



The Impact of Leadership on Employees' Performance While Working Remotely, a Case Study of DEWA in Dubai

تأثير القيادة على أداء الموظفين أثناء العمل عن بُعد
دراسة حالة في ديوا

by

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ABSTRACT

The current investigation sets out to discover the impact of varying leadership approaches on staff performance at DEWA amidst the “COVID-19” pandemic, a time marked by an upsurge in “remote work”. We focused our attention on four distinctive leadership styles: “transformational”, “transactional”, “autocratic”, and “laissez-faire”. Moreover, we considered the potential moderating effects of “intrinsic motivation” and the equilibrium between work and personal life.

Our findings reveal that “transformational leadership” played a substantial role in boosting “employee performance” and promoting a healthy “work-life balance”. “Transactional leadership” displayed a marginal influence on “employee performance”, while autocratic and “laissez-faire leadership” styles demonstrated no noteworthy effects. A fascinating finding was the positive moderating role of “intrinsic motivation”, which intensified the correlation between “transformational leadership” and “employee performance”.

The implications of this study underscore the need to embrace “transformational leadership” practices at DEWA in order to cultivate a more efficient “remote working” atmosphere in the post-COVID landscape. Furthermore, it highlights the importance of fostering “intrinsic motivation” within the workforce to achieve improved performance results. Future research endeavors are encouraged to delve into other leadership styles and potential moderating factors within similar contexts of “remote work”.

ABSTRACT

التحقيق الحالي يهدف إلى اكتشاف تأثير النهج القيادي المتنوع على أداء الموظفين في "هيئة الكهرباء والماء دبي" ديوا خلال جائحة "كوفيد-19"، وهو وقت يتميز بزيادة "العمل عن بُعد". ركزنا اهتمامنا على أربعة أنماط قيادية مميزة: "التحويلية" و "التعاقدية" و "الاستبدادية" و "الترك الحر". علاوة على ذلك، نظرنا في التأثيرات التحكيمية المحتملة لـ "الحافز الداخلي" والتوازن بين العمل والحياة الشخصية

تُظهر نتائجنا أن "القيادة التحويلية" لعبت دورًا كبيرًا في تعزيز "أداء الموظفين" وتعزيز "توازن العمل والحياة الشخصية" الصحي. أما "القيادة التعاقدية"، فقد أظهرت تأثيرًا طفيفًا على "أداء الموظفين"، بينما لم تظهر الأنماط الاستبدادية و "الترك الحر" تأثيرًا ملحوظًا. وكانت النتيجة الرائعة هي الدور المحدد الإيجابي لـ "الحافز الداخلي"، الذي زاد من الترابط بين "القيادة التحويلية" و "أداء الموظفين"

تؤكد نتائج هذه الدراسة على ضرورة تبني ممارسات "القيادة التحويلية" في ديوا من أجل خلق جو عمل أكثر كفاءة في "العمل عن بُعد" في مشهد ما بعد كوفيد. علاوة على ذلك، تُسلط الضوء على أهمية تعزيز "الحافز الداخلي" في قوى العمل لتحقيق نتائج أداء محسنة. يشجع الجهود المستقبلية للبحث على استكشاف أنماط قيادية أخرى والعوامل المحددة المحتملة في سياقات مشابهة للعمل عن بعد

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Chapter 1 : Introduction

1.1 Background

The first decades of the twenty-first century have been marked by bold, progressive, and daring leadership styles. Technology advancements have given rise to practical communication tools like Zoom, Microsoft Teams, and Skype. Additionally, such communication mediums have forced executives to get used to their management techniques in the digital age, making businesses more adaptable, flexible, and highly responsive. Nevertheless, because of the global “COVID-19” outbreak, corporate processes have been significantly impacted and disrupted to varying degrees. According to statistics from the World Bank, the pandemic's effects have been the worst since the 1930s Great Depression (Ul Hasan et al., 2020). Digital transformation has grown in importance for organizations over the past ten years due to its role as a driver of business expansion. The use of digital technology to replace non-digital procedures to transform services and enterprises is known as "digital transformation."

The acceptance but instead efficiency of digitalization will depend on how the employees view it and how it will affect the firm (Amsak & Indriati, 2021). Considering this, digital transformation has taken on a whole new significance for enterprises in 2020–2021, where it now determines whether they will survive or fail. Leaders have been pressured to make changes as the demand for “remote work”, and interpersonal isolation is at an all-time high (Sull et al., 2020); businesses must digitize to combat and reduce the risks of contracting and transmitting “COVID-19”, which now has prompted businesses to evolve and adapt by turning their workspaces into digital ones. Around 1957, the word "telework" was first used to describe “remote work” (Ergovan et al., 2021).

Nevertheless, it wasn't until the oil crisis in the 1970s that the phrase began to gain popularity. Since the end of the 1980s, businesses and industries have found excitement in remote labor. Nonetheless, many people did not have much time to plan for working from home before the lockdown. Today, being connected and current with the entire firm and its numerous departments has resulted in a digital revolution due to working from home (Horton, 2020).

Particularly in this research, the case study of DEWA will be conducted to see the influence of leadership on “employee performance”.

The understanding of leadership has seen considerable evolution recently. Previous iterations focused on a top-down, instruction-based method where conversation flowed largely in a single direction. Nonetheless, the rise of digitalism has necessitated a shift towards an inspirational, communicative, and synergistic style of leadership. This leadership evolution is particularly poignant in the realm of dispersed workforces where employees are located across multiple geographical and temporal zones (Sull et al., 2020).

The advent of remote work can be interpreted as a potential issue or opportunity for businesses. It may potentially disrupt organizational culture, teamwork, and conversation, while conversely enabling flexibility, autonomy, and financial savings (Amsak & Indriati, 2021). The interplay between leadership and employee output in remote settings is complex and closely tied to motivational elements.

The role of self-determination, or intrinsic motivation, is heightened in remote work environments where the physical presence of leaders is not always possible. Leadership has the responsibility to spark the desire in employees to strive and contribute, underscoring the importance of self-motivation in elevating performance (Ergovan et al., 2021). Moreover, the balance of personal and professional life in remote work environments is a multifaceted aspect. With the boundary between work and personal life blurred, employees may struggle to maintain a healthy balance, potentially impacting their performance and overall well-being.

DEWA (Dubai Electricity and Water Authority), being a large organization that provides critical services, makes a fascinating case study to explore these dynamics. As an entity, it has also undergone its digital transformation journey and adapted to the changing landscape of work. It is imperative to see how leadership strategies in DEWA have influenced employee performance in this transition and how intrinsic motivation and work-life balance act as moderating and mediating factors. The findings of this study could potentially provide useful insights for similar organizations facing the challenge of managing remote work effectively.

1.2 Problem Statement

This “COVID-19” pandemic has also driven many employees to work remotely, and the extent of this transition is astonishing. Such a rapid change had brought to light concerns about working remotely that might have gone unobserved when the practice was more controlled. Numerous companies are expanding current work-from-home programs, and some might convert at least a portion of their employees to permanently working remotely. Although there are many potential advantages for both organizations and employees, there are also some drawbacks. Not all workers love working from home; for some, it may be an isolating and upsetting experience. For firms, managing remote staff can be a difficult task. Managing newly remote teams presents several difficulties, including the absence of in-person supervision and the need to ensure the welfare of the employees. Businesses need strong leadership to thrive in the post-lockdown financial difficulties they will all confront. This will be seen through this research for the organization DEWA.

Building on the aforementioned challenges, there exists a critical gap in understanding how to effectively lead remote teams to maintain and even enhance employee performance. This is compounded by the fact that traditional leadership styles may not translate effectively in a virtual environment. The dynamics of leadership change drastically when physical proximity is replaced with digital interfaces. Moreover, not every employee finds remote work to be conducive to their productivity and mental well-being. Thus, it is essential to investigate the relationship between leadership and employees' performance in this new context.

Further, the role of intrinsic motivation as a moderating factor has not been extensively explored. Intrinsic motivation, a vital driver of self-directed work behavior, can potentially reshape the impact of leadership on employee performance. Alongside this, the blurring boundaries between work and personal life can create added stress for employees, leading to decreased performance.

DEWA's case serves as an apt scenario for understanding these issues, given its prominence and the critical nature of its services. This research will scrutinize how DEWA's leadership has navigated this intricate issue and the implications this has had on employee performance. The pressing need is to discern the leadership approaches that can optimally harness intrinsic

motivation and promote a healthy work-life balance among employees in a remote work setting. This can be pivotal in providing a roadmap for organizations that are grappling with the complexities of leading remote teams in the post-COVID-19 era.

1.3 Aim & Objectives of the Study

The following are the objectives of this study:

- To see the influence of leadership on “employee performance” in DEWA in a post-COVID-era
- To assess if working from home has impacted DEWA's employee's overall efficiency.
- To weigh down the role of leadership style at DEWA in managing work from home.
- To study the affect and addition of “work-life balance” and “intrinsic motivation” on the link among leadership and “employee performance”.

1.4 Research Question

The following are the research questions of the current study:

- i. What is the role of leadership at DEWA in managing employees in “remote working”?
- ii. How have leaders at DEWA managed “employee performance” during and after COVID?
- iii. What aspects motivate or develop “work-life balance” in DEWA and enhance “employee performance” in “remote working”?

1.5 Preliminary Literature Review

As per a study, most current job responsibilities are being performed remotely rather than in person (Kowalski & Slebarska, 2022). Most of the current understanding of “remote work” is derived from employee evaluation. The management's perspective is vital in firms that have initially adopted “remote work” due to unforeseen circumstances, such as the SARS-CoV-2 pandemic. According to their findings, the advantages and efficacy of management and external interaction were significantly correlated, especially amongst lower-level administrators. Numerous researches have been carried out on several elements of “remote working” from the workers' views since the “COVID-19” epidemic. Although executives are frequently worried concerning keeping “job performance” at a minimum comparable to office work, most employees consider “remote work” to be more productive. Considering managers

oversee the planning and overseeing employees' work, it appears essential to examine how supervisors at various levels of the organization see the unprecedented adoption of “remote working” (Kowalski & Slebarska, 2022).

Working remotely is growing more appealing for businesses, and independent contractors, including employees who wish to perform with more flexibility and autonomous work, nevertheless, because of changes in modern business practices (Ergovan et al., 2021). This trend toward working remotely for many businesses worldwide had already begun to pick up steam well before the “COVID-19” outbreak.

The widespread “COVID-19” has had a great role in changing the leadership style and equipping them with the performance of the company. Moreover, it requires variations to managerial processes to put up “remote work”, which might alter worker productivity. A key reason that might distress a company's performance is employee productivity. The workforce's productivity and excellence will improve the business's operation. This study summarizes “remote work” with “transformational leadership” had an impact on the productivity of employees in the “COVID-19” epidemic (Koh et al., 2022).

1.6 Methodology

The methodology for the current research will be mainly quantitative, and further SPSS will be used to explain the relation of different variables in detail. In the social, corporate, as well as health sciences, the said is often used to evaluate influences in single as well as multiple models for mediation such as similar plus serial (Iovino & Tsitsianis, 2020). For this, the dependent variable will be “employee performance”, the independent variable will be leadership, moderating variable will be “intrinsic motivation” and mediating variable will be “work-life balance”. Further, to collect data survey will be used as a tool for data collection. Thus, primary data will be used to conduct the following research (Basias & Pollalis, 2018).

1.7 Significance / Expected Results

Practical repercussions from this study are offered to practitioners. According to our research, efficiency can be greater than before by effectively managing work remotely and trying to

implement HR strategies to maximize the advantages of “remote work” and minimize its drawbacks, particularly in terms of technical aspects like poor internet and multiple communication networks. Companies can also set up fusion “working-from-home” arrangements and track alterations in organizational insight. Organizations, nevertheless, may have an impact on the helpful procedures that executives of all levels receive. Employers could provide training to help employees develop their remote management abilities. According to some experts, individual adjustment to working conditions should be considered because less disciplined individuals may face more difficulties working remotely. Bringing them online work wouldn't be successful as a result.

