Framework for managing multi-generational teams in the UAE public sector

الإطار العام لقيادة فرق العمل متعددة الأجيال في حكومة دولة الإمارات

by

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ABSTRACT

Projects teams have focal role insuring the project success. The project leaders as well plays vital role managing the project team towards project success. If you have good leader, then you have successful project and vice versa. But, when comes to team members great leaders connect with their team by facilitating open communication, encouraging employee growth and development, and giving and receiving feedback (Schooley, 2019). Recent reports from the Federal Competitiveness and Statistics Authority (fcsa.gov.ae) in United Arab Emirates government sector shows that the workers in last three years are different in age. We can find 56 years employee working together with 25 years worker at the same project. Nevertheless, how does it work and what are their needs. Here leadership challenge shows up to mobilize others to get extraordinary things done in the organization (Kouzes & Posner, 2006). One thing is getting the team members work together smoothly without feeling any differences because of the generations' gap.

Open-minded leadership approach will works fine with them especially to fulfill everybody level of knowledge, experience, needs, etc. using the right leadership style whether transformational of transactional.

This research will acknowledge that there are similarities and difference among different generations and will study the approach for good leadership in this case.

Key word: Leadership style, multi-generation, project team, transformational, transactional, public sector

ملخص البحث

لفرق العمل دور محوري لضمان نجاح المشروع. ويلعب قادة المشروع أيضًا الدور الأساسي والحيوي في إدارة فريق المشروع نحو نجاحه. فالمبدأ الذي يقوم عليه نجاح المشروع من المنظور الإداري هو"إذا كان لديك قائد جيد ، فلديك مشروع ناجح والعكس صحيح". ولكن عندما يتعلق الأمر بأعضاء الفريق ، فإن القائد الجيد يتواصل مع فريق عمله من خلال تسهيل التواصل المفتوح ، وتشجيع نمو الموظفين وتطويرهم ، وتقديم الملاحظات وتلقيها (Schooley, 2019). تظهر التقارير الأخيرة الصادرة عن الهيئة الاتحادية للتنافسية والإحصاء (fcsa.gov.ae) في القطاع الحكومي لدولة الإمارات العربية المتحدة أن العمال في السنوات الثلاث الماضية مختلفون في العمر. ففي كثير من الأحيان نجد موظفًا لديه خبرة 56 عامًا يعمل مع موظف آخر خبرته العملية 25 عامًا في المشروع ذاته. لذلك من المهم دراسة آلية عملهم ضمن فريق واحد وما هي احتياجاتهم. هنا يظهر تحدي القيادة لتحفيز الآخرين لإنجاز أشياء غير عادية في المؤسسة (2006 ,Kouzes & Posner)، الهدف هنا هو دراسة كيفية جعل أعضاء الفريق يعملون معًا بسلاسة دون الشعور بأي اختلافات بسبب فجوة العمر والأجيال.

من خلال الدراسة فإن نهج القيادة المنفتحة (Open-minded leadership approach) يعمل بشكل جيد مع فرق العمل المذكورة آنفا لتلبية مستوى كل شخص من المعرفة والخبرة والاحتياجات وما إلى ذلك بشكل خاص باستخدام أسلوب القيادة الصحيح سواء كان تحويلي (transformational) أو تحليلياً (transactional).

من المتوقع هذا البحث أن نلمس أوجه التشابه والاختلاف بين الأجيال المختلفة وسيدرس نهج القيادة الجيدة للتطبيق بهدف تحقيق نجاح المشاريع التي تواجه مثل هذه الحالة.

الكلمات الأساسية: أسلوب القيادة ، تعدد الأجيال ، فرق المشاريع ، قيادة تحولية ، قيادة تحليلية ، القطاع العام

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Chapter 1: Introduction

Introduction

Project managers should implement different methodologies most importantly is "strong leadership skills" that even with confirmed project success rates and advanced tools used to insure high team productivity the project manager face challenges and conflicts to achieve the strategic goal of the project (Kumar, 2009). However, it needs a project manager with high leadership skills & not all PMs do have it that "every leader is successful project manager but, NOT every successful project manager is leader"

The workforce in UAE government is huge and diverse in terms of experiences, nationalities, educational levels, work nature, & amongst all they are different in regards to workers' ages this is what we call multigenerational teams (Minding the Gap, 2012). So, when comes to management styles & methods in any project then, struggle between the team members shows up that "conflict among younger and older workers exist in almost three quarters of organizations worldwide" according to a survey by the society of Human Resources Management (SHRM, 2011). We can tell that four generations are working together at one time towards achieving the UAE vision at the same time in same projects that may add value to UAE public sector or may cause conflicts in the project, which lead to project failure if the project manager could not manage it properly.

Organizations that are looking to be distinguished in the sector and keep managing popular projects need satisfied workers with minimum gap amid them all (Madlock, 2008). Since oil booms in the United Arab Emirates, it been attraction to many people around the world. For example, in 1970s most of our teachers in UAE were Palestinians,

Jordanians, and Syrians and from all around the Levant region in general beside Emirati people as well. On the other hand, we could see European and American people working in engineering, consulting and diplomatic jobs. This was the stage of structuring UAE from scratch but later on in 1980s, there were more locals in the workplace rather than expatriates in many sectors.

UAE public sector is flooding with millennial workers and currently we can witness that generation Z (1995 +) are entering the market slowly since part of them graduated from college are ready to work now and others graduated already from high school and decided to start working immediately.

This multigenerational workforce working together around 7-8 hours daily in the same place with different needs, beliefs, backgrounds and ways of working and thinking as well. Some of them respect each other; else, they do not like each other because of different views conflicting or what we can call generational struggle as described in one of the PMI white papers as "generations are colliding with mixed result of projects" (Minding the Gap, 2012). Others do not want to work together because the team members are not equal in age considering some as children not colleagues. We usually hear the saying "you are in the age of my young daughter". This is usual in the public sector with limited knowledge transfer, low cooperation in work and sometimes more. Though, from HR perspective other groups view it in completely different way for example, some workers describe it as chance to benefit from the eldest' experience to succeed in work and others see it inversely as they can use the youth energy and their eager towards success to make achievements and deliver new ideas and creative projects.

Despite of all, they still have to work together toward the same goal, which is the organization or project success. However inversely the project manager, whether he/she was old or young then he have to be flexible and understandable to lead this diversity to meet the projects' goal adopting suitable leadership methodology that suits the team and the nature of the project as well (Kelly & Bursch, 2014). So, from the perceptions of leaders and multigenerational teams in the public sector its worth studying and setting up framework and propose some recommendations that will comprise of key leadership styles and strategies that can be used to manage multi-generational teams targeting UAE public sector. It is not something wrong or problem in the public sector but it is case that worth highlighting as factor that can add value.

In public sector there are many factors related out of the scope of the project manager. It leads to the project failure like; the culture of the organization itself, the sudden and permanent change in the country like organizations' restructuring, Or the continues emergence of new projects to complement previous ones towards aligning the global developments (Hannay , 2003) in order to achieve the United Arab Emirates strategy to be number one globally. This may affect the public sector somehow. Other than the project, the project team itself need to perform in certain way to meet the project objectives.

1.1. Research Aim

The overall aim of this research is to outline the differences between workers in different ages in terms of management style especially. As most of governmental projects –managed by team members from multi-generations. Therefore, it will identify

the preferred leadership styles by each generation in different levels to manage them studying the public sector in UAE and propose a framework that will comprise of key leadership styles and strategies used to.

1.2. Research objectives

The objectives of the study are to:

- Examine the literature and identify key leadership styles to adopt by the public sector to manage multi-generational teams in the UAE public sector.
- Establish whether there is a correlation between leadership and generations.
- Ascertain how multi-generation teams can add value on public sector projects.
- Propose a framework that will comprise of key transformational and transactional leadership elements and strategies to use for managing multi-generational teams in the **UAE** public sector.

1.3. Research Questions

1. What are key leadership elements to adopt by the public sector to manage multi-generational teams in the UAE public sector?
2. Is there a correlation between leadership and the age group of team members?
3. Is there differences in leadership preferences between the four generations?

1.4. Hypothesis

The following hypothesis developed to study their validity:

- **H1**: Age group (generation) of the team member have positive correlation with choosing the right leadership style to manage the team

- **H2**: There are differences in leadership preferences as measured by the MLQ between the four generations

- **H3**: There is differences in transformational leadership preferences as measured by the MLQ between the four generations

- **H4**: There is differences in transactional leadership preferences as measured by the MLQ between the four generations

- **H5**: There are shared preferences of leadership qualities as measured by MLQ between boomers & generation Z

1.5. Implication of the study

The implication of the study is UAE public sector mainly (Federal & local government). It is important to highlight that there are local governments in the UAE as it consist of seven different emirates united together on Dec 2nd,1971 as United Arab Emirates. The member Emirate is a local government equipped with its own institutions, and local bodies, with specific specialties with completely different lines of business and different leadership styles. However, it works in harmony with the federal government under one main strategy to achieve integration and the public interest of the state. So, UAE public sector confined under the federal & local governments

Bringing into the study the leadership skills that best suits this case aligns with leadership explained in the literatures (GOLEMAN, 2000) and thus, consider leadership within the context of sector that has various workers in terms of age (generations). The study will make us able to reflect the multigenerational worker's needs and requirements under the umbrella of the public sector and draw the framework of managing them successfully.

1.6. Evaluation of the study

This study intended to draw a framework for managing multigenerational teams in UAE public sector considering the federal and local government as public sector with total labor force of nearly 7.384 million in 2018 under the public and private sectors (FCSA, 2018). This study contributes to empirical researches about leadership styles, project team members and multigenerational teams. Moreover, it will propose quantitative based recommendations of key leadership styles preferred using it to manage multi-generational team in the public sector of UAE.

1.7. Structure of the study

The dissertation consists of five sections to be clear & achieve its goal:

1. *The introduction*: It maps that shows the reader what is the study about through a brief description of the content & what it will be like stating the research questions. In addition to what the readers are going to get from the journey? Which is described in the hypothesis part

2. *The literature review*: it typically outlines all the previous studies & scholars that have discussed the aspects of leadership, multigenerational workers & UAE public

sector. It also places particular attention to those accounts, blogs, papers that are the most significant and/or relevant to my chosen topic

3. *Methodology*: outlines the ways to collect the primary data as well as the different used for data analysis such as interviews, questionnaires etc. in addition to boost this section by adding an overview of data collection, sampling techniques, research strategy & validation.

4. *Findings and discussion*: This is where you present the data collected or reviewed in purpose of figuring out the main issues emerged from the research. This section link the findings from the empirical work with main findings stated in the literature review in relation to the hypothesis.

5. ***Conclusion and recommendations***: this sections review the work as a whole, to identify the points of comparison and contrast the various texts examined in the research, and show the way the conclusion deal with the topic. In addition, point to out the limitations during the study to address the issues that may face the researchers in future. Based on the conclusion, recommendations should be proposed according to the current situation to identify what is to be done, how and who to do it

Chapter 2: Literature Review:

Introduction

This section negotiates few literatures related to the topic that studied the workers as per their age group (generations), assessing their personalities and give initial idea of their characters and preference to comparing it with different leadership models.

Evaluating the generations by connecting their life experience, the main global events they were aware of, the trends they lived, the country situation during their childhood as it is the period that shape the personality and make them different from each other. Moreover, comparing generations' behaviors, traits, work attitudes and performance rewards in the workplace. This draw the leadership image that they like to work with and it may be the same for more than one generation. Therefore, the study will describe the most recent leadership styles elements (transactional and transformational) to figure out the work ethics and beliefs so we negotiate how to link them and draw a framework in how to lead a generation based on their preferences.

The purpose is to refer to the articles or literature as source of knowledge and having concept of the framework will be argued later in chapter four (findings and discussions). It is important to highlight that the study will confined in the UAE workforce so, it consider the culture differences keeping in mind the history of UAE compared to other countries that most literatures discussed.

2.1. Generations

If we look up for 'generation' as a term then it is simply defined as group of people born & lived at the same period of time (dictionary.com). But, it have much more profound meaning that authors agreed on one definition but in

different ways such as Zemke et al described generation as group of people who share birth years, history, and a collective personality as a result of their defining experiences (Zemke, et al., 2013). The same definition stated by *Jane Pilcehr in Essays on the Sociology of Knowledge* describing it as group of individuals that share many things in life like same historical time & incidents (Pilcher ،1994). More scholars gone through it even deeper sometimes. Mentioning that generation shares the same social characteristics, ethics, legacy & it might be having the same way of thinking & adapt comparable working styles (Macek, et al., 2007). But, if we talk about it locally then we will find a lot of difference than others comparing UAE history with other countries like England, Egypt, China, etc. because of many reasons like the historical period, lifestyle, development rate, etc.

The editor of "training today" magazine stated that people staying at work longer cause what called "generation gap" which increase the complexity (Goodman, 2007). In my opinion, it is because new generations are entering the workplace of public sector while old generations are still there as well. If it is real then we have to study it more from the approach of how does it come & if multi-generation team was created then how the framework to manage the team look like successfully.

Pew Research Centre pointed out the definition for generation & the name of each generation linking them with the age group (see table 2.1). This table displays the

generations starting with individuals who born in 1928 (Robinson, 2018) noting that there are NO standard definitions for when a generation begins and ends:

Table 0-1 Generation's definitions by year of birth

Silent generation	1928	1945	92	65
Baby Boomers	1946	1964	64	56
Generation X	1965	1980	55	40
Generation Y	1981	1996	39	24
Generation Z	1997	2012	23	8

UAE public sector currently combines workers from different ages what makes the job market full of experience, knowledge, energy, ideas, etc. This is good opportunity for UAE government to be unique globally & for companies to succeed depending on multigenerational workforce. Figure 2.1 shows the UAE workforce distribution in details according to their gender & age group as per the open data of the Federal Competitiveness & Statistical Authority. So, as appeared the age group of 39 years & younger have become the largest generation 70.6% of the labor force in the UAE while 28.7% of the workforce are between (40-64) and 0.5% are (65+) (FCSA, 2019)
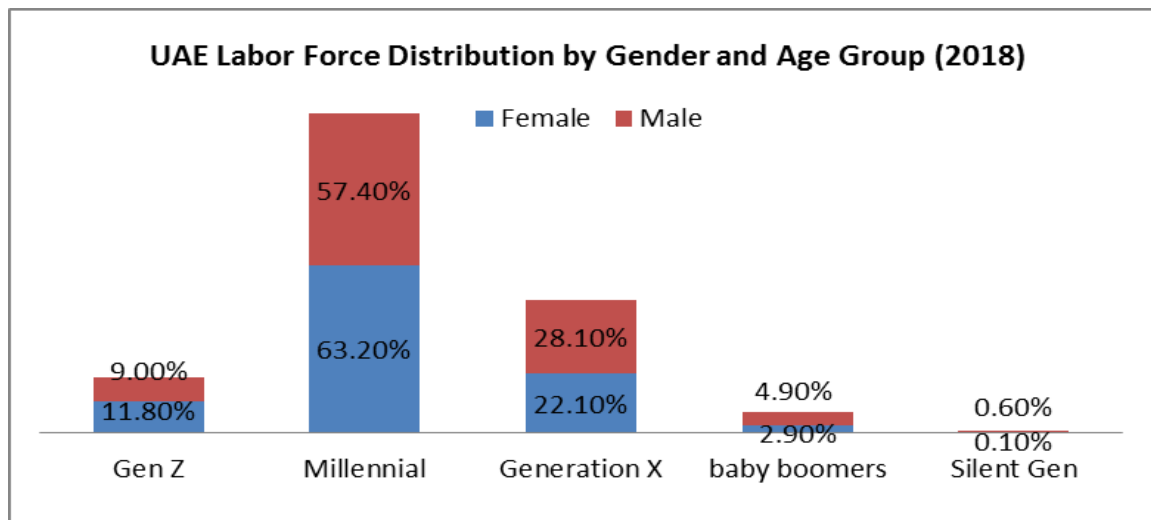
Figure 0-1 UAE Labor Force By Gender & Age Group(2018)

Source: Federal Competitiveness & Statistical Authority, *www.data.bayanat.ae*

Looking at Figure 2.1 of the workforce distribution in UAE it is clear that only 0.5% of labors are silent generation while 3.3% are boomers (FCSA, 2018). It means they are very few. Consequently, the study will focus on Generations boomers, X, Y and Z in UAE government.

