THE IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP IN UAE'S PUBLIC SECTOR ORGANISATIONS

تطبيق القيادة التحويلية في مؤسسات القطاع العام بدولة الإمارات العربية المتحدة

by

KHALED AL SHEHHI

A thesis submitted in fulfilment

of the requirements for the degree of

DOCTOR OF PHILOSOPHY IN BUSINESS MANAGEMENT

at

The British University in Dubai

January 2022

Title of the Thesis in English:
Subtitle

Title of the thesis in Arabic:
Subtitle

by

Khaled Al Shehhi

A thesis submitted to the Faculty of Business and Law

in fulfilment of the requirements for the degree of

Professional Doctorate in Business Administration (DBA)
at

The British University in Dubai

January 2022

Supervised by
Professor Bader Obeidat

Approved for award:

_____	_____
Name	Name
Designation	Designation
_____	_____
Name	Name
Designation	Designation

Date: _____

DECLARATION

I warrant that the content of this research is the direct result of my own work and that any use made in it of published or unpublished copyright material falls within the limits permitted by international copyright conventions.

I understand that a copy of my research will be deposited in the University Library for permanent retention.

I hereby agree that the material mentioned above for which I am author and copyright holder may be copied and distributed by The British University in Dubai for the purposes of research, private study or education and that The British University in Dubai may recover from purchasers the costs incurred in such copying and distribution, where appropriate.

I understand that The British University in Dubai may make a digital copy available in the institutional repository.

I understand that I may apply to the University to retain the right to withhold or to restrict access to my thesis for a period which shall not normally exceed four calendar years from the congregation at which the degree is conferred, the length of the period to be specified in the application, together with the precise reasons for making that application.

Khaled Al Shehhi

COPYRIGHT AND INFORMATION TO USERS

Abstract

Several government agencies, ministries, and public organisations have adopted transformational leadership in order for the UAE to position itself as an international business hub and tourist destination. Empirical research suggests that transformational leadership is positively related to job satisfaction, job performance, organisational commitment, and survival. Although the concept of transformational leadership has been implemented in a variety of organisations, little research has been conducted on the challenges of implementing such approaches in the UAE public sector, including key barriers, sources of resistance, compliance strategies, factors that contribute to the successful implementation of transformational leadership and levels of success of the new style. Moreover, these studies have not contextually explained each construct, what exactly hinders and causes resistance to the implementation of transformational leadership, and how organisations respond to obstacles with appropriate compliance behaviours and strategies. Therefore, this study aims to examine these interrelated constructs in more detail in order to develop a theoretical and practical framework that is useful to both scholars and practitioners. Data were obtained from literature reviews, content analyses, thematic analyses and semi-structured interviews with managers and staff in three ministries, including the Ministry of Energy and Infrastructure, the Ministry of Education and the Ministry of Health and Prevention, using the grounded theory principles for data analysis and Nvivo 12 plus software. Starting with the first interview, open, axial and selective coding methods were used to analyse the data. In addition, the frequencies of occurrence of the coding generated by grounded theory were counted to identify the essential elements and categories until the final theory was developed. The results showed that the most critical barriers were cultural barriers, leadership issues and characteristics, organisational structure and management issues, leader-employee relationship, implementation challenges, and employee psychology and motivation. In addition, an analysis of the participants revealed that the new leadership style is met with resistance from both employees and leaders. The causes include inadequate resources and time for implementation, employee cynicism, leadership cynicism, and structural and managerial issues. It was concluded that several strategies could be used in organisations, including employee corrective actions, corrective leadership actions, formulation of appropriate compliance strategies and policies that include several specific strategies and tactics that help management reduce resistance at each level. Additionally, the factors that contribute to

the successful implementation of transformational leadership, such as robust and clear vision, idealized influence, inspirational motivation and communication, intellectual stimulation and individualized consideration, were explicated in more detail. Finally, the study found that each dimension of transformational leadership is positive and acceptable; however, additional efforts are needed to achieve the final stages of implementation while the UAE organisations are still in the middle stages of implementation. Ultimately, the assessments of successful implementation of transformational leadership so far show a medium level. This study has theoretical and practical implications that contribute to the literature by providing a comprehensive contextual framework that fills the void in the existing literature and offers guidance to managers in these organisations with appropriate and rigorously addressing implementation issues.

ملخص الدراسة

تبنت العديد من الوكالات الحكومية والوزارات والمؤسسات العامة القيادة التحويلية من أجل أن تضع دولة الإمارات العربية المتحدة نفسها كمركز أعمال دولي ووجهة سياحية. تشير الأبحاث التجريبية إلى أن القيادة التحويلية ترتبط ارتباطًا إيجابيًا بالرضا الوظيفي، والأداء الوظيفي، والالتزام التنظيمي، والبقاء. على الرغم من أن مفهوم القيادة التحويلية قد تم تتطبيقه في مجموعة متنوعة من المنظمات، إلا أنه تم إجراء القليل من الأبحاث حول تحديات تتطبيق مثل هذه الأساليب في القطاع العام في الإمارات العربية المتحدة، بما في ذلك العوائق الرئيسية، ومصادر المقاومة، واستراتيجيات سلوك الامتثال، ومستويات النجاح. علاوة على ذلك، لم تشرح هذه الدراسات سياق كل بناء، ما الذي يعيق بالضبط ويسبب مقاومة تنفيذ القيادة التحويلية، وكيف تستجيب هذه المنظمات لهذه العقبات بسلوكيات واستراتيجيات الامتثال المناسبة. لذلك، تهدف هذه الدراسة إلى فحص هذه التركيبات المترابطة بمزيد من التفصيل من أجل تطوير إطار نظري وعملي مفيد لكل من الباحثين والممارسين. تم الحصول على البيانات من مراجعات الأدبيات وتحليل المحتوى والتحليلات الموضوعية والمقابلات شبه المنظمة مع المديرين والموظفين في ثلاث وزارات، بما في ذلك وزارة الطاقة والبنية التحتية ووزارة التعليم ووزارة الصحة ووقاية المجتمع. بدءًا من المقابلة الأولى، تم استخدام طرق الترميز المفتوحة والمحورية والانتقائية لتحليل البيانات باستخدام برنامج **Nvivo 12 plus**. بالإضافة إلى ذلك، تم حساب ترددات حدوث الترميز لتحديد العناصر والفئات الأساسية حتى تم تطوير النظرية النهائية. أظهرت النتائج أن الحواجز الأكثر أهمية كانت الحواجز الثقافية، وقضايا وخصائص القيادة، والهيكل التنظيمي وقضايا الإدارة، والعلاقة بين القائد والموظف، وتحديات التنفيذ، وعلم نفس الموظف والتحفيز. بالإضافة إلى ذلك، أظهر تحليل للمشاركين أن أسلوب القيادة الجديد قوبل بمقاومة من كل من الموظفين والقادة. وتشمل الأسباب عدم كفاية الموارد والوقت للتنفيذ، وسخرية الموظفين، وسخرية القيادة، والقضايا الهيكلية، والإدارية. وخلص إلى أنه يمكن استخدام العديد من الاستراتيجيات في المنظمات، بما في ذلك الإجراءات التصحيحية للموظفين، وإجراءات القيادة التصحيحية، وصياغة استراتيجيات وسياسات الامتثال المناسبة التي تتضمن العديد من الاستراتيجيات والتكتيكات المحددة التي تساعد الإدارة على تقليل المقاومة على كل مستوى. أخيرًا، وجدت الدراسة أن كل بُعد من أبعاد القيادة التحويلية إيجابي ومقبول؛ ومع ذلك، هناك حاجة إلى جهود إضافية لتحقيق المراحل النهائية من التنفيذ بينما لا تزال المؤسسات الإماراتية في المراحل المتوسطة من التنفيذ. في النهاية، تُظهر تقييمات التتطبيق الناجح للقيادة التحويلية حتى الآن مستوى متوسط.

هذه الدراسة لها آثار نظرية وعملية تساهم في الأدبيات من خلال توفير إطار سياقي شامل يملأ الفراغ في الأدبيات الحالية ويقدم إرشادات للمديرين في هذه المنظمات مع معالجة مناسبة وصارمة لقضايا التنفيذ.

Acknowledgements

First and foremost, I would like to praise and thank God, the almighty, who has granted countless blessing, knowledge, and opportunity to the writer, so that I have been finally able to accomplish the thesis.

Firstly, I would dedicate this thesis to my father and mother souls. I would like to thank all people who helped, supported and encouraged me through my study journey. Special thanks goes to my wife, son, daughters, brothers and sisters who supported me through this journey. I also would like to that Etihad Rail for allowing me the opportunity to pursue and finish my study. I wish to express my sincere gratitude to my supervisor, Professor Bader Obeidat, for his enthusiasm, patience, insightful comments, helpful information, practical advice and unceasing ideas that have helped me tremendously at all times in my research and writing of this thesis.

I also wish to express my sincere thanks to The British University in Dubai for accepting me into the graduate program.

Contents

List of Tables

List of Figures

Chapter One: Introduction

1.1 Background on Leadership in Organisations

In order to satisfy citizens' expectations, the UAE is making many endeavours to grow its potential for creativity within its various institutions. Consequently, the government is spending heavily on developing its human resources (Bodolica et al., 2021). Prior research has shown the value of making an atmosphere conducive to organisational innovation. The positive behaviour of employees is influenced by the adoption of the suitable and successful leadership style of these employees' managers (Abdulqader and Marri, 2018, Gerards et al., 2020).

To achieve successful leadership transformation, the hunger for creative and compelling leadership is indeed a universal craving for today's fast-paced and globalised world. However, as a new managerial practice that involves a change in an existing organisational setting, it is essential to uncover the way individuals resist and comply with new leadership practices in different contexts (Appelbaum et al., 2015b, Powell et al., 2017). What is indisputable, though, is that leadership pertains to all sides of the organisation's aspects such as culture, structure, communication and other existing arrangements and practices (Men, 2014, Appelbaum et al., 2015b, Busari et al., 2019). Although it has varied meanings, it involves inspiring and supporting others to bring about the desired goals (Riggio, 2017, Carreiro and Oliveira, 2019). It revolves around the vision, direction, and ideas that guide people to work beyond themselves (van der Voet, 2016, Sihite et al., 2020). It is about the relationships, influence, and connections among individuals, which allow collaborative action. While some leaders seek to assert their authority, others focus on empowering and inspiring their followers.

Among the dominant form of leadership styles, transformational leadership has strongly connected with organisational reform towards achieving innovation, better performance and outcomes (Alshehhi et al., 2019c, Zuraik and Kelly, 2019). Transformational leadership is one of the most widely studied types of leadership has been recognised as an effective style to address organisational tensions and aid in overall performance (Van der Voet et al., 2016, Litz and Scott, 2017, Abdulqader and Marri, 2018, Odeh et al., 2021).

Transformational leadership was first defined by Bass and Avolio (1993) as a tool through which leaders and followers assist one another towards productivity and achieving organisational goals through improving morale and motivation at the organisation. It has been linked to organisational innovation (Rao and Abdul, 2015, Sarros et al., 2008) better performance and outcomes (Altunoğlu et al., 2019) through increasing trust, commitment, team spirit and improved communication while reducing negative and undesirable issues such as cynicism (Penava and Šehić, 2014, Murali and Aggarwal, 2020), bureaucratic structure and red tape (van der Voet, 2016) and conservative culture (Al-sawalhah et al., 2015, Odeh et al., 2021). Thus, it can be defined as the leadership style that emphasises the consciousness of collective interest among members of the organisation, helping them to achieve their collective goals (Litz and Scott, 2017).

Transformational leaders motivate their followers to perform beyond expectations by generating high levels of needs among themselves and promoting a climate of trust (Appelbaum et al., 2015a, Litz and Scott, 2017). Followers show extraordinary performance, often exceeding expectations, as an outcome of responding to transformational leadership (Chipunza and Gwarinda, 2010, Ekaningsih, 2014, Litz and Scott, 2017).

Transformational leadership plays an essential role because of increases the new vision and ideas. Through transformational leadership, employees can be motivated through his or her

intellectual stimulation abilities to think freely and adopt exploratory and generative thinking approaches (Nazir et al., 2020). Through innovative ideas, leadership can reflect the behavioural aspect of followers and motivate them for organisational innovation. Thus, organisation change and innovation is a vision-based motivational process behind transformational leadership (Litz and Scott, 2017).

Most studies of transformational leadership adoption and implementation were carried out in developed countries like the US (Sun et al., 2017, Zuraik and Kelly, 2019) and European countries (Carreiro and Oliveira, 2019). In the US, Kim and Shin (2019) showed that there is a direct relationship between transformational leadership and organisational innovation outcomes and better performance. It provides benefits to organisations; it contributes to the interests of organisations, and it has multiple dimensions. In Europe, transformative leaders encourage intellectual capacities and inspire followers to create opportunities under which they considerably influence their roles at the workplace leading to higher levels of innovative work behaviour (Grošelj et al., 2020).

Developed in the West, the transformational leadership paradigm has evolved and become popular in the Middle East because of the region's focus on development and change (Litz & Scott, 2017; Rao & Abdul, 2015). Researchers around the globe have repeatedly revealed similar findings on the significant influence of transformational leadership on innovative behaviour and performance enhancement. For instance, Ismail and Mydin (2019) found that transformational leadership practised by school leaders in Malaysia affected teachers' creative behaviour. In the UAE, it was claimed that the application of transformational leadership could help the UAE meet many modern educational challenges (Litz and Scott, 2017).

Like any change, no matter how beneficial it may be for the employees and organisation involved, the resistance to change is of paramount concern to be resolved in order to reap the intended benefits (Stavros et al., 2016). Employees tend to adhere to existing business circumstances and establish unique social connections, thus resisting the changes that might disrupt their working environment. As such, successful managerial actions are critical for responding to unfavourable reactions of employees to change (van der Voet, 2016). In this line, leadership style and leaders' characteristics that can overcome and mitigate this challenge have received increasing attention from both practitioners and scholars (Stavros et al., 2016, van der Voet, 2016, Kuipers et al., 2014). Moreover, barriers and challenges that impair transformational leadership adoption and implementation in organisations and particularly in the public sector, have been explored by many scholars (Bateh et al., 2013, Bell and Barkhuizen, 2011, Hamidianpour et al., 2016). Thus, organisations must shape a comprehensive understanding of the barriers to implementation, define the barriers and then prepare to address them to ascertain the successful implementation towards transformational leadership and change (Bell and Barkhuizen, 2011, Bateh et al., 2013, Farahnak et al., 2020).