Chapter 2 : Literature Review

2.1 Introduction

The following study is on the impact of leadership on “employee performance”, specifically when working remotely at Dubai Electricity and water authority while mediating the role of “work-life balance”. In this context, multiple papers have been studied and discussed below in terms of varying styles of leadership and employee productivity, “work-life balance”, and well-being. Most organizations were adversely affected by this Corona pandemic, which compelled them to take certain actions to stop the virus's spread while damaging their operations and financial results. Several governments worldwide struggle to put tight regulations into place while trying to stop further economic catastrophes (Amano et al., 2021). As a result, work from home emerges as the best option, including for public organizations.

Among the fields of management, organizational studies, and organizational psychology, this same implementation of WFH has various critics. Public organizations are experiencing severe instability at this time, just like other businesses are. Many researchers agree that leadership is essential because it enables employees to cope with unpredictability and instability. One of the questions is how management affects the performance of employees working in WFH (Hong et al., 2022). How followers perceive situations and leaders affects leadership and power. Leadership and its influence on individuals and organizations can be affected by alterations in the organizational environment and the relationships concerning the leader and those who follow him. Leadership is one of the best tools for the emotional stability of employees. Several data lines support this clear correlation between actual and employee productivity participation and achievement. Realist leadership seems to be a useful way to maintain and improve the psychological skills and performance of employees during times of crisis. Employees may react differently to leaders' behavior as the workplace shifts from the traditional to the “remote working” mode. “Remote work” could significantly impact that employee’s view of leadership support (Daraba et al., 2021).

The “COVID-19”, a world-destroying viral pandemic, has contested civilization in situations previously unimaginable, pushing people to reassess various ways, from work to leisure to

daily activities and basic travel. It not only affected the individuals involved but had an economic impact on entire nations, bringing several economic sectors to a standstill. Although there were many expectations and warnings, especially from public health professionals, the challenge remained a major transition that required planning, learning, including facilitation. As a result, WFH is now a priority for most governments. These policies must be established considering the relevant characteristics of both managers and workers (Vyas & Butakhieo, 2021).

2.2 Effectiveness of Leadership on “Remote Working”

There have been substantial changes in the office due to the “COVID-19 pandemic”, along with various grounds to think that “remote work” may increase in popularity in the coming years. Additional research is required to infer if leadership effectiveness diverges when tasks are performed remotely instead of physically. Such a study discusses the subject of leadership concerning workers' well-being when working remotely as opposed to on (Boda, 2019). The article's justification is that supervisor leadership has been proven crucial for workers' performance. There are several types of leaders relating to employee welfare. However, effective and motivated leadership is studied as a wide theoretical paradigm embracing leadership practices like offering support, demonstrating concern, and demonstrating empathy. During the last decade, the importance of leadership promoting worker health has hauled more attention, leading to several research analyses, including reviews on this subject. These all demonstrate how the manager's leadership's effectiveness affects the workforce's productivity and well-being. For individuals to be satisfied and motivated at work, leadership styles, containing “leadership and collaboration”, “relationship-based leadership”, and especially “transformative leadership”, are essential (Brunellee, 2013). These leadership philosophies may differ in their approaches to management, but they all contain managers who demonstrate caring, supportive, and even compassionate behaviors. Recent research during the recent and ongoing pandemic then the mandated “remote work” or working from the home period has demonstrated the need for effective leadership for employee engagement and well-being (Lundqvist et al., 2022).

If job duties are carried out remotely instead of on-site, does leadership still need to be different? This question has not been addressed in discussing the "new normal" in the office setting. There is an urgency to conduct greater research not just to control the existence of a affiliation among leadership in terms of “employee performance” but additionally to determine when it will and to what extent for whom this correlation holds and, consequently, when and for whom this relationship does not exist (Gudep, 2019). Most leadership theories contend that the best leadership occurs when a boss and employee interact face-to-face; however, given the “COVID-19” outbreak and the unexpected rise in “work-from-home” opportunities, this hasn't always been practical. Yet, a study has shown that managers made up for the nonappearance of face-to-face interaction at the workplace during the “COVID-19” epidemic by speaking with staff members more frequently than before the outbreak to assist them and ensure the job proceeded according to schedule (Boda, 2019). When people telecommute to work, there appear to be two conflicting theories about how successful leadership changes: social isolation makes leadership more crucial, or additional resources make leadership less crucial.

This ongoing coronavirus epidemic has highlighted the effect of “leadership style” on “organizational success”. It also includes fluctuations in executive practices to allow “remote work”, which would modify “employee productivity”. One of the factors influencing the success of the company is the performance of employees. Workforce productivity and quality improve business performance. The devotion of the following study discussed is to find out how “remote work” and change management affected “employee performance” even during the coronavirus epidemic. This study shows whether telecommuting has a substantial impression on “employee performance” throughout the pandemic, while “transformational leadership” appears to have no significant impact (Meiryani & Yorick, 2023).

In the context of leadership effectiveness during remote work, it is crucial to take into account the differences between traditional and remote work settings. Traditional leadership models were generally designed with face-to-face interactions and a shared physical space in mind. However, remote work introduces unique challenges and opportunities, which demand a shift in leadership styles and practices.

A significant part of leadership effectiveness in remote working lies in communication. In the remote work environment, the cornerstone of successful leadership, communication, experiences a marked shift. It is incumbent upon leaders to devise ways to ensure that the efficacy of communication surpasses, or at least matches, in-person exchanges. This process requires not only the transmission of messages but also making employees feel valued, listened to, and supported. The capacity of leaders to effectively communicate and foster robust relationships will likely dictate their success in the remote environment (Brunellee, 2013).

Digital tools and technologies may serve to enhance or hinder leadership efficiency. These tools promote constant communication, team collaboration, and tracking of work progress. However, if not managed prudently, they could lead to a feeling of constant surveillance and infringement on the personal lives of employees. Leaders must find a balance, leveraging technology to enhance coordination and communication without invading the personal space and time of employees (Meiryani & Yorick, 2023).

One central component of effective remote leadership is trust. In contrast to conventional workplaces, remote work does not afford the same degree of supervision and control. Hence, leaders must rely on their faith in employees, providing them the freedom to oversee their duties while ensuring they remain responsible. This trust and freedom are essential in promoting self-drive, which can drastically elevate performance and job satisfaction in remote work scenarios (Lundqvist et al., 2022).

Further, the significance of emotional intelligence in leadership efficiency is highly important. In the landscape of remote work, physical cues are predominantly absent. Consequently, the emotional intelligence of a leader can substantially influence their ability to understand and respond to the needs, concerns, and emotional well-being of their employees. Leaders exhibiting high emotional intelligence are more inclined to develop sturdy relationships with their employees, facilitate a positive workplace culture, and enhance the performance and health of employees (Boda, 2019).

Further, it's of paramount importance to recognize the diverse responses and experiences of employees regarding remote work. Employees may display various comfort levels and productivity rates when operating remotely. Leaders should be adept at acknowledging and

managing this diversity, adjusting their approach to cater to the unique needs of their employees. This necessitates an in-depth comprehension of the factors that shape an employee's experience with remote work, including their personal life, abilities, and mindset (Gudep, 2019).

While remote work presents a set of unique challenges, it also provides opportunities for leaders to innovate, evolve, and find new ways to enhance their effectiveness. By fostering strong communication, leveraging technology judiciously, building trust and autonomy, exhibiting emotional intelligence, and tailoring strategies to employees' unique needs, leaders can ensure high performance and well-being among their employees in a remote work setting. The success of leadership in this new era of work will significantly shape the future of work and organizations.

2.3 Employees' Well-Being and “Work-Life Balance”

But there has been more research looking into how leadership affects workers' performance and balance of work life while they work remotely during the coronavirus epidemic. The type of work and duties the employee has been expected to accomplish will probably determine how much support the management needs to provide. There appear to be two competing views on whether leadership effectiveness depends on whether the work is done at home instead of in a traditional office. According to one theory, employees who work from home have access to greater resources, including flexibility, and must hone their self-leadership abilities to maintain productivity (Daraba et al., 2021). The alternative theory contends that since fewer sources of support are available to individuals who work from home, leadership is more successful in these situations. Even if the statistical findings are still inconclusive, the current research points to the fact that leadership is just more important, if not more, for workers who work remotely than for those who work in traditional offices. So, it would appear that the importance of leadership is mostly for job well-being while having a minor level for overall well-being. Although it may seem natural that leadership activities accomplished in a professional setting are crucial for factors affecting performance at work, this only highlights the value of exploring multifaceted topics using a variety of indicators. But according to these findings, leadership is just as important, if not more so, when employed remotely working than

it is while working in a traditional workplace. Since office workers receive social support from their coworkers to compensate for their remote employment, the manager's leadership becomes even more crucial. This study demonstrates that, at least in terms of perceived leadership and performance, there aren't many changes amongst on-site employees from the house during the current coronavirus pandemic (Kowalski & Slebarska, 2022).

Notwithstanding the of the corporations, effective leadership of the senior manager appears to be crucial for well-being. Prior studies on the impacts of “COVID-19” have frequently concentrated on people who work from home-based or are compelled to work in their normal offices. As a result, this study contributes by examining a group that has not gotten much attention from those who choose to work in their usual workplace in spite of having the option to do so. Additionally, this study adds to the dearth of literature on boundary conditions in the context of the connection underlying leadership and employee satisfaction (Amano et al., 2021).

The recent epidemic has highlighted the effect of “leadership style” on “organizational success”, and it also includes changes to managerial methods to enable “remote work”, which would impact “employee productivity”. One factor that affects the company's performance is the employees' productivity. Workforce productivity and quality improve business performance.

Work-life balance, especially in a remote work environment, is not merely about separating work and personal life; it is about creating a harmonious integration of both domains that supports employee well-being. The shift to remote work has muddled the physical demarcations between professional and personal lives, leading to a phenomenon of 'work-home interference' (Kowalski & Slebarska, 2022). Competent leadership can play a vital role in helping employees strike this balance.

One critical component of ensuring work-life equilibrium and overall employee well-being in a remote setting is recognizing their personal circumstances. As employees work from home, leaders should consider the unique hurdles they might encounter, such as handling childcare, eldercare, or domestic chores. Leaders must exhibit empathy and provide flexibility to help employees navigate these challenges (Daraba et al., 2021).

Leaders can also promote work-life balance by setting well-defined expectations about working hours and urging employees to disconnect from work during non-working hours. Leaders themselves must exemplify these behaviors to prevent a culture of round-the-clock availability, which could result in burnout and negatively affect employee wellness (Amano et al., 2021).

In a remote work environment, social isolation is a significant concern that can affect the well-being of employees. Leaders can address this by encouraging community spirit and connectivity among team members. Frequent virtual meetings, social get-togethers, and team-bonding activities can help employees feel more included and less secluded (Daraba et al., 2021).

Furthermore, giving regular feedback and recognition can considerably improve employees' motivation and well-being. In a remote work scenario, employees might feel uncertain about their performance and whether their contributions are being acknowledged. Leaders must provide consistent, constructive feedback and appreciate the efforts of employees to dispel these concerns (Kowalski & Slebarska, 2022).

Leaders can also promote wellness by encouraging self-care among employees. This could involve disseminating resources on mental health, promoting physical activity, and encouraging employees to take regular breaks. Given the increased stress and uncertainty during the pandemic, such initiatives are particularly important (Daraba et al., 2021).

Employees' well-being and work-life balance in a remote work setting are multi-faceted issues that require thoughtful, adaptive leadership. Leaders must demonstrate empathy, provide flexibility, set clear expectations, foster connectedness, provide regular feedback, and promote self-care. These practices not only contribute to employees' well-being and work-life balance but also enhance their productivity, engagement, and loyalty towards the organization. By effectively leading remote teams, leaders can shape the future of work to be more inclusive, flexible, and supportive of employees' diverse needs and circumstances.

