (Davidson, 2008) notes that the rapid development and transformation in the UAE over the past four decades can be attributed to its leaders' leadership styles and decision-making abilities.

(Northouse, 2012) leadership is a process in which an individual influences a group to achieve a common goal. (Christie, 2011) suggests that intellectually stimulating leaders empower their followers to participate in decision-making and encourage them to express their opinions. (Naeem & Azam, 2017) identified a variety of leadership styles prevalent in the UAE's maintenance industry, including Autocratic, Democratic, Strategic, Transformational, Team, Cross-cultural, Facilitative, Laissez-Faire, Transactional, Charismatic, and Visionary leadership.

Research by (Toor & Afori, 2008) emphasizes the importance of participative and transformational leadership styles for safety performance at all management levels, particularly as equipment, systems, and infrastructure complexity increases. (Balasubramanian, 2012) Argues that leadership style is inherently linked to organizational position, making it inseparable from the leadership approach. (Naeem & Azam, 2017) notes that top management in the UAE's maintenance industry tends to use an autocratic leadership style, where leaders tightly control decisions with minimal input from their teams. (Randeree and Chaudhry, 2012) Suggests that more significant experience in a professional task increases the likelihood of an individual effectively adopting a transformational leadership style.

(Thomas, 2020) highlights that democratic and transformational leadership styles are predominantly practiced in Oman's oil and gas sector, followed by laissez-faire leadership. (Holzmann, 2020) points out that in the creative industry, transformational leadership is the preferred style for project success, followed by transactional leadership, as both significantly positively impact project outcomes.

Traditionally, project success is measured by meeting specific goals, such as timely completion, staying within Budget, and delivering the intended scope and quality. However, modern project management literature has broadened this definition to

include stakeholder satisfaction, long-term benefits realization, and the creation of value that extends beyond the project's immediate goals (Jugdev & Müller, 2005; Shenhar, 2001).

(Al Hammadi, 2016) concludes that both transformational and transactional leadership are crucial for team and organizational performance in the UAE construction industry. (Alkaabi, 2019) Transformational leadership in UAE organizations leads to higher employee engagement, which correlates with better project outcomes.

### **Leadership Style in UAE Power Projects**

Various leadership styles influence employees and subordinates differently, each emphasizing distinct outcomes. Influential leaders must assess their team and determine the most appropriate goals. While some leaders concentrate on day-to-day operations, others prioritize future-oriented objectives. Although many leadership styles are observed in UAE power projects, a literature review has identified five predominant styles in the region: authoritarian (autocratic), participative (democratic), delegation (laissez-faire), transactional (managerial), and transformational leadership (visionary). Each style offers a unique approach to leadership with its strengths and weaknesses. This study builds on the well-established leadership theory initially introduced by Bass (1985), who distinguished between two primary leadership types: transformational and transactional.

Transformational leadership is a dynamic process that facilitates change and elevates individuals to new levels of performance and capability. Leaders who adopt this approach are forward-thinking and embrace change, focusing on ethics, values, emotions, standards, and long-term objectives. They regularly assess and motivate their followers, addressing their needs and treating them as whole individuals. Transformational leaders are receptive to ideas from their team members, fostering an environment that can lead to increased productivity. This leadership style often leverages the leader's charisma and vision to inspire followers to exceed expectations and progress to higher levels of achievement. The key components of transformational leadership include idealized influence (both attributed and behavioral), inspirational motivation, intellectual stimulation, and individualized consideration. Charisma, or idealized influence, pertains to the leader's personality and behavior, inspiring followers' admiration. Inspirational motivation involves the leader's ability to articulate a compelling vision that energizes and engages followers. Intellectual stimulation encourages followers to challenge existing assumptions, take risks, and enhance creativity. Individualized consideration reflects the leader's attention to each follower, often manifested as caring, mentorship, or coaching (Judge & Piccolo, 2004). Transformational leadership motivates employees to exceed their own expectations in pursuit of common goals. This leadership style not only drives the achievement of goals but also aims to develop followers into leaders themselves or a collective leadership group, such as self-directed teams (Bass & Avolio, 1996).