In a similar vein, few studies conducted in the UAE unearthed a similar conclusion (Alshehhi et al., 2019b, Rao and Abdul, 2015). It is found that the prevailing theme of transactional leadership accompanied by bureaucratic and red tape structure, conservative culture, and other organisational, personal aspects slows down and hinder the smooth transition towards transformational leadership and desired change which in turn negatively affect employees and organisational performance (Litz and Scott, 2017, Alshehhi et al., 2019b, Rao and Abdul, 2015). However, numerous researchers advocated that the successful implementation of transformational leadership can be leveraged by identifying these barriers and resistance attitudes by employees

systematically and comprehensively not to fall prey to such pitfalls (Bateh et al., 2013, Herold et al., 2008, Farahnak et al., 2020).

Despite this call and importance, a lack of studies has investigated the forces or barriers that prevent the adoption or successful implementation of transformational leadership in the UAE public sector (Busari et al., 2019, Jensen et al., 2019). For example, Jensen et al. (2019) considered the impact of transformational leadership on organisational commitment, which sometimes created resistance for integration. Unless such strength is uncovered, attempts to introduce transformational leadership in the public sector will continue being futile. Another study was aimed at providing an in-depth analysis of the impact of transformational leadership on organisational innovations; a few types of research were conducted on this topic (Alshamsi et al., 2020). Similarly, little is known about the support that the public sector requires implementing transformational leadership effectively.

In this study, the researcher examines the barriers to the implementation of transformational leadership in the UAE public sector. It aims to uncover ways in which employees comply with or resist this new leadership practice in their organisations. Among the propositions that guide the thesis, worker resistance could be possibly based on cultural, structural, communicational, and other organisational contextual aspects that appear inconsistent with transformational leadership. As the framework, the thesis approaches the analysis through a qualitative method, using the data and information from multiple government agencies, including the Ministry of Energy &Infrastructure, Ministry of Education, and Ministry of Health and Prevention, to uncover the strategies and material practices those employees show to cope with the of leadership style. These ministries are in the process of transformation to improve service delivery, as evidenced by their implementation of the new leadership style.

1.2 Problem Statement and Rationale

Research findings have shown that, in contrast to many other leadership styles, transformational leadership styles are correlated with positive performance (Sarros et al., 2008, Herold et al., 2008, Litz and Scott, 2017, Alshehhi et al., 2019b). Transformation leadership is recommended to enhance prevailing transactional structure by its impact on the satisfaction and performance of followers. Transformational leadership in public organisations, government agencies, and other entities in the Arab world has been the subject of interest of many scholars (Jensen et al., 2019, Rao and Abdul, 2015, Litz and Scott, 2017, Harb and Sidani, 2019). According to studies, these are different from those normally encountered in the Western world, especially in the public sector (Mameli, 2013, Kamali et al., 2015).

As one of the leading countries adopting transformational leadership, the UAE has undergone a radical change in the last few decades (Abu Dhabi Council for Economic Development, 2008, Low, 2012). The UAE government institutions have been a quintessential goal for transformation and growth in the UAE, as reported in Abu Dhabi's 2030 Vision (Abu Dhabi Council for Economic Development, 2008, Low, 2012). Indeed, in terms of quality and standard of public services, the government of the UAE as a whole commits to being one of the world's leading governments (Taher et al., 2015b, Odeh et al., 2021). As a result, the public sector in the UAE is currently in the process of transformation to improve performance and become more competitive (Baddah, 2016, Alameri, 2013, Odeh et al., 2021). The need for leadership style change attributes to the reality of globalisation that has compelled organisations across the world to adopt best practices to maintain their competitiveness (Rao and Abdul, 2015, Alneyadi et al., 2019c). With the desire of the UAE to position itself as a business hub and an international

destination for tourists and drive economic growth, multiple government agencies, departments, and public organisations have introduced transformational leadership to achieve the desired aim (Litz and Scott, 2017, Low, 2012, Bealer and Bhanugopan, 2014, Rao and Abdul, 2015, Alneyadi et al., 2019c). However, without the vital commitment of leaders and employees who play a significant role in the initiation of transformation, this inclusive change will not be attainable as they serve as a fundamental deterministic variable for the realisation of new business strategies (Stavros et al., 2016, Saleem and Naveed, 2017, Alshehhi et al., 2019b).

Empirically, several ministries respond to the vision by adopting transformational leadership into their initiatives for change (Alshehhi et al., 2019c, Odeh et al., 2021). For instance, the Ministry of Health and Prevention has adopted transformational leadership. The initiative addresses health workforce planning, healthcare system design, care delivery, innovation, and change leadership through transformation (Albawaba, 2017). Although the government is committed to ensuring that all healthcare providers embrace transformational leadership, the pace of implementation remains relatively low because of employees' resistance to change. Likewise, the Ministry of Education is already in the process of implementing transformation leadership, as evidenced by the intense educational restructuring of the K-12 system (Litz and Scott, 2017). This transformation aims to improve the educational standards by bringing efficiency to public schools, colleges, and universities. While it has made some successes in implementing transformational leadership, some employees appear opposed to it as some school principals and instructors have embraced it. These two cases show that the adoption of transformational leadership in the UAE has a moderate impact on the implementation and acceptance of employees. These findings resonate with other studies that show the transformational leadership has a positive effect on employee satisfaction, performance, commitment, and motivation (Alshehhi et al., 2019b,

Alshehhi et al., 2019c, Al-Busaeedi and Marni, 2020, Al-Obthani and Ameen, 2019). Though, these findings unsurprisingly revealed that the achievement of these positive impacts was mediated by other factors that influence the transformational leadership theory components such as organisational internal communication, culture, structure, and employee trust and support for changes, among others, whereby no direct relationship between transformational leadership and successful implementation of change (Al-Obthani and Ameen, 2019). For instance, Litz et al. (2020) found out that transformational leadership style could work in the UAE, but pointed to the reality that top-down and transactional procedures endured predominantly, and those improvements to leadership styles would necessitate being made considering local culture and organisational context. Thus, these factors, if overlooked, can hinder or slow down the successful implementation of change and vice versa (Litz et al., 2020, Bateh et al., 2013).

The discussion above resonated with the claim of Herold et al. (2008) that the realisation of desirable organisational reform and leadership transformation is strongly implied by transformational leadership. Nevertheless, how precisely leadership and organisational transformation relate is elusive. Further, organisations are aware of the main drivers of organisational transformation but lack practical guidelines for their application in real-life scenarios. Also, the representation of the factors that hinder the implementation of transformational leadership lacks cohesiveness and comprehensiveness. While resistance, change readiness and leadership are known to have the potential to speed up, slow down, promote, or impede the process of transition, it remains unknown how these factors interact (Bateh et al., 2013, Herold et al., 2008). Hence, identifying these barriers and challenges that impede the implementation of transformational leadership in the UAE can facilitate the adoption, speed up the implementation, overcome resistance and increase compliance of employees.

Several studies conducted uncovered several barriers and challenges that inhibit the transformational leadership implementation, such as organisational structure (Garg and Krishnan, 2003), culture (Sarros et al., 2008), organisational context (Powell et al., 2017), internal communication (Miftari, 2018) and personal traits and characteristics (Saleem and Naveed, 2017) and their related facets. Furthermore, most of these studies exhibited contradictory findings regarding the effect of different organisational factors on transformational leadership implementation, such as culture and structure (Garg and Krishnan, 2003, Wright and Pandey, 2010). Recent studies indicate that transformational leadership may explain significance variance in enhance employees' behavior and performance when they experience a high quality of social exchange with their immediate supervisors (Hoch et al., 2018). However, the cultural and context of the relationship (based on the social exchange) in the workplace supervisor–employee dyad is not the only way an employee can reciprocate for transformational leadership yet to be explained (Peng et al., 2021). Thus, employees under the transformational leaders may not just respond to their supervisors; they may also reciprocate by providing the focal team with constructive ideas and suggestions to improve the organization's. Based on this lacuna, this study attempts to provide a systematic formation of transformational leadership by examining the underlying themes of perceived transformational leadership through which cultural and context influences follower OCB at the leadership in workplace.

Based on practical problem and research gap alluded earlier, the current study aims to develop a comprehensive framework of transformational leadership implementation in UAE that unearths the contextual barriers (challenges), the attitudes to changes of employees, and compliance behaviour that the public sector in UAE can adopt as well-grounded guidelines to speed up the implementation process and avoid associated resistance to change in the way.

1.3 Research Aims and Objectives

This study aims to propose a framework for transformational leadership implementation in terms of barriers (challenges) and associated critical resistance and compliance factors for its implementation in the UAE. Accordingly, the study has four main objectives, outlined as follows:

1- To investigate and understand the barriers that hinder the implementation of transformational leadership in the public sector in the UAE.

2- To identify different sources of resistance that employees in the public sector organisations in UAE exhibit that hinder the implementation of transformational leadership.

3- To identify the discretionary compliance behaviour of employees in the UAE's public sector organisations.

4- To identify the factors that contribute to the successful implementation of transformational leadership in the UAE public sector organisations.

5- To assess the degree of successful implementation of transformational leadership in the UAE's public sector organisations.

6- The development of a comprehensive framework of transformational leadership implementation in UAE.

1.4 Assumptions and Qualitative

The assumption in the thesis is that the respondents will answer or respond to the interview questions candidly to enable the researcher to identify ways in which they comply with and resist transformational leadership, the best strategies to deal with their resistance behaviour, barriers that hinder the implementation of transformational leadership, and factors that contribute to successful implementation. The research setting, including the choice of multiple government ministries in the UAE, is appropriate and satisfactory to enable the researcher to obtain valid and reliable information and data. Although the study relies on a qualitative research approach, the assumption is that the findings might be generalizable to the entire public sector in the UAE due to the reliance on data from employees from different government/federal agencies. The participants have a genuine and sincere interest in participating in the study and do not have any personal or unclear motives. They will voluntarily and willingly give out information.

The present thesis has several limitations. The researcher relies on a qualitative research design. Although this approach would make it possible to collect in-depth findings of employee resistance and compliance with transformational leadership in the UAE public sector, it would not be possible to establish causal relationships. In essence, the association between various variables can only be uncovered by using a quantitative research design. Similarly, biases may arise from the interpretation of the multiple case study method involving interviews. The preferences will emerge from the subjective interpretation of the participant responses and words. However, the researcher will address this limitation by adopting the right method of data analysis, coding, and analysis.

1.5 Novelty and importance of the *Thesis*: Empirical and Practical Importance

The thesis has both theoretical and practical importance. The novelty of the thesis attributes to the fact that it explores employee resistance undermines the successful implementation of this leadership style. In particular, the thesis uncovered the barriers that hinder the UAE public sector from implementing transformational leadership and the public sector organisations, departments, and ministries to embrace this leadership style. The thesis also uncovered the role of compliance factor adoption of transformational leadership in the Arab world. The thesis built a theory on employee compliance with and resistance to transformational leadership in the UAE. Therefore, it will aid in understanding the challenges of implementing Western leadership theories in the non-Western Arab context.

There are many studies, such as the researches by Ghasabeh and Provitera (2017) or Hao and Yazdanifard (2015), that stand for the prevalence of transformational leadership in the Western world. However, few other studies, such as the one by Mathias (2017) and Litz and Scott (2017), claim that the Eastern world is not less adherent to transformational leadership than the Western world since the Eastern population grows and develops in compliance with shared vision and goals, that can be achieved through collaboration. If this is the case, then one would ask why a majority of studies indicate that transformational leadership is rarely practised in the Arab world except for a few attempts wherein UAE considered the first in the region to adopt it in recent years (Emere et al., 2018, Kamali et al., 2015). In the Islamic world, transformational leadership embraces a down-to-earth approach for the involvement of the followers (Litz and Scott, 2017). However, it claims that it is an obsolete misconception that transformational leadership is suitable for Western society only.

The study contributed to the literature on problem implications for the management of public sector organisations. It uncovered ways in which employee resistance hinders the successful implementation of transformational leadership in the UAE. The study revealed the role of affective and cognitive trust, passive culture, and employee support in the way employees comply with and resist transformational leadership. This helped addresses the current gaps in the reasons that make transformational leadership highly successful in organisations located in the West and less successful in those in the Arab cultural context; an example is the significant role of transformational leadership behaviours in promoting the principles of promising public sectors. A study has been done to tackle the issue in the UAE public sector. Adding that maybe some other factors that can play an influential role in further promoting good governance and their applicable principles (Elmasry and Bakri, 2019).

The findings also provide a basis for management professionals to develop effective means of addressing employee resistance so that they can successfully implement transformational leadership. This study could benefit the policymakers and leaders in the UAE's public sector to structure their activities in relation to transformational leadership implementation based on the level of the factors examined. The findings also offer a basis for management professionals to develop effective means of addressing employee resistance and compliance strategies so that they can successfully implement transformational leadership.

1.6 Structure of the Research

The thesis is structured in six key sections.

Introduction: The first chapter provides comprehensive background information on the research topic. It presents a concise overview of transformational leadership and the problem underlying the way employees comply with and resist this leadership style in the UAE public sector. It outlines the aims of the research, the research objectives, and the propositions.

Literature Review: The second chapter provides a critical review and analysis of past and leading literature on transformational leadership, employee resistance and compliance. It also outlines the conceptual model, the assumptions, limitations, and the gaps in the study.

Methodology: The third section outlines the multiple case study method employed, the sample, data collection method, validity and reliability, and the study limitations. It also describes the analytical methods utilized to analyse the study findings.

Results and Data Analysis: The fourth section presents the study results to answer the research questions and validate or invalidate the propositions. This section outlines the demographic information and the statistical data gathered from the case studies.

Framework Development: The fifth chapter outlines a comprehensive review of the study findings in order to develop the study framework.

Discussion and Conclusion: The last chapter provides a summary of the research findings and the key takeaways from the study. It also presents recommendations for the public sector in the UAE.

Chapter Two: Literature Review

This chapter provides a comprehensive review of the literature on the research topic. It organises the analysis of important issues related to the research questions. They include an overview of leadership, transformational leadership, barriers to the implementation of transformational leadership, resistance, and compliance. The section also outlines the gaps in the studies, and the contribution to the literature on the research topic, and the conceptual framework that guides the research.