2.4 “Transformational Leadership” During “COVID-19”

The “COVID-19” epidemic has had a meaningful impact on employee productivity and the overall success of the company's goals. The “transformational leadership” approach starts with thinking about how it can help organizational change. According to empirical studies, “transformational leadership” affects personnel effectiveness and organizational effectiveness. In addition, research shows that organizations that offer a better job-related environment balance through telecommuting enable a more productive workforce because employees are more motivated (Davidescu et al., 2020). According to several researchers, telecommuting increases employee flexibility, time available due to lack of travel time, and access to more exceptional talent worldwide, all of which improve the performance of the typical person. This research found that “transformational leadership” has a considerable effect on “employee performance”. Change management would improve staff performance due to improved employee happiness. Another study revealed conflicting research findings at the time, stating that “transformational leadership” did not appear to affect employee productivity (Dirani et al., 2020).

This may be because most employees were adults and worked for a long time. As a result, using “transformational leadership” might result in “employee performance”, as this workforce tends to be more independent (Masduki et al., 2020). A person that focuses on the needs or wants of employees is known as “transformational leadership”. Such leadership is known for keeping innovative ideas, strategizing based on complex problems, focusing on employees well-being, and to look beyond their own personal interests. Transformational leaders have high expectations for and faith in their subordinates. Transformational leaders are motivators, mentors, or people that inspire their followers to perform above their regular level because they are concerned about their followers' unique needs and development. Morale and motivation among followers are developed and enhanced throughout change management. Transformational leaders demonstrate to their followers that achieving goals goes beyond personal interests. Several studies have identified the subdimensions of mental stimulation, inspirational motivation, idealized influence, and individual appraisal as a component of “transformational leadership”.

“Inspirational motivation”, which encourages and motivates disciples (psychologically) to set aside individual interests to achieve group goals, is key characteristic of “transformational leadership”. Changes in leadership style due to change can affect an employee's willingness to put in more effort to meet their performance expectations. Thus, a change manager improves the performance of personnel in a company (Sabaruddinsah & Asia, 2022). In today's innovative industry it is important for companies to use measures like telecommunication to connect with ease. However, the covid has developed the aspect of “remote work” it is becoming an eminent need and helps in making control, planning, and connectivity easier. Such an aspect has become a necessity as working for employees has become easier and more connected than before. In addition, managers are gaining much confidence in employees work as it is gaining height of improvement.

According to the author's summary, “transformational leadership” concerns a leader's impact on those who report to them and the actions the leader takes to accomplish that impact (Rahul, 2021). Whenever “transformational leadership” becomes successful inside a company, subordinates have a loyalty that inspires trust and admiration for the leader. The ability of the superior to inspire subordinates, inform them of the implications of their actions, and assist them in balancing their interests with the needs of the company is the foundation of “transformational leadership”. Transformative leadership is distinct from transactional and “transformational leadership”, which is more concerned with following instructions from superiors and abiding by organizational and legal requirements. The environment of mobile work entails a situation where the superior would have to be able to exert indirect leadership over subordinates through asynchronous, remote contacts. Both have had few one-on-one meetings and contacts (Dirani et al., 2020).

Transformational leadership, characterized by an ability to inspire and motivate followers towards a shared vision, has proven to be significantly important during the COVID-19 pandemic. These turbulent times have amplified the need for leaders who can not only navigate through the crisis effectively but also foster resilience, adaptability, and innovation within their teams (Sabaruddinsah & Asia, 2022). This period has seen leaders adapt their transformational leadership style to a virtual environment, focusing on effective

communication, trust building, empathetic engagement, and active support for their remote teams.

Communication is a cornerstone of transformational leadership, especially in remote work conditions induced by the pandemic. Leaders have had to adapt to digital tools and platforms, finding innovative ways to convey their vision, set clear goals, and provide regular updates (Sabaruddinsah & Asia, 2022). Consistent, transparent communication helps build trust and alleviates the anxiety and uncertainty caused by the crisis and the shift to remote work (Masduki et al., 2020).

Trust building is another crucial aspect of transformational leadership during COVID-19. As the nature of work has shifted towards remote engagement, leaders find it challenging to closely monitor performance as they would in a conventional office setup. This reality calls for a culture of trust where employees feel empowered and answerable for their assignments. Research suggests that confidence in leadership has a positive relationship with employee engagement and productivity (Dirani et al., 2020). Leaders have had to place faith in their teams to uphold productivity and dedication without continuous supervision.

Empathetic engagement is particularly significant given the stress and challenges posed by the pandemic. Transformational leaders show genuine care for their employees' well-being, acknowledging the struggles they may be facing due to the crisis or remote work conditions (Rahul, 2021). They strive for a work-life balance, extend flexibility, and advocate for mental health initiatives to boost the well-being of employees.

Active support entails offering the required resources, advice, and feedback to empower employees to execute their duties efficiently in a remote work setting. Leaders should guarantee that employees possess the technological instruments and skills crucial for remote work. They should also furnish regular, helpful feedback to aid employees in discerning their performance and areas needing improvement (Davidescu et al., 2020).

Moreover, transformational leaders during the COVID-19 era play a pivotal role in nurturing an innovative and continuous learning culture. The crisis has hastened digital transformation, obligating employees to acquire new skills and adapt to novel working methods. Leaders can motivate employees to accept these shifts, perceive challenges as learning prospects, and foster a resilient and adaptable mindset (Sabaruddinsah & Asia, 2022).

In essence, the pandemic has highlighted the importance of transformational leadership in weathering crises, nurturing resilience and adaptability, and managing remote teams competently. The ability of leaders to adapt their transformational leadership style to a virtual environment, focusing on effective communication, trust building, empathetic engagement, and active support, can make a substantial difference in the overall performance and well-being of their teams.

Transformational leadership during the COVID-19 pandemic is about leading with empathy, building trust, communicating effectively, fostering a culture of innovation, and providing active support. As organizations continue to navigate through the uncertainties of the pandemic and the evolving world of work, such leadership attributes will be instrumental in driving organizational resilience and success.

2.5 Role of Leadership as Great Managers Towards Organizational Management

Supervisor viability was characterized as the supervisors' influence on the organization's known activities. They can check the viable implementation using the ideal security and employment of interior and exterior assets, i.e., human, monetary, and contributory assets. Since the management part performs a key role in the operational workflow and achieving results, this reflection focused on the supervisors' views (Boda, 2019). The work of the manager and the leaders differs according to their role. The majority of firms in the world focus on three levels for their leaders. The primary is best management which expects the directors to play an effective role in incorporating responsibility, expertise, etc. However, managers focus on connecting strategic objectives of the firm and incorporating it in the company future.

Such aspects help the company to connect the workers and maintain their motivation by providing them with support, providing them with betterment and focusing on ease of access. They must convince them that the organization's enthusiasm is above all else and that their actions are not disputed (Kowalski & Slebarska, 2022). The executive level, especially the middle management, is the one which sets the goal line for the implementation of the government's activities. The task of the supervisors of the centers is to communicate and

implement the order received from the management. The work of management is to connect the upper level with the lower levels. Also, they connect everyone with communication. In addition, they also keep everyone in check and focus on achieving desired results. Such type of management is well-connected and helps in achieving the desired activities for the firms. Also, they focus on keeping connections and managing the responsibilities provided by the upper level managers. They also help in activities (such as during widespread deployment), they play an important role as pioneers of first choice. Therefore, the purpose of our reflection was to assess how supervisors who coordinated contacts with their subordinates saw the profitability of the work. The main common benefits are the avoidance of commuting, reduced distraction, adaptation to working life, and greater adaptability, resourcefulness, and inspiration. In addition, many wondered about efficiency. Studies show that closeness to colleagues often wastes time and reduced efficiency.

The increased expertise of representatives in hard-to-reach work is due to the need for in-office decentralized displays. Conversely, it is indicated by employees that main obstacle to telecommuting is the need for non-work contacts, although they can connect with others through information and communication innovations. Despite the fact that various providers emphasized the dependence of efficiency of worker's based on its methods and character, agents were able to maintain comparable or slightly lower returns in the middle of domestic work. In addition to the positive perspective, existing research has revealed many challenges caused by hard-to-reach work, difficulty in getting connection, difficult to get communication, resistance, and boredom. As stated, many unattainable preferences and few obstacles to work outcomes and cooperation to accomplish work duties.

Managers, especially first-line supervisors and group leaders, are responsible for monitoring employees' leadership performance (McTaggart & McLaughlin, 2020). In order to maintain the solvency of the company during the pandemic phase, some workers were laid off, and their salaries were reduced. Many people are worried, frustrated, and tired of this incident. In contrast, the researcher claims many workers experienced boredom during the "COVID-19" outbreak. This harms the achievement of the company's goals in general and the deterioration of the performance of the staff. This perception has a significant impact on employee results and outcomes. Effective leadership is very important in the leadership of staff, especially in

the context of the current “COVID-19” epidemic. This aspect developed a demand of leadership that can help in guiding the workers. Similarly, can leaders can inspire employees also boosts their confidence to perform their tasks. This is supported by research that shows that a company does better the more effective its management is. They explain why the company's management style has a greater influence on efforts to improve the quality of employees' work than on career advancement. This is indicated by the characteristics that indicate the motivation of employees who are not ready to evaluate career advancement in the workforce. In order for this analysis to improve the company's display and evaluate the achievements of both employees and company leaders, employees expect that decisions made by management are prioritized.

In order to delve deeper into the role of leadership as great managers in organizational management, it's important to consider the multi-faceted nature of this role. Great managers do more than just lead - they inspire, mentor, guide, and shape the work environment to bring out the best in their team. Their role is critical not only in maintaining the day-to-day operations but also in shaping the long-term strategic direction of the organization (Sabaruddinsah & Asia, 2022).

Managers, particularly at the executive level, are responsible for developing and executing organizational strategy. They interpret the vision set by the board or top management and translate it into actionable plans. A comprehensive and multi-layered understanding of leadership roles is essential in organizational management. The coordination and cooperation across numerous divisions, roles, and possibly across different geographical zones are vital. The impact on the organization's overall success can be significant depending on their effectiveness in crafting the strategy and the implementation blueprint (Boda, 2019).

Mid-tier managers serve as the crucial link between high-level executives and frontline employees. They effectively relay the strategic goals of the company to their units, ensuring each member comprehends their role in realizing these targets. The power of their guidance is vital in shaping a culture that shares the company's vision and values, which subsequently promotes commitment and bolsters performance. Importantly, they facilitate a two-way communication stream within the organization, relaying employee ideas and concerns to the higher-ups.

Also, managers' role in team development is undeniable. They work towards creating an atmosphere that encourages learning, innovation, and growth. Through mentoring their workforce, providing necessary training and resources, and facilitating career advancement, they contribute significantly to their employees' professional development. This investment in their teams can notably boost the company's talent reservoir, leading to long-term organizational success (Kowalski & Slebarska, 2022).

In the wake of the COVID-19 pandemic, the importance of managers as leaders has been emphasized. With the shift to remote work, adapting their leadership approach to the new environment became a necessity. Fostering trust, collaboration, and communication within teams, despite the geographical distance, became a new challenge. Their ability to support team morale, maintain productivity, and ensure team well-being under these tough circumstances greatly influenced the organization's capacity to navigate the crisis.

Decision-making is another key managerial responsibility. These decisions, which often affect their teams and the entire organization, must carefully balance the interests and needs of various stakeholders, including employees, customers, shareholders, and the larger community. In uncertain times or during a crisis, managers' decision-making abilities become even more vital, significantly impacting the organization's resilience and adaptability (McTaggart & McLaughlin, 2020).

Moreover, successful managers excel at handling change. Whether it's implementing a fresh organizational strategy, introducing novel technology, or steering through a crisis, managers play a key role. They must assure their teams grasp the rationale behind the change, are prepared for the transition, and are supported throughout the process.

The role of leadership as great managers in organizational management is comprehensive and multifaceted. They play a critical role in strategic planning, communication, team development, decision-making, and change management. Their leadership can significantly impact the performance and success of the organization. In the context of the COVID-19 pandemic, their role has become even more critical in navigating through the crisis, supporting their teams, and ensuring organizational resilience and adaptability.