2.1.1. Boomers (1946-1964):

Many theorists described Boomers generation as optimistic & positive generation because they grew up in more optimistic and positive times it was the period of the greatest economic expansion (Salahuddin, 2010). Baby Boomers used to be the dominant generation in the workplace long ago, as Gallup reported that generation Y or "millennial" now overtook the boomers in the workplace (Agrawal & Harter, 2011). We can notice the decreasing in the numbers of boomers in the work place

currently. They are in the retirement age that is 49 years old or 20 years of continuous working experience in UAE (GPSSA, 2020). Still some of them did not retire yet because of certain circumstances maybe they like their work or never imagine being idle and few examples are in the authority where I work. Another cause maybe that they are expats and do not retire but resign. According to Pew Research Centre " It is projected that 10,000 Baby Boomers around the world will reach will reach age 65 each day through " (HEIMLICH, 2010). Daryl Green believes that baby boomers are in direct conflict with traditional leadership theories; thereby they are less attractive to be government sector employees (GREEN , 2008). The situation in the UAE may differs than the situation in modern world back then as United Arab Emirates was found at Dec 2nd 1971. Before that, there was no UAE but there was Abu Dhabi, Dubai, Sharjah, Fujairah, UAQ and RAK. Seven different emirates each one by its own. The work back then in 1940s was limited to agriculture field, fishing, pearl, and gold trade, etc. In simple words, there were no UAE government then slowly people was introduced to new jobs that appeared as per new requirements such as taxi drivers, school guards, bank officers and military soldiers. Since then one can understand that baby boomers are traditional in positive way. I believe that they are loyal to their employers, have strong ethics and values and highly committed. They believe in the authority and the power of those in charge to make the decisions that are best for the institution (Salahuddin, 2010). Bill Taylor in Harvard Business

Review agreed that baby boomers might gravitate towards a 'problem solver' leadership style in his proposed leadership framework (Taylor, 2016). This agrees the idea that UAE boomers are traditional generation in positive way

There are main events each generation were part of. For example asking my 68 years old father about a major event, he witnessed. His answer was the UAE Union when he used to work in Dubai police those days. UAE Union was in 1971 but generation X does not remember it because they were children back then. Thus, they did not live it before and after. United Arab Emirates built by the hands of boomers. Other events outside the UAE happened, influenced the region, and had direct impact on boomers like Apollo eleven (11) mission. The first spacecraft to land on the moon in July 1969.

Many successful local baby boomers had achievements in the UAE and in Arab world such as Sheikh Mohammed Bin Rashid Al Maktoum the vice president and prime minister of the United Arab Emirates and the ruler of the Emirate of Dubai. In addition, Prince Sultan bin Salman bin Abdulaziz Al Saud. He born on Jun 1956 and Mohammed Fares who born on May 1951. They were the first Arab spacemen to land on the moon.

Baby boomers did major changes in the world and in the Arabic world specifically working along for better life and this proved that baby boomers are driven, competitive, and are motivated to make the world a

better place (Weston, 2001). They appreciate recognition and status (Taylor, et al., 2018) but do not strive for.

2.1.2. Generation X (1965-1980):

Having a look to the actions occurred in Arab world between 1965-1980. Obviously, it was a period of wars. Between1965 to 1979 so many countries hugely changed because of war. Such as 'war of 1967' that happened between Israel and Egypt, Syria, Jordan thus resulted in Israeli occupation of Sina port, Gaza Strip, the West Bank and the Golan. That so many people migrated from Jordan, Palestine, Syria and Egypt to the United Arab Emirates. Another event occurred in the same time also the clash between the Democratic Republic of Yemen and the Kingdome of Saudi Arabia. Therefore, Generation X grew up with expats who used to work in the United Arab Emirates as teachers and were part of building & developing the United Arab Emirates.

Generation X in the UAE had participated in the Iraqi Invasion of Kuwait in 1990. Generally, those times most locals were working in the military so many of them were part of the liberation of Kuwait.

Most of Emiratis were working in the military formerly but after the union there was massive change and new requirements, market and society appeared in the UAE. Such as, the need of local petroleum engineers to manage this important field in that period. Subsequently, the first and

foremost comprehensive national university in the United Arab Emirates was founded in 1976 by the late Sheikh Zayed Bin Sultan Al Nahyan (UAEU, 2020) where first student cohort graduated on 1981 some of whom now have key leadership positions in the country according to UAEU database.

In certain period, local women did not have choice to join and be part of the country's accomplishments. Rather, she only studied until high school and committed to her family with few work choices available for them. Nevertheless, she could make her special progression in the field by having the bachelor degree and a lot of them chose to work with men in the same workplace. When the first batch graduated from UAE University, the oldest person in generation X was around 11 years old and still in school. Then, they had a full chance to continue their studies without obstacles because their parents gone through it before. According to (GREEN , 2008), generation X known for its cynicism and skepticism, move through organizations as modern day mavericks; they are mobile, adaptable, and career savvy. This confirm that generation X was special since they built the basic level of UAE continues achievements and architects for most entities in UAE and more women where there for work.

They are occupying leadership positions like her Excellency Dr. Amal Abdullah Alqubisi she was the first Emirati lady to reach the dome of the

Federal National Council through legislative elections and she born on 1969 (Iqtisadi.com, 2017).

In regards to the workplace and after readings, the results of a poll from survey monkey that Generation X employees have high expectations than they have in hands. Moreover, their willing to be the best compared to their counterparts is more by 25% (Harber, 2011). They have clear goal to achieve. Accordingly, they feel that their organization is working effectively enough to give the customers happy experience & work towards building a career therefore they do represent the successful generation. Article published in the "Training Today" Magazine about Defining, Nourishing, and Retaining the Multi-Generational Workforce confirmed the state that generation X are successful since skills development is important for them and they are casual, accept the advice, positively use the opportunities in their career and open to be trained on the skills they need. They like working in sense of teamwork and camaraderie (Goodman, 2007). They like egalitarian relationship with leaders & leaders who will challenge skeptical and independent (Lancaster & Stillman, 2004).

2.1.3. Generation Y (1981-1996):

Many people call this generation "millennial" and they are highly demanded commodity in the workplace currently. Nowadays, they have more attendance than other generations. They share some baby boomers

and Gen Xs' characteristics since they raised by variety parenting styles in which the fathers and mothers were studying (usually generation X); their grandparents (usually baby boomers) had key role parenting this generation. In addition, it was the period of developing what the great grandparents started earlier in the United Arab Emirates. Consequently generation Y are described as sociable, optimistic, talented, well-educated, collaborative, open-minded, influential and achievement-oriented (Raines ، 2002). many scholars agreed this perception such as Sherry L.Clausing, Doris L.Kurtz, JudithPrendeville, Janet Lynn Walt in their article about generational diversity- the Nexters (Kurtz, et al., 2003) adding that generation Y (millennial) may bring back the commitment, idealism, and growth of the Baby Boomers. Thinking of the age, in 2020 the oldest person from this generation is 39 and youngest person from generation Y is 24 years old. They all are mature to marry, continue their higher education or to be business owners as well. They grew up during the boom times and relative peace of 1990s (WILLIAMS, 2015). In the period of UAE development accordingly, they grew up in the period when Facebook initially represented social network, then comes Twitter, etc. thus it makes them fully informed and skilled in communication and very proactive globally compared to other generations because they been involved in projects that make massive change in UAE until date. They shared many incidents in that period and still in the memory of this generation. Remembering one shocking day when Iraqi forces invaded

Kuwait in 1990 although millennial generation were just children but it was the first series problem outcropped in this millennium in GCC. Many actions and decisions made accordingly in the government and all gulf countries in general. One of them when UAE gave Kuwaiti people the chance to work and gave them houses free. In addition, UAE people opened their own houses for Kuwaiti refugee families. Ultimately, generation Y more socialized with others from childhood than other generation. It is the generation that witnessed Sep 11 attack in 2001 as well where the youngest person from this generation was five years old and the oldest was twenty years old. This occurrence was the start of continues wars all around the world.

All of these calamities happened are unforgettable for generation Y as they were in age of recognizing everything around them at that time and it influenced their personalities and make them enlightened and adaptable. According to a recent study published in the open-access scientific journal Plos One, that generation Y is 'AWARE' of their personalities and they are convinced with it. Other authors may translate it as being confidant in their abilities (GREEN , 2008). According to 'training today' magazine generation Y are similar to baby boomers in being committed to their jobs but they prefer a team approach and value collective action as motivation to competition.

One good example of successful project done by team members of generation Y is the "hope probe" aimed to launch the first Arabic and

Islamic probe in the world to reach the Mars. It is truly success for UAE government to have such project, which started six years ago in 2014 and made partially by Arab hands (more than 100 Emirati engineer). The average age of the project team members (Earth Team) is twenty-seven years old (millennials) as per Emirates Youth Council with few people from generation X and 40% of the team are female workers (Albayan, 2017). This project is real example of what generation Y can add if they worked together although it delayed because of weather fluctuations at the launching day. That confirm the results of previous researches that generation Y have strong will and they are confident of their abilities (Luenendonk, 2019).

Also, our leadership has strong faith on generation Y. agree with Carolyn Woempner the senior consultant in McREL that generation Y are tough to bully but great to collaborate (Woempner, 2007). from this we deduce that millennial are realistic generation with strong personality and can make balance at work and the personal life and they may be task-oriented or relations oriented sometimes as per the situation & its requirements but, they avoid working with a bureaucratic leader and work best with a democratic leader. Overall, this will be clear in the empirical part of this research.

2.1.4. Generation Z (1997- 2015)

The generation born in the late 1990s is generation Z and they are just stepping inside the workplace currently full of energy and new ideas to conduct new style of work. The oldest person from this generation is 23 years old. Coming to the work cycle few of them may have short period of experience and still cannot define their style at work but can imagine how they will work and what extent they can reach. They are born in the period of UAE achievements and yet did not experience the life as much as other mentioned generations did but they were born when UAE celebrate the success globally.

As indicated, Gen Z are not a 'more extreme version' of millennial but are different and that is "mostly because of parenting" saying that they were raised by their grandparents essentially (Generation X or even boomers) (Villa & Dorsey, 2020). In UAE society, particularly grandparents may take the "parenting" part for their grandchildren while actual parents are busy working specially that the role of woman is more active now. Todays, 59% of national UAE labor force are women (Al Gurg, 2006) and according to updated data from the World Bank saying that female to male labor force participation is 66.7% on 2019 and the government are considering the rapid growth in this percentage compared to the females' birth in the UAE.

Many changes in the UAE occurred during the 21ˢᵗ century like the construction of the tallest skyscraper in the world Burj Khalifa and the construction of Dubai metro in 2009. Consequently, the lifestyle massively changed not in Dubai only but in whole UAE having in mind the old lifestyle that UAE people were living long ago. These new projects influenced many things as if the transportations which minimized the time took to move from one place to another and been easy. This had positive impact on generation Z because parents had more time to stay with them. Also, according to the new scientific fields that have appeared like artificial intelligence, space major, medical engineering and more projects. This lead to great job re-engineering impact so, many jobs disappeared and others appeared to match the requirements of the new market and current lifestyle, which consequently opened new scientific specializations in universities

All above information make Gen Z special and different from any previous generation. One key difference that most of Gen Z people don't remember a time before social media so, they tend to live much more of their entire lives 'online' in terms of education, purchasing, entertainment & much more.

Regarding generation Z, not that many studies done about them as work force but, there are many findings that draw initial image about this generation as employees. One of them is that 55% of Generations Z thinks social media posts would give employers a valuable perspective of a job

applicant as stated in a research conducted by the Center for Generational Kinetics (Boucher, 2019). At the same time, Gen Z who are in the workforce currently are working full time jobs in entry-level, or are young professionals with strong willingness to build their independence and self-reliance and will identify their preferred leadership style in the analysis part of this research. It is important to mention that 79%of generation Z does not feel that older generations understand them well as per the data collected in The State of Gen Z™ Annual Research Study Series (Villa & Dorsey, 2020).This make assumption that generation Z may be reckless for the sake of proving themselves at work.

2.2. Generations' comparison:

Towards indicating, the big image of the generations as discussed above table 2.2 created to summarize how they are and what attitudes they act at work. The information was extracted from the discussions made earlier in this research. It is not as if they all look the same but there are some shared and common characteristics between individuals from the four generations. Lastly, it is highly important to mention that the arguments made based on UAE culture and workforce nature using international articles to make the comparison between the four generations.

Table 0-2 : Generations comparison table

Baby Boomers 1946-1964	Generation X 1965-1980	Generation Y 1981-1996	Generation Z 1997 +

UAE in that period	UAE Union & structuring	UAE development	UAE maturity & progress	UAE achievements
Traits	Diligent Loyal Optimistic Committed Determination	Usually dominant Committed Insistence Independent Adaptable Independent	Realistic Sociable Optimistic Commitment Confidant	Materialistic Digital Do what they love Negotiable Open minded
Work attitudes	Competitive strong work ethics loyal to their employers achievement oriented	Comparative Team worker Career savvy Open to be trained on new skills like challenges	Questioning Collaborative Open-minded Democratic Skilled in communication Very proactive	Self-oriented Self- motivated Competitive Willing to learn Create ideas Persuasive
Performance reward	motivated by recognition, title & prestige	Positively use opportunities for development Prefer time with family & outside interests	value collective actions motivated by work that have meaning	motivated by good pay for the work they do

2.3. Generations Management Specifications

Projects teams differ in many things. For instance, they have different ideas, different working styles, adapting abilities, diverse traits and personalities. In addition, they differ in the age group thus, team could consist of millennial working along with experts from boomers age. As specified earlier in the research, this diversity workforce exists in the UAE. In general, every team member has requirements and needs in which the project manager who plays the key role of the group leader here either provide a style regardless of the members' personalities and interests or use just one style as he follow already in any project.