2.1 Leadership

Leadership describes the process of influencing followers or others towards a shared goal. It involves driving both collective and individual efforts to achieve common objectives (Nandasinghe, 2020). Abbasi (2017) defines the concept of leadership as the interaction of leaders with followers, which consequently leads to the desired results. The author's definition is valid, considering it tallies with those of other scholars who define leadership as a function rather than being an exclusive attribute of one's role (Clifton, 2014, Guerrero et al., 2017). Some researchers describe the concept from a cultural perspective (Wildavsky et al., 2018, Giberson et al., 2009). From a short-term orientation view, they affirm that "true" leadership must transform a group of people to make them an influential force to achieve the set goals.

Some scholars define leadership as the ability to make a material impact on followers to achieve a shared goal (Jensen et al., 2019, Zafar et al., 2018). This definition is mostly authentic, as leaders often seek to influence others towards a shared goal (Opoku et al., 2015). However, for those who define or view leadership as an extraordinary personality trait where the leaders set

examples for the followers (Seger and Bergsten, 2013, Fransen et al., 2020), their definition does not apply in all situations, as some leaders do not necessarily have innate characteristics or extraordinary traits. The reason lies in the fact that leaders are not necessarily born but are influenced by the environment (Boerma et al., 2017). Indeed, leadership has multiple definitions that reflect the diversity of leadership approaches already inexistent today (Fries et al., 2021)

Leadership is highly relevant and valuable to management. A successful leader is one who does not only guide others but also does it in alignment with organisational goals (Hao and Yazdanifard, 2015, binti Mosbiran et al., 2020). Moreover, transformational leaders often stay maximally flexible to adapt and adjust the leadership style to fit in the situation. Jensen et al. (2019) make another contribution to the link between leadership and organisations and advocates for the need to examine the alignment and connection between the two concepts. Another perspective of leadership affirms that the negative or positive emotions that a leader shows ultimately impact other employees (Van Knippenberg and van Kleef, 2016). Although scholars hold different views of leaders, it is undoubted that leadership plays a leading role in organisational management. In this context, modern studies focus on two major leadership styles include transactional and transformational (Hannah et al., 2020, Legutko, 2020, Putra et al., 2020). Leadership has evolved significantly over the past years.

Much of the focus on leadership began during the industrial revolution (Ellitan, 2020). Industrial managers sought ways to improve productivity and employee performance. They adopted a classical approach that emphasised the manager's control and authority over the employees. Primarily known as autocratic leadership, this style used a system of rewards and punishment. The 20th century marked the start of scientific leadership research. Scholars proposed the Great Man theory, which considered leadership to be an innate ability (Hartnell et al., 2016).

In other words, it emphasized that some people were born to lead based on their stable personality attributes. Leadership researchers focused on uncovering individual variations in personality traits that they linked to effective leadership. However, pessimistic interpretations of the scholarly finding led to the cold reception of the trait perspective. As a result, leadership scholars developed the behavioural leadership style of the mid-20th century. This leadership style was people-focused (McCleskey, 2014). However, inconsistent evidence and contradictory findings left management professionals and leadership scholars pessimistic about behavioural style (Seltzer, 2017).

Due to the inconsistencies, the scholars stated that the success of the leadership style was dependent or contingent on the situation. Such types include transformational, organisational, transactional, autocratic and behavioural leadership (Hao and Yazdanifard, 2015), while others argue that all styles of leadership are derived from moral and ethical considerations, both transformational and transactional leadership styles are correlated with the leader's moral and ethical orientation. Transformational leaders are more inclined to do what is "morally right" and protect the rights and dignities of individuals. Even though transactional leaders share this trait with transformational leaders, they are more inclined toward utility maximization (Brown et al., 2019).

Although the interest in behavioural style has declined significantly, many of its ideas have been incorporated into different modern theories, including contingency and transformational ones. The contingency theory movement affirmed that the task structure, leader-member relations, and the leader's power position influence the efficacy of the leadership styles (McCleskey, 2014). After the contingency movement, the perspective of the relations emerged. It focused on the relationship that exists between leaders and their followers. The scholars developed the leader-

member exchange (LMX) theory that affirms high-quality connections lead to positive leader outcomes. As research in leadership was increasingly becoming dull, scholars developed visionary leadership theories (Harrison, 2017). The leadership approach provided a new approach to understanding leadership by introducing the concept of purpose, vision, and work self-interest.

According to the leadership literature, the theory of leadership is a living, breathing thing that evolves over time (Maier et al., 2016). Through significant research over the years, a number of theories have emerged. A traditional leadership theory holds that leaders are born to lead and possess innate qualities that make them capable of assuming leadership roles. From the assumption of the Great Man, trait theory states that leaders can be born or produced and that effective leaders possess a combination of specific traits (Mokhtar et al., 2019). This was followed by the behavioural theory, which proposed that leaders are primarily chosen based on their actions rather than their personality characteristics (Day et al., 2014). It was later recognized that environmental factors were critical, and contingency and situational theories were incorporated (Li et al., 2020). In modern times, there has been a shift from focusing on leaders and their characteristics to considering the complex and ongoing interactions between the leader, the followers, and the situation (Hackman and Wageman, 2007). Shared, collective, and collaborative leadership, as well as inclusive leadership, are some of the theories that have emerged. As a result, complexity leadership emerged, which focuses on the entire system of an organization (Benmira and Agboola, 2021).

According to Benmira and Agboola (2021), a complex, dynamic, and globalized business environment demands organizations to deal with change and uncertainty all the time, and no single theory can address all leadership issues. Due to the complexity of our modern environment, many people believe that old hierarchical notions of leadership are becoming irrelevant. As a result, the

emphasis has moved away from the traits and behaviours of leaders toward a systemic view of leadership as a collective social process. This view is influenced by various factors. This led to the emergence of two distinct lenses for examining leadership: transactional and transformational (Nelson and Squires, 2017).

2.2 Emergence of Transformational Leadership and Key Debates

2.2.1 Transformational Leadership

Despite overwhelming research that shows the positive impact that transformational leadership has on organisations, multiple scholars have documented its shortcomings (Jensen et al., 2019, Sethibe and Steyn, 2015). In this vein, it was critiqued that it relates to the depiction of transformational leaders as "great men" (Dhatt et al., 2017). In related literature, theorists and gurus of transformational leadership argue that this leadership style is perfect, flawless, and the ideal form of leadership (Hieker and Pringle, 2020, Lee, 2014, Hawkins, 2021). However, the emphasis on individuals is similar to the trait theory. The followers may blindly follow their leader.

In addition, it implies that transformational leaders exert a unidirectional influence that flows from the leader to the employees (Hawkins, 2021). By refocusing people's thoughts to embrace shared goals, such leaders put their needs ahead of employees' needs. As a result, critics accuse transformational leadership of being anti-democratic and autocratic (Konrad et al., 2016). However, attempts have been made to refute this claim by affirming that transformational leaders are participative and democratic (Wilson, 2020).

The risk of blind trust in the leader and the lack of conceptual clarity are yet other significant criticisms of transformational leadership (Breevaart and Zacher, 2019). Followers risk

accomplishing the vision of their leader, however deceptive, impractical, or over-ambiguous it appears. Each solution proposed by a transformational leader can get under debate since it is often based on the personal subjectivism of a leader (Asbari et al., 2020). Therefore, there is no exact method of ensuring that the new direction proposed by a transformational leader offers a better alternative to the current priorities and leadership in the organisations. The fact that employees have idealized their leaders may lead to a situation where they blindly trust and follow the leader. Thus, transformational leadership exaggerates the leaders' heroicness (Konrad et al., 2016, Faupel and Süß, 2019).

When a leader is unethical and deceives his or her followers, the organisation could be destroyed (Bealer and Bhanugopan, 2014). Besides that, the ambiguity in the definition of the four dimensions of this leadership style makes critics argue that it lacks conceptual clarity (Konrad et al., 2016).

The unanswered question revolves around how transformational leaders ought to demonstrate the four components, namely Intellectual Stimulation, Individual Consideration, Inspirational Motivation and Idealized Influence (Cetin and Kinik, 2015). While some scholars indicate that the dimension can be used interchangeably, others disagree. In practice, a leader may illustrate some level of consideration to his or her followers but fails to show idealised influence or inspiring confidence.

Remarkably, transformational leaders make a significant impact on followers. Once they use their power to command and guide the followers, it can turn into direct subjection and abuse in some cases (Smith, 2015). They can abuse their power to their advantage and have undesirable consequences (Jensen et al., 2019). They can use their powerful influence to compel the followers

to act, regardless of the unethical values. Another problem arises when transformational leaders exit an organisation, as this may lead to a leadership gap and make employees lose their motivation to work hard (Dappa et al., 2019).

Leaders in the transformational leadership style have a direct influence over employees' behaviour, such as the strategy and actions (Alsayyed et al., 2020). According to Afsar et al. (2019), transformational leaders work hard to get an understanding of their followers' values and beliefs, which helps them understand how to lead their people towards achieving organisational goals.

2.2.2 Differences Between Transactional and Transformational Leadership Styles

The transformational leadership style traced its origin to 1978. Although Downton distinguished between transactional and transformational, his idea did not get much attention until MacGregor Burn's work on "a political leader" in 1978 (Al-Husseini and Elbeltagi, 2018). According to Ghasabeh and Provitera (2017), the main characteristics of transformational leadership are the interaction of leaders and followers. Transformational leadership is often contrasted against transactional leadership and transforming leadership since the difference in organisational involvement (Hao and Yazdanifard, 2015). Transformational leaders tend to stay flexible and responsive; that is why they are often respected by their followers to a greater extent than transactional leaders (Sun et al., 2017). These leaders focus on reward and punishment to achieve their goals. Consequently, many organisations prioritize transformational leadership. In comparison, Transactional leadership is more closely tied to the actions of a manager (Young et al., 2021). Many say this style is distinctly more about getting results from employees as opposed to motivating them with vision and values. Transactional leaders often feel the need to make sure

they are "in charge." That is to say, and they do not look at others as important contributors. Individuals with this leadership style expect their subordinates to be hardworking and effective, but they do not typically find them genuinely creative or innovative (Feranita et al., 2020). They are focused more on labour management rather than employee development.

Although several leadership styles exist, transformational leadership has emerged as the most influential one (Nielsen et al., 2008, Yukl, 2012, Guerrero et al., 2017). First introduced by Burns (1978) and later developed further by Bass (1985), transformational leaders motivate their followers to focus more on their work and the organisation and work beyond the self to achieve performance that surpasses the expectations. In doing so, leaders increase the awareness of corporate goals and direction among the followers and encourage them to work beyond their self-interest for the organisation's success and survival (Fenwick et al., 2019). In effect, the followers demonstrate more significant commitment, effort, and performance (Puni et al., 2020). In this leadership style, the leaders develop a vision and create an environment for employees to excel. The followers create a sense of trust, admiration, respect, and loyalty to their leader, which motivates them to achieve more than expected. Transformational leader's help their employees grow and develop into influential leaders by aligning the subordinate' goals and attending to their needs (Top et al., 2020).

Fundamentally, transformational leadership focuses on developing a vision for a shared "we" and generating ideas that improve the quality of life of the individual and their group (Chmer, 2020). Transactional leadership, on the other side, is focused more on specific goals. In this approach, leaders are primarily concerned with maximising performance in order to get results or accomplish tasks. In this view, it is quite common to use tactics such as reward-and-punishment

systems to encourage employees to meet goals (Odumeru and Ogbonna, 2013). This is the opposite of the approach taken by transformational leaders.

Transformational leaders are not out for themselves. Rather, they are working to create a common vision that will benefit everyone who is involved or affected. This leads to increased morale among employees and a stronger commitment to the cause at hand. Transformational leaders are also more likely to take risks because they have already established their credibility with employees (Litz and Scott, 2017).

As mentioned above, transformational leaders are known to encourage openness. When they make decisions, they are more likely to involve all employees in the decision-making process - rather than making the final decision themselves, which may force all employees to follow their lead. As opposed, transactional leaders are more likely to be autocratic. However, unlike transformational leaders, this type of leader is not always focusing on creating a shared vision - they are focused more on results and how they can get them (Odumeru and Ogbonna, 2013).

2.2.3 Transformational Leadership in the Context of Current Study

In his study, Macgregor Burns suggested transformative leadership was applied in political science and then is used in organisational psychology with further improvements to this leadership style (Burns, 2004). A survey of leadership research points out that initial theories concentrated on leaders' actions and performance, compared to later approaches that centred on leadership context and followers' positions (Mahmood et al., 2019).

Notably, there is a growing interest in transformative leadership in the new trend. There is also a question about the success of delegating authority and the obligation of followers as well as associated challenges, barriers, and attitudes of implementation (Litz and Scott, 2017,

Hamidianpour et al., 2016, Saleem and Naveed, 2017, Kim and Shin, 2019). Following this trend, the current study focuses on the role of leaders and employees during the transformation in the organisation (Ghasabeh and Provitera, 2017, Aitken and von Treuer, 2020).

As being such, any transformation in organisations could face a number of challenges, barriers and resistance to the intended change. In the related literature, both terms challenges and barriers are used interchangeably to identify obstacles that leaders, organisations and employees encounter during the implementation endeavours. To be comprehensive, both terms challenges and barriers are used to cover all kinds of obstacles that may prevent or slow down the implementation of transformational leadership. In this regard, challenges are defined as "the situation of being faced with something that needs great mental or physical effort in order to be done successfully and therefore tests a person's ability" (Härkänen et al., 2018), while barriers are defined as anything that prevents people from being together or understanding each others (Hollnagel, 2016). With respect to resistance, the term is used exclusively in relevant literature to show the attitude of employees towards the implementation of transformational leadership as it affects their existence workplace (Appelbaum et al., 2015b).