2.6 Managing “Remote Workers”; a Herculin’s Task

Additionally, the literature is unanimous on managing “remote workers”: leaders of remote employees must exhibit leadership if they want to use everything that mobility provides. Given the significant role managers play in creating mobile work organizations and the dynamics of these work organizations, which transmit some authority to the employees, the manager's leadership plays a crucial role. So, this study's second goal was to investigate how the superior's leadership style affected the relationship between distance and outstanding relational strength.

According to the research, a manager's leadership style affects how well mobile work goes (Brunellee, 2013). A strong leadership approach can lessen or eliminate the negative impacts of remoteness. In this connection, the model provided by the “transformational leadership” theories is an intriguing method that various researchers have suggested using to investigate influencing factors in style of leaders for “remote work” contexts. Bass developed the theoretical underpinnings of “transformational leadership”.

In order to influence those they lead and accomplish organizational objectives, a person could develop into a leader through ongoing activities. This type of aspect is important as it frequently enables individuals for successful and efficient operations. The difficulty for leaders general principles is to focus on thorough communication, including managing better performance, and procedures in virtual offices, like “remote work” and work from home. However, such aspects of communication will always remain a hurdle in virtual workplaces. In this aspect the need of using innovative and digital measures rises, which can be difficult for conventional to adopt. Lastly, it is also effective for leaders to analyze the performance of the workforce. To do this, leaders must follow some stages, including performance definition, facilitation, and encouragement. Total effective “transformational leadership” may regulate this connection by mitigating the negative impression, according to a researcher who found that psychological and physical distance had a detrimental effect on the quality of relationships in mobile work environments (Aropah et al., 2020).

Managing remote workers indeed requires a Herculean effort from leaders due to a multitude of factors. With the increasing trend of remote work, propelled by the COVID-19 pandemic,

this task has grown in both complexity and relevance. Leaders must deal with the dual challenge of maintaining productivity and fostering cohesion among teams that may be scattered across different locations, time zones, and cultures.

The leadership style in managing remote workers significantly influences the success of mobile work operations (Brunelle, 2013). Transformational leadership is particularly effective in remote work contexts, as it inspires and motivates employees to exceed expectations. Transformational leaders foster a sense of shared purpose and individual growth, both crucial in a remote work environment where employees often work independently and may feel isolated.

Managing effective communication forms a key challenge when supervising remote workers. In contrast to the conventional office set-up, leaders cannot depend on personal interactions or casual chats to connect with their teams. They need to utilize digital communication tools and set up well-defined communication guidelines to keep everyone updated and connected. However, overdependence on digital communication may trigger an overload of information, leading to communication fatigue. Hence, leaders must strike a balance between maintaining regular communication and preventing burnout.

Moreover, leaders ought to adapt their performance management strategies to fit the remote work environment. Traditional methods, often hinging on direct oversight and personal feedback, might not be appropriate. Leaders need to embrace modern approaches like consistent check-ins, objective-based performance indicators, and digital feedback sessions to gauge and enhance the performance of their remote workforce (Aropah et al., 2020).

Establishing and maintaining trust emerges as another critical element of supervising remote workers. Leaders should strive to manifest their trust in employees and cultivate a sense of mutual trust and accountability. This could be implemented through actions like granting employees the autonomy to organize their work, acknowledging their efforts, and maintaining openness in decision-making processes.

Leading remote teams also necessitates that leaders put the welfare of their employees at the forefront. Remote workers could confront challenges such as feelings of isolation, struggles to maintain a work-life balance, and the threat of burnout due to the blending of work and personal spaces. Leaders need to ascertain that their teams have the necessary support and

resources to tackle these challenges. This could involve providing flexible working schedules, promoting regular breaks, fostering virtual social gatherings, and ensuring access to mental health resources.

The role of technology in overseeing remote workers is tremendously significant. Leaders need to make certain that their teams have access to reliable technology and the necessary technical assistance to execute their tasks effectively. This goes beyond rudimentary communication tools and includes project management tools, collaboration platforms, and cybersecurity safeguards. Training and support in using these technologies is also critical to ensure smooth operations.

Despite the challenges, managing remote workers also offers significant opportunities for leaders and organizations. It allows them to tap into a larger talent pool, increase flexibility, reduce overhead costs, and potentially improve productivity and employee satisfaction. Leaders who can navigate the complexities of remote work management can turn this Herculean task into a strategic advantage for their organizations.

2.7 Summary of Literature

It is summarized for all of the above-discussed literature that leadership styles simultaneously impact the employees' productivity and performance. They are equally crucial for their balance of personal life and well-being. Though there are different studies that state, a lack of connection or relation exists in style of leadership and employees working remotely, particularly right after the pandemic and during covid, it is evident that it is crucial not only for private companies but state-owned corporations as authorities; DEWA as well. This occurs because the leader supports building distinct mental images in followers of the work procedures and behaviors to be embraced when implementing "transformational leadership". Accurate and shared mental models enhance understanding during discourses, which promotes efficient communication and consequently makes it possible to lessen the effects of distance (Brunellee, 2013). By changing their attitude, aspirations, and interests, including morals, "transformational leadership" stimulates followers to do improved than first predicted by inspiring them to rise above their interests. Through their future-oriented outlook, transformational leaders could always alter organizations. By clarifying their vision, they may

enable their team members to assume responsibility for carrying it out. According to studies, indirect leadership is efficiently supported by “transformational leadership”. On the contrary, the superior can effectively use indirect leadership by working more than that to create a corporate and collaborative environment, expressing a vision, generating meaning, empowering colleagues, and delegating a lot. This is done through practicing “transformational leadership”. (Choukir et al., 2022). This is clarified through the assertion that transformational management techniques help subordinates' mental models of the behaviors they should adopt and make identifying with the company or the superior easier. According to this viewpoint and the research regarding indirect leadership, researchers think that the superior can lessen or perhaps eliminate the detrimental effects of distance upon that subordinate's impression of relational integrity by practicing “transformational leadership”.

Chapter 3 : Methodology

3.1 Introduction

The aspect “Research methodology” focuses on the approaches and measures that are implemented in research to collect data necessary for conducting analysis. It encompasses a wide range of discussions of the various research methods employed during the study. It delves into the specific survey utilized as an exploration of diverse research designs, the sample population, and collection techniques implemented. Moreover, the analysis methods will be elaborated sequentially. At the same time, the objective of this research is to focus on the influence of leadership on employees' performance while operating remotely, with an emphasis on the moderator “intrinsic motivation” and the mediator “work-life balance”.

3.2 Research Methods

There are two types of methods in research that are Qualitative and Quantitative. Qualitative research is a type of research that does not involve any numerical data to understand and interpret the data. According to Patton (2015), this type of research method typically focuses on collecting data in interpretations, narratives, or theoretical information. Qualitative analysis results are usually presented in detailed descriptions, narratives, or themes, mostly accompanied by examples. Such research involves open-ended discussions, observations, and analysis; the interviewer sometimes also conducts interviews to gather information regarding the field of research (Yadav, 2022).

On the other hand, quantitative research involves numerical data for analysis and interpretation. This data type mainly focuses on using measurable and quantifiable data that can be analyzed statistically. This type of analysis uses a systematic approach. It involves the development of questions for research; then, design is implemented, and then collection of data methods are determined. Likewise, quantitative research mostly collects information through interviews, surveys, statistical analysis, or experiments. Such a method for research is used for statistical analysis that helps in measuring relationships between variables, find the cause-and-effect relationships and is based upon a large sample size (Jamieson et al., 2022).

The research focused on implementing quantitative research methods for the study. The research focuses on analyzing the impact of leadership on improving motivation and “work-life balance”. However, a systematic method was used for the questions development for study and then focus on the research methods that will help in collecting primary data for the study. According to Mazhar et al. (2021), primary data collection is considered more accurate and reliable for collecting direct responses from the population. Such a measure will help in collecting information in relation to the research objective and analyzing the relationship between variables in the post-COVID era. The analysis focuses on work-from-home and its impact on overall “employee performance”. In comparison, the role of leadership has been opted to analyze the increase or decrease of performance in employees. The study will be conducted in DEWA. The primary and quantitative research methods will focus on collecting information from the specific company and detailing the outcome of the results.

3.3 Survey

The survey serves as a research technique for collecting data from individuals. In general, surveys involve posing questions to respondents and recording their answers, which are then systematically interpreted to address the research questions (Scheuren, 2004). Various methods, such as in-person interviews, online questionnaires, paper-based inquiries, and telephone interviews, can be employed to conduct surveys. During survey design, attention is provided to preparing questions based on the research objectives to gain responses from the sample population. According to Andrade (2020), the survey design has limitations as other research methods cover response bias, sampling errors, and challenges in soliciting complex or sensitive information. However, collecting surveys is important to gain primary data that can be analyzed in a numerical or statistical manner (Andrade, 2020).

Based on the above justification, an questionnaire was circulated online for the study. The survey was circulated among the employees of DEWA to respond to close-ended questions based on the research objectives. These questions were constructed using a 5-point Likert scale, a widely employed rating scale in survey design that measures the degree to which respondents agree or disagree with the presented statements. The 5-point Likert scale involves

identifying the research question targeted by the questionnaire, ranging from "strongly disagree" to "strongly agree."

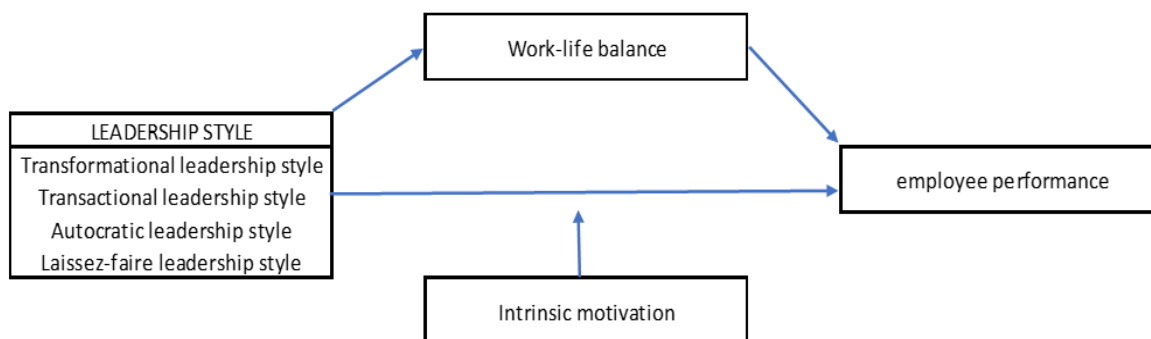
According to Joshi et al. (2015), the use of the Likert scale helps to convert the survey responses into a numerical format and then access the outcome in a statistical manner. Therefore, to analyze the relationship between the dependent and independent variables, the provided survey was constructed focusing on two sets of questions that are "demographics" and "based on variables." These play an effective role in understanding the results of the study.

3.4 Research Design

According to Jamieson et al. (2022), the research design focuses on the overall measure or strategies used in the research to propose a logical or effective flow of the research. The major emphasis lies on the research objectives of the study. If the paper focuses on theoretical outcomes, questions are designed in a coherent or theoretical. In contrast, an opposite view is constructed for the objectives designed for primary research.

Alternatively, there are four types of research designs that include experimentation, descriptive, correlational, or diagnostic designs (Abu-Bader, 2021). The focus of this research is based on collecting numerical data that can provide statistical analysis for the study. However, among the provided research designs, the correlational design is the appropriate one, as it dwells on providing the relationship or impact of the variables on each other (Mazhar et al., 2021).

Fig 3.4 Moderator Vs Mediator Model



A systematic approach was designed to focus on the correlational outcome of the variables. The variables of the study include leadership role(IV), Intrinsic Motivation (Moderating), work-life balance (Mediating), and performance of the employees(DV). The above framework highlights the variables chosen for the study including the Independent Variable, Dependent Variable, Moderating, and Mediating variables. Focusing on the provided variables, the research developed the following primary hypothesis of the study.

H1: Transformational leadership style has a positive impact on employee performance.