Having employee of 32 years, he might be aware of technology or prefer online rather than manual working as most of his generation does. Conversely, member from old generation might prefer office work knowing that how to deal with technology easily. Another example is shopping. For instance, member in age of 35 possibly choose online shopping whereas member of 45 years old do online shopping but at the same time prefer in-store shopping (Sullivan & Heitmeyer, 2008).

Younger people are entering the job market by continues hiring process and it happens that work complexity is getting more and more because of generational divide or what is called "generations gap" (Goodman, 2007). One reason for the increased complexity is that people are staying in the workforce longer. This means there are more generations working together in the same place at the same time. Some people find it hard to work with people from multi-generations that it may create negative environment but it is not. It is true that problems may appear but also it may occur anytime with any team during a project. In different way generations gap may be the reason for the company or project flourish and success also. Each generation perceive the other generation in certain way or may be different way but it is not 100% true.

2.3.1. Multigenerational challenges

According to a study from the ASTD Workforce Development Community of bestseller *Crucial Accountability* (Patterson, et al., 2013) the analysis were similar to the results of an online survey about how

generations look at one another. As mentioned before, there is challenge in every project and the same for project teams. The study shown that the most conflict occur between boomers & millennial. It does not happen between all individuals in these generations but it is found common between them two (Kelly & Bursch, 2014). From this study, I believe that also every generation looks for common leadership style. From (Table 2.2) shown about generations' comparison in behaviors and work attitude. The online survey found the common characteristics of baby boomers, generation X and millennial from the way they perceive each other (see figure 2.2)
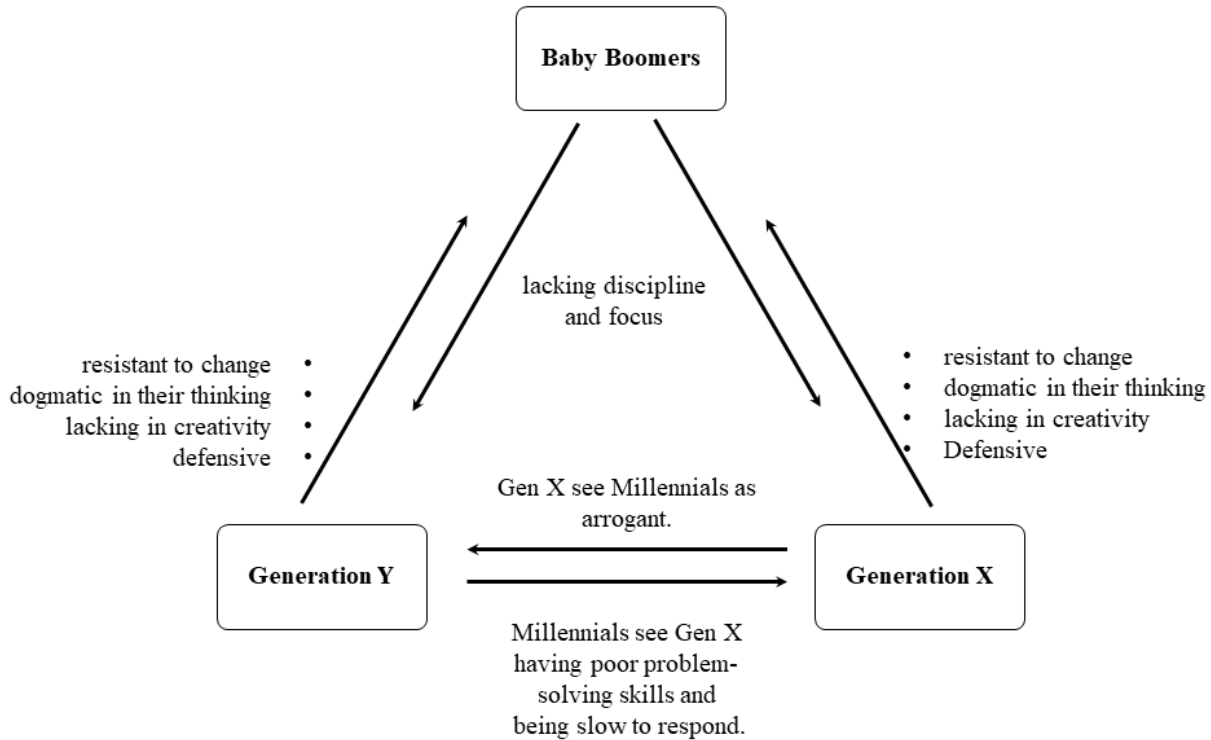
Figure 0-2 Common characteristics of generations as per they perceive each other

In general, there is generation gap between the three generations in different levels that may cause kind of resistance or it may be the reason to avoid working together. Below some examples of multi-generational challenges:

- As discussed earlier, the time goes and UAE market is changing a lot. Therefore, many changes happened that might cause cultural value clashes between the generations. Strong example of this clash is the relations with Israel were not even negotiable back in 19950s or even before but today UAE have Conditional Agreement with Israel (Aug 2020).

- Failure to keep up with updated working styles as far because it hugely and rapidly changed from annual work with papers to online work with systems. Some old employees may have problems to be up to date with the new ways of younger employees (Agrawal & Harter, 2011).

- Misunderstanding between generations may exist also and cause slow working process or may be project failure

Nonetheless, this gap can be used effectively sometimes for the projects' benefit or organization if it was under control.

2.3.2. Impact of multi-generation teams on public sector

UAE public sector has many global or local projects consist of team members form different generations. For instance, the recent project of "Hope Probe" reaching the Mars mentioned before in this research.

Another example, the Federal Authority for Government Human Resources lunched employee assistance program called "life". This program announced during the period of the quarantine in UAE when the world was going through exceptional circumstances due to the Corona virus (Covide-19) crisis (Federal Authority for Government Human Resources, 2020) and specifically in the time when all entities applied remote working targeting all employees in UAE. Multi-generation team members developed this project. The researcher personally knows the project manager Ms. Salwa Abdulla the director of programs and projects

department in FAHR from generation X and rest of the members are in the ages between generations X, Y and generation Z. This program focus on the psychological health of the government employees and having multi-ages members was a benefit for them so members could share ideas of employees' need from their point of view considering their ages as a pivot. "Life" program aim to promote institutional awareness of the importance of mental and moral health of employees. Moreover, enabling the employee to achieve a balance between work and social life.

2.4. Theoretical background and study contribution of leadership

Looking into the leadership meaning, we can find thousands of definitions, which not guaranteed if they were 100% right or wrong, however the scholars looked at it from various aspects. As a result, many leadership theories been developed and cited based on multiple incidents like individuals' charisma (great man theory), characteristics (traits theory), behaviors (behavioral leadership) etc. those definitions were debating the situations in which the person can be called 'leader', behaviors of a leader, leadership approaches and so on. For example, the great-man theory attributed by the Scottish philosopher Thomas Carlyle in 1847 century stated, "Leaders are born not made" (Spector, 2016). Nonetheless still, it is not 100% proven but many theorists influenced by this theory. Having a look at the great man theory more carefully Carlyle's theory came from a religious perspective since his research resulted that the great man is an individual of this earth but unmistakably sent by God (Spector, 2016). It is possible that Thomas Carlyle consider Jesus "god bless him" as the great man. As mentioned before, leadership styles vary based on the individuals' skills or the project situation. According to the

institution of project management APM "Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, to empower and inspire people to achieve success" (Morden, 1997). The same definition labeled, as "Leadership is the capacity to translate vision into reality" (Bennis, 2008). Likewise when Caldwell stated that "leadership is the process of moving a group of followers in some direction through mostly non-coercive means and producing movement in the long-term best interests of the group" (Caldwell, 2004) in the fourth edition of leadership skills for managers book. Later on, leadership experts Kotter (1990), Drucker (1997) and Gardner (1998) developed the leadership definition (Bruce E. Winston, 2006). In general, many studies done that differs in what leadership is. However, all theories agreed that a person must have followers to be a leader (Drucker, 1996). Amongst all definitions of leadership, there are key elements that describe it such as knowledge, followers, influence, goals and objectives, efforts and relationships. Furthermore, another literature regarding the leadership differentiates the skills of successful leaders. Some of them highlighted that excellent leader not only inspires subordinate potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals (Lee, 2014). Numerous studies conducted about leadership theories and models. Consequently, this research will go throughout literatures talking about the new leadership theories which Burns introduced (McCleskey, 2014) because it is the most recent theory and will help Since the main goal of this research is to draw a framework for the relation between leader and followers from multi-generations and vice versa. Then the research will negotiate generations' management specifically and precisely. Therefore, after having the basic knowledge about leadership in general then, will

investigate the most recent leadership approaches many leaders use in various fields to figure out its relation with different generations such as transactional leadership study the leader-member relationship and its benefit in exchange. While transformational leadership focuses on the beliefs, needs and values of followers classifying them into groups (Hassan, et al., 2012).

2.4.1. New leadership theories

Theorists considered countless leadership models so, new theories refers to old theories in different ways describing it in more clear way that best work with the changes and developments of the milieu. Therefore, leadership shifted from traditional approach defining traits, behaviours of the leaders to the new leadership model according to the change of the work environment in 1980s (ESMER & DAYI, 2017). New leadership theory acknowledges the followers or 'subordinates' and their role to define shared leadership and leader-member exchange. This part will compare new leadership models and outline a framework to manage multi-generations teams specifically in UAE public sector. It is not like this style is wrong and that one is right but it relies on the nature of project, team requirements, personalities, values, beliefs and capabilities, workplace environment, the leader-member relation and organization atmosphere.

2.4.1.1. Transactional theory

This theory was deducted from various studies done by Max Weber when he divided the leadership styles into three categories, which

are traditional, charismatic and bureaucratic (rational-legal) (Moore & Sterling ‹1987). He was the first scholar to describe the rational-legal leadership in 1947 known by transactional leadership currently. This theory developed later by Bernard M. Bass who leaded the development of transformational leadership as well. Transactional leadership defines leader as a person who values orders, like to work in structured environment, commanding others and having regulations to finish the work and directing others (Bass, 1990). In 1947, Weber indicated that transactional leadership is the 'exercise of control on the basis of knowledge' (Kramer, 2002). Moreover, other theorists approved this approach defining it as traditional structure of leader-follower relationships based on an interchange of bargains between followers and their leaders (Howell & Avolio, 1993). It depends on self-motivated employees to get what he/she required to do, nothing less and may give more things if he wants to. Furthermore, transactional leadership lacks creativity, innovation & inspiration. Thinking about it, this model is useful for big organizations with massive projects and firm environment like military. It enables leaders to undertake the required performance from the team members, makes them finish the tasks as per the deadlines and make sure the organizations' situation not effected anyway. Delivering the final product as required is highly important but, 'NOTHING LESS' is the only option they have (Bass & Avolio, 1990). Transactional leadership depends on exchange relationship between the leader and member in which leaders

motivate their teams through contractual agreement. Execute as required then you be rewarded as agreed. On the other hand, as indicated that transactional model allows followers to achieve their own interest concentrating on the organizational clear objectives to do it (Sadeghi & Pihie, 2012). Empirical evidence supports the idea that transactional leadership reduces cost by avoiding pointless spending on employee engagement practices as far as the employee is self-motivated as well as avoiding unnecessary risks but only focus on organizations' efficiency. Transactional leadership evolved for the marketplace of fast, simple transactions among multiple leaders and followers, each moving from transaction to transaction in search of gratification (McCleskey, 2014). This works with customers happiness sector in UAE where the employee have commission as per the amount of closed transactions monthly such as the customer happiness centers of the Ministry of Human Resources and Emiratization (MOHRE) like Tawteen, Tasheel…etc., also the customer service centers of the Identity and Citizenship Authority (ICA) and so on. All benefits stated previously for the organization itself but, when comes to the team member this style is acceptable for the employees with limited experience, low educational level, certain job level and age might be factor as well. Anyhow transactional leadership focus on three elements to measure its effectiveness:

- **Contingent reward:**

As mentioned before transactional leaders state what need to be done and the reward to be given clearly enough so the team can do it in the right way. It is either positive or negative behavior (Odumeru & Ifeanyi , 2013) no third option transactional leader implement it towards getting high performance.

o   *Contingent positive reinforcement declared that if the assignment or task accomplished on time or earlier and goals met by high performance then transactional leader would admire and reward the employee individually as kind of motivation to do more.*

o   *Contingent negative reinforcement* means that in case of late submission, low performance, not meeting the goals, etc. then giving him suspension as exchange to his dereliction will be his reward.

The weakness of this rout is 'unfair' comparing the abilities of the employees. For example, employee (A) finished task as requested and met the deadline while employee (B) finished the same task as required in high quality showing high performance but after the agreed deadline. Employee (A) will be admired while employee (B) may be suspended although both have done the work. Briefly, this style creates 'UNFAIR' feelings among the team members as per leaders' priorities not the worker abilities. For different generations this style is not preferred but accepted to reach what

they want as per their self-interest not the work-interest and we believe that each generation have common shared interests. Mostly generation Z will be OK with this rout, as they do not have that much experience until date.

- **Management-by-exception:**

As per a study done by students from University of Sargodha, Lahore. Management-by-Exception is a classification used if something going wrong. There are active and passive routs within Management-by-Exception the same was debated by (Brymer & Gray, 2006) that Transactional leaders may only approach followers intend to avoid or solve problems and mistakes occur if something's gone wrong.

o   When a leader make changes to the follower work based on frequent observation of each worker to make corrections during the process here the management style is active. Its appropriate approach in situations of quick and series tasks, which have no chance for mistakes because it will cause disaster in some sensitive cases. Active management may work with millennial as far as they like questioning a lot so, they will be ok with the continual supervision whereas it may not work with generation Z since they are self-oriented (see table 2.2). The disadvantage of the active rout that some employees perceive interfering the work to

correct everything as absence or lack of leader-member confidence and trust

o On the other hand, passive management-by-exception occurs when leader does not interfere unless issue come up like goals not achieved in a proper time and at the reasonable cost (Chaudhry & Javed, 2012). The passive rout minimizes the role of the leader and maximizes the chance for mistakes to occur while it may be avoided from the first stage.

- **Laissez-faire style:**

It is French term that means, "let them do what they want". Scholars perceive the laissez-faire style as the absence of leadership (non-leadership) (Robbins & Judge, 2001). As indicated, this style is abdication of responsibilities and avoiding making decisions. The leaders who work in this style gives unlimited freedom to the project group, answer questions as participation with the team work. The weakness of this rout is increasing the risk of failure if the team members were not responsible but, from certain perspective, it may work fine with generation X as they have career savvy so, they know the subject of the task easily and do it perfectly. generation Z as well can works with this approach because as discussed before in the generations comparison part they are self-motivated and oriented (see table 2.2) so they will be working perfect in free environment.