Transactional leadership is a leadership style focused on tasks and objectives, where leaders motivate their followers by offering rewards, incentives, and recognition in exchange for meeting established goals. Leaders who adopt this approach closely monitor employee performance, ensuring that targets are met and employees know their responsibilities. A key aspect of transactional leadership is

setting clear expectations through well-defined policies, procedures, and goals, with the understanding that meeting these expectations will lead to positive reinforcement. Transactional leadership is characterized by three main dimensions: contingent reward, management-by-exception (active), and management-by-exception (passive). This leadership model, developed in the 1970s, emphasizes daily interactions between leaders and their subordinates (Berry & Cartwright, 2000). In active transactional leadership, leaders closely observe their followers, anticipating potential problems and taking preventive actions before they escalate into significant issues.

Conversely, passive transactional leadership involves leaders who intervene only after a mistake has been made. In contrast to transformational leadership, which emphasizes people and their potential, transactional leadership focuses on ensuring tasks are completed efficiently. Transformational leaders inspire followers to exceed expectations and prioritize the greater good of the group or organization, encouraging them to transcend their own self-interests (Bass & Avolio, 1990).

The autocratic leadership style strongly emphasizes job requirements and task completion, treating people as tools to get the work done. Leaders who adopt this style set clear rules and communicate them directly, creating a rigid work environment where all decision-making power rests solely with the leader. Subordinates and employees are excluded from the decision-making process, with the leader making choices based on their own ideas and judgments without considering input from others. Collaboration is neither encouraged nor rewarded, as tasks and hierarchies are clearly defined. Communication with followers is primarily through task instructions, reinforcing a result-driven approach where the leader is often seen as controlling, monitoring, and overpowering. Autocratic leaders also tend to be unavailable to mentor or support their teams.

Leadership styles can vary in industries like oil and gas, depending on the context. For instance, an autocratic leadership style is essential in matters related to safety, such as ensuring compliance with the Minimum Industry Safety Standard (MIST) in the United Kingdom's offshore oil and gas sector. This standard addresses risks, manual handling, safe working conditions, and hazard identification in offshore environments. Employees are expected to follow the instructions of the Offshore Installations Manager strictly to maintain safety. However, when a leader needs to gather opinions or feedback from employees before making a final decision, a democratic leadership style is more effective. This approach empowers employees to voice their concerns and gives the leader a more accurate understanding of the situation from those with firsthand experience (Management styles in the oil and gas industry, 2015).

The democratic leadership style, also known as participative leadership, emphasizes team involvement by encouraging members to share their ideas and opinions. Leaders who adopt this approach actively listen to their subordinates and integrate their suggestions into the decision-making process. While the final decision rests with the leader, every team member can voice their opinions during discussions. This inclusive approach often leads to enhanced group performance, as all members feel a sense of participation and commitment to the team's shared goals. Distributing responsibilities across the group gives everyone a platform to contribute, fostering a sense of empowerment among team members. The democratic leadership style is

particularly effective in encouraging open dialogue and creativity, ensuring that each member's perspective is heard and valued. This leadership style is well-suited for generating new ideas or implementing a shared vision, as it promotes active engagement and collaboration within the team (Goleman et al., 2002).

Delegative, or laissez-faire, leadership involves the leader delegating responsibilities to subordinates and generally making minimal efforts to assist followers in meeting their needs. In this leadership style, there needs to be more interaction between the leader and followers aimed at helping them grow. Delegative leaders place high trust in their employees, relying on them to complete their tasks independently without micromanagement or frequent feedback. Instead, these leaders empower employees to utilize their experience, resources, and skills to achieve their goals. Employees are given the freedom to work autonomously, with the expectation that they will take full ownership of their duties and be accountable for their actions. This leadership style fosters a high degree of trust between the leader and the team, often resulting in what is referred to as autonomous teams that operate with minimal support from superiors. Laissez-faire leadership, in its essence, is characterized by a significant absence of active leadership, where leaders avoid making decisions, delay taking actions, and are often unavailable when needed (Judge & Piccolo, 2004).