H2: Transactional leadership style has a positive impact on employee performance.

H3: Autocratic leadership style has a positive impact on employee performance.

H4: Laissez-faire leadership style has a positive impact on employee performance.

H5: Work-life balance mediates the impact of Transformational leadership style on employee performance.

H6: Work-life balance mediates the impact of Transactional leadership style on employee performance.

H7: Work-life balance mediates the impact of Autocratic leadership style on employee performance.

H8: Work-life balance mediates the impact of Laissez-faire leadership style on employee performance.

H9: Intrinsic motivation moderates/strengthens the impact of Transformational leadership style on employee performance.

H10: Intrinsic motivation moderates/strengthens the impact of Transactional leadership style on employee performance.

H11: Intrinsic motivation moderates/strengthens the impact of Autocratic leadership style on employee performance.

H12: Intrinsic motivation moderates/strengthens the impact of Laissez-faire leadership style on employee performance.

3.5 Sample Population

The sample population, also referred to as the study or target population, comprises individuals from whom information is gathered for a research study. The sample population serves as a simplified representation of a larger group, making the selection of an appropriate target population crucial to the research process, as it can directly impact the study's validity (Hennink & Kaiser, 2022). Quantitative statistical methods are employed to analyze the collected data. Various factors determine the size of the sample population, such as research objectives, research design, sampling techniques, and statistical considerations (Stratton, 2021).

For this investigation, the sample population consisted of employees and leaders from the DEWA company. The information gathered from these participants was utilized to examine the relationships among the research variables. Subsequently, statistical analysis was performed to address the research objectives. The data was collected from 110 DEWA company employees.

The desired confidence level is 95%, which means $1.96Z=1.96$, and E is 5% or 0.05. and the margin of error is 10%.

$$N = 1.96^2 \times 0.5 \times (1-0.5) / 0.1^2$$

$$n = 96.05$$

However, 110 was set as the aim of the study was to collect 96 samples, but more employees provided response than anticipated, which was applied in study. The non-response rate was 0% in the study.

3.6 Data Collection

As discussed above in detail, the data analysis chosen for the research is based on survey analysis and primary data collection. The online survey will be submitted to DEWA to conduct research and collect responses from the employees. The survey will be based on a consent basis. Employees or the target population that are not interested in providing consent to the study will be provided with an opportunity to leave the study (Andrade, 2020). In

addition, employees will be informed that the data collected will be used for the study and not for third-party usage. The data will be kept secure on a USB drive until the study has been completed (Mazhar et al., 2021).

The survey will be generated in connection to the study and its outcomes. The survey will be converted into numerical form after its completion. The provided data will help the study to conduct the results and complete the outcome. The sample population will be DEWA employees, and a minimum of 100-150 employees will be included in the data collection process. The data that is collected outside of UAE or DEWA will be directed as void for the study.

3.7 Data Analysis

The use of analysis in data helps in understanding the outcome for the research, and it helps in examination and interpretation of the collected data. It helps to convert the raw data collected and organize it into an analysis format that will be conducted via different results (Abu-Bader, 2021). As discussed above, SPSS analysis will be used to convert the data and run different tests that will provide effective results for the study.

3.7.1 Cronbach Alpha

This type of test is conducted for analyzing reliability in research analysis, which can focus on validity and reliability of variables. It checks the scale items on the questionnaire and tests their impact, reflecting the consistency of participants' responses to the items. This measure is crucial in determining whether a set of items reliably measures a single underlying construct or concept (Abu-Bader, 2021).

Developed by Lee Cronbach in 1951, Cronbach's alpha is employed primarily in research involving multi-item scales, such as Likert scales used in psychological, educational, and social science studies. The alpha coefficient ranges from 0 to 1, with higher values indicating greater internal consistency (reliability) among the items in the scale (Abdulhakeem, 2022). A general rule of thumb is that a Cronbach's alpha value of 0.7 or higher signifies acceptable reliability, although this threshold can vary depending on the context and the nature of the research.

Calculating Cronbach's alpha involves assessing the average correlation among all possible combinations of items within a scale. It considers both the number of items in the scale and the average inter-item covariance. It is essential to note that this type of test often reacts differently with the changing no of options on the scale of questionnaire; adding more items to a scale can potentially inflate the alpha value, even if the new items do not contribute substantially to the reliability of the scale (Hennink & Kaiser, 2022).

3.7.2 Regression Analysis

Through SPSS, the researcher can also conduct various regression analyses; this type of analysis is used for checking if there is any type of relation in variables that can be 1 or more. The test also helps to divide into subtypes such as simple linear, multiple linear and logistic analyses. The advantage of the regression analysis is that it allows the researchers to develop relationships among variables to conclude what effects changing one variable will have on another. It also allows the researchers to use it as a versatile tool for data analysis and apply it to different questionnaires. This type of analysis makes the model assessment easy for the researchers, and it offers statistical inference, which means that the researchers can make decisions having statistical significance and helps them draw conclusions based on the data collected (Abdulahakeem, 2022).

Apart from these, more types of SPSS tests, such as non-parametric and factor analysis, identify underlying factors in the observed variables. Correlation analysis is used for the continuous variables and helps examine their strengths; the chi-square test helps find the relationship between the categorical variables. In addition, t-tests are used to find the importance of the differences between the group means through statistical perspective, descriptive test describes the characteristics of the data generated, the choice of test being performed depends upon the type of research, research data, research question, study design and much more (Abu-Bader, 2021).

In summary, Cronbach's alpha is a valuable tool in research analysis for assessing the internal consistency of multi-item scales, ensuring that the items reliably measure the intended construct. Researchers must be cautious when interpreting Cronbach's alpha values, taking into

account the context and specific characteristics of their study. In addition, tests like regression will be conducted for checking if any link or relation does exists between the variables.

3.7.3 Achievement of Aims and Objectives/Hypothesis:

The research has met its goals by offering insightful information on how leadership affects worker performance at DEWA in the post-COVID era. It has examined the role that leadership style plays in overseeing remote work and evaluated the effects of working from home on employee productivity. Additionally, the study has emphasised the significance of intrinsic motivation and work-life balance in the relationship between leadership and worker performance. The research helps leaders develop their strategies and shows that transformational leadership is successful in encouraging work-life balance and worker performance in situations that involve remote work. To have a deeper understanding of efficient remote job supervision, more research is advised.

3.8 Research Limitation

This study comes with several limitations. First, the focus is exclusively on DEWA, which may limit the generalizability of the findings to other organizations, industries, or geographical locations. Second, the research employs a cross-sectional approach, providing only a snapshot in time rather than a longitudinal perspective on the influence of leadership on employee performance during the shift to remote work. Third, the research is dependent on self-reported survey data, which can be affected by response bias, including the tendency to present oneself favorably. Fourth, the study doesn't account for various personal and external factors such as the employees' personal resilience, home environment, or level of technological proficiency, all of which can influence remote work performance. Lastly, the complex nature of intrinsic motivation and work-life balance can be challenging to capture and quantify fully, thus potentially limiting the depth of insights derived from the study.

3.9 Conclusion

The provided study takes into detail the use of research methods and methodology used for the research. It helps in analyzing the research design, measures, and the process that will be opted by the research for the outcome purposes.

Chapter 4 : Results and Analysis

4.1 Descriptive Statistics

The descriptive statistics table provides a summary of five variables: Gender, Age, Education, Department, and Experience. It seems these variables are part of a survey or a study conducted on 110 participants, with two missing responses for Gender.

Table 4.1: Descriptive Statistics

		Gender	Age	Education	Department	Experience
N	Valid	108	110	110	110	110
	Missing	2	0	0	0	0
Mean		1.46	3.07	2.54	2.97	2.35
Median		1.00	3.00	3.00	3.00	2.00
Mode		1	2	3	3	2
Std. Deviation		.501	1.519	.925	1.267	1.330
Variance		.251	2.307	.856	1.605	1.769

1. **Gender:** The average (mean) value is 1.46, which is closer to 1 (Male) than 2 (Female), indicating that there are more males than females in the sample. The mode (most frequent value) is 1, confirming this observation. The standard deviation is .501, indicating a relatively low spread in the data, which makes sense given that it's a binary variable.
2. **Age:** Participants are relatively evenly spread across age groups, with a mean of 3.07 and median of 3. Both values fall within the 31-40 years range. The mode is 2, meaning the most common age group is 21-30 years. The standard deviation is 1.519, suggesting a relatively wide spread in ages.
3. **Education:** The mean and median of 2.54 and 3 respectively suggest that participants, on average, have education levels around the Master's degree. The

most common education level (mode) is a Master's degree. The standard deviation is .925, indicating a moderate spread in education levels.

4. **Department:** Participants are almost evenly spread across departments, with a mean of 2.97 and median of 3. The most common department (mode) is Marketing. The standard deviation is 1.267, indicating a fairly wide spread in department representation.
5. **Experience:** The mean and median of 2.35 and 2 respectively suggest that participants, on average, have around 6-10 years of experience. The most common experience level (mode) is also 6-10 years. The standard deviation is 1.330, suggesting a moderate spread in years of experience.

4.2 Respondents Profile

Table 4.2: Respondents Profile

	Frequency	Percent	Cumulative Percent
1. What is your gender?			
Male	58	52.7	53.7
Female	50	45.5	100.0
2. What is your age?			
<20 years	18	16.4	16.4
21-30 years	27	24.5	40.9
31-40 years	24	21.8	62.7
41-50 years	22	20.0	82.7
51-60 years	8	7.3	90.0
>61 years	11	10.0	100.0
3. What is your highest educational achievement?			
Diploma	19	17.3	17.3
Undergraduate	27	24.5	41.8

Master's Degree	50	45.5	87.3
Doctorate	14	12.7	100.0
4. Which department do you work in?			
Finance and Administration	17	15.5	15.5
Human Resources	23	20.9	36.4
Marketing	31	28.2	64.5
Production and Engineering	24	21.8	86.4
Purchasing	15	13.6	100.0
5. How much experience do you have?			
1-5 years	32	29.1	29.1
6-10 years	41	37.3	66.4
11-15 years	18	16.4	82.7
16-20 years	10	9.1	91.8
21-25 years	4	3.6	95.5
>26 years	5	4.5	100.0

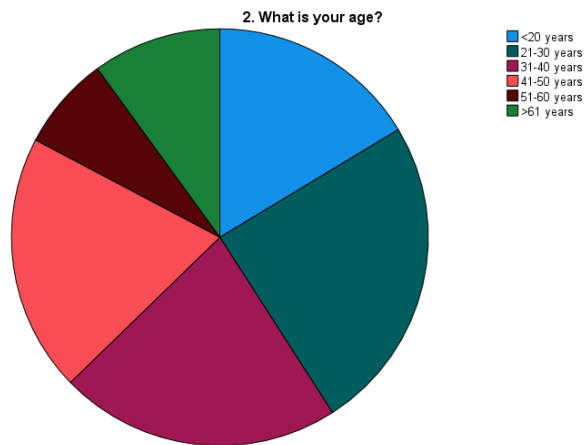


Figure 4.1: What is your age?

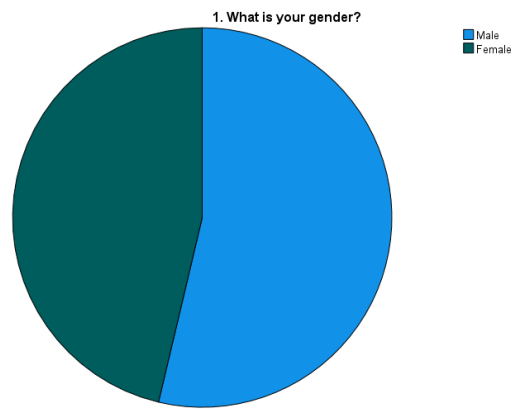


Figure 4.2: What is your gender?