2.4.1.1.1.   Criticism of transactional leadership:

As abstracted, transactional leadership naturally creates limited or short-term relations between the leader and his team that may prevent them from achieving their full potential as this approach let subordinates to fulfill their self-interest. Many literates debated the topic of leadership in regards to its benefit to the organization. But, if we go through brief and simple discussion with a regular employee working fine under transactional leader we can find that he have enough job loyalty as long as he is benefiting from the job and achieving his own advantage no matter other factors like the workplace environment, the relations, the job nature etc. On the other hand, transactional leadership requires specific and well-defined rules to follow towards achieving the listed goals and all team should follow these rules. Also, this style reduces the innovation and creativity amount of project or task required (Liu, et al., 2011).They studied the relation between transactional leadership and innovation focusing on the role of emotional labor then they found negative relation between this type of leadership and innovation when comes to high emotional labor.

Transactional leadership enforces strict set of rules and regulations that there is no room to bend or break them for any reason (Gaille, 2018). Some team members perceive that they can do it their way with no need to follow the rules so; this style of leadership does not motivate them towards higher performance and productivity. As a result, it may cause conflict and may be a

reason for employees' resignations accordingly; the organization will face failure in employees' retention and decrease in that indicator.

2.4.1.2. Transformational theory:

James V. Downton was the first to introduce the concept of transformational leadership in 1973 . later, it was developed by James MacGregor Burns in 1978 he mentioned that this style can be seen when "leaders and followers enable each other to develop into a higher level of moral and motivation" (Cherry, 2010) indicating that transformational leadership is all about the follower unlike the transactional leadership it motivate creativity, innovation and inspire others. It relate to the moral values of leadership like Nelson Mandella the first black president of South Africa (1994–99). he helped end the country's apartheid system of racial segregation and ushered in a peaceful transition to majority rule (Dixon, 2019). so; it makes the team feel their performance have key role in the project. In addition, transformational leaders raise their teams' ownership, which strengthens the member-leader relationship. Consequently, the motivational level, performance and morals are high so all subordinates work together smoothly and guarantee the success of the project plus achieving the objectives, which means achieving the organizations' vision. This approach more focused on the effectiveness of leadership. Bernard M. Bass agreed on that and later he expanded this concept into what known as Bass' transformational

leadership theory stating that leadership is much revolves around a leader's influence on his/her followers (Bass, 1990).

Bass suggested that there are four elements of leadership identified in the Leader's moral intelligence and employees' affective commitment (Mamede, et al., 2014) in IC-Online and those elements are:

Idealized influence (II) or charisma:

Where leaders behave in ways that make them as role model for the followers and they admire and acknowledge the leader as capable person who can take risk achieving organizational or personal goals but adopts an ethical and moral conduct while doing that (Mamede, et al., 2014). At the highest level of morality, leaders and their employees may dedicate themselves to the best ideals. Simply being influential over ideals (Ngaithe, et al., 2016). From the generations comparison section it mentioned that boomers have strong work ethics so this style may influence them positively (see table2.2)

Inspirational motivation (IM):

The leader communicates as per compelling vision using symbols to support efforts of the followers, represent model behaviors and instilling optimism. As we see, this element may work with all generations in different levels since no one refuse having indirect support. We notice that inspiration motivation rout is efficient to get the high performance required.

Individualized concern (IC):

It is the element when leader meet the development needs of the subordinates to encourage, support, train and try to develop their potentials individually. All to enhance the leader-member relationship to get the best out of the followers.

Intellectual stimulation (IS):

generations have different levels of consciousness which need to be developed so, when leader help the followers to be creative, innovative and recognize their own beliefs and values then use intellectual stimulation to lead his team.
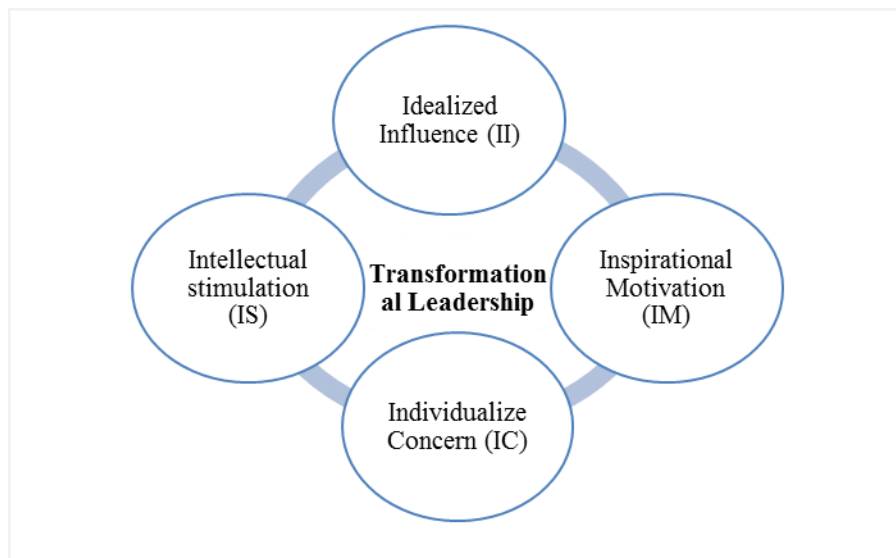
Figure 0-3 Bass transformational leadership theory

2.4.1.2.1. **Criticism of transformational leadership.**

Transformational leadership have advantages as discussed earlier but, it is weak from other perspective such as when team members do whatever the leader does as he/she is their role model. Some followers cannot believe the idea that a role model is a human may ultimately be right or wrong about something. Moreover, as far as transformational leader have strong influence on followers according to the positive leader-member relationship caused by this leadership practice then it is hard for some followers to adapt if there were sudden change in the organization based on certain situation. Even if it was "OK" for few of them but, the performance will vary if the team didn't accept the new leadership then, there might be few employees who represent a generation seems like being adapted with the new situation but, they are negatively affected. Like boomers because they are loyal to their employers (see table2.2) and hard for them to change specially while working with leader that is younger than they are. This will be clear more in the analysis section.

2.4.1.3.   Transformational vs. transactional leadership:

Both transformational and transactional leadership are mechanisms that include connecting the followers' sense of identity to a project and to the collective identity of the organization (Roberts, 1985) they are hugely different in characteristics and level of outcomes. For example, the two factors of transactional leadership mentioned before results in expected performance based on the expected effort the team do. While the practice of transformational leadership results in extra efforts by the team and when leader employ the Four I's

then it produce additive effect which results in high performance beyond expectations subsequently.
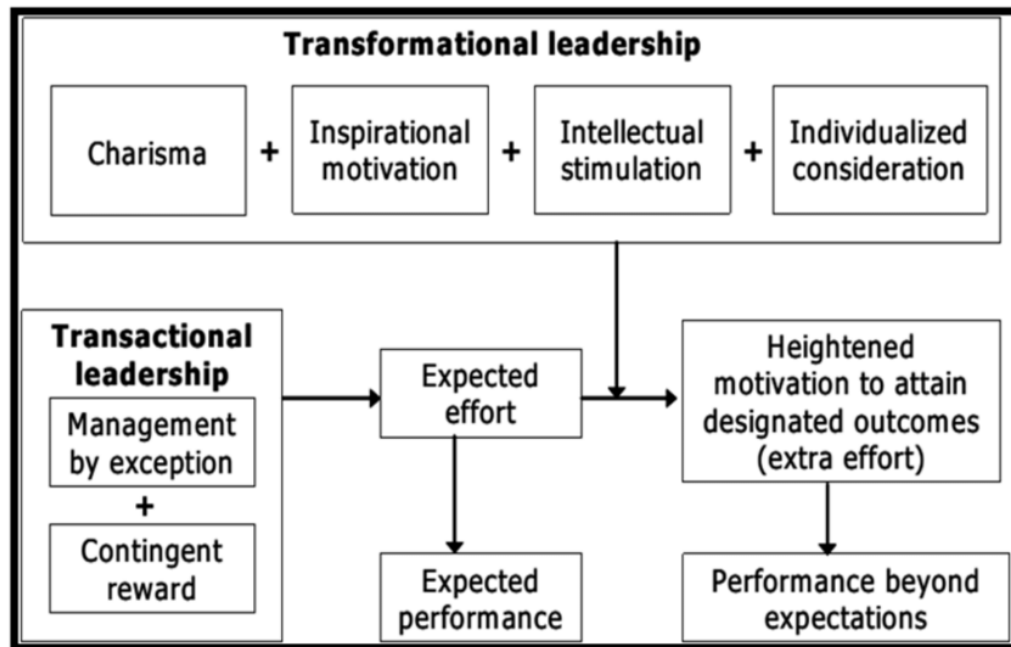
Figure 0-4   additive effect of transformational leadership

Source: The Emotionally Intelligence Workplace. Cary Cherniss by Daniel Goleman, 2001

There are many matches between the transactional and transformational leadership equaled to other leadership theories and wide difference when comparing them together. For instance, transactional model Have similarity with Task oriented leadership that both emphasis the exchange between the leader and the follower considering the project outcome as priority throughout the project (Gaille, 2018). On the other hand, it is reactive when comes to problems since management by exception is about responding to the event after it happens.

Besides transactional leadership focus on short-term goals perhaps until the project finish or the task accomplished

As for transformational leadership, relation-oriented style that focuses on leader-member relations seeking trust, confidence, job justice…etc. and motivates group interest as priority. Conversely, to the previous approach transformational leadership is proactive model focusing on eliminating the problems before they appear any time during the project. It is long term in time perspective still even after a project or in career lifetime. One last point that scholars gave attention to is that transformational leadership applies to a wide range of situations and contexts in which evidences suggests that Transformational Leadership fits a variety of diverse cultural contexts (Rowold & Rohmann, 2009). Table (2.3) below shows the key transformational vs. transactional leadership differences for more clarification.

Table 0-3 transformational vs. transactional leadership differences

Transactional Leadership	Transformational leadership
reactive	Proactive
Short-term framework	Long term framework
Control others	Empower others
Perform within organization culture	Change the organization culture through implementing new ideas
Task accomplishment is the ultimate goal	The goal is people enhancement and changes
Compliance followers	Committed followers
Motivate followers' self-interest	motivate group interest first
Rewards by Commission, bonus, promotion	Rewards of Pride, self-esteem,

	confidence…etc

Source: Burns in Odumeru and Ifeanyi (2013)

2.4.2. The Full Range Leadership Model:

Transactional and Transformational leadership exist as part of another leadership model, the full range of leadership model (Bass & Riggio, 2006). In 1991, Bruce, Avolio and Bernard Bass extended the work of Burns by merging the transformational and transactional styles all in one range that mainly focus on followers' needs or situation. Bass created the *Full Range Leadership Model* that included seven leadership factors of the tow styles according to the leaders' engagement towards their teams. Figure (2.5) below explain the leadership behaviors based on two dimensions (effectiveness and activeness). It shows that '*Laissez-faire'* (LF) is the most ineffective and passive behavior therefore, we can tell that leaders using the Laissez-faire viewed as ineffective in the job or in the position. However, '*management-by-exception'* is little more effective than Laissez-faire style but still generally ineffective leadership behavior. Coming to the '*contingent reward'* behavior obviously can be effective. Nevertheless, leaders will not get more than they bargain for when practicing this style of leadership (Barbuto & Commins-Brown , 2000). The remaining four behaviors are the only behaviors where leaders are able to motivate teams for beyond expected performance for their own self-interest for the organization or the project. So, from HR perspective practicing the four behaviors of transformational leadership have many positive results like having high team efforts, job satisfaction, high productivity, moral and ethical working, and decline in turnovers, further leaders' effectiveness and increase the chance for organizations to be "change adaptable". Based on the findings, many authors acknowledged that leaders are

generally most effective when they regularly use each of the four transformational behaviors to build on contingent rewards.
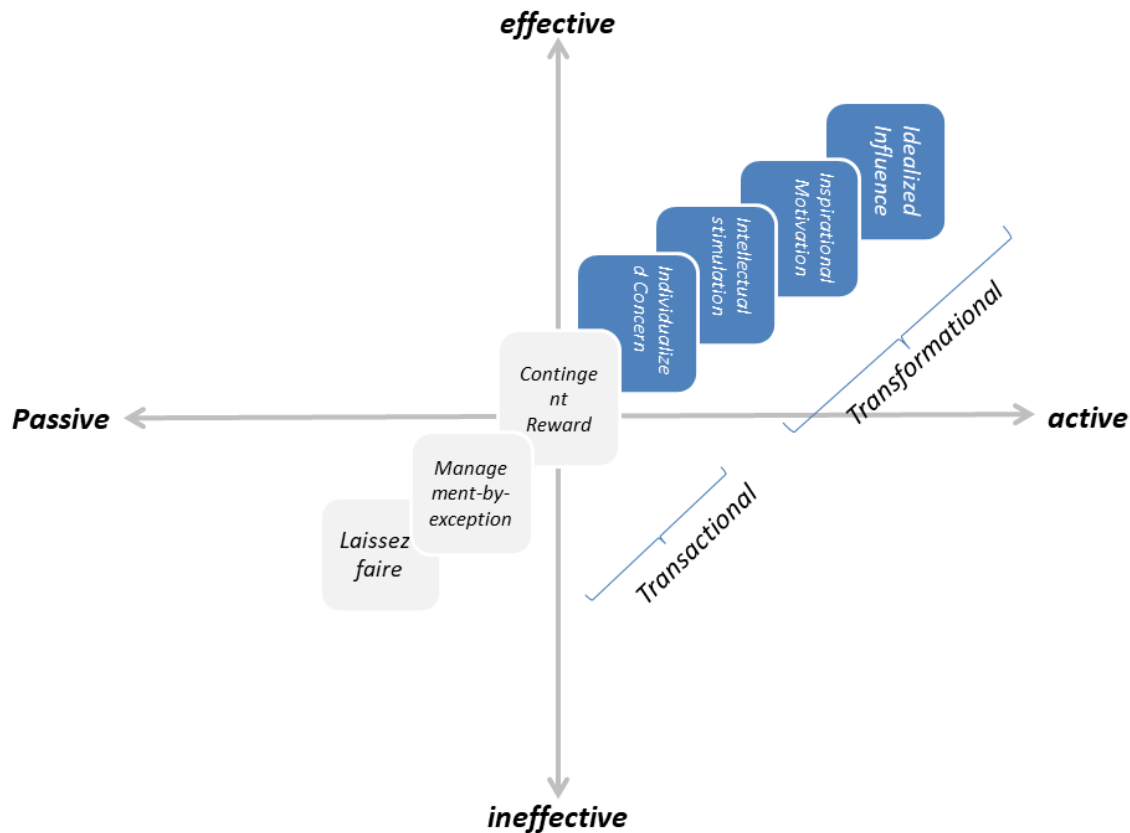
Figure 0-5 The full range of leadership behaviors diagram

Source: Barbuto, John E. Commins-Brown, Lance L, The full range of leadership, 2000

2.4.2.1. Goleman leadership styles:

As argued above about the most recent studies of leadership defined as 'new leadership' which are transformational and transactional leadership focuses on figuring out what effective leaders do and how they respond towards a situation highlighting their characteristics. Leadership styles are the empirical examples of leadership theories thus, style is the specific behavior found under the umbrella of the theory. First, Daniel

Goleman stated that leadership style is not a meaning of personality but it is the decision of using the style that best address the demands of a particular situation and insure healthy working environment (Golmane, 2003). A leader must not use his own temperament style consequently, this topic negotiate the accuracy of this statement based on the workers age group. As long as leadership style linked with personality then it relate to emotional intelligence accordingly. Psychologists started studying EI long time ago from 1930s starting by social intelligence. EI as a term first appeared in Wayne Payne's doctoral thesis in 1985 (Mayer & Salovey, 1990). Later in 1990 psychologists, Peter Salovey and John Mayer used it in their landmark article 'Emotional Intelligence' in the journal imagination, cognition and personality (Mayer & Salovey, 1990). It popularized later in 1995 when Daniel Goleman published his book 'Emotional intelligence: why it can matter more than IQ'. He believed that emotional intelligence is the ability to understand your own emotions and how does it influences others (Daniel, 1996).