### **Project Success**

Achieving project success requires a strategic integration of careful planning, flawless execution, and effective management, all targeted at fulfilling predefined goals and objectives. Success is typically measured by the project's ability to be completed on time, within Budget, and in alignment with the outlined scope and quality standards. However, true project success extends beyond these quantifiable metrics; it also involves satisfying stakeholders by meeting or exceeding their expectations. A genuinely successful project not only meets its immediate targets but also provides long-lasting value, ensuring that its benefits endure well beyond its completion.

In the power industry, where many companies are project-based, growth often hinges on the successful execution of projects. While there may not always be an explicit link between project management or leadership style and project outcomes, the absence of specific essential characteristics in a project manager—such as interpersonal, administrative, and influencing skills—can contribute to project failure. (Turner and Müller, 2005) Made one of the most comprehensive contributions to the literature on how a project manager's competence and leadership style impact project success. They highlighted that although the literature on project success has largely overlooked the role of the project manager and their leadership style as critical success factors, general management literature strongly suggests that a manager's leadership style and competencies are crucial for achieving successful business outcomes.

(Turner and Müller, 2005) provide a historical perspective on the evolving understanding of project success over the past four decades. Initially, in the mid-1900s, implementation efficiency measured project success using straightforward metrics such as time, cost, and quality. Later, stakeholder satisfaction was recognized as a critical indicator of success. This was followed by the development of integrated frameworks that considered multiple perspectives.

The contemporary approach to project success views project management as a strategic organizational asset, incorporating a broad spectrum of relevant measures. The study by (Shenhar et al., 2002) is particularly significant in this context, as it advocates for recognizing project managers as not just operational leaders but also strategic ones. (Turner and Müller, 2003) Echoed this sentiment, comparing the project manager to the chief executive officer of a "temporary organization" (i.e., the project).

Transformational leadership has been shown to be particularly effective in industries like power generation, where projects are typically large-scale and complex. Research by (Shenhar & Dvir, 2007) found that transformational leadership is associated with higher levels of customer satisfaction, improved quality deliverables, and greater post-project benefits realization. These findings suggest that transformational leadership ensures successful project completion and contributes to the long-term value and sustainability of project outcomes.

In conclusion, project success is a complex, multifaceted concept that involves meeting criteria related to time, Budget, scope, and quality while ensuring stakeholder satisfaction, effectively managing risks, and delivering lasting value and benefits. Although the definition of project success can vary depending on the nature of the project, the stakeholders involved, and the specific objectives, five key factors are generally considered crucial:

1. Completing Scope and Quality Deliverables
2. Delivering the Project on Time
3. Completing the Project Within Budget
4. Ensuring Stakeholder Satisfaction
5. Realizing Post-Project Benefits

## **METHODOLOGY**

The study adopts a descriptive and quantitative research approach, utilizing a questionnaire to examine the significance of Transformational leadership among other leadership and their relationship with project success, Age, organizational role, and years of experience. The questionnaire was designed to gather data from executives and participants at the executive level and above within power sector projects.

The online questionnaire is structured into three sections. The first section collects personal information, including Age, years of experience, and organizational position. The second section is focused on identifying leadership styles, using a Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). This section comprises 15 statements related to leadership style, which respondents answer based on their behaviors and operational practices. The third section assesses project success as an outcome of leadership characteristics, again using a Likert scale from 1 to 7. This section includes five statements describing the key dimensions of project success: Completing Scope and Quality Deliverables, Project Delivery on Time, Project Completion within Budget, Customer Satisfaction, and Post-Project Benefits Realization.

## RESULTS & DISCUSSION

Eighty-one professionals participated in the survey, including 19 junior-level managers, with the remaining 42 being middle and top-level managers within their organizations. The survey utilized the Multifactor Leadership Questionnaire (MLQ) to assess leaders' characteristics across transformational, transactional, delegation, participative, and autocratic leadership styles alongside five critical statements of project success. The questionnaire was designed to identify the leadership behaviors organizations should adopt and determine the most suitable leadership style for implementation (Bass, 2000). Regarding respondents' organizational experience, 45 had over 20 years of experience, while the remaining 36 had less than 20 years. Notably, 54% of respondents were aged 41 and above, followed by 33% in the 31-40 age group.