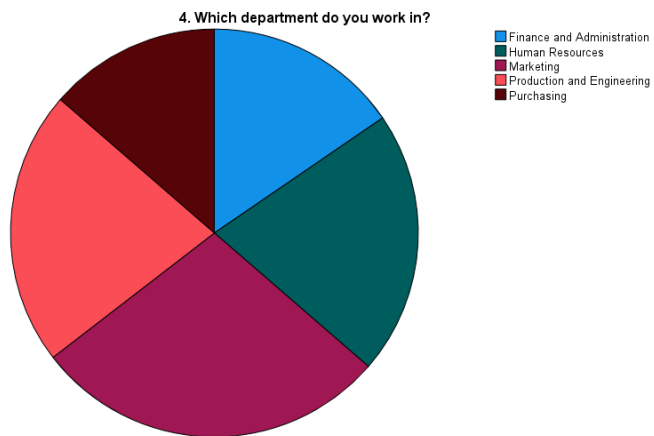


Figure 4.3: Work Department

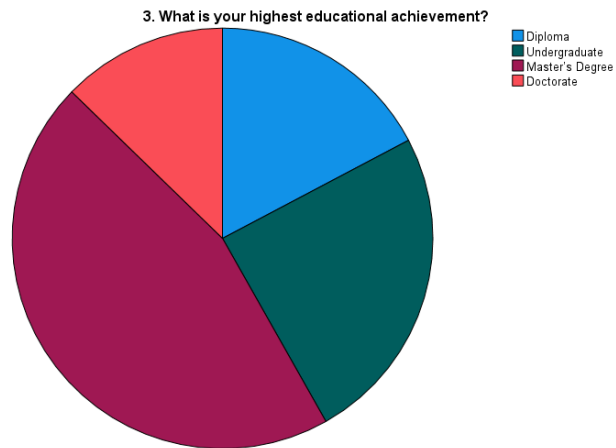


Figure 4.4: Education Level

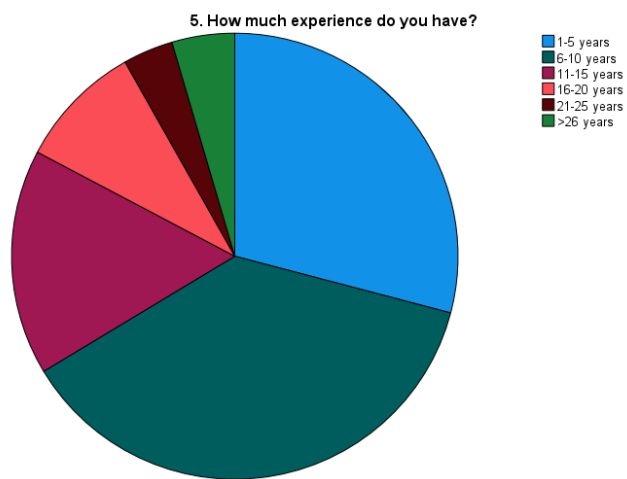


Figure 4.5: Work Experience

1. **Gender:** More respondents identified as Male (52.7%) than Female (45.5%). This is relatively balanced, although males are slightly over-represented.
2. **Age:** The age distribution is quite spread out, with the largest group being the 21-30 years age bracket (24.5%). The next most common age group is 31-40 years (21.8%), closely followed by the 41-50 years group (20%). The least represented group is 51-60 years (7.3%), with those over 61 years making up 10% of the respondents.
3. **Education:** Most of the participants have a master's degree (45.5%), followed by those with an Undergraduate degree (24.5%). The Doctorate holders constitute the smallest group (12.7%), with a slightly larger percentage of respondents having a Diploma (17.3%).
4. **Department:** Most of the respondents work in the Marketing department (28.2%), followed by Human Resources (20.9%) and Production and Engineering (21.8%). The least represented department is Finance and Administration (15.5%), with Purchasing just slightly less represented (13.6%).
5. **Experience:** the majority of the survey participants are in their early career stages. The highest percentage of individuals have spent between 6 to 10 years in their field (37.3%), while those with an experience of 1 to 5 years come next at 29.1%. The cohorts with the lowest representation include individuals with 21-25 years of expertise (3.6%) and those boasting over 26 years in their profession (4.5%).

4.3 Reliability Analysis

This data representation details the outcome of an analysis performed to assess reliability, a standard procedure to determine the internal uniformity of a scale or a group of elements measuring the same aspect. The tool used to measure reliability in this context is “Cronbach's Alpha”. The values of “Cronbach's Alpha” vary between 0 and 1, with higher scores representing greater internal harmony.

Table 4.3: Reliability Analysis - Cronbach's Alpha

Variable	“Cronbach’s Alpha”	Number of items
Autocratic Leader	0.889	5
Transactional Leader	0.853	5
“laissez-faire style”	0.927	7
Transformational Leader	0.846	7
“employee performance”	0.763	7
“intrinsic motivation”	0.734	5
“work-life balance”	0.788	5

All scales in the table show good to excellent internal consistency, ranging from .734 (“intrinsic motivation”) to .927 (“laissez-faire style”). This suggests that the items within each scale are measuring the same underlying construct and are therefore reliable.

4.4 Correlation Analysis

This table presents the correlations between each pair of variables in the study. Positive values indicate a directly proportional or positive relationship (i.e., one variable increases with the other), and negative values indicate an inversely proportional or negative relationship (i.e., one variable decreases with increase in other). The relationship is considered stronger when values are closer to 1 or -1. Asterisks next to the coefficients indicate the level of statistical significance.

Table 4.4: Correlation Analysis

	AL	TSL	LFS	TFL	IM	WLB	EP
AL	1						
TSL	.700**	1					
LFS	.584**	.768**	1				
TFL	-0.08	0.164	0.147	1			
IM	-0.062	0.153	0.111	.780**	1		

WLB	-0.011	.190*	.193*	.662**	.745**	1	
EP	-0.044	.200*	0.171	.844**	.771**	.711**	1
** "Correlation is significant at the 0.01 level (2-tailed)."							
* "Correlation is significant at the 0.05 level (2-tailed)."							

- **H1: Transformational leadership style has a positive impact on employee performance.**
- The correlation coefficient for Transformational Leadership (TFL) and Employee Performance (EP) is .844**. This indicates a strong and significant positive correlation between the two, supporting Hypothesis H1.
- **H2: Transactional leadership style has a positive impact on employee performance.**
- The coefficient for Transactional Leadership Style (TSL) and EP is .200*. This reflects a correlation (though weaker compared to TFL) that is significant at the 0.05 level, thereby providing support to Hypothesis H2.
- **H3: Autocratic leadership style has a positive impact on employee performance.**
- The correlation coefficient between Autocratic Leadership (AL) and EP is -0.044. This indicates no significant relationship, hence Hypothesis H3 is not supported.
- **H4: Laissez-faire leadership style has a positive impact on employee performance.**
- The coefficient for Laissez-faire Leadership Style (LFS) and EP is 0.171. This indicates a weak correlation that is not significant (since it lacks an asterisk), so Hypothesis H4 is not supported.
- **H5: Work-life balance mediates the impact of Transformational leadership style on employee performance.**
- The direct correlation between TFL and EP is strong (.844**). Furthermore, TFL's correlation with Work-life Balance (WLB) is significant and strong (.662**). Since

WLB also has a strong correlation with EP (.711**), there is evidence to suggest possible mediation, supporting H5.

- **H6: Work-life balance mediates the impact of Transactional leadership style on employee performance.**
- TSL's correlation with EP is .200*, and with WLB it's .190*. Given WLB's strong correlation with EP, it could suggest potential mediation. Thus, H6 finds support.
- (For H7 & H8, based on the given data, there isn't strong evidence to suggest that Work-life balance mediates the relationship between Autocratic or Laissez-faire leadership styles and employee performance. The correlations are either not significant or too weak.)
- **H9: Intrinsic motivation moderates/strengthens the impact of Transformational leadership style on employee performance.**
- The correlation between TFL and Intrinsic Motivation (IM) is strong (.780**), and since both variables also have strong correlations with EP, there's a possibility of moderation. This supports H9.
- **H10: Intrinsic motivation moderates/strengthens the impact of Transactional leadership style on employee performance.**
- TSL's correlation with IM is 0.153, suggesting a weak relationship. Given IM's strong relationship with EP, it's uncertain if IM acts as a moderator. Further regression analysis would clarify the nature of this relationship.
- (For H11 & H12, the data doesn't provide strong evidence to confirm that intrinsic motivation moderates the relationships between Autocratic or Laissez-faire leadership styles and employee performance.)

4.5 Regression Analysis

4.5.1 Impact on Leadership Styles on “Employee Performance”

This table presents a series of multiple regression models examining the influence of various leadership styles (Laissez-Faire, Autocratic, Transactional, and Transformational) on “employee performance”.

Table 4.5: Stepwise regression - Impact of leadership styles on “employee performance”

DV: “employee performance”	Model (1)	Model (2)	Model (3)	Model (4)
(Constant)	0.633***	0.541***	0.567***	0.566***
	(0.108)	(0.132)	(0.139)	(0.142)
Transformational Leader	0.709***	0.701***	0.693***	0.693***
	(0.043)	(0.044)	(0.046)	(0.046)
Transactional Leader		0.041	0.062	0.060
		(0.034)	(0.049)	(0.061)
Autocratic Leader			-0.026	-0.027
			(0.044)	(0.045)
“laissez-faire style”				0.002
				(0.051)
R-Squared	0.712	0.716	0.717	0.717
Adjusted R-Squared	0.710	0.711	0.709	0.707
N	110	110	110	110
*** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$ “Standard error in parentheses”				

The constant or intercept (represented by the term “(Constant)”) refers to the average expected value of “employee performance” when values of “leadership styles” are considered zero.

The four models add different predictors in each step, allowing us to assess the influence of each “leadership style” on “employee performance”.

In Model (1), only “transformational leadership” is included. “transformational leadership” has a highly significant positive relationship with “employee performance” ($b = 0.709$, $p < 0.01$). This model explains a good proportion of variance in “employee performance”, with an “R-squared” value of 0.712, and “Adjusted R-squared” of 0.710.

Model (2) adds “transactional leadership” to the predictors. “transformational leadership” remains highly significant, but “transactional leadership” is not significantly related to “employee performance”. This model explains a slightly larger proportion of variance, with an “R-squared” of 0.716 and “Adjusted R-squared” of 0.711.

In Model (3), Autocratic Leadership is added. Both Transformational and “transactional leadership” coefficients remain unchanged and Autocratic Leadership is not significantly related to “employee performance”. The R-squared and Adjusted R-squared values are virtually the same as in Model (2), suggesting that adding Autocratic Leadership did not improve the model's explanatory power.

Finally, in Model (4), “laissez-faire style” is added. The coefficients for Transformational and “transactional leadership”, and Autocratic Leader remain the same. “laissez-faire style” is not significantly related to “employee performance”. The R-squared value remains the same as in Model (3), and the Adjusted R-squared slightly decreases, indicating that adding “laissez-faire style” did not improve the model's explanatory power.

4.5.2 Mediating Effect of “Work-Life Balance”

4.5.2.1 Mediating Effect of “work-life balance” on Impact of Autocratic Leadership on “employee performance”

Outcome Variable: “work-life balance”

Table 4.6: Regression - Impact of AL on WLB

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.4049	.1831	13.1333	.0000	2.0419	2.7678
AL	-.0076	.0658	-.1151	.9086	-.1380	.1229

AL --> WLB regression: The first table examines the effect of AL on WLB. The coefficient is -.0076, which is not statistically significant ($p = .9086$). This suggests that AL does not have a significant direct effect on WLB.

“Outcome Variable: employee performance”

Table 4.7: Regression - Impact of AL and WLB on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	.9167	.1780	5.1501	.0000	.5638	1.2695
AL	-.0209	.0397	-.5261	.5999	-.0996	.0578
WLB	.6080	.0580	10.4747	.0000	.4929	.7230

AL and WLB --> EP regression: The second table examines the effect of AL and WLB on EP. AL does not have a significant direct effect on EP (coefficient = -.0209, $p = .5999$). However, WLB has a significant positive effect on EP (coefficient = .6080, $p < .001$).