Initially, as per Daniel Goleman, there is no right or wrong style but the leader has to choose the right style, which fit the teams' personalities, situation, working environment etc. since every style have different impact. Style that works with a project perfectly might work horribly in another case (Zeeman , 2019).

Secondly, Goleman created a subset of emotions as a way to classify one's emotional abilities similarly to one's IQ. These four elements about EI competencies model where Leadership style have two main elements first is self-awareness and self-management besides social management and relationship management as second element. All derived

from transformational and transactional leadership elements based on recognition and regulations of the leader himself and his personality that may change by the situation as discussed in this study earlier but not all leaders can play this role effectively.

Goleman classified six basic leadership styles that translate the personalities of transformational and transactional leader. Each one created from diverse EI abilities effecting organizational climate differently.

Table 0-4 Golemans' Leaders styles summary

Style	State	When to use it	weakness	Example
Coercive	Do what I tell you	When the project facing crisis	-short term technique -Negative relations with the leader -Creates undesirable work environment	Sir Winston Churchill the British politician, army officer. He was Prime Minister of the UK 1940 to 1945
Visionary	come with me	With massive projects that have greater goal than day-to-day execution	If it's all vision and strategy then employees will get confused executing day-to-day work and ultimately leave	Steve Jobs effective visionary leader who built company that completely changed multiple industries looking to the future
Coaching	Try this	When need to improve employees performance and everyone feels that they are valued and everyone is connected	May take time to achieve the goal in addition it requires investment in followers.	George Harris Kennedy is effective coaching leader. He is the Head coach in Johns Hopkins University swim teams. He says, my four favorite words are "We can do better"
Pacesetting	Do as I do now	When need of quick and mandatory change	Cause stress for team members if the leader gave them complex task with time demanding Negative impact on the team's creativity as they will focus on finishing their assignment	Sheikh Mohammed Bin Rashid Al Maktoum. He is clear visionary leader but he practice this style most of the time to speed up the process of executing his vision
Affiliative leader	People come first	when results are not yet achieved because of lack of collaboration so, understand and values the team emotions to solve the problem	-It is ineffective when faced by conflicts and challenges. -It may cause problems if underperformance members are not corrected or notified since the leader cares about relations more	Joe Torre, the ex-manager of the New York Yankees baseball team is classic example of affiliative leader cited by Daniel Goleman most of the time

Democratic leader	What do you think	In innovation projects as it, offers open environment where different ideas and shared opinions.	-The authority of democratic leaders may be easily challenged and cause inefficiency in decisions making (Leon Ho, 2017). -It may be waste of time if there were a lot of listening with no effective actions	Abraham Lincolin. He was autocratic in his decisions throughout his presidency. Although his character and principles were democratic in nature (online.stu.edu, 2014). But, it wasn't appeared out of necessity based on his position as president.

Source: Daniel Goleman, what makes a leader, 2000

2.4.3 The conceptual image of desired leadership style:

Every member in any team prefers certain way to manage (leadership style). According to Mariel Tishma, managers are better able to build trust and communicate with employees in the best possible way to avoid misconception, enhance understanding, motivation and results (2018). We stated above the transformational and transactional elements and linked them with the main characteristics and motivations of each generation towards having general idea of the style preferred by each age group. Analysis of online survey published by ASTD workforce development community and Joseph Grenny drew conceptual image of the leadership style chosen by each generation. Originally, and as long as Gen X and Y share the same opinion of how baby boomers are. Then it is very likely that they share some characteristics.

According to study done by Pew Research Center (PRC) in global level. Todays, 39% of millennial have a bachelor's degree or higher whilst 29% of baby boomers and Generation X were educated when they were in age of 25 to 37 (Bialik & Fry, 2020).

Applying the same equation to the UAE, we found that young adults now are much better educated than their grandparents are since 1971 and the numbers are steadily climbing

year by year. Matching 25% employees with bachelor degree or equivalent on 2009 with 33% in 2018 (FCSA, 2019).

Table 0-5 Percentage of employed persons by gender and educational level, 2018

Educational level	Male	Female	Total
Less Than Primary	12.8%	16.9%	14.9%
Primary	14.6%	14.2%	14.4%
Lower Secondary	21.2%	12.1%	16.6%
Upper Secondary	20.1%	15.1%	17.6%
Short-Cycle tertiary Education	3.4%	3.5%	3.4%
Bachelor or Equivalent	27.8%	38.2%	33.0%
Total	100%	100%	100%

Source: Labor force survey, 2018

Every employee attracted by certain leadership style but here we are going to draw conceptual model of the common leadership directions preferred by a generation. It is a good area to study the differences between generations especially for the government to lead employees positively whatever their ages are. For example, when it comes to the Baby Boomers retiring, they are in direct conflict with traditional leadership theories, thereby reducing the attractiveness of governmental employment (GREEN , 2008). A Multifactor Leadership Questionnaire (MLQ 5X- short) is standard tool to assess the behaviors of transformation and transactional leaders It had general result that transformational leadership theory is ideal among the four generations (Bass & Avolio, 1996). As mentioned boomers work within organizational structure (GREEN , 2008) so, they can get the work done accurately. From the literates mentioned earlier in the

study we can tell that they give their best in highly structured tasks. Their role is very important in the work environment as most of them occupy senior or upper-management positions currently or retired. Consequently, they have strong influence in the organization.

Generation X (1965-1980) has strong skills that make them good team members. Skills like experience, adaptability, lack of intimidation by authority and they are independence. Nonetheless, their independency has downside. They show impatience and have poor social skills. They indicated in a report about "Generational Differences Impact on workplace" that generation X could be motivated to do good work by having flexible work hours, an informal work environment (Salahuddin, 2010). From the concept we can tell that generation X requires minimum amount of supervision without rules and they are hard to be managed. We assume that transactional leadership will be beneficial for generation X so they may like the style of laissez-faire which means "let them do what they want" whereas having "no rules" will motivate them to work.

Conversely, generation Y are team players like baby boomers. They have good literacy and knowledge like generation X. They have beliefs in collective action, optimism about the future, and trust in centralized authority (Salahuddin, 2010). It means that they are adaptable with changes, they are task-relations oriented also they look for the future and have strong purpose with clear vision. Similarly, they can adapt with any management style to perform.

Generation Z do not exist in the workplace yet same as other generations or most of them aren't employees yet but their personalities and behaviors can be imagined in the

workplace. HR teams know that generation Z are entering the market todays because they are recruiting new graduates in age of 24 and younger. In general, this generation is heavy users of internet and mobile and their best friends are video games and electronics. The generation will use the Artificial Intelligence in the UAE public sector. They are open to experience and have good relationship with other generations. For instance, they respect and appreciate elders' experience and they are hard worker. Moreover, they consider older workers as role models and do what they have done but in extremely different way. They use to add their special touch into it. They are full of new innovative ideas and new styles of working so they need the chance to do so (Brannan, 2019). As workers, I believe that they will do their best if they managed based on their "Human Behaviors" as response on their actions. They may choose some Golmans' styles more than other like:

- The *democratic style* will be their favorite as long as they are innovative workers specially that they are open to experience and have new innovative thoughts, being democratic will work to manage this generation giving them the chance to share ideas so they may work in a way that insure the project or organization success

- They are ok with the idea to train for their own career development so; they may like the *coaching style*.

- There is big chance to hate the *commanding style* and refuse to work in environments where *coercive style* is the only way to do the work successfully.

All above are expectations for generation Z that will confirm later in this study through questionnaire and interviews.

2.4.4. Chapter summary

debated literatures shows that different generations prefer certain management style over others but there is styles may strikes balance between them all if they worked together in one team and make them perform smoothly. Different generation might like same style but in different levels and their preferences with time. That prove the correlation between leadership and generations because each generation perceive leadership style unlike other. For example, in terms of Golman styles they may like the pacesetting leader as long as they follow the structures and are committed to the rules. While they prefer to be idealized influencer for other employees as per their long experience and work knowledge that they may have the history of the organization more than the high- management themselves. Therefore, they like their leader to be laissez-fair style so they can work together positively which means that they are closer to the transactional leadership more than transformational. On the other hand, as mentioned in the research that generation X requires minimum amount of supervision and motivate through flexible working hours and informal environment (Salahuddin, 2010). They may partially like laissez-fair style. While being experienced and knowledgeable employee requires the leader to give them free space and motivation to get the work done so, inspirational motivation work with them in a good way. In regards to generation Y and as negotiated before that they are adaptable with changes so any style can work with them but they more like to work with visionary leaders that have future picture to accomplish, about the behaviors they prefer the individualized concern to give more and idealized

influencer. Because they believe in centralized authority (Salahuddin, 2010) and identify the leader as the role model. This give idea that generation Y like to work with both transformational and transactional styles as per the situation and action besides working with visionary leaders. whilst generation Z like management by exception as far as they are different than others and believe that they have exceptional way of work also, they prefer the democratic leader because he gives them the space to share their ideas and motivate their innovation.

Finally, having multigenerational teams add value to the projects being creative, executed accurately, establish the vision drawn from the first step and achieve the goals. Because of that, the United Arab Emirates is forerunner and pioneer country economically, health, tourism, artificial..etc. sectors and more (Hussein & Bashir, 2020).

Chapter 3: Research Methodology

Introduction:

Chapter (3) outlines the methodological framework used in the study for compiling empirical data to define the framework managing multigenerational teams in public sector in terms of leadership style preferences and the benefit of such project teams for the public sector projects starting with arguing the hypothesis to shape the study.

3.1. Research design and methodology

The research do not negotiate a problem and recommend solution. However, it study case in the UAE that have influences on the public sector either good or

negative. Therefore, my aim is to establish the relationship between leadership elements and managing different age groups workers in one team.

In purpose to do that the study will combine qualitative method by setting up interviews with managers from different ministries and authorities in the public sector. Besides the quantitative method to collect data based on primary data in numbers generated through creating web-based survey where the targeted participants asked to read a number of descriptions or adjectives and rate the accuracy with which they choose their ideal manager they want to work with by means of Likert scale. Towards analyzing the validity of the study hypothesis, the multifactor leadership questionnaire will be conducted (Bass & Avolio, 1996) showing seven elements of transformational and transactional leadership. This survey may help specifying the preferred leadership style by each group. The study will inforce the analysis comparing the MLQ results (data) with secondary data collected by other authors mentioned in the literature review part of this research. Additionally, the topic of "leadership" discussed from many sides by many authors like Fred E. Fiedler who studied leadership from philosophical manner as per his considerations in his research on leadership and future (Fiedler, 1996). In addition, Bass and Avolio who focused their study on analyzing behaviors of leaders while managing workforce in more than one condition based on scientific data (Bass & Avolio, 1996).

3.2.   Research hypotheses

The initial idea of the study was around the age group of the team members and to what extent its variety will influence the management style

positively. On the other hand, it is worth mentioning that other hypotheses in the study developed based on the MLQ results to test few things in regards to generations' management. First, measuring significant differences in leadership preferences considering the leadership styles whether it is transformational or transactional. The responses will show the extent of agreement or difference between boomers, generations X, Y and Z in this regard. In addition, when comes to transactional leadership itself. There are few differences of the preferred leadership elements whether "contingent reward, management-by-exception, Laissez-faire style". The same is for transformational leadership elements.

The purpose of the study is to explore the preferences of each generation and link them with discussed literatures earlier and the seven subscales mentioned in this study. Instead, the literatures negotiated common characteristics of boomers and generation Z so, that may show same leadership preferences between them. Each element of transformational and transactional leadership styles used as dependent variable to test the hypothesis below (*Figure 3.1 provides a graphical representation of the five hypotheses*):

- **H1**: Age group (generation) of the team member have positive correlation with choosing the right leadership style to manage the team

- **H2**: There are differences in leadership preferences as measured by the MLQ between the four generations

- **H3**: There is differences in transformational leadership preferences as measured by the MLQ between the four generations

- **H4**: There is differences in transactional leadership preferences as measured by the MLQ between the four generations

- **H5**: There are shared preferences of leadership qualities as measured by MLQ between boomers & generation Z

Figure 0-1 The Research Hypotheses Methodology

3.3.   Pilot study

The quantitative data collected through web based survey using the multifactor leadership questionnaire to make the participant rate twenty one statement that represent the ideal manager as he/she believe. The MLQ measure both transactional and transformational leader behavior and to investigate the nature of the relationship between these leader styles and work unit effectiveness and satisfaction (Lowe & Sivasubramaniam, 1996). It is popular questionnaire used in many literates that negotiated the leadership subject and "considered the

best validated measure of transformational and transactional leadership" (Özaralli, 2003). Using many literature reviews previously done by theories from the leadership industry such as (Bass & Avolio, 1996), (Bennis, 2008), (Drucker, 1996), etc. in addition of the data collected from public sector workers. Therefore, gathering the answers will be accurate enough to specify which leadership factor the participant prefer and how the respondents imagine or identify the good manager looks like the way they do. The factors randomly placed in the survey that each question characterize one of seven factors of transformational and transactional leadership with sub-scales to further differentiate leaders behaviors (Lowe & Sivasubramaniam, 1996). Collecting the answers or scales of multiple items shows which leadership style the participant like or prefer (see table 3.1)

Table 0-1 The Seven-Leadership Factors Distributed By The Statement in MLQ

1.	Idealized influence (items 1, 8, and 15) --------------------	Factor 1
2.	Inspirational motivation (items 2, 9, and 16) -------------	Factor 2
3.	Intellectual stimulation (items 3, 10, and 17) -------------	Factor 3
4.	Individual consideration (items 4, 11, and 18) -----------	Factor 4
5.	Contingent reward (items 5, 12, and 19) ------------------	Factor 5
6.	Management-by-exception (items 6, 13, and 20) --------	Factor 6
7.	Laissez-faire leadership (items 7, 14, and 21) ------------	Factor 7

This method is useful to support the study giving an idea of the participants' personality. Moreover, how they perceive their work. Therefore, it will be easy

analyzing the answers, link them and rate to what extent the participant like one leadership style more than another.