**Table 1: Respondent characteristics**

	Variable	Frequency	Percentage
Age	31-40	27	33.33
	41-50	45	55.56
	51 and above	9	11.11
Organizational level	Junior Manager	19	23.45
	Middle and Top managers	42	51.85
Years of Experiences (YOE)	20 years and above	45	55.55
	Less than 20 years	36	44.44

Internal consistency reliability is a metric used to assess how consistently the items within a test measure the same underlying construct. This is typically evaluated using Cronbach's Alpha, a statistical measure indicating the correlation among the test items. A high Cronbach's alpha value suggests that the items exhibit internal solid consistency, reliably assessing the same concept. This type of reliability is essential in psychological and educational assessments, where it is critical that each item consistently contributes to the overall score meaningfully. Cronbach's Alpha measures explicitly how closely related a set of items are as a cohesive group.

The formula for Cronbach's Alpha is:

$$\alpha = \frac{N}{N-1} \left( 1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

Where:

- $\alpha$  is Cronbach's Alpha.
- $N$  is the number of items (questions) in the test.
- $\sigma_i^2$  is the variance of each item.
- $\sigma_t^2$  is the variance of the total score formed by summing all items.

**Table 2: Reliability Statistics**

Cronbach's Alpha	N of Items
.707	6

The computed Cronbach's Alpha is around 0.707, which reflects solid internal consistency among the survey items. This level of correlation suggests that the items effectively measure the same underlying construct.

The multiple leadership questionnaire (MLQ) is used in the survey to recognize the characteristics of the leaders, including transformational, transactional, delegation, participative, and autocratic qualities, alongside five key statements of project success. Table 3 presents a summary of descriptive statistics.

**Table 3 : Descriptive statistics of the survey data**

Variable	N	Min	Max	SD	Mean
Transformational leadership	81	6.33	7	0.28	<b>6.74</b>
Delegative leadership	81	1.33	7	1.76	5.56
Transactional leadership	81	5.67	7	0.53	6.56
Autocratic leadership	81	2.67	6	1.26	3.81
Participative leadership	81	5.67	7	0.47	6.56
Project success	81	5.8	7	0.54	6.56

The survey results indicate that Transformational leadership achieved the highest average score (M= 6.74). These results are in line with a study by Randaree & Chaudhry (2012) involving 600 participants from the top three construction departments in the UAE, which revealed that 50 percent of respondents reported a significant increase in job satisfaction due to the transformational leadership practices present in their organizations.

### Relationship between Transformational Leadership and Age

As per the study, leaders above 41 years of Age tend to be Transformational with a mean score (of M=6.87).

**Table 4: Leadership Style Vs. Age (Mean scores)**

Age	Nos	Transformational Leadership	Delegative Leadership	Transactional leadership	Autocratic Leadership	Participative Leadership
41 and above	54	<b>6.87</b>	6.07	6.53	4.00	3.96
31-40	27	6.56	4.89	6.56	3.78	3.87

A correlation analysis was performed using IBM SPSS statistical software to examine the relationship between Transformational leadership style and Age. The analysis revealed a positive correlation between Transformational Leadership and Age, indicating that as leaders grow older, they are more likely to adopt a Transformational leadership style.

**Table 5: Correlations between Transformational Leadership style and Age**

Pearson correlation	Age
Transformational Leadership	0.403

According to (Politis, 2006), Age plays a significant role in determining leadership effectiveness. Younger leaders tend to be more assertive and make quick decisions, often aligning with a transactional leadership style. Conversely, older, more situational leaders typically adopt a transformational leadership style.



## Relationship between Transformational Leadership and Organizational Position

Junior-level leaders adopt transformational, transactional, and delegative leadership styles, each with a mean score of (M=7). In contrast, senior management predominantly favors a transformational leadership style, with a mean score of (M=6.67). Organization High-level leaders are more inclined to implement a transformative leadership approach effectively because they are better equipped to make dependable and impactful decisions (Fatwe & McCaffer, 2000).