2.3 Leadership in UAE

In the UAE, leadership is perceived as an essential concept at the national level. As noted by Rafiki (2020), the Muslim population gives the highest priority to leaders in their spiritual practices, thus affecting all other spheres of life. They hold leaders for enforcing as well as promoting justice. As documented in the Quran (4:58), the holy book instructs and directs leaders to judge people for justice. Although the perspectives on leadership have changed due to the contact with the West and globalization, some of the critical norms and practices remain. Leaders

are accountable, as they will be asked to explain the privilege and trust that Allah had given them to lead others. As spelt out in Surah 17: 13-14, the scripture affirms that on Judgment Day, God will judge leaders where those who will find themselves on the right will receive rewards and those on the left will face immense suffering (Wirba, 2017). Indeed, this is manifested in many organisations in the UAE. Organisational leaders focus on their core task of leading employees. Many of them do not focus on the physical rewards as they affirm that they are doing their job and will be rewarded by Allah.

Provided that the leadership is at the heart of the whole Muslim population, in UAE, the leadership is also sustained on the national level (Mathias, 2017). The matter is that in UAE, leadership is part of the governmental control model. To be more exact, the state is guided by Government Excellence Model, based on the principle of Total Quality Management (TQM), which entails leadership as a pivotal element of quality management (Mathias, 2017).

In the Western world, leadership practices focus on organisational performance (Müller and Van Esch, 2020). The leaders aim for improving their efficiency and competitiveness. Leadership is more participative or dependent on followers. In the Islamic world, leadership practices focus on maintaining harmony and emphasize social networks (Saihu, 2019). The leaders value consensus with high respect for the elderly or age. Employees expect that the managers will exercise their managerial authority with moderation. Workers respect their colleagues; despite the time they have been working for the organisation. Even though their positions can contradict their perspective, they can always make their point. Indeed, this is in line with their cultural values that command respect for the elderly.

With the recognition of the value of this leadership style, the public sector in the UAE has embarked on the process of transforming the way it delivers services to the public. Multiple

government ministries, including the Ministry of Health and Prevention and the Ministry of Education, are currently in the process of implementing transformational leadership to improve their overall performance (Hainey, 2015).

According to a number of empirical studies, leadership is a critical component in organisational performance (Ibrahim and Daniel, 2019, Sethibe and Steyn, 2015). In the UAE, leadership practices are expected to improve their performance. The government leaders believe that they should display more pride and leadership behaviours in order to lead them towards greater performance (Rao and Abdul, 2015). Leaders will be expected to perform at their best since the output will drive performance (Hainey, 2015).

2.4 The Transformational Leadership Components

Many corporations and agencies across the world have adopted transformational leadership due to its potential to transform employees and the workplace to new heights. By definition, this leadership style describes a leadership approach that leads to change in the social systems and individuals (Al-Husseini and Elbeltagi, 2018).

It brings positive and valuable change among the followers to empower and develop them to become leaders as well (Park and Kim, 2018). Transformational leadership enhances the employee's motivation and job performance by helping them connect their identity and self (Park and Kim, 2018). Above all, transformational leaders are role models who inspire their juniors and challenge them to explore and optimize their performance. Although many studies affirm the value of transformational leadership by citing the leader's ability to influence, other studies, including Hao and Yazdanifard (2015), Park and Kim (2018) and Konrad et al. (2016), indicate that the same leaders can abuse their power. Instead of inspiring others, they can use it for their gains.

There are about as many leadership theories as there are entities that have attempted to describe the concept of what a leader is (Bass, 1998). Of these, the theory of transformational leadership has turned out to be one of the most researched in the past two decades (Bass, 1998, Newman and Butler, 2014). While numerous other leadership theories continue to attract organisational researchers' interest, it is safe to assume that, in recent leadership research, transformational leadership theory has attracted much of the interest (Judge and Bono, 2000). The philosophy of transformational leadership emphasizes the emotions, values, and relevance of leadership toward fostering employee creativity.

The theory of transformational leadership postulates that a number of followers' attitudinal and performance effects are at least partly explained by the capacity of a leader to affect the beliefs of followers to encourage transformation and reform (Grošelj et al., 2020). It helps workers see reform as an opportunity rather than a threat. The successful implementation of transformational leadership can be determined by the four critical components of the theory of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Jensen et al., 2019, Bass, 1985, Bass and Riggio, 2006). This means that the leader serves as a role model for his followers in terms of an idealized impact (behaviour and attitude), and the leader often finds other needs that are greater than his / her own needs (Busari et al., 2019). By providing a common sense of purpose and expressing their most significant principles and convictions, executives are likely to influence the success of their businesses (Bass, 1998). In their organisations, they are also likely to serve as role models and provide others with a better framework and direction about what is expected from them, which could translate into better overall business results (Parr et al., 2013).

The leaders behave in ways that motivate the people around them by presenting obstacles and special problems for inspirational motivation. They increase the mutual and personal spirit of individuals. They enforce their subordinates' sense of hope and enthusiasm and stimulate them to attract potential prospects (Bass et al., 2003). Inspirational motivation clarified the attributes of the leader to empower and encourage subordinates to accomplish objectives and targets that might have previously seemed unattainable. Via encouraging inspiration, leaders arouse the aspirations of followers to perform tasks and combine them with higher results, thereby generating a prophecy of self-fulfilment (Busari et al., 2019). Inspirational encouragement helps workers to accept the final purpose of their job, which increased customer well-being in this study (Farahnak et al., 2020). The results of the statistical analysis revealed in the related research that inspirational motivation as one of the components of transformative leadership has a statistically significant effect on reducing the reasons that lead to resistance to change among teaching staff in the university's scientific departments (Al-sawalhah et al., 2015).

More specifically, intellectual stimulation is the most effective aspect of transformational leadership in reducing resistance to change. The element of intellectual stimulation refers to the leader's encouragement of followers to find new ideas and rethink organisational problems (Pashavi et al., 2012). Leaders who use this aspect do not tell people what to do but rely on skilled labour forces to develop their mental skills (Avolio and Bass, 2001). CEOs enable their followers to question, and question shared beliefs through intellectual stimulation, to pursue change, and to facilitate problem-solving and dialogue in order to achieve intellectual development, creativity, and innovation, which eventually translates into better business results (Bass et al., 2003).

The final dimension is an individualized consideration that refers to leaders' ability to grow their supporters by serving as coaches or mentors (Newman and Butler, 2014, Bass, 1998). In the

context of coaching or mentoring, individualized consideration could create greater faith in those individuals not typically used to developing their own ideas. In exchange, this confidence should contribute to increased affective involvement (Newman and Butler, 2014). It can also promote a sense of security and confidence that would encourage individual employees to feel comfortable expressing a different opinion than their leader (Farahnak et al., 2020). Individualized consideration focuses on knowing each follower's requirements and continually works to help them grow to their full potential (Gençer and Samur, 2016). To sum up, to understand their desires and demands, transformational leaders strive to give their workers individualized attention. It helps motivate the employees (Qadir and Shahzad, 2018).

2.5 Barriers and Challenges of Transformational Leadership

The leaders provide opportunities for the group to work, as well as help each other to achieve shared goals. In the past, the Western approach contrasted against the Eastern approach to transformational leadership (Chen et al., 2018). However, in the present, the Eastern methodology excels the Western one in terms of effectiveness, as apart from individualism, transformational leaders of the Middle East also focus on collective values (Litz and Scott, 2017). In the Islamic world, the main job of the leader is to bring the best in the employees and to transform the society to ensure that it achieves its mission (Budiono et al., 2019, Alharbi et al., 2016).

Alharbi et al. (2016) examined the impact of transformational leadership on managers in Saudi Arabia and the challenges that arise with this leadership style. The researchers collected data through a survey of over 23 government agencies in the Saudi Kingdom (Alharbi et al., 2016). They observed that transformational leadership improves the efficacy of managers. It enables the management to achieve the set goals, communicate effectively with the staff, and develop their

potential. However, they found out that cultural issues coupled with work practice lower employee performance as compared to employees in the Western culture. The fact that Saudis focus on position and status has made it challenging to develop a skilled workforce. Many leaders or supervisors in Saudi Arabia do not provide accurate performance reviews to avoid damaging the self-esteem of their employees. The findings of this study are applicable and transferable to the UAE public sector, considering that the authors collected data from over 23 government agencies in the Saudi Kingdom (Alharbi et al., 2016). The positive association between transformational leadership and corporate culture in the Arab cultural context of Saudi Arabia implies that the same leadership style can work in the UAE.

The perception of leadership practice in the Arab context is a significant barrier to its adoption and implementation in the UAE public sector. While leadership in the Western world involves guiding, inspiring, and influencing people for the sake of empowering them in the Islamic world, it consists of doing the deeds that are in line with Allah (Adserias et al., 2017).

Likewise, leadership practices in the Eastern world significantly impact management by uniting the teams and establishing shared goals (Litz and Scott, 2017). However, in the West, leadership is perceived from an individualistic perspective, with an emphasis on incentives to empower individual employees and not the group. In the Arabic world, the leadership process focuses on succession. It explains why these countries have succession where one chosen leader replaces an existing, while in the West leadership process focuses on influencing and leading.

Considering that there is no commonly accepted set of contextual dimensions available for the investigation of transformational leadership, by adopting some related recommendations and recurrence themes in the literature, a collection of contextual dimensions and their relevant factors were extracted. In essence, it is inevitable to break the organisational context into external and

internal contextual aspects (Pettigrew, 1992, Bigdeli et al., 2017). The focus on the internal context of this study, which involves organisational structure (van der Voet, 2016, Garg and Krishnan, 2003), organisational culture (Hamidianpour et al., 2016, Sarros et al., 2008), internal communication (Men, 2014, Miftari, 2018, Thamrin, 2012), personal traits (Peng et al., 2020a, Zuraik and Kelly, 2019, Aydogmus et al., 2018a), and their relationship with transformational leadership dimensions (Sarros et al., 2008, Pettigrew, 1992) within the organizational context (Powell et al., 2017, Altunoğlu et al., 2019). The outer context and its components, such as external constituents, the socio-economic climate or even the actual task environment (Pettigrew, 1992), are not included as these cannot be captured easily and are out of the scope of the current study. Our emphasis is on the barriers to that transformational leadership can improve leadership implementation in transformation endeavour.

2.5.1 Organisational Structure

The most common types of organisational structure in the public sector include centralization and formalization (Wright and Pandey, 2010, Van der Voet et al., 2016). The hierarchical decision-making system represents centralization, wherein decisions are only taken at the managerial level (Garg and Krishnan, 2003, Mintzberg, 1979). Formalization, on the other hand, entails decision-making built on legally binding rules and standards (Shahzad et al., 2018).

In this study, the two factors (centralization and formalization) were incorporated since they precisely define the structural characteristics of an organisation. In addition, the concepts underlying both factors are interconnected, thereby allowing their independent variables to be explained. It is also stated that the current variables are significant, especially in anticipating organisational results at the individual level (Lambert et al., 2006, Kim and Shin, 2019).

Elevated levels of centralization and formalization were deemed to isolate employees from their jobs by hindering the manifestation of individual variation, motivations, and attitudes (DeHart-Davis and Pandey, 2005). Although the perception of leadership as an essential determinant of the transformational leadership implementation in the public sector, it was demonstrated that the changing context and the formalized organisational structure of public organisations put conflicting demands on the role of public leaders as agents of transformation (Fleming, 2020). That being said, the measurement of the levels of centralization and formalization is of paramount importance to predict how the prevailed bureaucratic organisational structure can impair the adoption and acceptance of the change (Wright and Pandey, 2010, van der Voet, 2016).

It is stated that some previous studies have focused on subordinates' viewpoints of the change process (Van der Voet et al., 2016, Odumeru and Ogbonna, 2013). However, these studies have focussed on the perceptions of subordinates' outcomes. Furthermore, little research has been conducted to link the outcomes of the change process from participatory levels.

i. *Centralization*:

The centralization determines the degree whereby the role of authority to make decisions concerning the organisation is restricted to the top levels of management (Garg and Krishnan, 2003, Joseph and Gaba, 2020). Several recent research indicates that only modest degrees of bureaucratic controls, including centralization and formalization, exist for public organisations (Boyne, 2002, Pandey and Wright, 2006, Wright and Pandey, 2010, Horvath et al., 2019). While the detrimental effects of centralization and formalization on transformational leadership are supported limitedly, the influence of other structural bureaucratic attributes such as poor lateral/upward coordination is mostly unanalysed (Wright and Pandey, 2010, Fenwick et al., 2019).

In contrast, Giang and Dung (2021) argued that decentralization is substantially positively linked to transformational leadership. This result implies that, in the sense of decentralized organisational systems, transformational leadership is more expected to emerge (Moynihan et al., 2012). As a result of this contradiction in findings, it is evident that the centralization structure requires to be explored according to the specific contextual situation (Bateh et al., 2013). Thus, the source of hindrance can be unduly analysed and identified in order to deal with it as a crucial challenge or facilitator for the successful implementation of the transformation process.

ii. Formalization:

Formalization is the degree to which processes, guidelines and regulations are laid down, and it is connected to the communication style within organisations (Hage, 1965, Garg and Krishnan, 2003, Ntale et al., 2020). The job functions and actions of workers in formalized organisations are driven by the rules and regulations of the organisation (Kim and Shin, 2019). To illustrate, the mechanistic structure is connected to implementing formalization, while centralization can be linked to the organic form (Walter and Bruch, 2010). As such, every type of organisational structure has a particular group of behavioural characteristics (Kim and Shin, 2019).

Previous studies remarked that the positive function of formalization would strengthen the empowering process of transformational leaders' behaviours (Kim and Shin, 2019). According to previous studies (Aiken and Hage, 1966, Wright and Pandey, 2010, DeHart-Davis and Pandey, 2005), it was found that by restraining the expression of human differences, motivations, and behaviours, formalization has disconnected workers from their jobs. On the other hand, findings show that the extent of formalization in an organisation will be inversely related to transformational leadership (Garg and Krishnan, 2003). It was found that formalization influences the introduction of transformation by direct supervisors' leadership behaviour (Van der Voet et al., 2016). This can

be reflected by delimiting upward communication (Wright and Pandey, 2010) and hence hindering the leader-follower motivational interaction, which is deemed a core of transformational leadership theory (Bass, 1985).

2.5.2 Internal Communication

Communication is delineated as a means whereby information can be shared by a specific platform of symbol, sign or behaviour between individuals (Yeomans and FitzPatrick, 2017). The crucial role that communication plays throughout the transformation process is manifested in the organisation's strategic internal communication with its workers (Yue et al., 2019). In the context of transformational leadership, communication has been a vital indicator of leadership success (Holladay and Coombs, 1993, Norton, 1983, Kets de Vries and Korotov, 2010). However, to the present, almost no assessment studies examine the role of communication in transformational leadership training and education (Cohrs, 2017).