The questionnaire use workers from the public sector as sample which are the core of this study. As mentioned before, the public sector here indicates the federal and local governments of the seven emirates separately.

3.4. Sample

The study is limited to the public sector employees whatever their age is since they are working in the public sector with no matter how many years of experience they have. Most of the questionnaire participants obtained from FAHR database. It refers to the Federal Authority for Government Human Resources the main responsible of UAE government human capital. One of its objectives is 'to develop a comprehensive digital HR system that can ensure the availability of comprehensive government sector HR data and support decision-making' (FAHR, 2017). This HR system is 'bayanati'. Also the researcher contacted several people that he knew and achieve the specified category through phone, emails and social distribution to reach between 100-150 participants from all ages and working in the public sector. To insure that, we added one question about the organization type so we can figure out private sector workers. Accordingly, we got 122 total responses out of 205 person received the survey but not completed it. We will remove nine out of the 122 response because the participants work in the private sector.

3.4.1. Sampling strategy

Creating the research sample means selecting a portion of the population, in your research area, which will be a representation of the whole population (Charles, et al., 2015) because the researcher cannot

reach all population. Since this study represent all UAE government workers and differentiate between the generations in terms of leadership preferences. Then, we will target males and females, experienced workers and fresh graduates that have few months of experience, the most important factor is the participant age and the only condition is being an employee in the public sector of the United Arab Emirates (local and federal). The probability sample approach keeping in mind extra factors that may affect the sample answers and make them different than each other like years of experience, educational background, personality, etc. Simply, our expectations in the study may not be 100% true for all participants. As discussed before, the research society targeted in the study is the United Arab Emirates public sector workers. It is limited to working individuals until the age of 65 years old or even less that may still working. As far as the retirement is limited for local workers that reach the age of 49 years old OR serves continual 20 years in minimum but not for expats since they not included in the retirement law so, they may work more than 60 years. these workers are different from many sides but they are homogenously working in the same sector with each other. To do so, sample population was dedicated from the large population contacting them through their work emails getting help from "Bayanati", the oracle human resources system that include the government sector database. We multiplied the public sector workers into eight groups. One group for each local government (Abu Dhabi, Dubai, Sharjah, Fuj …) and the final group

is the "federal" government workers from the four generations. They are the sample of large population and each individual have equal probability and chance of being selected (Kandace J. , 2020). The study throughout this research focus on the generations' differences in nature, personalities, preferences, etc. we used the probability-sampling strategy to get accurate results and have clear discussion about the subject to come up with best recommendations in particular the simple random sampling strategy where each individual in the population have equal chance or probability being selected (Barratt & Shantikumar, 2018).

3.5.   Data collection

The researcher collected the data using web-based survey using monkey.com tool. The questionnaire contained three parts as follow. Section one about the demographic information of the participant to have basic knowledge of his/her age (which generation), his/ her background of education and total years of experience, and the main demographic was the organization type to make sure that the participant included in the targeted segment of the study. The second section derived from the multi-factor leadership questionnaire. The MLQ structured by Bruce J. Avolio and Bernard M. Bass (Bass & Avolio, 1996). This questionnaire measure how the participants perceive themselves with regard to specific leadership behaviors (using the Leader/Self form) (statistics solutions, 2018). However, the researcher transformed the questions so the participants read statements about leaders' behaviors that they like to work with (I like to, I prefer,

my ideal manager is, etc.) and scale them as per their point of view. It measures the preferences of the respondents using Likert scale starting from score one which is strongly disagree and ending with score five which is strongly agree

Section 3 consist of three questions to identify weather they are satisfied with their current managers based on the behaviors they assessed before in the survey so we know if they like them then will link it with the leadership factor they prefer as per their answers and link it as well with the participants' generation.

3.6.   Data analysis

The data analysis process helps reducing a large chunk of data into smaller fragments, which makes sense (LeCompte, 2000). As stated, a true strategy for data is a holistic review of how data used and acted on across an organization, identifying and deploying specific tactics to enhance data's role in achieving business objectives (northerntrust.com, 2016). In quantitative researches such as this research. The researcher use the obtained data to provide evidence to enhance the research process. Therefore, we used the SPSS the statistical package for social sciences. The common software for interactive and batched statistical analysis (Foley, 2018).

The research included demographic variables describing specific characteristics of the participant like his/her age. This type of information helps to define set of responds and link them with statement to prove a theory. In addition, the survey contained psychographic variable as well. It is typically qualitative vs

demographic data, which is quantitative (Frampton, 2020). Psychographic variables ask the survey participant for his/ her opinion, interests, feelings, etc. like question number 29. It specify whether the participant is satisfied with his/ her current manager or not according to his/her answers in the survey.

3.7. Professional, Legal and Ethical Issues:

ethical issues are expected to showup. So, the research should involve ethics requirements on daily work, for the protection of dignity of subjects and the publication of the information in the research (Fouka & Mantzorou, 2011).

towards insuring confidentiality of the participants' responses, we mentioned that in the questionnaire published. Their contribution is greatly valued, but the participation in the research is voluntary and it emphasized in the survey introduction. Moreover, completion of the survey taken as consent for participating. The participant may also withdraw his/her consent at any time and withdraw any unprocessed data previously supplied. In addition, the researcher underlined that the data will processed without any identifying details and will therefore be completely anonymous. No information of the participant name or place of work was required as well.

3.8. Difficulties and Mitigation Methods

To make a research, any author face difficulties and challenges require setting up methods to mitigate over it. The main difficulty in this study was reaching workers in age more than 65 years. there was zero responses from this

generation although we send the survey for few so, we had to exclude them from the start and continue studying the rest 4 generations which are baby boomers, generation X, generation Y and generation Z.

On the other hand, we faced challenge getting close numbers of the four generations but, this was used to enhance the study and negotiate the point of which generation exist mostly nowadays in the workplace in the part of research findings.

3.9.   Chapter summary:

Briefly, previous discussion was about how the author systematically designed a study to ensure valid and reliable results that address the research aims and objectives (Jansen & Warren ‹2020). We targeted the public sector workers and ignored the private sector employee's randomly selected using probability sampling (Trochim, 2020) to collect the data using an online survey to analyze it quantitatively later.

Chapter 4: Main findings and data analysis:

Introduction:

This chapter will include the main results of the points negotiated earlier and the data found from the survey depending on the descriptive and inferential statistics. Then discuss them to test the validation of the hypothesis specified before towards recommending a leadership framework to manage such teams. The tests are Descriptive Analysis, Correlation Analysis, and Regression Analysis. The reliability of data is also measured using Cronbach's Alpha. The tests will run using IBM SPSS.

4.1. Data Analysis:

4.1.1. Quantitative Data

Quantitative data is concerned with discovering facts about social phenomena and measurable reality (McLeod, 2019). So, after finishing the survey and complete entering the data in the SPSS tool. First, we analyzed descriptive statistics, which describe the sensory characteristics of a product (Zook & Pearce, 1988) and basic features of the data (Trochim, 2020).

Table 0-1   Descriptive Statistics Of The Demographic Data

Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Gender of Respondents	122	1	2	1.52	.502

	122	1	2	1.29	.454
Marital Status of Respondents	122	1	2	1.29	.454
Age of Respondents	122	1	5	3.57	.629
Nationality of Respondents	122	1	2	1.14	.348
Education of Respondents	122	1	5	3.76	1.061
the type of the organization the respondent work in	122	1	3	1.51	.633
Number of years worked in the current position or job	122	1	5	2.80	1.081
Valid N (listwise)	122				

4.1.1.1. Summary of Data Collected

The below **table** shows the descriptive analysis results. It includes five elements numbers of observations, maximum value, minimum value, mean value, and standard deviation.

Table 0-2 Descriptive Statistics of leadership factors vs age of respondents

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age of Respondents	122	1	5	3.57	.629
Inspirational motivation	122	2.67	5.00	4.4180	.52933
Intellectual stimulation	122	2.67	5.00	4.3716	.51817
Individual consideration	122	2.67	5.00	4.2186	.56655
Contingent reward	122	1.67	5.00	3.8989	.72079
Management-by-exception	122	2.33	5.00	3.8361	.62874
Laissez-faire leadership	122	1.33	5.00	3.1148	.79110
Valid N (listwise)	122				

The total numbers of observation of all the eight variables are 122. The minimum value of the age of respondents is one. Value 1 representing that respondent's age is more than 65. The maximum value is five that represents that respondents' age is 23 or less than 23. The most common measure of central tendency is the mean (Trochim, 2020). Here, the mean age is 3.57 and the value of standard deviation is 0.629. The minimum value of inspiration motivation is 2.67. The maximum value of inspiration motivation is five. The mean value of inspiration motivation is 4.42 and the value of the standard deviation of inspiration motivation is 0.53. The minimum value of intellectual stimulation is 2.67. The maximum value of intellectual stimulation is five. The mean value of intellectual stimulation is 4.37 and the value of the standard deviation of intellectual stimulation is 0.52. The minimum value of individual consideration is 2.67. The maximum value of individual consideration is 5. The mean value of individual consideration is 4.22 and the value of the standard deviation of individual consideration is 0.57. The minimum value of the contingent reward is 1.67. The maximum value of the contingent reward is 5. The mean value of the contingent reward is 3.9 and the value of the standard deviation of contingent reward is 0.72. The minimum value of management by exception is 2.33. The maximum value of management by exception is 5. The mean value of management by exception is 3.84 and the value of the standard deviation of management by exception is 0.63. The minimum value is 1.33. The maximum management by exception value of management by

exception is 5. The mean value of management by exception is 3.12 and the value

of the standard deviation of management by exception is 0.79.

4.1.2. Employees Rating Data Analysis

4.1.2.1. Demographic Data Summary

The table below summarized the demographic data of the targeted survey participants

Table 0-3 Demographic Data Summary

Gender of Respondents		Marital Status of Respondents	
male	female	married	single
Count	Count	Count	Count
59	63	87	35

Table 0-4 Demographic Data Summary Of Respondents' Age

Age of Respondents				
above 65	64-56	55-40	39-24	23 or less
Count	Count	Count	Count	Count
1	4	43	72	2

Table 0-5 Demographic Data Summary Of Respondents' Nationality And Education level

Nationality of Respondents		Education of Respondents				
Emirati	Expat	less than high school	high school	diploma	bachelor	master & above
Count	Count	Count	Count	Count	Count	Count
105	17	6	12	14	63	27

Table 0-6 Demographic Data Summary Of Respondents' Type Of Organization

the type of the organization the respondent work in		
federal org	local org	private
Count	Count	Count
78	44	0

4.1.3. Reliability

Cronbach's Alpha test use to measure the reliability of independent and

dependent variables.

4.1.3.1.   Independent Variable Reliability

Table 0-7   Independent Variable Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.096	2

The above table shows that independent variable is reliable.

4.1.3.2.   Dependent Variable Reliability

Table 0-8   Dependent Variable Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.815	7

The above table shows that dependent variable is reliable.

4.1.4. Correlation

The purpose behind performing the coefficient of correlation analysis is to identify

the pattern and strength between the dependent and independent variables (Davis,

2012). It will also help in identifying the multicollinearity among the dependent

variables. The coefficient of correlation results summarized below:

Table 0-9 Coefficient Of Correlation Results Summary

		Age of Respondents	Idealized influence	Inspirational motivation	Intellectual stimulation	Individual consideration	Contingent reward	Management-by-exception	Laissez-faire leadership
Age of Respondents	Pearson Correlation	1	-.113	-.040	-.076	-.185*	.020	.073	.060
	Sig. (2-tailed)		.214	.665	.403	.042	.830	.426	.509
	N	122	122	122	122	122	122	122	122
Idealized influence	Pearson Correlation	-.113	1	.676**	.693**	.606**	.453**	.447**	-.013
	Sig. (2-tailed)	.214		.000	.000	.000	.000	.000	.884
	N	122	122	122	122	122	122	122	122
Inspirational motivation	Pearson Correlation	-.040	.676**	1	.611**	.550**	.309**	.406**	-.030
	Sig. (2-tailed)	.665	.000		.000	.000	.001	.000	.743
	N	122	122	122	122	122	122	122	122
Intellectual stimulation	Pearson Correlation	-.076	.693**	.611**	1	.528**	.473**	.420**	.097
	Sig. (2-tailed)	.403	.000	.000		.000	.000	.000	.289

	N	122	122	122	122	122	122	122	122
Individual consideration	Pearson Correlation	-.185[*]	.606[**]	.550[**]	.528[*]	1	.498[*]	.460[**]	.114
	Sig. (2-tailed)	.042	.000	.000	.000		.000	.000	.213
	N	122	122	122	122	122	122	122	122
Contingent reward	Pearson Correlation	.020	.453[**]	.309[**]	.473[*]	.498[**]	1	.626[**]	.360[*]
	Sig. (2-tailed)	.830	.000	.001	.000	.000		.000	.000
	N	122	122	122	122	122	122	122	122
Management-by-exception	Pearson Correlation	.073	.447[**]	.406[**]	.420[*]	.460[**]	.626[*]	1	.503[*]
	Sig. (2-tailed)	.426	.000	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122	122	122
Laissez-faire leadership	Pearson Correlation	.060	-.013	-.030	.097	.114	.360[*]	.503[**]	1
	Sig. (2-tailed)	.509	.884	.743	.289	.213	.000	.000	
	N	122	122	122	122	122	122	122	122

*. Correlation is significant at the 0.05 level (2-tailed).

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

The sign * and ** on the value measures whether the results obtained after correlation analysis are significant or not (Masson & Rotello, 2009). * indicates

significance at 0.05 level while ** indicates significance at 0.01. The above table shows that only <u>individual consideration</u> is significant to respondents' age at a significant level of 0.05. The direction of the relationship between the age of respondents and <u>individual influence</u> is negative and weak as well. The negative value is representing an inverse relationship. This means that with an increase in the age the element of transformation leadership style <u>individual influences</u> impact on an individual starts to reduce. The same is the result of the other three dependent variables. The age of respondents is weak and negatively correlated with the <u>inspiration motivation, intellectual stimulation, and individual consideration</u>. The age of respondents is weakly but positively correlated with the remaining three dependent variables <u>contingent reward, management by exception, and Laisses fair leadership</u>. The first four dependent variables are the characteristic of the transformational leadership style while the remaining there is the characteristic of transactional leadership style. The results indicate that the age of respondents negative and weakly correlated with the transformation leadership style while it is positive but weakly correlated with the transactional leadership style. The above results also show that there is multicollinearity exists between the characteristics of two leadership styles.