**Table 6: Organizational level vs. leadership style (Mean scores)**

Organizational Level	Nos	Transformational Leadership	Delegative Leadership	Transactional leadership	Autocratic Leadership	Participative Leadership
Junior Managers	19	7	7	7	5	4.2
Middle and Top Managers	62	6.67	5.17	6	4	3.83

## Relationship between Transformational Leadership and Year of experiences

The study indicates that leaders with more than 20 years of experience are more inclined toward transformational leadership, with a mean score of (M=6.87). Junior leaders are often more aggressive and quicker to make decisions, typically adopting a transformational and transactional leadership style. In contrast, senior experienced leaders, who are more responsive to situational needs, generally prefer a transformational leadership approach.

**Table 7: Years of Experiences (YOE) Vs Leadership Style (Mean scores)**

YOE	Nos	Transformational Leadership	Delegative Leadership	Transactional leadership	Autocratic Leadership	Participative Leadership
=>20	45	6.87	6.33	6.47	4.00	3.96
<20	36	6.58	4.75	6.67	3.58	3.90

## Relationship between Transformational leadership and project Success

A Pearson correlation analysis was conducted using IBM SPSS software to examine the relationship between transformational leadership style and the five measures of project success. The results of this analysis were then summarized in a table.

**Table 8: Correlation between Transformational leadership style and project Success**

	Completing Scope and Quality Deliverable	Project delivered on time	Project completed within Budget	Increased customer satisfaction	Post-Project Benefits Realization
Transformational Leadership	.354**	-.101	-.236*	.354**	.354**
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).					

The study's findings indicate a strong positive correlation between transformational leadership and three critical aspects of project success: completing scope and quality deliverables, enhancing customer satisfaction, and increasing post-project benefit realization. These results align with previous research by (Shenhar & Dvir, 2001) and (Shenhar & Dvir, 2007), which explored the connection between predominant leadership styles and various dimensions of project success.

The findings suggest that today's most crucial measure of project success extends beyond traditional metrics like efficiency, scope, schedule, and Budget. Instead, it emphasizes a broader perspective, particularly realizing benefits after project completion. This conclusion is consistent with earlier studies that examined how project success is evaluated (Jugdey & Müller, 2005).

## CONCLUSION

The study indicates that transformational leadership is the predominant style among managers in the UAE's power industry, particularly those with over 20 years of experience. It also highlights a positive correlation between transformational leadership and Age, suggesting that as leaders grow older, they are more likely to adopt a transformational approach. Higher-ranking leaders within organizations are more inclined to embrace this leadership style.

The study further establishes that transformational leadership has the strongest positive correlation with three out of five key measures of project success. This underscores its significance in driving successful outcomes in UAE power sector projects. Transformational leaders, through their ability to foster a shared vision, promote innovation, and empower their teams, effectively manage the complexities of large-scale power projects in a dynamic market.

Their leadership leads to enhanced collaboration, increased employee commitment, and better alignment with project goals, ultimately resulting in timely project completions, greater customer satisfaction, and improved realization of post-project benefits. These findings align with previous research, such as that by (Aga et al., 2016), which also demonstrated the positive impact of transformational leadership on project success in project-oriented organizations. The study suggests that a focus on the future, articulated company vision, and employee inspiration are crucial for companies and managers in the UAE power sector.

Top management should prioritize mentoring and adaptability to change. While this study provides valuable insights, it was conducted with a relatively small sample of 81 professionals from over 35 companies. Expanding the study to include more professionals could provide even more comprehensive findings. As this was the first study of its kind in UAE power sector projects, further research could contribute significantly to the field.

## References

- 1) Aga, D. A., Noorderhaven, N., & Vallejo, B. (2016). Transformational leadership and project success: The mediating role of team-building. *International journal of project management*, 34(5), 806-818.
- 2) Al Amiri, N., Daradkeh, F., & Al Kaabi, A. (2019). Leadership styles and competence among Generation Z Emirati nursing students. *International Journal of Learning, Teaching and Educational Research*, 18(9), 23-45.