Although the association between communication and transformative leadership demeanour was subject to multiple investigations (Berson and Avolio, 2004, Frese et al., 2003, Holladay and Coombs, 1993, De Vries et al., 2010), it still lacks a more nuanced understanding of the communication strategies that transformative leaders are engaging in and, more specifically, how they can be educated in the process of action (Cohrs et al., 2019).

Nonetheless, few studies have been conducted to explore the role of open communication in promoting transformational leadership implementation (Yue et al., 2019). Thus, this work investigates the role of internal communication, defined by clear organisational communication, in influencing the reaction of employees to change. Mainly, the study assesses the employee's

adaptation to a specific change initiative, which is possibly a fundamental condition for effective expected transformation.

2.5.3 Personality Traits

Phipps and Prieto (2011) Personality has been described as relatively enduring characteristics (apart from ability) that control people's cognition and behaviour. Digman (1990) introduced the notion of a personality five-factor model that was subsequently operationalized by McCrae and John (1992) as the Big Five personality traits. These traits are generally acknowledged as extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience. There are broad-spectrum predictive capabilities of these personality traits (Hassan et al., 2017).

Previous studies have demonstrated that personality trait is most closely linked to transformation leadership. In retrospect, various types of leadership significantly predicted many personality traits such as transformational leadership (Aydogmus et al., 2018a, Hassan et al., 2017), corresponding with those similarly correlated with the rise of other styles of leadership (Ensari et al., 2011, Phaneuf et al., 2016). As such, several scholars suggest examining the relation between contextual and personality variables to thoroughly explain the rise of a particular type of leadership (Phaneuf et al., 2016, Zaccaro, 2012).

In a similar vein, personality traits are also deemed profoundly affective (Watson and Clark, 1997, Oreg, 2006). After all, the emotional predispositions of individuals to change are a critical element of the concept of resistance to personality change (Oreg, 2003, Oreg, 2006).

In sum, organisations need to explore and understand the role of personality traits in facilitating and hindering transformational leadership implementation and how these traits interact with the tendency of employees toward resistance to change.

2.5.4 Organisational Culture

Organizational culture is a pattern of basic shared assumptions and norms that a group learns as it solves problems of external adaptation and internal integration (Sarros et al., 2008). Organizational culture plays an important role in developing some competitive advantage to ensure enhanced organizational performance (Khan and Khan, 2019). Organisational cultures that value authority, respect for elders, and the need to follow the rules and regulations often value autocratic leadership style. In such an environment, leaders who demonstrate a leadership style that does not conform to the cultural ideal are likely to face resistance. Thus, the efficacy of a leadership style depends on the cultural context involved. In Western organisations, transformational leadership is consistent with the cultural ideals that emphasize individual autonomy, empowerment, motivation, and satisfaction. Thus, in this culture, leadership is perceived from an individualistic perspective. It differs from the Arabic world that emphasizes succession and group/collective performance (Litz and Scott, 2017). For instance, Arabs value consensus and demonstrate respect for the elderly. In this view, they do not challenge the authorities and ensure that they comply with the directions from the top. The fact that people have a long-term perception of change, they conform to established standards and work collectively to achieve shared ideas.

Moreover, in the UAE, the leaders and managers come from different backgrounds and nationalities with inherited cultural values. The previous studies show that there are specific attributes of global leaders (Caligiuri and Tarique, 2012), including the desire to be less ethnocentric, more cultural versatility (Shaffer et al., 2006) and a strong immunity for uncertainty (Judge et al., 1999). The vital concern with transformative leadership is that different societies

consider successful leadership through various cultural perspectives (Javidan et al., 2006, Litz and Scott, 2017).

For example, the Islamic perspective has a long-term view of change, embraces conformity and hierarchy, and adopts collectivist mutual duties. Considering that both the follower and the leader aim to achieve an objective, they agree to work jointly. However, this contradicts other studies that affirm that a transformational leader in an Islamic culture can inspire and motivate followers. Provided that the Islamic nation tends to focus on unity, the concept of transformational leadership in the UAE is also a tad different, comparing to Western culture. Transformational leaders focus on the individualism of the workers, guiding them without interfering with their personal beliefs (Ghasabeh and Provitera, 2017). In other words, transformation leaders do not command the workers directly. Still, they instead integrate with them and create the working culture that is designed to function effectively under conditions of cross-integrational collaboration.

In the early 1990s, Global Leadership and Organizational Behavior Effectiveness (GLOBE) began investigating the complicated interactions between social culture and organizational behaviour (Bakar and Connaughton, 2019). Dorfman et al. (2012) showed that societal leadership expectations indirectly influence leadership actions, among other things. Executives tend to lead in a way that is more or less in line with the leadership models that are promoted in their cultures. Therefore, the most effective leaders are those who follow expectations. Likewise, Muralidharan and Pathak (2018) found that while some leadership characteristics, such as charismatic/value-based leadership, can be effective across cultures, others, such as participatory leadership, are far more culturally sensitive.

To conclude, they determined which leaders are actually excellent (and which are truly inferior) based on the extent to which their actions exceed (or fail to meet) society's expectations (Bakar and Connaughton, 2019, Dorfman et al., 2012). In general, knowing national cultures can help organizations predict which types of leadership will be successful in each society. GLOBE has provided businesses with a better understanding of the complex, thorny, and interesting links between societal culture, organizational behaviour, and leadership processes. In this vein, several studies found that most aspects of transformational leadership are consistently viewed as effective leader behaviours across cultures (Dorfman et al., 2012, Muralidharan and Pathak, 2018, Sebova, 2020, Den Hartog et al., 1999). Therefore, the nine cultural dimensions, uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, and humane orientation (Dorfman et al., 2012), can shape the core of assessing the implementation of transformational leadership in the public sector in UAE.

In the context of UAE, Litz et al. (2020) argued that existing culture and transformational leadership could work but alluded to the fact that top-down and transactional approaches persisted predominantly and that modifications to leadership approaches would need to be made with respect to the local culture and context, both in terms of the community and school.

In sum, the practical application in the Islamic world differs from that of the West since people become leaders in unity in UAE, which means that any tasks are solved in collaboration. Unless it is adjusted to suit the dominant culture, resistance is bound to occur. For instance, instead of one person influencing the rest, Muslims prefer a participatory approach where they are all involved. For this reason, leadership practices that seem consistent with dominant cultural values are encouraged and reinforced.

To conclude, this leadership style receives the support of employees and the management; then, it would transform or change the organisational culture. Given the right support, transformational leaders can turn a passive corporate culture into a constructive culture that is in line with transformational leadership. Thus, employee resistance is a significant variable for the study, as it will help determine whether transformational leadership faces opposition in the UAE public sector organisations.

2.6 Resistance and Compliance to Transformational Leadership

2.6.1. The Concept of Resistance.

In human life and business, change is the most crucial factor. Change in organisations suggests that the activities of the situation will turn into a different situation. In companies, the way workers face the transition is different. Although some workers would happily accept and actively engage in the reforms, others, as much as possible, refuse and resist (Oreg et al., 2008, Hamidianpour et al., 2016).

Employee resistance is a common thing in an organisation. Naturally, humans tend to accept the status quo as they are fearful of what change may bring. It is an inevitable resistance that arises due to the implementation of a significant difference (Guest et al., 2015).

Resistance has varied meanings that differ based on one's perspective of power. Resistance is a response to another person's exercise of power. The reactions may include condition effort, exit, engaging stakeholders, developing alternative channels, and voice sabotage. In this perspective, resistance entails any attempt to exercise power over individuals who resist it. Another view defines resistance as inherent in one's exercise of power. This way, the resistance is perceived as a supportive component of power (Saleem and Naveed, 2017). Resistance can also be considered as a constant adaptation and a subversion process of dominant discourses, as well as the

contradictions and tension that arise from alternative discourses. Resistance to change describes the inability or failure to embrace change that threatens or appears to endanger the interest of people (Guest et al., 2015). It also entails any conduct that impairs the achievement of corporate goals.

The researchers conclude that many improvements in organisations fail. This can be caused by the fact that the changes cannot be thoroughly analysed, and the inhibiting factors of the change are not consistently evaluated. There are many challenges to reform, but what matters more than anything else is the resistance of managers and workers to adapt (Hamidianpour et al., 2016).

In related studies, when describing resistance to change, several scholars have followed a variety of approaches. Recent thought indicates that resistance to change is a multi-dimensional construct. Resistance to change can play a role in influencing the state of readiness of employees in a change process in the sense of transformation leadership (Henricks et al., 2020). A study conducted by Dappa et al. (2019) confirmed that there is a clear correlation between employee understanding of their engagement and goal achievement, decreasing resistance and increasing organisational commitment. Oreg (2006) defined resistance to change in particular as 'a three-dimensional (negative) attitude to change, including affective, behavioural, and cognitive components (Rafferty and Jimmieson, 2017)

Another reason for resistance is the poor communication factor. Managers are mandated to inform their subordinates about the planned changes, what it entails, and the benefits that it will bring on the organisational members and the organisation as a whole. Thus, when employees do not understand the purpose and the reasons for the change effort, they develop resistance towards it (Guest et al., 2015). Another primary goal is the fear of the unknown, coupled with the loss of position or power. Employees are often fearful of change initiatives. They appear comfortable with

the status quo. For some, they fear losing their position or influence in the organisation (Guest et al., 2015).

Workplace factor resistance occurs through traditional approaches that include go-slows, wildcat strikes, and sabotage. However, compliance and conformance can be achieved from technological control and totalitarian normative control that absorb or muffle employee resistance (Ybema and Horvers, 2017). Some individuals resist change because they served in their position for years. As a result, they have established their method of working. Some do not want to change at all, as they are comfortable with their position or roles. Implementing one change after another is bound to lead to job insecurity, stress, and resistance. In particular, many following changes make employees feel insecure about their jobs and develop work-related stress, which in turn reduces their support for the changes. Similarly, workers resist change when the management or the change initiators fail to engage or involve them (Ybema and Horvers, 2017).

2.6.2 Compliance behaviour

Despite the focus on resistance, employee combines strength with compliance. They can participate compliantly by affirming that their department or unit requires a significant change to make it more efficient and professional. In the author's findings, resistance mixed with compliance in two distinct ways (Ybema and Horvers, 2017). These included front stage resistance and backstage compliance on the one hand and backstage resistance and front stage compliance on the other hand. In front stage resistance, employees openly oppose change initiatives, and yet the same actions receive offstage support (Kirkman and Shapiro, 1997). They openly protest and exhibit subversive behaviour aim to prevent the management from going ahead with what employees consider as unnecessary change. Backstage, employees show full commitment to the change. The

effects of frontstage resistance include unrest and discontent, which hamper the change initiative while frustrating the change agent (Ybema and Horvers, 2017). Thus, the management targets the resisters by labelling them as troublemakers. In backstage resistance, employees openly defend the change initiatives, yet they also launch secret offstage opposition to it.

Further, the staff gives frontstage support because they perceive open protest as risky and futile" (Ybema and Horvers, 2017). At backstage, they demonstrate reluctance, inaction, indifference, critique, and ridicule. The resistance builds a sense of identity and autonomy and unmanaged space for employees to complain.

Mumby et al. (2017) go further to develop a framework to define the complexity of organisational resistance by stating what counts as resistance and when it occurs. The author identifies the four I's of Resistance that includes individual and collective infrapolitics, insubordination, and insurrection. Resistance can be both hidden and public, and it counts both at an individual as well as collective level. Individual infrapolitics involve the discursive and non-discursive practice that occurs at a personal level and are hidden, anonymous, and covert. Insubordination entails discursive and non-discursive practices, publicly declared with an explicit opposition stand individual level (Mumby et al., 2017). Collective infrapolitics involve discursive and non-discursive practices done collectively but hidden and anonymously, while insurrections are collective and publicly owned with a clear oppositional stand on the change initiative. (Saleem and Naveed, 2017) claim that resistance is often dealt with by management. However, it is a wrong approach to delegate the management with the power to boost or hold the resistance, as these problems must be solved between the followers and leaders without applying any external regulations.

However, Mumby et al. (2017) indicate that what is considered resistance in a given socio-political context may not be the same in another region. For instance, a secretary that launches a micro-resistance by writing personal letters during workplace time may appear as resistance if she works in an organisation that has a bureaucratic organisational structure where there is a clear demarcation between work and leisure. Nevertheless, such practices may not constitute resistance in an environment where leisure and work time are seamlessly intertwined. Some employees may openly show their opposition, while others may prefer being anonymous and ambiguous. Thus, resistance ranges from hidden and invisible to open and public. However, Courpasson (2017) critics the focus on the strict definition of resistance in terms of either secret or federal forms. In so doing, the researcher supports the findings of Mumby et al. (2017) study affirms that opposition can move from hidden to the public. Courpasson (2017) observes that, in recent decades, research on resistance in organisations has been characterized by a divide between a public and hidden explanation of resistance. The author argues that the divide hampers a comprehensive understanding of resistance. Thus, he proposes that forms of resistance are interrelated and reinforced as employees continue with their struggle. Non-confrontational and discrete individualistic expressions of dissent eventually fuel and nourish public opposition.

Even so, resistance is mostly a natural response that organisations could overcome if they handled it appropriately. Interventions, guidance, and training provide one means of overcoming resistance. Managers can use soft power techniques, including active involvement and positive stimulation (Ybema and Horvers, 2017). Sharing the success stories, organising presentations, training sessions, and workshops to clarify as well as facilitate processes allow employees to receive the change initiatives as improving the work processes and work conditions. However, there is a lack of clarity on whether managers should use a top-down or bottom-up approach to

manage employee resistance. In explaining the implementation of a project in an organisation, the authors stated, "The assignment was a top-down decision, but the employees are responsible for figuring out how we go about it. It is unfair to let people completely drown. The management has to be clear about what is important, the priorities, the focus, and where they draw the line" (Ybema and Horvers, 2017). Thus, the need for clear guidelines, boundaries, and objectives legitimizes the top-down management approach. In the author's perspective, it would be unfair to fail to provide direction to the employees. However, the author cites the views of another project leader who affirms that a bottom-up approach is valuable as it makes it possible to tap into the worker's knowledge and increase their involvement in the change initiative.