4.1.5. Regression

Once the strength and pattern of relationship identified using the coefficient of correlation analysis. The regression analysis used to understand the significance of the relationship it provides an equation for a graph so that can make predictions

about the data (Gallo, 2015). The below table has summarized the results of the regression analysis.

Table 0-10 Coefficient Of Correlation Results Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.277ª	.077	.020	.622
a. Dependent Variable: (Constant), Laissez-faire leadership, Idealized influence, Contingent reward, Individual consideration, Inspirational motivation, Intellectual stimulation, Management-by-exception				

Table 0-11 ANOVA Analysis Summary

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.681	7	.526	1.358	.230
	Residual	44.155	114	.387		
	Total	47.836	121			
a. Predictor: Age of Respondents						
b. Dependent Variable: (Constant), Laissez-faire leadership, Idealized influence, Contingent reward, Individual consideration, Inspirational motivation, Intellectual stimulation, Management-by-exception						

Table 0-12 Coefficients Analysis Summary

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.135	.586		7.062	.000
	Idealized influence	-.138	.173	-.119	-.797	.427
	Inspirational motivation	.135	.159	.113	.849	.398
	Intellectual stimulation	-.034	.163	-.028	-.208	.835
	Individual	-.316	.137	-.284	-	.023

					2.299	
Contingent reward	.079	.111	.091	.719	.474
Management-by-exce ption	.178	.137	.178	1.300	.196
Laissez-faire leadership	-.020	.089	-.025	-.226	.822
a. Predictor: Age of Respondents						

The value of R square known as the coefficient of determination used to measure the good fitness of the model (Bruin, 2011) . The r square value of this model is only 7.7%, which indicates that the model is not good fits. It can be express as there are only 7.7% variation independent variables due to the independent variable. Many other variables that are affecting the dependent variables of our study are not included in our study.

The overall significance of the model measured by the value provided in the ANOVA table. The value is higher than the desired p-value that is 5 percent. The value of significance is 23 percent. The value of B is showing the percentage of change in the characteristics of transformational and transactional leadership styles due to the age of the respondents. With an increased age of respondents, the idealized influence will reduce by 12 percent. The Inspiration motivation changes by 11 percent with the increase in age. A very small percentage that is only 2.8% of change has been noticed in intellectual stimulation due to an increase in the age of the respondents. There will be only a 28 percent variation in individual consideration due to an increase in the age of respondents. The variation in the characteristics of the transactional leadership style is also quite less. The characteristic of contingent reward will only variate by 9 percent, as the age of respondents will increase. The

variation in management by exception shows a 17.8 percent variation with an increase in the age. The last variable Laisses Faire Leadership shows a very less variation that is only 2.5 percent due to the increase in the age of the respondents.

The significance of the relationship determines the significant value in the coefficient table. As per that table, the relationship of respondent age with the idealized influence is negative also significant at p-value 0.427. The results are similar to those (Ngaithe, et al., 2016) according to them, this characteristic of transformation leadership works with boomers. As they have work ethics, so this style influences them positively. The second variable inspiration motivation is also insignificant related to the respondent age at a p-value higher than 0.05. It is believed that this element works with all generations on different levels since no one refuses to have indirect support. However, the finding of our study identifies that it is not necessary that this element of transformation leadership style work with each generation. The same is the case with the Intellectual stimulation it is also insignificantly related to the respondents' age. The only characteristic of the transformational leadership style that is significantly related to the age of respondents is individual consideration. It is the element when the leaders meet the development needs of the subordinates to encourage, support, train, and try to develop their potentials individually. All to enhance the leader-member relationship to get the best out of the followers. All three characteristics of transactional leadership style are insignificantly related to the respondents' age. The insignificant relation of respondents age with the contingent reward is similar (Odumeru & Ifeanyi , 2013) according to which Mostly generation Z will be OK with this route,

as they do not have that much experience until date. (Brymer & Gray, 2006) Also identified an insignificant relation of respondents' age with generation Z. According to him, this does not work with generation Z since they are self-oriented. (Robbins & Judge, 2001) Believes that the leadership style Laisses Faire Leadership works with generation Z because as discussed before in the generations' comparison part they are self-motivated and oriented so they will be working perfectly in a free environment. The results are opposite to our findings.

On the other hand, from the previous analysis we can compare the leadership preferences through the descriptive statistics of the data for each generation. Below table describe each generation and what does they prefer in terms of transformational and transactional management using the mean which is five here.

Table 0-13 leadership Styles VS Respondents Age Group

Leadership style		Above 65	64-56	55-40	39-24	23 or less
transformational leadership	Idealized influence	5	4.3	4.43	2.9	4.5
	Inspirational motivation	5	4.3	4.4	4.2	4.5
	Intellectual stimulation	5	4.5	4.4	3.8	4.3
	Individual consideration	4.6	4.6	4.3	4.1	4.5
transactional leadership	Contingent reward	3.6	3.8	3.9	4.3	4
	Management-by-exception	4.3	3.6	3.7	4.3	4.3
	Laissez-faire leadership	4.3	2.5	3.1	4.3	4.16

*yellow color highlight the highest scores for the leadership element from five

From previous table we can recognize the similarities between the different generations in terms of leadership preferences. For example, workers above 65 prefer transformational leadership than transactional and exactly when it comes to

rewarding maybe because they are loyal to their employers so, they do not care about rewarding but work ethics. In addition, it shows that the four generations share the same feeling for the Laissez-faire leadership having low results in different levels. Boomers and generation X share this but boomers are more 2.5. In addition, it seems that generation Y have negative relation with idealized influence 2.9, as they are realistic generation. While this generation may be more anxious than others to rise quickly to the top may be less about unrealistic expectations than it is about being better prepared for work than previous generations (Hansen, 2020). Similarly, their result was low in intellectual stimulation leadership than other generations (3.8). It may be because they are very proactive. (See Table 2.2: Generations comparison table).

4.2. Findings vs hypothesis:

From above analysis we have to match them with hypothesis describes earlier in chapter three.

- **H1**: Age group (generation) of the team member have positive correlation with choosing the right leadership style to manage the team.

- **H2**: There are **differences** in leadership preferences as measured by the MLQ between the four generations.

The leadership style may change as per the age group differently. As each generation have its own leadership preferences so, in case of teams with

members of multi-ages, knowing what they love and hate then, the leader may choose the right leadership style that fit each of them.

- **H3**: There is differences in transformational leadership preferences as measured by the MLQ between the four generations.

- **H4**: There is differences in transactional leadership preferences as measured by the MLQ between the four generations

From table (4.13), it is clear that a generation perceive each factor separately and it not. For example, from the transformational factors we can find that generation Y have the highest rate for inspirational motivation style (4.2) but the lowest rate is for idealized influence although they both are transformational.

- **H5**: There are shared preferences of leadership qualities as measured by MLQ between boomers and generation Z.

In terms of transformational leadership, they do share some similar characteristic but not 100% but around 79%. Otherwise, there is huge differences in terms of transactional leadership styles that generation Z have convergent scores for this style not less than 4. While boomers have lowest scores in transactional style reaching 2.5.

4.3. Chapter Summary:

This chapter brief the results from the SPSS and transfer them into relations between public sector workers and seven leadership styles to prove the theories are correct or not through discussing the finding and data collected.

Chapter 5: Recommendations and conclusion:

Introduction:

It is the last chapter where we will brief all the information collected earlier to build a framework for the leadership styles and approached to manage multi-generation teams in public sector the leader will use to achieve a particular goal (Muehlhausen, 2012). Accordingly, we will describe the limitations challenges that make the study hard and lastly recommend the mentioned framework.

5.1. Limitations of the research:

Study limitations can exist due to constraints on research design or methodology, and these factors may affect the findings of a study and there are too many types of limitations that could exist because of constraints on research design or methodology (Wordvice, 2020). In the research, few limitations appeared and influenced the study such as:

First, we had limited access to public sector workers so; the number of workers targeted to answer the questionnaire was different in terms of age groups because of that the sample size was insufficient for statistical measurement. while we required to reach the same number from each generation for example, having 20 boomers participants and 25 millennial but we ended up having 72 millennial to 4 boomers. Therefore, reaching all age groups in the work market was a bit hard

because of multiple factors such as the existence of one generation is dominant in the public sector that is generation Y so; most participants were 39-24 years old.

Second, we perceived that the survey questions might be written from a leader perspective. That the participant could imagine him/herself as a leader and answer the questions accordingly. In addition, having tricky questions might give the researcher to do more strong analysis. In addition, the researcher was not able to specify accurately whether the participant like this leadership style over another or he/she just like to be treated in this way.

Another limitation was having enough time to have more participants. However, the time was limited so we could not reach the target number of the sample.

5.2. Recommendations:

Considering the facts found in the analysis phase we could notice that UAE public sector contains mix of workers from different generations where each age group require different leadership style to work with. The researcher found that the most common leadership elements are inspirational motivation and individualized consideration.

In general, generations with experience are more aware of what they want from their leader so; there is difference in their interests or leadership style. In addition, the study recommend that transformational leadership is the preferred style by all generations except millennial who prefer the transactional model. But, this don't mean to treat the employee as he prefer but use the leadership element they

choose differently and avoid the common leadership factor that they like less than other.

Generation Z are new employees and fresh graduates their results was not less than four. It maybe because they still new expecting a lot from the workplace and their managers. They are OK with both transactional and transformational leadership so, the leaders should use different styles with them and not being sufficient with one leadership model.

as part of the study we included the silent generation who are above 65 years old but, we just had one participant that prefer transformational leading and rewards are not motivation for them to work. It seems they just want to work in peaceful environment.

5.3. Conclusion:

The main aim of this study was to outline leadership preferences differences between workers from multi-generations. The researcher intention was to figure out the similarities, differences and the relation between the generation and the leadership style (transformational and transactional) using the multi factor questionnaire to examine five hypothesis quantitatively getting deep into the different elements of leadership factors as sub styles from transformational and transactional leadership. The factors are idealized influence, inspirational motivation, intellectual stimulation, individual consideration all for the transformational leadership and management-by-exception, contingent reward

and Laissez-faire style for the transactional leadership. To do that the study gone through few literatures to outline the previous studies about generations and leadership and found many. This was included in chapter two that described the historical background of leadership considering the old theories and methods starting with great man theory until the full range leadership. On the other hand, the researched discussed the generations and described the contrast between them related to the UAE government history. Chapter three deliberated the study methodology from the study design and methodology until the Professional, Legal and Ethical Issues mentioning the sampling methodology, data collection, data analysis, etc.

Chapter four analyzed all the findings and results from the SPSS tool explaining the numbers and link them together to find relations and touch the study hypothesis.

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Questionnaire summary

Dear sir/ madam,

This survey is part of a study I am currently undertaking at the British University in Dubai for a Master's degree in Project Management

Aim: The study aims to analyze the personalities of government employees from different generations and study the best leadership model for managing work teams from different generations. The information are linked and analyzed properly to rate the percentage give an idea to what extent you as participant like a leadership style more than another does.

The success of this work depends on the extent of your cooperation and sincerity in answering. Moreover, I would greatly appreciate your time and help in assisting me on my research. For reference, all the information provided will be confidential and will use it for scientific research purposes only.

Please note that confidentiality of your responses is assured. Your contribution is greatly valued, but I emphasize that your participation in this research is voluntary and completion of the attached survey will be taken as your consent to participate. You may also withdraw your consent at any time and withdraw any unprocessed data previously supplied. The data will be processed without any identifying details and will therefore be completely anonymous.

If you have any queries or questions please do not hesitate to contact me on either my mobile number or email address:

Yours sincerely,

- **Section (1): Demographic data of participants**

Gender: ○ Male ○ Female	Marital Status: ○ Married ○ Unmarried	Age: ○ more than 65 ○ 64-56 ○ 55-40 ○ 39-24 ○ 23 or less	Nationality ○ UAE ○ Expat	Education: ○ Less than High School ○ High School ○ High Diploma ○ Bachelors ○ Masters or above	organizational type ○ Federal Gov ○ local Gov ○ Private
Number of years worked in the current organization ○ One year or less ○ 2-7 ○ 8-13 ○ 14-19 ○ 20 years or more			**Number of years worked in the current position or job:** ○ One year or less ○ 2-7 ○ 8-13 ○ 14-19 ○ 20 years or more		

- **Section (2): survey assessment questions**

To what extent do you personally agree or disagree that the following factors are associated with the **ideal manager** **that you like to work with**. Please indicate (i.e. tick √) the extent of level of agreement on each factor

#	Statement of the ideal manager as I see	strongly disagree	disagree	neutral	agree	Strongly agree
1	The good leader make others feel good to be around him					
2	The ideal manager express with a few simple words what we could and should do.					

3	Enable others to think about old problems in new ways					
4	Help others develop themselves					
5	Tell others what to do if they want to be rewarded for their work					
6	He satisfy when I just meet agreed-upon standards					
7	I am content if my manager let me continue working in the same ways always					
8	I want to work with a manager who have complete faith in me					
9	I prefer if my manager provide appealing images about what we can do					
10	I prefer the manager provide others with new ways of looking at puzzling things					
11	The ideal manager let others know how he think his team is doing					
12	The ideal manager provide recognition/ rewards when others reach their goals					
13	The ideal manager do not try to change anything as long as things are working well					
14	The ideal manager is OK with what others want to do.					
15	The ideal manager who let me proud to be associated with him					
16	The ideal manager help others find meaning in their work					
17	The ideal manager get others to rethink idea that they					

	had never questioned before					
18	The ideal manager gives personal attention to others who seem rejected					
19	The ideal manager call attention to what others can get for what they accomplish					
20	the good manager tell others the standards they have to know to carry out their work					
21	The ideal manager ask no more of others than what is absolutely essential					

- **Section (3): Additional information questions**
  - Are you working with the ideal manager you imagine? **(Yes) – (No)**
  - Do you think you are achieving success working with your current manager?
  - What is the estimated age of your manager?
    - more than 65
    - 64-56
    - 55-40
    - 39-24

The questionnaire measures seven factors related to transactional and transformational leadership. The score for each factor is determined by calculating specified items to figure out the result. Below are the group of items in which presenting each factor which discussed earlier in the leadership part in chapter (2).

1. Idealized influence (items 1, 8, and 15) ------------------- Factor 1

2. Inspirational motivation (items 2, 9, and 16) ------------- Factor 2

3. Intellectual stimulation (items 3, 10, and 17) ------------- Factor 3

4. Individual consideration (items 4, 11, and 18) ----------- Factor 4

5. Contingent reward (items 5, 12, and 19) ------------------ Factor 5

6. Management-by-exception (items 6, 13, and 20) -------- Factor 6

7. Laissez-faire leadership (items 7, 14, and 21) ------------ Factor 7

Thank you for taking part in this survey. I greatly appreciate your time and help me on my research.