Direct and Indirect Effects of Autocratic Leadership on “employee performance”

Table 4.8: Direct effect of AL on EP

	Effect	se	t	p	LLCI	ULCI
row1	-.0209	.0397	-.5261	.5999	-.0996	.0578

Direct effect of AL on EP: The third table repeats the information from the second table, specifically for AL. This confirms that AL does not have a significant direct effect on EP.

Table 4.9: Indirect effect(s) of AL on EP

	Effect	BootSE	BootLLCI	BootULCI
WLB	-.0046	.0435	-.0829	.0882

Indirect effect of AL on EP via WLB: The fourth table examines the indirect effect of AL on EP via WLB. The effect size is -.0046, but the bootstrapped confidence interval (from -.0829 to .0882) includes 0. This indicates that the indirect effect of AL on EP through WLB is not significant.

The analysis suggests that while WLB is a significant predictor of EP, it does not significantly mediate the relationship between AL and EP. Additionally, AL is not a significant predictor of either WLB or EP in this model.

4.5.2.2 Mediating Effect of “work-life balance” on Impact of “transactional leadership” on “employee performance”

Outcome Variable: “work-life balance”

Table 4.10: Regression - Impact of TSL on WLB

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.9874	.2099	9.4678	.0000	1.5713	2.4035
TSL	.1427	.0709	2.0118	.0467	.0021	.2833

This model predicts WLB from “transactional leadership” Style (TSL). The constant is significant ($p < .0000$), indicating that when “transactional leadership” Style is 0, the predicted

value of “work-life balance” is 1.9874. “transactional leadership” Style (TSL) significantly predicts “work-life balance” ($b = .1427$, $p = .0467$), indicating that as “transactional leadership” Style increases, so does “work-life balance”. The confidence interval for this effect (.0021 to .2833) does not include zero, further confirming its significance.

Outcome Variable: “employee performance”

Table 4.11 Regression: Impact of TSL and WLB on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	.7683	.1739	4.4176	.0000	.4235	1.1130
TSL	.0431	.0443	.9732	.3327	-.0447	.1308
WLB	.5974	.0589	10.1373	.0000	.4806	.7142

This model predicts “employee performance” from both “transactional leadership” Style (TSL) and “work-life balance” (WLB). The constant is significant ($p < .0000$), meaning that when “transactional leadership” Style and “work-life balance” are both 0, the predicted value of “employee performance” is .7683. “work-life balance” significantly predicts “employee performance” ($b = .5974$, $p = .0000$), indicating that as “work-life balance” increases, so does “employee performance”. However, “transactional leadership” Style (TSL) does not significantly predict “employee performance” ($p = .3327$), suggesting that the direct effect of “transactional leadership” Style on “employee performance” is not significant.

Direct and Indirect Effects of “transactional leadership” on “employee performance”

Table 4.12: Direct effect of TSL on EP

	Effect	se	t	p	LLCI	ULCI
row1	.0431	.0443	.9732	.3327	-.0447	.1308

The direct effect of “transactional leadership” Style on “employee performance” is not significant ($p = .3327$), meaning that “transactional leadership” Style does not have a significant direct impact on “employee performance”.

Table 4.13: Indirect effect(s) of TSL on EP

	Effect	BootSE	BootLLCI	BootULCI
WLB	.0853	.0477	-.0076	.1795

The indirect effect of “transactional leadership” Style on “employee performance” through “work-life balance” is .0853. The bootstrap confidence interval for this indirect effect (-.0076 to .1795) includes zero, which indicates that the indirect effect is not statistically significant at the .05 level.

These results suggest that “transactional leadership” Style has a significant positive effect on “work-life balance”, but it does not have a significant direct or indirect (through “work-life balance”) effect on “employee performance”. Instead, it appears that “work-life balance” is a significant predictor of “employee performance”.

4.5.2.3 Mediating Effect of “work-life balance” on Impact of “laissez-faire leadership” on “employee performance”

Outcome Variable: “work-life balance”

Table 4.14: Regression - Impact of LFS on WLB

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.9939	.2039	9.7805	.0000	1.5898	2.3980
LFS	.1400	.0685	2.0452	.0433	.0043	.2757

In this model, “laissez-faire leadership” Style (LFS) is predicting “work-life balance” (WLB). The constant is significant ($p < .0000$), indicating that when “laissez-faire leadership” Style is 0, the predicted value of “work-life balance” is 1.9939. “laissez-faire leadership” Style significantly predicts “work-life balance” ($b = .1400$, $p = .0433$), suggesting that as “laissez-faire leadership” Style increases, “work-life balance” also increases. The confidence interval for this effect (.0043 to .2757) does not include zero, further confirming its significance.

Outcome Variable: “employee performance”

Table 4.15: Regression - Impact of LFS and WLB on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	.8159	.1721	4.7407	.0000	.4747	1.1571
LFS	.0215	.0429	.5010	.6174	-.0636	.1065
WLB	.6026	.0592	10.1860	.0000	.4853	.7198

This model predicts “employee performance” from “laissez-faire leadership” Style (LFS) and “work-life balance” (WLB). The constant is significant ($p < .0000$), which suggests that when “laissez-faire leadership” Style and “work-life balance” are both 0, the predicted value of “employee performance” is .8159. “work-life balance” significantly predicts “employee performance” ($b = .6026$, $p = .0000$), meaning that as “work-life balance” increases, so does “employee performance”. However, “laissez-faire leadership” Style (LFS) does not significantly predict “employee performance” ($p = .6174$), implying that the direct effect of “laissez-faire leadership” Style on “employee performance” is not significant.

Direct and Indirect Effects of “laissez-faire leadership” on “employee performance”

Table 4.16: Direct effect of LFS on EP

	Effect	se	t	p	LLCI	ULCI
row1	.0215	.0429	.5010	.6174	-.0636	.1065

The direct effect of “laissez-faire leadership” Style on “employee performance” is not significant ($p = .6174$), suggesting that “laissez-faire leadership” Style does not have a significant direct impact on “employee performance”.

Table 4.17: Indirect effect(s) of LFS on EP

	Effect	BootSE	BootLLCI	BootULCI
WLB	.0844	.0489	-.0091	.1844

The indirect effect of “laissez-faire leadership” Style on “employee performance” through “work-life balance” is .0844. The bootstrap confidence interval for this indirect effect (-.0091

to .1844) includes zero, which indicates that the indirect effect is not statistically significant at the .05 level.

These results suggest that “laissez-faire leadership” Style has a significant positive effect on “work-life balance”, but it does not have a significant direct or indirect (through “work-life balance”) effect on “employee performance”. Rather, “work-life balance” appears to be a significant predictor of “employee performance”.

4.5.2.4 Mediating Effect of “work-life balance” on Impact of “transformational leadership” on “employee performance”

Outcome Variable: “work-life balance”

Table 4.18: Regression - Impact of TFL on WLB

Model

	coeff	se	t	p	LLCI	ULCI
constant	.8438	.1761	4.7908	.0000	.4947	1.1930
TFL	.6510	.0709	9.1866	.0000	.5105	.7914

In this model, “transformational leadership” (TFL) is predicting “work-life balance” (WLB). The constant is significant ($p < .0000$), meaning that when “transformational leadership” is 0, the predicted value of “work-life balance” is .8438. “transformational leadership” significantly predicts “work-life balance” ($b = .6510$, $p < .0000$), indicating that as “transformational leadership” increases, “work-life balance” also increases.

Outcome Variable: “employee performance”

Table 4.19: Regression - Impact of TFL and WLB on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	.4375	.1104	3.9638	.0001	.2187	.6563
TFL	.5585	.0538	10.3762	.0000	.4518	.6652
WLB	.2320	.0548	4.2363	.0000	.1234	.3405

In this model, “employee performance” is predicted from both “transformational leadership” (TFL) and “work-life balance” (WLB). The constant is significant ($p < .0001$), which suggests that when “transformational leadership” and “work-life balance” are both 0, the predicted value of “employee performance” is .4375. Both “transformational leadership” ($b = .5585$, $p < .0000$) and “work-life balance” ($b = .2320$, $p < .0000$) significantly predict “employee performance”, indicating that increases in both predictors correspond to an increase in “employee performance”.

Direct and Indirect Effects of “transformational leadership” on “employee performance”

Table 4.20: Direct effect of TFL on EP

	Effect	se	t	p	LLCI	ULCI
row1	.5585	.0538	10.3762	.0000	.4518	.6652

The direct effect of “transformational leadership” on “employee performance” is significant ($b = .5585$, $p < .0000$), suggesting that “transformational leadership” has a significant direct impact on “employee performance”.

Table 4.21: Indirect effect(s) of TFL on EP

	Effect	BootSE	BootLLCI	BootULCI
WLB	.1510	.0405	.0675	.2307

The indirect effect of “transformational leadership” on “employee performance” through “work-life balance” is estimated to be .1510. The bootstrap confidence interval for this indirect effect (.0675 to .2307) does not include zero, indicating that the indirect effect is statistically significant at the .05 level.

These results suggest that “transformational leadership” has a significant direct effect on “employee performance” and also an indirect effect through its impact on “work-life balance”. This signifies that “transformational leadership” not only improves “employee performance” directly but also indirectly by improving “work-life balance”.

4.5.3 Moderating Effect of “Intrinsic Motivation”

4.5.3.1 Moderating Effect of “intrinsic motivation” on Impact of Autocratic Leadership on “employee performance”

Outcome Variable: “employee performance”

Table 4.22: Regression- Impact of AL and IM on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3130	.0393	58.8284	.0000	2.2351	2.3910
AL	.0006	.0374	.0170	.9864	-.0735	.0748
IM	.7344	.0592	12.4042	.0000	.6170	.8518
Int_1	-.0092	.0453	-.2027	.8398	-.0990	.0806

In the primary model, we observe that the interaction effect (Int_1) between Autocratic Leadership and “intrinsic motivation” on “employee performance” is not statistically significant ($b = -.0092$, $p = .8398$). This suggests that the impact of Autocratic Leadership on “employee performance” does not significantly change at different levels of “intrinsic motivation”.

Conditional effects of the focal predictor at values of the moderator(s):

Table 4.23: Conditional effects of AL on EP

	IM	Effect	Se	T	P	LLCI	ULCI
Row1	-0.6708	0.0068	0.042	0.1618	0.8717	-0.0765	0.0901
Row2	0.000	0.0006	0.0374	0.017	0.9864	-0.0735	0.0748
Row3	0.6708	-0.0055	0.0537	-0.1029	0.9182	-0.1119	0.1009

When observing the conditional effects of Autocratic Leadership on “employee performance” at various levels of “intrinsic motivation”, we note that the effects are not significant at the -0.6708 level ($b = .0068$, $p = .8717$), 0 level ($b = .0006$, $p = .9864$), or 0.6708 level ($b = -.0055$, $p = .9182$).

Based on the provided SPSS output, it appears that “intrinsic motivation” does not have a significant moderating effect on the relationship between Autocratic Leadership and “employee performance”. Despite the insignificance of the moderating effect, it should be noted that “intrinsic motivation” itself is a significant predictor of “employee performance” ($b = .7344$, $p < .0000$), indicating that regardless of the type of leadership, employees with higher “intrinsic motivation” tend to have better performance.

4.5.3.2 Moderating Effect of “intrinsic motivation” on Impact of “transactional leadership” on “employee performance”

Outcome Variable: “employee performance”

Table 4.24: Regression - Impact of TSL and IM on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3163	.0393	58.9625	.0000	2.2384	2.3942
TSL	.0466	.0420	1.1077	.2705	-.0368	.1299
IM	.7324	.0631	11.6142	.0000	.6074	.8575
Int_1	-.0283	.0546	-.5194	.6045	-.1365	.0798

In the main model, the interaction term (Int_1) representing the interaction between “transactional leadership” and “intrinsic motivation” is not statistically significant ($b = -0.0283$, $p = 0.6045$). The implication is that the effect of “transactional leadership” on “employee performance” doesn't exhibit significant variation at different degrees of “intrinsic motivation”.