In the Arab context, the resistance to transformational leadership could attribute to perceptions that it is the Western or foreign leadership style that does not conform to or with the values, beliefs, practices, and norms of their Arab tradition. Once employees resist a given change initiative, it is unlikely that it will succeed. Employee resistance in the UAE's public sector organisations could perhaps explain its slow implementation. Based on the review above, it is notable that resistance is directly correlated to transformational leadership due to the radical nature of actions implemented by leaders and the complexity of changes adaptation by followers.

2.7 Sources of resistance and Compliance strategies

2.7.1 Attitudes towards change

Transformation can happen when people are hesitant about doing things differently or about changes occurring with little warning (Busari et al., 2019). Change can be resisted when people have hard-wired beliefs about what is right and wrong, how things should be done, and what the future should look like. Change is easily resisted when people are hesitant to take a step

or two down a new path because they fear what will happen to them if they change. In other words, leaders who try to convince their followers that there is no longer any reason why things could not be different – that things could indeed change – often find themselves encountering a host of resistance from their followers (Al-Tahitah et al., 2018).

Empirically, with a number of other specific attitudes, self-reported attitudes toward change are significantly correlated. Employees with more positive feelings about potential changes are more likely to perceive that the company supports them (Henricks et al., 2020). Positive attitudes to change are also associated with a superior commitment by employees to their leaders (Seggewiss et al., 2019, Henricks et al., 2020).

Ajzen and Fishbein (2005) found that positive attitudes towards change indirectly resulted in lower absenteeism and turnover intentions through organisational engagement. Employees with a very negative attitude towards change, on the other hand, are twice as likely to raise concerns about their terms and conditions of employment (Henricks et al., 2020, Wanous et al., 2000).

Negative attitudes towards change, on the other hand, have historically been seen as an obstacle that must be resolved in order to incorporate change in the workplace (Oreg, 2018). In particular, Oreg (2018) found that increased resistance to change was associated with lower performance among work applicants on a mixture of in-basket and brainstorming tasks (Henricks et al., 2020). Positive attitudes to change are also correlated with employees' increased loyalty to their leaders (Henricks et al., 2020), commitment to change (Herold et al., 2008) and negatively linked to cynicism about change (DeCelles et al., 2013).

2.7.2 *Commitment to Change*

A transformational leader is a person who transforms the lives of individuals, groups, and organizations by willingly changing themselves (Busari et al., 2019). Transformational leadership is an interactive process between subordinates and superiors that influences the reactions of people to changes in their environment. This type of leadership is a two-way street: it starts with a leader who takes some risks and innovates while also inspiring followers to do the same. In this line, research indicates that transformational leaders influence positive responses to change, including commitment and readiness for change (Bayraktar and Jiménez, 2020).

Commitment to organisational change, defined as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch and Meyer, 2002), has been shown to be an essential determinant of employee support for change (Herscovitch and Meyer, 2002, Neves and Caetano, 2009, Parish et al., 2008).

Once an employee’s commitment to change has been raised through exposure to a transformational leader, the relationship between transformational leadership and commitment to change may remain relatively stable throughout the change process (Basuki et al., 2020). Also, related to organisational commitment, research has shown that normative commitment is greater among employees who are high in collectivism and power distance (Hill et al., 2012). After the commitment of employees to change has been increased by exposure to a transformational leader, the relationship between transformational leadership and commitment to change in the phase of change will remain relatively stable. Research has shown that normative commitment is more outstanding among employees who are high in collectivism and power distance (Hill et al., 2012).

Transformational leadership may be effective as a means for catalyzing and maintaining a commitment to change where the change is perceived as relevant by employees. The extent to which transformational leadership can effectively create and maintain a commitment to change is also dependent on certain antecedents and conditions that must be present for this leadership style to be successful (van der Voet, 2016).

The extent to which transformational leadership can effectively create and maintain commitment depends on the extent of employee attachment, clarity of goals, and the extent of employee autonomy, among other factors (Nemanich and Keller, 2007, Choi et al., 2016).

2.7.3 Employees Cynicism

Increased academic attention has been paid to the idea of organisational cynicism over the last decade. Organisational cynicism is typically characterized as an attitude of "contempt, frustration, and distrust toward an object or multiple objects. Organisational cynicism is a dynamic attitude involving cognitive, affective, and behavioural factors that contribute to increased perceptions of injustice, feelings of mistrust, and related actions about and against organisations (Bommer et al., 2005). Cynicism toward organisational change is defined as an attitude that consists of a sense of the futility of change and a lack of faith in those who are responsible for the change (Penava and Šehić, 2014). Cynicism toward the management of change showed a significantly positive influence on Affective resistance to change. According to Penava and Šehić (2014), therefore an indirect negative relationship between transformational leadership and resistance to change was confirmed through the one form of.

In addition, cynical employees are likely to have low levels of organisational involvement and are thus more likely to be absent from work, file complaints, and quit (Bommer et al., 2005).

Researchers have begun to study cynicism as an employee attitude detrimental to organisations (Dean Jr et al., 1998, Johnson and O'Leary-Kelly, 2003). Researchers have started to study cynicism as an employee attitude detrimental to organisations (Dean Jr et al., 1998, Alharbi et al., 2016, Bommer et al., 2005). Finally, the degree of cynicism towards the management of transition is decreased by Idealized Control (attributed). Since negativity towards change management has also been shown to increase significant resistance, this is another indirect positive impact of transformative leadership on resistance to change.

2.7.4 Trust and Support

According to Raaphorst et al. (2018), trust describes "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trust, or irrespective of the ability to control or monitor the other party." When extended to the leader-follower relationship, one can define trust as the follower's willingness to be vulnerable to their respective leaders.

The antecedents of trust entail the perceptions of the leader's integrity, ability to deliver, as well as benevolence towards the followers in an organisation (Raaphorst et al., 2018). Leaders' consideration and care are key influencers on the employee's level of trust in the leader.

Trust is an important variable that mediates the successful implementation of transformational leadership in an organisation. A study by Heilbrunn and Palgi (2015) examined the link between transformational leadership style and organisational behaviour in the context of Israel's Arab education system. The researchers sought to extend previous research to provide evidence on the mediating effects of job satisfaction and trust in the supervisor on two main variables under study. Using a sample of 21 Arab female and male teachers, they argued that

transformational leadership indirectly and directly influences organisational citizenship behaviour through employee's job satisfaction and trust in the leader (Heilbrunn and Palgi, 2015).

Several other studies affirm that trust and respect are the two main reasons that influence the success of transformational leadership (Kim and Park, 2019). Transformational leaders may gain employees' trust by acting as role models when building a shared vision as well as showing individualized consideration for the needs of their followers.

People cannot recognise an individual as their leader unless they have developed trust in him ethically, morally, and intellectually. Most leaders desire to present themselves as trustworthy. When they discover that the followers do not have confidence in them, they question their integrity and ability to lead. When employees develop trust in their leader, they are highly likely to embrace their values and idea (Kim and Park, 2019).

Further, they become motivated to improve their performance in the organisation. The relevance of this variable in the planned study attributes to the findings of previous studies that indicate that several factors mediate the relationship between transformational leadership and its successful implementation.

Moreover, in a transformational leadership context, trust plays a critical role. For example, trust is an essential element in change readiness literature (Vakola, 2013), providing information, superior levels of performance and more positive attitudes and reactions (Dirks and Ferrin, 2001, Oreg et al., 2008, Yasir et al., 2016). Transformational leadership positively develops a sense of identity and a set of moral values (Avolio and Gibbons, 1988), that followers are more confident and competent because transformational leaders listen to their followers and provide instant solutions to their problems (Jiang and Chen, 2018)

Transformational leaders often build trust in their employees by forging a social exchange relationship. From a character-based perspective, employees often feel comfortable and safe when they believe that their leaders possess the ability and integrity to lead them (Van der Hoek et al., 2018)

On the other hand, when the followers develop feelings that they cannot trust their leaders, they suffer psychological harm, which leads to a negative impact on their satisfaction and job performance. From a relationship viewpoint, employees often feel comfortable and safe when they believe that their leaders provide them with individualized consideration and care (Van der Hoek et al., 2018).

It implies that followers' trust in their leader increases job satisfaction and reduces work-related stress. Raaphorst and Van de Walle (2018) examined the mediating influence of affective and cognitive trust on the association between transformational leadership and work outcome. trust falls into two categories where one is exchange-based while the other is character-based, that include affective and cognitive, respectively. Affective trust entails trust that inclines the emotional bond between the parties in a relationship or between a leader and a follower. Cognitive trust entails the follower's confidence in the capabilities of the leader. It depends on the employee's evaluation of the leader regarding their integrity, reliability, or competence. Cognitive trust influences employee attitudes, where they feel more confident in the leader's ability to guide them. However, it may lead to overdependence on the leader. The authors found out that cognitive trust had a negative mediation effect, while affective trust had a positive impact on the relationship between the dependent and independent variables.

Raaphorst and Van de Walle (2018) examined the mediating effect of trust in the relationship between employee well-being and transformational leadership. The author affirms the

follower's respect and confidence in the leader allows transformational leadership to succeed. Transformational leaders can build trust by creating a social exchange relationship between the followers and the leader. Based on character-based trust, followers feel comfortable and safe when they believe that the leaders possess integrity and the ability to lead because such leaders affect multiple employee-related aspects that influence their job satisfaction. From a relationship-based perspective or affective trust, employees also feel comfortable and safe if they believe that the leaders' emphasise care and consideration. Raaphorst and Van de Walle (2018) found out that affective trust has a positive effect, while cognitive trust has a negative impact. Based on data drawn from 175 sales personnel and supervisors in private companies located in Southeast China, the authors observed that cognition-based trust and affective-based trust have a positive effect throughout all levels of the organisation (Zhu and Akhtar, 2014). Transformational leaders positively impact knowledge integration through enhancing the dynamic relationships among employees and departments, but most importantly, through satisfying customer needs and adding to financial success. Executives use transformational leadership to develop trust and form the capacity among employees to develop higher functioning relationships, not at the higher echelons of the organisation, but between the lines of the organisational chart. Transformational leadership can, therefore, enhance knowledge sharing around the company (Sayyadi Ghasabeh, 2020). In sum, Prior research shows that quality internal communication supposedly reduces perceived uncertainty related to the change and decreases employees' resistance to change (Yue et al., 2019).

2.8 Implementation, Barriers, Resistance and Compliance of Transformational Leadership Theory

As alluded to earlier, the barriers, resistance, and compliance with changing have a reciprocal relationship with transformational leadership implementation and its related

components. For instance, when they are combined to minimize the factors that lead to resistance to change, the transformational leadership aspect has a significant effect. In related research, Al-sawalhah et al. (2015) argue that the most influential variables of transformative leadership in reducing resistance to change are intellectual stimulation and inspirational motivation. Among the essential topics studied in transformational leadership, Penava and Šehić (2014) stated that a relationship between resistance to change among employees and its influencing factors such as leadership styles are hot topics in recent research. As a result, this study will explore the direct and indirect relationships between resistance to change and transformational leadership implementation in the public sector in the UAE.

Likewise, in the context of implementation barriers, Judge and Bono (2000) declare that personality traits are correlated with elements of transformative leadership. Recent studies also show that character characteristics can predict the performance of leaders and that transformational leadership is linked to certain aspects of personality (Pashavi et al., 2012). In addition, leaders who invest in their employees' knowledge and preparation will increase their level of competency and increase their productivity than those who are less experienced. In the face of these developments, the role of transformational leadership has increased in several ways. In addition, recognising the true nature of the relationship between organisational structure and leadership in transition will help organisations fulfil their correct structure and leadership criteria. The structure of these organisations could not be as hierarchical as widely assumed, and that there were few, if any, hierarchical features. In a related study, the transformative process of vision articulation and communication has an empirical connection. Communication and good leadership are a crucial part of preparing any organisation for leadership change (Box, 2012), and organisations will therefore be more open to it. This study, therefore, examines how communication can be used as

a method to complement the transformation of management and companies into more innovative economic factors.

In addition, transformative leadership is aligned with cultural values that emphasise the freedom, empowerment, inspiration, and fulfilment of individuals. Thus, from an individualistic viewpoint, leadership is viewed in this society. This differs from the Arabic world, which highlights succession and group / collective performance (Litz and Scott, 2017). Arabs value agreement and display respect for older people. They should not challenge the authorities, in this view, and ensure that they comply with the directives from the top. They comply with existing principles and work together to accomplish common ideas, so people have a long-term view of change.

To sum up, this study contributes to our understanding of leadership in public sector organisations by exploring the transformational leadership practices of resistance to change, personality characteristics, community, communication and organisational structure, and the impact on the acceptance of transformational leadership in the UAE public sector.

2.9 Related studies in UAE

The related studies in UAE are scattered and, in general, divided into three main streams. The first stream focused on investigating the implementation of transformational leadership and its relationship to performance and other corresponding variables such as involvement (Sheikh et al., 2013, Lasrado and Kassem, 2020), innovation and creativity (Agarwal and Gupta, 2021, Alkindi and Chaldler, 2018), satisfaction (Al-Dmour and Awamleh, 2002, Butler, 2009, AHMAD et al., 2021, Verma, 2014), empowerment (Alhosani et al., 2019, Rao and Abdul, 2015), intention

to stay (Abudaqa et al., 2019), commitment (Butler, 2009, Alshehhi et al., 2019a), and human capital (Alneyadi et al., 2019b, Alneyadi et al., 2019a).

The second stream of literature focused on the factors that mediate/moderate the implementation process and have an intervening impact on the relationship between transformational leadership dimensions and dependent variables that appeared in the first stream. These factors are but are not limited to cultural issues (Al-Dmour and Awamleh, 2002, Alkindi and Chaldler, 2018, AHMAD et al., 2021), demographic factors (Al-Dmour and Awamleh, 2002), quality of supervisor-subordinate relationships (Butler, 2009), personality traits (Jabeen et al., 2012, Hadabi et al., 2019, Karam and Kitana, 2020).