- 3) Al Hammadi, Y. A. (2016). Leadership Styles in the UAE construction industry (Doctoral dissertation, ADU).
- 4) Balasubramanian, P., & Krishnan, V. R. (2012). Impact of gender and transformational leadership on ethical behaviors. *Great Lakes Herald*, 6(1), 48-58.
- 5) Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 14(5).
- 6) Bass, B. M., & Avolio, B. J. (1996). Multifactor leadership questionnaire. *Western Journal of Nursing Research*.
- 7) Bass, B. M. (2000). The future of leadership in learning organizations. *Journal of Leadership Studies*, 7(3), 18-40.
- 8) Bass, B. M., & Bass, R. (2009). *The Bass handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.
- 9) Berry, A. J., & Cartwright, S. (2000). Leadership: A critical construction. *Leadership & Organization Development Journal*, 21(7), 342-349.
- 10) Christie, A., Barling, J., & Turner, N. (2011). Pseudo-transformational leadership: Model specification and outcomes 1. *Journal of Applied Social Psychology*, 41(12), 2943-2984.
- 11) Davidson, C. M. (2008). The United Arab Emirates: Prospects for political reform. *Brown J. World Aff.*, 15, 117.
- 12) Davidson, C. M. (2008). From traditional to formal education in the lower Arabian Gulf, 1820–1971. *History of Education*, 37(5), 633-643.
- 13) Edum-Fotwe, F. T., & McCaffer, R. (2000). Developing project management competency: perspectives from the construction industry. *International journal of project management*, 18(2), 111-124.
- 14) Goleman, D., Boyatzis, R. E., & McKee, A. (2002). *The new leaders: Transforming the art of leadership into the science of results*.
- 15) Holzmann, V., & Mazzini, L. (2020). Applying project management to creative industries: The relationship between leadership style and project success. *Journal of Organizational Culture, Communications and Conflict*, 24(1), 1-17.
- 16) Jugdev, K., & Müller, R. (2005). A retrospective look at our evolving understanding of project success. *Project Management Journal*, 36(4), 19-31.
- 17) Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755.
- 18) Management Styles in the Oil and Gas Industry (2015) Retrieved from
- 19) [https://dachpian.weebly.com/uploads/1/1/9/4/119405827/opito\\_management\\_styles\\_1.pdf](https://dachpian.weebly.com/uploads/1/1/9/4/119405827/opito_management_styles_1.pdf)
- 20) Naeem, H., & Azam, M. F. (2017). Leadership styles in the maintenance industry of UAE: a focus group analysis. *European Scientific Journal*, 13(7), 53-67.
- 21) Northouse, P. G. (2020). *Introduction to leadership: Concepts and practice*. Sage publications.
- 22) Politis, J. D. (2006). Self-leadership behavioral-focused strategies and team performance: The mediating influence of job satisfaction. *Leadership & Organization Development Journal*, 27(3), 203-216.
- 23) Randeree, K., & Chaudhry, A. G. (2007). Leadership in project managed environments: employee perceptions of leadership styles within infrastructure development in Dubai. *International Review of Business Research Papers*, 3(4), 220-232.
- 24) Randeree, K., & Chaudhry, A. G. (2012). Leadership–style, satisfaction and commitment: An exploration in the United Arab Emirates' construction sector. *Engineering, Construction and Architectural Management*, 19(1), 61-85.
- 25) Shenhar, A. J., Tishler, A., Dvir, D., Lipovetsky, S., & Lechler, T. (2002). Refining the search for project success factors: a multivariate, typological approach. *R&d Management*, 32(2), 111–126.

- 26) Shenhar, A. J., & Dvir, D. (2007). *Reinventing project management: the diamond approach to successful growth and innovation*. Harvard Business Review Press.
- 27) Shenhar, A. J., Dvir, D., Levy, O., & Maltz, A. C. (2001). Project success: a multidimensional strategic concept. *Long range planning*, 34(6), 699–725.
- 28) Thomas, B. J. (2020). Leadership style and employee performance: The case of oil and gas industry. *American Journal of Social Sciences and Humanities*, 5(2), 286-301.
- 29) Toor, S. U. R., & Ofori, G. (2008). Leadership versus management: How they are different, and why. *Leadership and Management in Engineering*, 8(2), 61-71.
- 30) Turner, J. R., & Müller, R. (2003). On the nature of the project as a temporary organization. *International journal of project management*, 21(1), 1-8.
- 31) Turner, J. R., & Müller, R. (2005). The project manager's leadership style as a success factor on projects: A literature review. *Project Management Journal*, 36(2), 49-61.