Conditional effects of the focal predictor at values of the moderator(s):

Table 4.25: Conditional effects of TSL on EP

	IM	Effect	Se	T	P	LLCI	ULCI
Row1	-0.6708	0.0656	0.046	1.4253	0.157	-0.0256	0.1568
Row2	0.000	0.0466	0.042	1.1077	0.2705	-0.0368	0.1299
Row3	0.6708	0.0276	0.064	0.4307	0.6676	-0.0993	0.1545

Furthermore, when observing the conditional effects of “transactional leadership” on “employee performance” at different levels of “intrinsic motivation”, we see that the effects are not statistically significant at -0.6708 ($b = 0.0656$, $p = 0.157$), 0 ($b = 0.0466$, $p = 0.2705$), or 0.6708 ($b = 0.0276$, $p = 0.6676$).

Our observations imply that “intrinsic motivation” doesn't significantly alter the effect of “transactional leadership” on “employee performance”. However, it's interesting to point out that “intrinsic motivation” itself is a significant determinant of “employee performance” ($b = .7324$, $p < .0000$). This suggests that, regardless of the leadership approach, employees with a higher degree of “intrinsic motivation” usually outperform.

4.5.3.3 Moderating Effect of “intrinsic motivation” on Impact of “laissez-faire leadership” on “employee performance”

Outcome Variable: “employee performance”

Table 4.26: Regression - Impact of LFS and IM on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3139	.0391	59.1525	.0000	2.2364	2.3915
LFS	.0519	.0402	1.2908	.1996	-.0278	.1315
IM	.7266	.0626	11.6051	.0000	.6025	.8508
Int_1	-.0066	.0525	-.1253	.9005	-.1106	.0975

In the primary model, the interaction term (Int_1) between “laissez-faire style” and “intrinsic motivation” is not statistically significant ($b = -0.0066$, $p = 0.9005$). The implication is that the

effect of “laissez-faire style” on “employee performance” doesn't exhibit significant variation at different degrees of “intrinsic motivation”.

Conditional effects of the focal predictor at values of the moderator(s):

Table 4.27: Conditional effects of LFS on EP

	IM	Effect	Se	T	P	LLCI	ULCI
Row1	-0.6708	0.0563	0.0446	1.2627	0.2095	-0.0321	0.1447
Row2	0.000	0.0519	0.0402	1.2908	0.1996	-0.0278	0.1315
Row3	0.6708	0.0475	0.061	0.778	0.4383	-0.0735	0.1684

Additionally, when we look at the conditional effects of “laissez-faire style” on “employee performance” at various levels of “intrinsic motivation”, the effects are not statistically significant at -0.6708 ($b = 0.0563$, $p = 0.2095$), 0 ($b = 0.0519$, $p = 0.1996$), or 0.6708 ($b = 0.0475$, $p = 0.4383$).

The outcomes imply that “intrinsic motivation” doesn't significantly adjust the influence of “laissez-faire style” on “employee performance”. However, it's vital to note that “intrinsic motivation” by itself significantly forecasts “employee performance” ($b = .7266$, $p < .0000$). This means that, irrespective of the leadership approach, more intrinsically motivated employees tend to have better performance.

4.5.3.4 Moderating Effect of “intrinsic motivation” on Impact of “transformational leadership” on “employee performance”

Outcome Variable: “employee performance”

Table 4.28: Regression - Impact of TFL and IM on EP

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.2906	.0362	63.3127	.0000	2.2189	2.3623
TFL	.5232	.0654	7.9940	.0000	.3934	.6529
IM	.2518	.0761	3.3085	.0013	.1009	.4027
Int_1	.0580	.0477	1.2150	.2271	-.0366	.1526

In the primary model, the interaction term (Int_1) between “transformational leadership” and “intrinsic motivation” is not statistically significant ($b = 0.0580$, $p = 0.2271$). This implies that the influence of “transformational leadership” on “employee performance” does not significantly differ at various levels of “intrinsic motivation”.

Conditional effects of the focal predictor at values of the moderator(s):

Table 4.29: Conditional effects of TFL on EP

	IM	Effect	Se	T	P	LLCI	ULCI
Row1	-0.6708	0.4843	0.072	6.7231	0.0000	0.3415	0.6271
Row2	0.000	0.5232	0.0654	7.994	0.0000	0.3934	0.6529
Row3	0.6708	0.5621	0.0737	7.63	0.0000	0.416	0.7081

However, when we examine the conditional effects of “transformational leadership” on “employee performance” at different levels of “intrinsic motivation”, the effects are statistically significant at -0.6708 ($b = 0.4843$, $p < 0.0000$), 0 ($b = 0.5232$, $p < 0.0000$), and 0.6708 ($b = 0.5621$, $p < 0.0000$).

Although the interaction term was not meaningful, pointing out that “intrinsic motivation” doesn't significantly change the impact of “transformational leadership” on “employee performance”, the conditional influences suggest that the effect of “transformational leadership” on “employee performance” is significant across varying degrees of “intrinsic motivation”.

Furthermore, both “transformational leadership” and “intrinsic motivation” are significant predictors of “employee performance” (TFL: $b = 0.5232$, $p < 0.0000$; IM: $b = 0.2518$, $p = 0.0013$), indicating that they both independently contribute to “employee performance”.

Chapter 5 : Discussion and Conclusion

5.1 Introduction

The evolving landscape of “remote work”, accelerated by the “COVID-19” pandemic, has presented unique challenges and opportunities for organizational leadership. The aim of this discussion is to elucidate how different leadership styles - transformational, transactional, autocratic, and laissez-faire - influence “employee performance” and “work-life balance” at DEWA. Additionally, we explore the role of “intrinsic motivation” as a moderating factor between these leadership styles and “employee performance”. These findings serve to address the broader questions regarding the role of leadership at DEWA in managing “remote work”, their strategies in maintaining “employee performance” during and post-pandemic, and factors contributing to “work-life balance” and performance in a “remote work” environment.

5.2 Discussion

5.2.1 What is The Role of Leadership at DEWA in Managing Employees in “Remote Working”?

From the analysis of the data, leadership styles at DEWA play significant roles in managing remote employees. “transformational leadership”, in particular, showed the most significant impact on both “work-life balance” and “employee performance”, with positive coefficients in both instances. This implies that transformational leaders, who inspire, encourage innovation and care about their followers' individual needs, are able to effectively manage remote employees by fostering a conducive “work-life balance” and promoting optimal performance.

On the other hand, “transactional leadership” demonstrated a modest positive direct impact on “employee performance” and a moderate positive effect on “work-life balance”. Autocratic and “laissez-faire style”s had minimal direct impact on “employee performance”. Therefore, while all leadership styles have some influence, “transformational leadership” stands out as the most effective for managing remote employees at DEWA.

5.2.2 How have Leaders at DEWA Managed “Employee Performance” During and after COVID?

The leaders at DEWA seem to have managed “employee performance” during and after “COVID-19” effectively, especially those employing transformational and transactional styles. Both styles showed positive direct effects on “employee performance”, suggesting that they are beneficial for maintaining and improving performance in “remote work” contexts.

Moreover, “intrinsic motivation” was identified as a crucial factor for “employee performance”. While it did not significantly moderate the relationship between leadership styles and performance, it had a substantial direct effect on performance, indicating that leaders who can foster a sense of “intrinsic motivation” among their employees can effectively manage performance in “remote working” scenarios.

5.2.3 What Aspects Motivate or Develop “Work-Life Balance” in DEWA and Enhance “Employee Performance” in “Remote Working”?

As per the results, all four leadership styles at DEWA—transformational, transactional, autocratic, and laissez-faire—have shown to contribute to the development of “work-life balance”, albeit to varying degrees. “transformational leadership” was found to have the most substantial positive effect, followed by “transactional leadership”.

Furthermore, “work-life balance” and “intrinsic motivation” were both found to have a significant direct impact on “employee performance”. This indicates that these are key aspects that motivate employees and enhance their performance in a “remote work” context. Hence, DEWA leaders who focus on promoting “work-life balance” and “intrinsic motivation” are more likely to witness enhanced performance among their remote employees.

5.3 Summary of Research Findings

The results of the study suggest that “transformational leadership” has a positive and significant effect on both “work-life balance” and “employee performance”, affirming the critical role of this leadership style in “remote working” situations. Transformational leaders, who inspire, stimulate, and consider the individual needs of their employees, can maintain

high “employee performance” and “work-life balance”, even in challenging times, such as the “COVID-19” pandemic. This leadership style is particularly effective in managing employees working remotely, addressing the first research question and meeting the first and third objectives of the study.

In contrast, the other leadership styles examined (transactional, autocratic, and laissez-faire) had either negligible or non-significant effects on “employee performance”. “transactional leadership”, which relies on rewarding or punishing employees based on their performance, had a small but non-significant impact on “employee performance”. Autocratic leadership, characterized by individual control over all decisions with little input from group members, had a negligible and non-significant effect. Lastly, “laissez-faire leadership”, where leaders provide little guidance to their followers and give them as much freedom as possible, showed a minimal and non-significant impact. This suggests that these leadership styles might not be as effective as “transformational leadership” in managing “remote working” employees and maintaining their performance levels during and after COVID, providing insight into the second research question.

The role of “intrinsic motivation” as a moderating factor in the relationship between various leadership styles and “employee performance” was also examined. While the study found significant direct effects of “transformational leadership” on “employee performance” across different levels of “intrinsic motivation”, “intrinsic motivation” did not significantly moderate these relationships. This suggests that while “intrinsic motivation” is a crucial factor in enhancing “employee performance”, its interaction with different leadership styles might not substantially alter their effects on performance. Further study might be beneficial to decode the intricate interplay between leadership styles, inherent motivation, and employee output.

As for the work-life equilibrium, the research highlighted its crucial role in improving “employee performance” in a “remote work” context. Each leadership style assessed had a positive influence on the “work-life balance”, subsequently positively impacting employee output. This suggests that proficient leadership can contribute to a better “work-life balance” for remote employees, which could further improve their performance. The last aim of the study is fulfilled by providing valuable insights into aspects that could either motivate or enhance “work-life balance” at DEWA and improve employee output in “remote work”.

5.4 Conclusion

To summarize, this dialogue offers crucial observations about the function of leadership in supervising “remote work”ers at DEWA during the “COVID-19” pandemic and beyond. Among the different leadership styles explored, “transformational leadership” proved to be the most effective in promoting both “work-life balance” and “employee performance”. This underscores the value of leaders who inspire, stimulate, and consider the individual needs of their employees, especially in a “remote working” context.

Although “intrinsic motivation” did not significantly moderate the relationship between leadership styles and “employee performance”, it remains a key component in enhancing “employee performance”. Therefore, fostering an environment that nurtures this motivation should not be overlooked. Additionally, the positive effects of all leadership styles on “work-life balance”, which in turn positively impacts “employee performance”, highlight the necessity of leadership that supports and encourages a balanced work and personal life, particularly in “remote work” settings.

Ultimately, the findings of this study serve to inform leadership strategies at DEWA and similar organizations navigating the complexities of “remote work”. Upcoming research should probe more into the complex interplay between leadership styles, inherent motivation, and other potential moderating factors to sharpen our comprehension of effective “remote work” supervision.

5.5 Future Areas of Research

A potential topic for future research could be examining the effects of other leadership styles that this study didn't cover, like servant leadership, democratic leadership, or situational leadership, on “employee performance” and “work-life balance”. These leadership styles might also have unique effects on these outcomes, and their examination may provide a more thorough understanding of the influence of leadership on “remote work” in organizations like DEWA.

Additionally, evaluating the possible moderating effect of other personal and job-related variables could prove useful. Factors such as job satisfaction, organizational commitment,

perceived organizational support, or personal traits like resilience or coping mechanisms could be examined. It's likely that these factors might affect how leadership styles impact “work-life balance” and performance in “remote work” conditions.

Lastly, conducting a longitudinal study to monitor changes in the influence of leadership over time as employees continue “remote work” could be beneficial. As the post-COVID era progresses, the way employees adapt to “remote work” and the effect of leadership styles may change. This could offer more dynamic insights into the role of leadership in managing remote employees.

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