The third stream, which is received less attention from scholars, is related to factors that contribute to the successful implementation of transformational leadership in organisations. These factors are training (Radhwan, 2020), creating involvement and collectivism culture (Sheikh et al., 2013, Alneyadi et al., 2019b, Alneyadi et al., 2019a), experience and education, and organisational support (Radhwan, 2020). Table 2.1 depict all related studies conducted to address transformational leadership implementation in UAE.

Table 2. 1 Related Studies of Transformational Leadership Implementation in UAE

Sources	Method	Related Findings
Abudaqa et al. (2019)	Quantitative	Transformational leadership moderate the relationship between HRM practices and intention to stay in the organization from employees.
Agarwal and Gupta (2021)	Quantitative	The results of this study indicate the necessity of a shift to a transformational leadership style to improve the innovation activity in UAE based organizations significantly
AHMAD et al. (2021)	Quantitative	Findings from the study suggest that national culture influences the relationship between transformational leadership style, transactional leadership style, laissez-faire leadership style, and job satisfaction

AL DHANHANI and ABDULLAH (2020)	Quantitative	It was found that transformational leadership style has a positive relationship with organizational culture on employee performance
Al-Busaeedi and Marni (2020)	Quantitative	This study demonstrates the impact of administrative culture and transformational leadership on employee motivation
Al-Dmour and Awamleh (2002)	Quantitative	Results revealed a strong effect of transformational leadership on satisfaction. Cultural and demographic factors showed a strong impact on satisfaction and performance.
Alhosani et al. (2019)	Quantitative	Transformational leadership has a significant impact on employees' empowerment, employees' innovation
Alkindi and Chaldler (2018)	Quantitative	Cultural dimensions, to some extent, moderate the relationship between leadership style and innovation strategies at national and organizational levels, suggesting that it is not entirely determined by culture.
ALMASKARI et al. (2021a)	Quantitative	Leaders who encourage creativity are more likely to be successful in inspiring employees to innovate
ALMASKARI et al. (2021b)	Quantitative	The findings of the study show that leadership has a positive impact on employee innovation, and cultural diversity partially mediates the relationship between leadership and innovative performance of UAE universities' employees.
Alneyadi et al. (2019b)	Quantitative	Results indicated that transformational leadership significantly impacts human capital, and collectivism moderating its effects on transformational leadership.
Alsalami et al. (2014)	Quantitative	This study shows a strong relationship between transformational leadership and organizational innovation
Alshehhi et al. (2019a)	Quantitative	The results of this study demonstrated that transformational leadership positively impacts employee commitment to the organization.
Awamleh et al. (2005)	Quantitative	It turns out that managers in the United Arab Emirates (UAE) are less transformational and more passive avoiders than their American and European counterparts.
Bealer and Bhanugopan (2014)	Quantitative	Findings indicate that managers in the United Arab Emirates (UAE) are less transformative and more passive avoidant than their counterparts in the US and Europe.
Butler (2009)	Quantitative	Top-down leadership should be emphasized to win employees' respect and boost their satisfaction. The quality of supervisor-

		subordinate relationships affects commitment to the organization.
Hadabi et al. (2019)	Quantitative	Leadership styles are determined in part by a leader's personality.
Hijazi et al. (2017)	Quantitative	Analysis revealed the positive correlation between transformational style and employee job satisfaction. Job satisfaction is negatively correlated with transactional leadership style.
Jabeen et al. (2012)	Quantitative	Leadership effectiveness skills were related to personality traits
Karam and Kitana (2020)	Quantitative	Researchers found that leaders expect to be prepared for the demands of their positions, have the capability to make a difference, and be provided with support from their organizations.
Lasrado and Kassem (2020)	Quantitative	Creating the involvement culture provides all-inclusive participation and holistic engagement from employees, which consequently leads to organizational excellence.
Litz and Scott (2017)	Mixed-method	New Islamic perception model due to cultural differences between western culture and UAE.
Mathias (2017)	Research agenda	There are distinct localized characteristics that contradict the managerial presentation of public leadership due to cultural and institutional differences.
Murali and Aggarwal (2020)	Descriptive	Employee engagement and productivity in ICT in the UAE are positively correlated with transformational leadership style.
Nickerson and Goby (2017)	Descriptive	Argues that Western frameworks for explaining leadership style and leadership communication strategies cannot be applied to leadership development in the United Arab Emirates.
Radhwan (2020)	Qualitative	Teachers may benefit substantially from receiving up-to-date training and development in transformational leadership styles, years of experience, as well as their degree.
Rao and Abdul (2015)	Quantitative	There is a partial mediation effect between transformational leadership and team performance mediated by two dimensions of psychological empowerment: meaning and self-determination.
Sheikh et al. (2013)	Quantitative	Transformational leadership positively influenced job involvement. This relationship was found to be moderated by a person's cultural value orientation. The relationship between transformational leadership and job involvement is positively affected by collectivism, whereas uncertainty avoidance is negatively affected.

Verma (2014)	Quantitative	Transformational leadership styles significantly influenced teachers' job satisfaction.
Whiteoak and Manning (2012)	Quantitative	Both general job satisfaction and satisfaction with group tasks can be positively affected by supervisor emotional intelligence.
Yaghi (2017)	Mixed-Method	Leadership is affected by organizational and national contexts. Despite this, contextual factors are poorly considered in the literature on transformational-transactional leadership. Culture and organizational needs drive adaptive leadership.

(Source: Reseacher)

Based on this literature analysis, we can conclude that the existing literature overlooked examine the actual implementation issues such as barriers, challenges, resistance, and developing a coherent framework that includes all associated factors that positively or negatively affect the successful implementation of transformational leadership in the UAE public sector. It also noticed that most of the existing studies used a quantitative method to identify these variables, which limited the authors' ability to understand the implementation process in-depth to build a comprehensive framework.

In this vein, the implementation of transformational leadership depends on contextual dimensions, which vary among and within organizations and countries. The understanding of what constitutes transformational leadership may be as crucial as some of the organizational behaviour that leaders attempt to promote (Yaghi, 2017, Al Zefeiti, 2017). The UAE based organizations are not exceptional and need more academic attention to explore the implementation of transformational leadership within their organizations (Yaghi, 2017).

Considering that there is no commonly accepted set of contextual dimensions available for the investigation of transformational leadership, by adopting some related recommendations and recurrence themes in the literature, a collection of contextual dimensions and their relevant factors

should be extracted (Obeidat and Tarhini, 2016). In essence, it is inevitable to break the organizational context into external and internal contextual aspects (Busari et al., 2019, Pettigrew, 1992). The focus on the internal context of this study, which involves organizational structure (van der Voet, 2016), organizational culture (Hamidianpour et al., 2016), internal communication (Thamrin, 2012, Miftari, 2018), personal traits (Aydogmus et al., 2018b, Peng et al., 2021), and their related aspects for each selected dimension (Pettigrew, 1992, Sarros et al., 2008) within the organizational context (Altunoğlu et al., 2019) The outer context and its components, such as external constituents, the socio-economic climate or even the actual task environment (Pettigrew, 1992), are not included as these cannot be measured easily and are out of the scope of the current study. Thus, our emphasis is on the barriers to that transformational leadership can improve leadership implementation in transformation endeavour. Additionally, the sources of resistance should be explored to identify the compliance behaviour strategies that can mitigate them. Eventually, the factors contributing to the successful implementation of transformational leadership in UAE organizations must be expanded to include all related issues.

2.10 Gaps in the Literature and Contribution of the Study

Although the studies on employee compliance and resistance uncover how compliance and strength in an organisation occurs, they mainly focus on change initiatives. Thus, it would be essential to determine how compliance and resistance manifest when organisations introduce transformational leadership (Ybema and Horvers, 2017). Another gap is that the studies on the challenges of transformational leadership fail to consider the contextual or situational factors that may either contribute to resistance and compliance at the same time. Indeed, this is relevant to the proposed study as it would help in framing transformational leadership in the context of the Arab

world. Further, Riggio (2017), Ybema and Horvers (2017) and Mumby et al. (2017) found out that compliance and resistance go hand in hand, but it remains unclear whether complete resistance and compliance can occur separately. In a study to investigate the impact of transformational leadership on team performance and the effects of support for innovation and psychological empowerment in this association., teams have become an increasingly popular way of organising and coordinating work. This trend creates new challenges for leaders as they are expected to motivate individual employees and to improve team performance simultaneously, the findings suggest that transformational leadership has a significant positive impact on team performance and, on the contrary, transactional leadership has a significant negative effect on team performance. Two dimensions of psychological empowerment such as meaning and self-determination, have a partial mediation effect in the relationship between transformational leadership and team performance (Mohamed et al., 2019)

The question unaddressed is whether all employees and line or middle-level managers can collectively resist or support a change initiative. Another unaddressed area is whether a bottom-up or top-down approach offers the best method for implementing change (Ybema and Horvers, 2017). Over and above, it is, therefore, imperative to understand Islamic perspectives on leadership to determine whether or not they support transformational leadership.

It also remains unclear as to what resistance is when an organisation introduces transformational leadership. The problem attributes to the fact that many researchers have adopted a comprehensive definition of the concept, which may not apply in all situations or contexts (Mumby et al., 2017). As a result, it has become difficult to define what counts or constitutes resistance. Considering that past research emphasizes the need to consider the context in studying

resistance, this information is valuable to the present study as it would help in examining resistance to transformational leadership in the context of public sector organisations in the Arab world.

Above all, there is a factor in the barriers or resistance to the implementation of transformational leadership in the Arab world and the UAE public sector. From the review of the literature on trust, resistance, and employee support, it remains unclear how these factors affect employee compliance with and resistance to transformational leadership. At the same time, there are inconsistencies in the literature on these elements. For instance, Uhl-Bien et al. (2014) found out that affective trust has a positive effect while cognitive trust has a negative impact. In essence, Zhu et al. (2013) indicate that cognitive trust has a negative mediating effect on transformational leadership. Zhu and Akhtar (2014) observe that both types of trust have a positive mediating effect, as well as two tactics identified in the study. A Moderated Mediation Model reinforcing employees' perceived work impact and improving their autonomy in decision-making have important implications for public and non-profit organisations. More research on this line of inquiry is needed to continue the conversation and provide more insights into leadership in public and non-profit organisations (Peng et al., 2020b).

Similarly, the factor as to whether transformational passive/constructive leadership is relevant to the UAE is a significant gap in the literature considering that without understanding the barriers to the implementation of this leadership style, attempts to introduce it in the public sector will probably fail. At the same, failure to provide the right support will undermine the efforts to transform government organisations in the UAE. Thus, the gaps in the previous literature present an opportunity to address them, even though some studies in the private sector suggests otherwise.

2.11 Related theories that inform the development of a framework

In this section, the researcher explored theories related to helping him develop a framework for his research. Many research studies in the past have used theories related to transformational leadership. In this study, we used two theories as follows:

2.11.1 The Transformational Leadership Theory

This theory is a framework of leadership that identifies the structures, qualities, and behaviours of leaders who generate productive change. It builds on the fundamentals of transactional leadership but goes beyond this by examining leaders who consistently demonstrate transformational leadership. A leader's ability to lead in a way that engages and inspires followers to act in accordance with their shared vision is considered a transformational rather than a transactional form of leadership (Odumeru and Ogbonna, 2013).

Two transformational leadership theory pioneers include James MacGregor Burns and. John W. Gardner (Van Wart, 2003). They explain that this theory is based on two concepts: (1) Leadership role involves creating an environment where subordinates are encouraged to come up with their own solutions, and (2) Leadership process involves developing certain skills and techniques that make people capable of influencing others (Abbas and Asghar, 2010, Hrivnak et al., 2009, Ferreira et al., 2020).

Transformational leaders are distinguished by their willingness to try new methods and participate in efforts to change the organisation (Grošelj et al., 2020). They see the purpose of leadership as enabling their followers to lead themselves. They encourage employees to become involved in decisions about their work and foster a desire among employees to solve problems and take responsibility for results (Aydogmus et al., 2018b). Transformational leaders bring about

change through organisation-wide initiatives like training, meetings, morale building, and celebration, rather than through direct control or orders. They encourage input from followers and actively seek diverse perspectives on the issues facing organisations (Hrivnak et al., 2009). They encourage employee experimentation, provide expertise, and support their employees, resulting in employee learning and high levels of enthusiasm at work (Altunoğlu et al., 2019).

The primary internal process of transformational leadership is called "motivating commitment." In order for subordinates to work toward a common goal, they need to have both motivation and commitment to this goal. Transformational leaders promote both inter-personal relationships and personal changes among those under their influence (Al Harbi et al., 2019).

Transformational leadership is a function of a person's interpersonal skills. The more you build and maintain relationships, the greater your ability to influence people. Interpersonal skills include building and maintaining the trust and making others feel heard. These types of skills are fundamental when it comes to dealing with leaders who may not be as gentle as you are in leading others but who nevertheless have a vision or mission that they are trying to address (Abbas and Asghar, 2010).

Transformational leaders also make decisions based on a belief that their followers will be better able to succeed if the leader takes some risks and makes decisions that are not necessarily supported by the majority of people. If they make a decision and it later turns out to be wrong, they are willing to take this risk and move on (Alegbeleye and Kaufman, 2020).

Transformational leaders have a foundational understanding of themselves as learners in their work roles. They see themselves as learners, and this understanding of self-mirrors how they see others' roles in leadership (Krishnan and Arora, 2008). Transformational leaders are able to shift perspective and often encourage others to rethink their views. Transformational leaders see

employees as more than workers who can be directed, but as people who desire to learn and are willing to grow. Leaders who use transformational leadership may be found at all levels within an organisation, from the top down. They are found in any business or organizational structure, including political organizations and non-profit organizations (Andersen et al., 2018b). Thus, there is a need to study how successful are an organization in implementing transformational leadership in all stages.

2.11.2 Organizational change management theories

Cummings and Worley (2014) state that effective change management includes four steps: 1) establishing an initial vision; 2) obtaining political support; 3) managing the transition, and 4) maintaining momentum. Preparing people for change and overcoming resistance to change are the first steps to inspiring them. In addition to formulating a clear "why" of a change, leaders also need to explain its "what". Step three, gaining political support, involves securing staff support for the change and preventing people and groups from obstructing it. The fourth phase consists of an activity plan for change activities. Also, management must figure out how to keep staff on board and create a management structure that can guide the business through a planned transition. To maintain momentum, you must provide resources for change, establish a support structure for change agents, develop new skills and abilities, reinforce new behaviours, and keep on track to complete the change process.