APPENDICES

Appendix A: Descriptive Statistics

A.1 Gender of respondents:

Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	59	48.4	48.4	48.4
	femal	63	51.6	51.6	100.0
	Total	122	100.0	100.0	

Histogram

Mean = 1.52
Std. Dev. = .502
N = 122
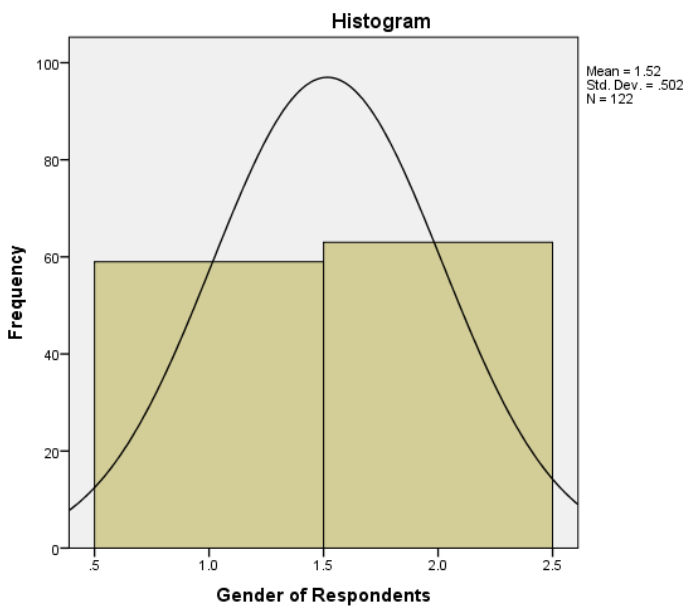
A.2 Marital Status:

Marital Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	87	71.3	71.3	71.3
	single	35	28.7	28.7	100.0
	Total	122	100.0	100.0	

Histogram

Mean = 1.29
Std. Dev. = .454
N = 122

Marital Status of Respondents
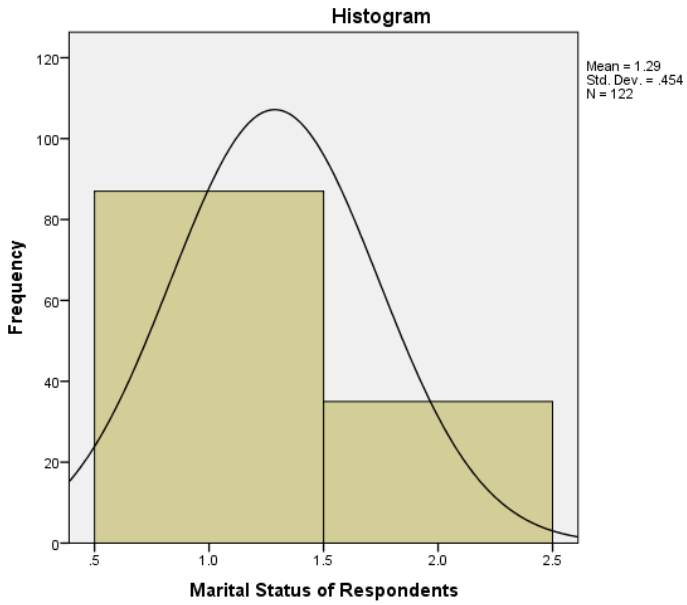
A.3 Age of Respondent:

Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	above 65	1	.8	.8	.8
	64-56	4	3.3	3.3	4.1
	55-40	43	35.2	35.2	39.3
	39-24	72	59.0	59.0	98.4
	23 or less	2	1.6	1.6	100.0
	Total	122	100.0	100.0	

Histogram

Mean = 3.57
Std. Dev. = .629
N = 122
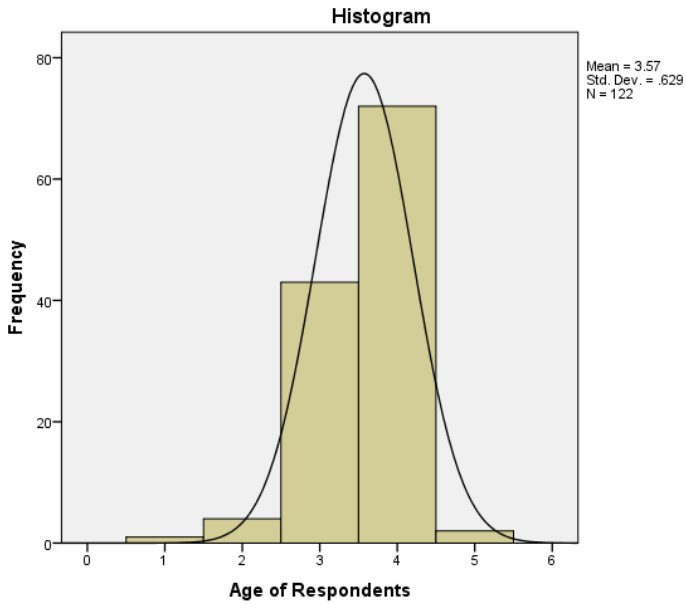
A.4 Nationality of Respondent:

Nationality of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emirati	104	85.2	85.2	85.2
	Expat	18	14.8	14.8	100.0
	Total	122	100.0	100.0	

Histogram

Mean = 1.15
Std. Dev. = .356
N = 122
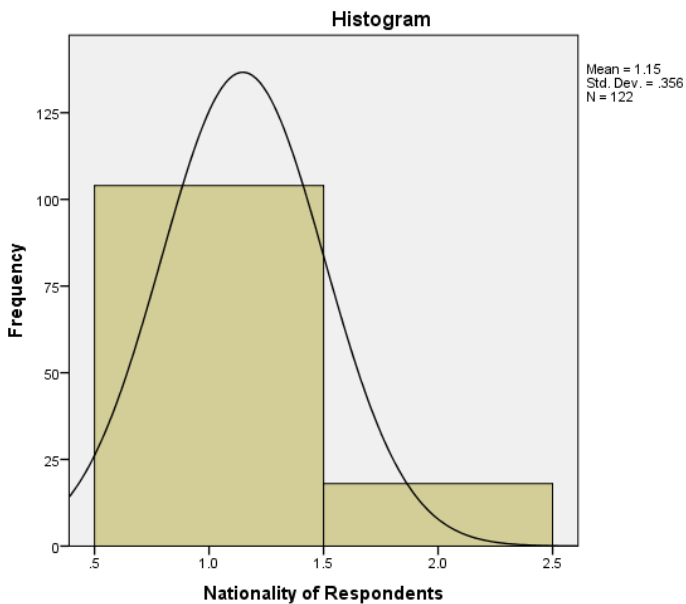
A.5 Education of Respondent:

Education of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than high school	6	4.9	4.9	4.9
	high school	12	9.8	9.8	14.8
	deploma	14	11.5	11.5	26.2
	bachelor	63	51.6	51.6	77.9
	master & above	27	22.1	22.1	100.0
	Total	122	100.0	100.0	

Histogram

Mean = 3.76
Std. Dev. = 1.061
N = 122
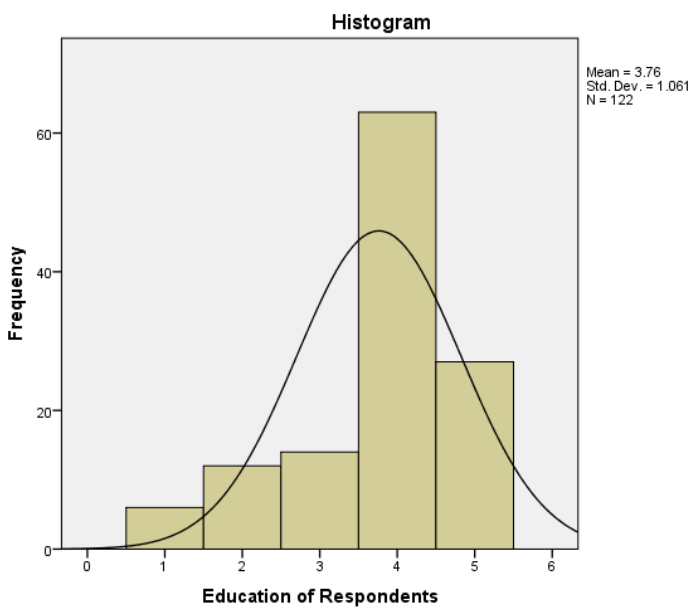
A.6 The type of the organization the respondent work:

the type of the organization the respondent work in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	federal org	78	63.9	63.9	63.9
	local org	44	36.1	36.1	100.0
	Total	122	100.0	100.0	

Histogram

Mean = 1.36
Std. Dev. = .482
N = 122

the type of the organization the respondent work in
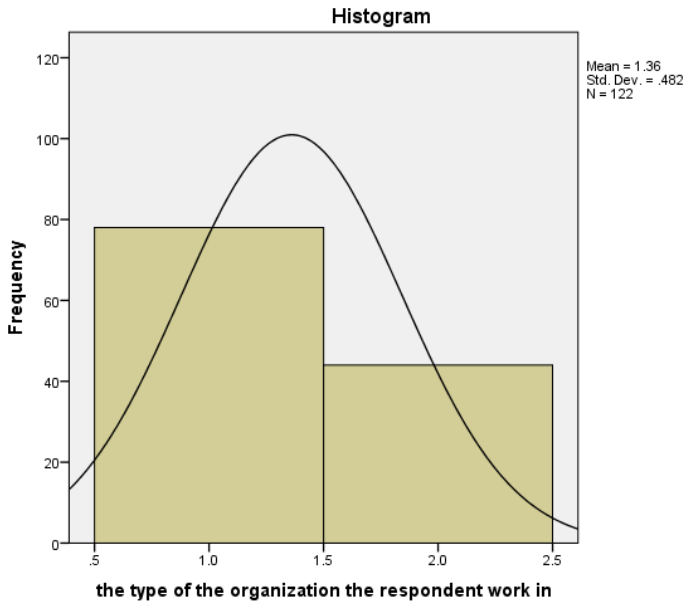
A.7 respondent total years of experience:

respondent total years of exp

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year or less	4	3.3	3.3	3.3
	2-7	27	22.1	22.1	25.4
	8-13	33	27.0	27.0	52.5
	14-19	36	29.5	29.5	82.0
	20 & more	22	18.0	18.0	100.0
	Total	122	100.0	100.0	

Histogram

Mean = 3.37
Std. Dev. = 1.115
N = 122

respondant total years of exp
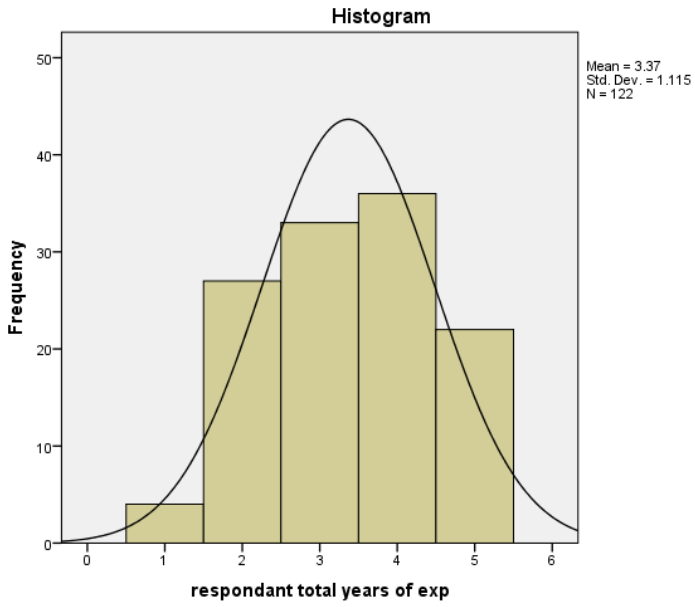
Appendix B: Reliability Analysis

B.1 Idealized influence Style

Reliability Statistics

Cronbach's Alpha	N of Items
.616	3

Descriptive Statistics

	N	Mean	Std. Deviation
Item 1 Idealized influence Style	122	4.29	.787
Item 2 Idealized influence Style	122	4.57	.588
Item 3 Idealized influence Style	122	4.39	.722
Valid N (listwise)	122		

B.2 Inspirational motivation Style

Reliability Statistics

Cronbach's Alpha	N of Items
.502	3

Descriptive Statistics

	N	Mean	Std. Deviation
Item 1 Inspirational motivation Style	122	4.19	.846
Item 2 Inspirational motivation Style	122	4.63	.592
Item 3 Inspirational motivation Style	122	4.30	.735
Valid N (listwise)	122		

B.3 Intellectual stimulation Style

Reliability Statistics

Cronbach's Alpha	N of Items
.621	3

Descriptive Statistics

	N	Mean	Std. Deviation

	N	Mean	Std. Deviation
Item 1 Intellectual stimulation Style	122	4.34	.841
Item 2 Intellectual stimulation Style	122	4.46	.605
Item 3 Intellectual stimulation Style	122	4.37	.695
Valid N (listwise)	122		

B.4 Individual consideration Style

Reliability Statistics

Cronbach's Alpha	N of Items
.489	3

Descriptive Statistics

	N	Mean	Std. Deviation
Item 1 Individual consideration Style	122	4.59	.724
Item 2 Individual consideration Style	122	4.48	.592
Item 3 Individual consideration Style	122	3.58	1.035
Valid N (listwise)	122		

B.5 Contingent reward Style

Reliability Statistics

Cronbach's Alpha	N of Items
.577	3

Descriptive Statistics

	N	Mean	Std. Deviation
Item 1 Contingent reward Style	122	4.11	.960
Item 2 Contingent reward Style	122	4.31	.793
Item 3 Contingent reward Style	122	3.28	1.152
Valid N (listwise)	122		

B.6 Management-by-exception Style

Reliability Statistics

Cronbach's Alpha	N of Items
.309	3

Descriptive Statistics

	N	Mean	Std. Deviation
Item 1 Management-by-exception Style	122	4.36	.853
Item 2 Management-by-exception Style	122	3.35	1.105
Item 3 Management-by-exception Style	122	3.80	.935
Valid N (listwise)	122		

B.7 Laissez-faire leadership Style

Reliability Statistics

Cronbach's Alpha	N of Items
.573	3

Descriptive Statistics

	N	Mean	Std. Deviation
Item 1 Laissez-faire leadership Style	122	3.19	1.023
Item 2 Laissez-faire leadership Style	122	3.14	1.031
Item 3 Laissez-faire leadership Style	122	3.02	1.171
Valid N (listwise)	122		

Appendix D: Factor Analysis

D.1 Transformational leadership components

Component Matrix[a]

	component		
	1	2	3
Transformational- Idealized influence Style	.635	.153	-.133
Transformational- Individual consideration Style	.589	-.466	.157
Transformational- Inspirational motivation Style	.672	.0423	-.273
Transformational- Intellectual stimulation Style	.687	-.269	-.196

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

D.2 Transactional leadership components

Component Matrix[a]

	component		
	1	2	3
Transactional- Contingent reward Style	.613	.301	.088
Transactional- Laissez-faire leadership Style	.55	-.402	-.102
Transactional- Management-by-exception Style	.554	.111	.036

Extraction Method: Principal Component Analysis.

a. 3 components extracted.