The main reasons for resistance to change, according to Oreg (2006), are personal traits and situations. Personality refers to a person's dispositional resistance to change, as well as their inner tendencies that influence their acceptance or rejection of change. Oreg (2003) determined that dispositional resistance to change is a stable personality characteristic. Six variables comprised

the context component, including authority and prestige, job stability, intrinsic rewards, managerial trust, information, and social impact. These contextual factors affected employees' reluctance to change, affecting both the outcome and the execution of the change. Power and prestige, job stability, and intrinsic reward were linked to the result of the shift and were expected to affect how the individual reacted to it. The remaining three factors, confidence in management, information, and social impact, are all related to how the change was implemented and received by employees.

The purpose of this study is to relate transformational leadership theory, which implies a transformation in an organization, to change management theory (Alqatawenh, 2018, Eisenbach et al., 1999), which explains what change involves, and to create a study framework that involves barriers to change, sources of resistance, compliance behaviour strategies, and factors that influence this transformation.

2.12 Preliminary Conceptual Framework

The conceptual framework maps present a clear picture of how various concepts fit together and how they explain the compliance and resistance to transformational leadership in the UAE public sector. Transformational leadership is a significant concept that has emerged in the literature. It is difficult to measure the leadership style of an individual because it involves behavioural traits. The previous studies, however, adopted a results-based framework that measured the qualities of a transformational leader in compliance with the results achieved and the effectiveness of employees' work (Alshamsi et al., 2019). Thus, the assumption made is that the participants understand different leadership styles and, more importantly, transformational leadership.

Further, the study relies on government agencies and departments in the UAE, including the Ministry of Education and the Ministry of Health and Prevention, that have already embraced transformational change to improve service delivery. Given that the study uses a qualitative approach, the investigator will focus on the way employees and other organisational members in these government departments comply with or resist this leadership practice. For that reason, compliance and resistance are significant concepts under investigation. As it emerged in the literature, employees react to transformational leadership practice by showing frontage compliance and backstage resistance, and this coincided with the findings of a study titled CEO transformational leadership and top management team performance: a study from GCC show that psychological empowerment has no significant role in moderating the transformational leadership – TMT performance relationship. Internal support for innovation plays a significant role in mediating the relationship between transformational leadership and TMT performance (Suliman et al., 2019)

However, how they resist or comply with remains unclear. Thus, the study aims to uncover the identities and strategies as well as the actions that they take in response to change. Another essential concept is trust in the leader. The researcher will seek to understand how the degree of trust in transformational leadership either supports or contributes to resistance to the leadership practice in the organisation. Hence, the framework will be based on the measurement of outcomes stemming from the implementation of transformational leadership that affect employee trust, the Arab culture and values, employee support, and results in the construction of the theory. Drawing on the initial literature review analyses, the preliminary framework was developed to guide this study, as depicted in Figure 2.1.

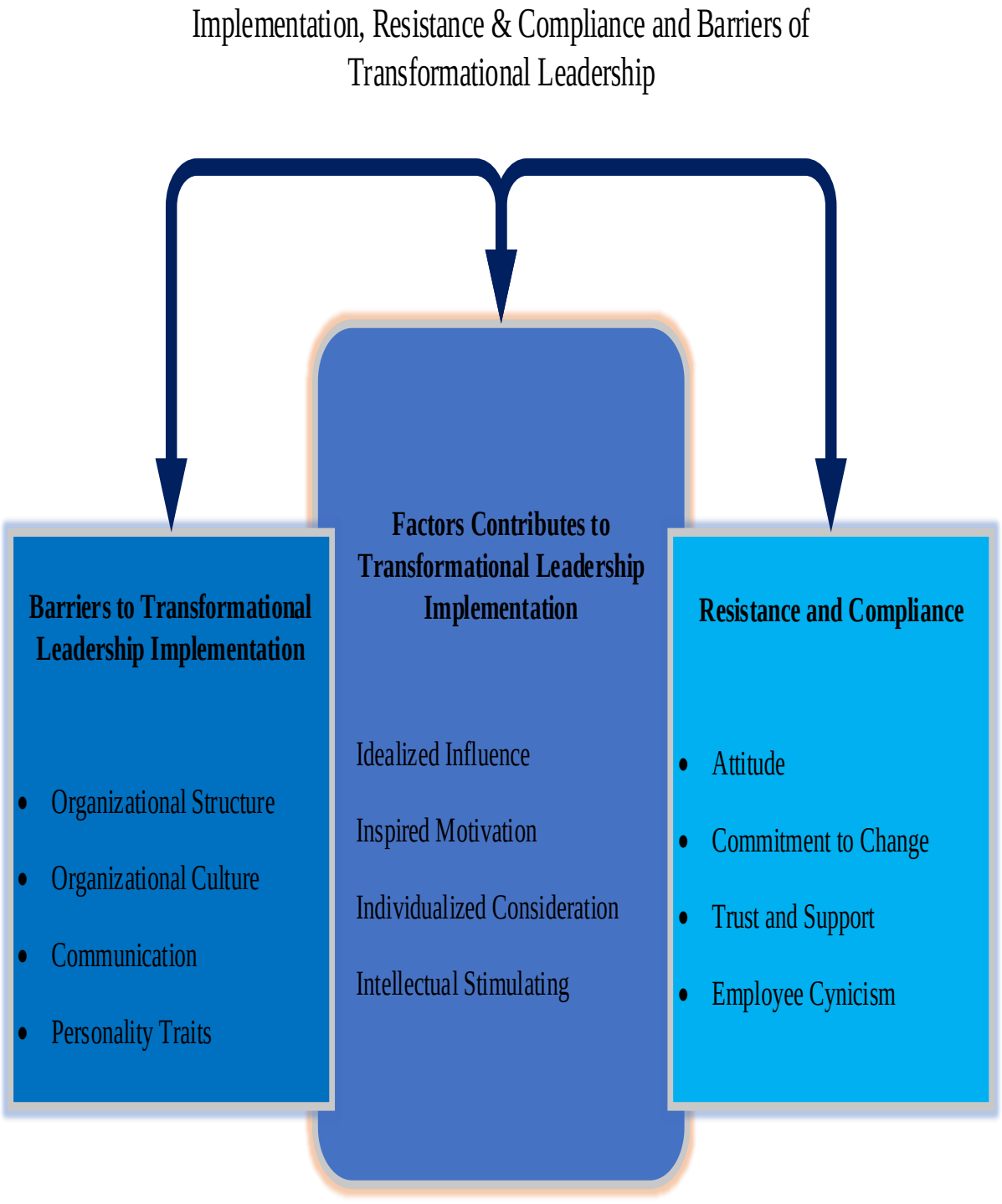

Figure 2. 1 The Preliminary Framework of Transformational Leadership Implementation (Source: Reseacher)

2.13 Summary

In this chapter, the related literature has been explored in order to create sufficient knowledge about leadership in general and transformational leadership in particular. The definitions of leadership and transformational leadership were presented. In addition, the current status of leadership in UAE organisations was also evaluated to show the need for more studies. Also, a brief comparison between transactional and transformational leadership has been conducted to show how each one is unique and requires a new culture and requirements. Thus, the transformation process from one to another will require many issues. By Moving from general to specific, the chapter presented the barriers that organisations usually encounter during the transformation process, such as culture, structure, and personal traits. Then, the resistance and compliance associated with the transformation process have been investigated in the relevant literature. Further, the theory of transformational leadership and its dimensions that contribute to the successful implementation has been discussed. Moreover, a survey of related literature in the UAE has been addressed to synthesise the findings and show the streams and the need to conduct more comprehensive studies. Eventually, the initial framework was developed to guide the current research in the following chapters.

Chapter Three: Methodology

3.1 Introduction

This chapter provides a comprehensive description of the methodology used to answer the current study objectives, including barriers of transformational leadership, sources of resistance, compliance strategies, factors contributing to the successful implementation of transformational leadership and the actual degree of implementation. It describes the research, philosophical assumptions that guided the study. In this case, an interpretive paradigm is presented. The section also describes the qualitative approach, including the strategy of interviews used to collect the data. It also presents the sampling strategy, including the total number of participants involved in the study. The chapter also describes the qualitative data collection method, including the instruments and data analysis methods, as well as the data analysis process. Further, the ethical considerations made during the study are presented. It describes the validity and reliability of the study, as well as a comprehensive research plan for the study. The chapter closes with a summary of the significant methods and approaches.

3.2 The Study Flowchart

A flowchart refers to a type of diagram representing an algorithm or process, presenting the steps as boxes of different types, and their order by linking them with the help of arrows. This diagrammatic representation shows the solution to a specific problem. Process operations are represented in the boxes, and with the help of arrows, the sequencing of operations is implied. Flowcharts are invaluable in analysing, designing, documenting, or managing a process or program in many fields (Qureshi and Ghalem, 2013). Prior to delving into the details of research design and

methods, it is reasonable to provide a summarised overview of the research process. The research process consists of various actions that are required to carry out the research effectively through the sequencing of steps (Kothari, 2004, Bhandar, 2013). Figure 3.1 presents a chart that depicts the research process.

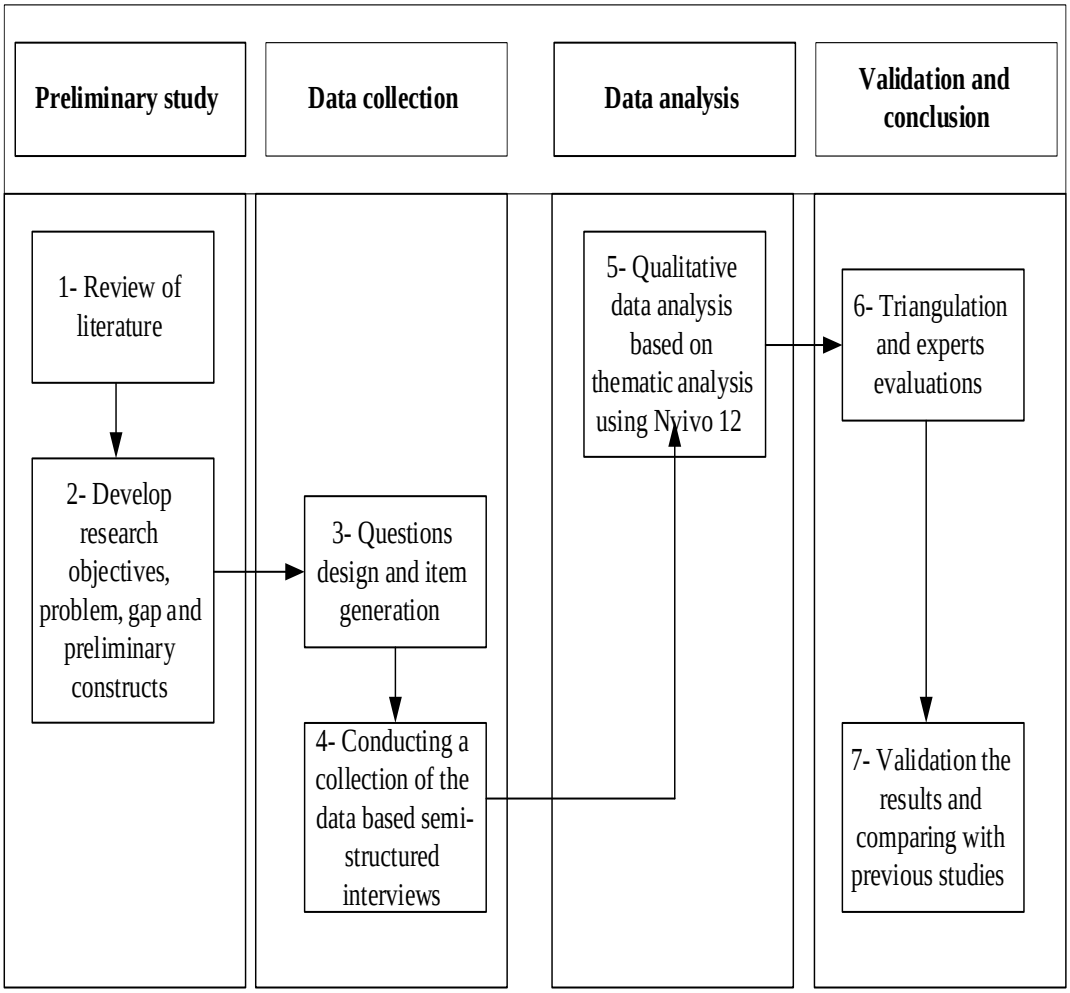

Figure 3. 1 The Study Flowchart
(Source: Researcher)

The research phase consists, according to the figure, of similar activities from 1 to 7. As compared to following a strict order, these operations always intersect. Each step at all times

dictates the essence of the last step to be done. Critical problems can arise without considering the following procedures in the early phases, which can negatively impact the completion of the analysis. The several phases involved in the research process should be held in mind that they are not mutually exclusive, separate, and distinct. Furthermore, they do not obey each other in any order, and that is why the researcher must expect each step in the method and the criteria of the following steps.

Many theories regarding a scientific method are typical of social science study. The research philosophy implemented contains critical ideas about the way the researcher views the world. The study approach and the methods chosen to achieve the approach would embody these concepts (Thornhill et al., 2009).

3.3 Research Philosophy and Paradigm

In the interpretivism vs positivism debate, positivism strictly defines a scientific statement as a claim that can be tested and verified by observation or experiment. Theoretical statements, on the other hand, are not verifiable by empirical means and instead demand broader interpretation (Ryan, 2018).

In general terms, positivists would argue for the importance of observing current societal trends in order to give meaning to their lives through science and technology. In contrast, interpretivism would focus more on understanding how society constructs knowledge through language and culture rather than focusing on how society is accurately interpreting its own traditions and values via scientific methods (Alharahsheh and Pius, 2020).

Currently, both paradigms exist as extremes within a much broader spectrum of thought. The relative merits of the two approaches depend on the problem each approach is attempting to

solve. The issue can be complicated by changing social values and developments in technology. In sociology, for example, positivist theorists tend to look at quantitative methods as a way to discover what is happening in society, while interpretivism sociologists will look more towards qualitative methods as a way to understand why something may be happening in society (Irshaidat, 2019). Aspers and Corte (2019) define interpretive social science as an analytical technique involving direct and detailed observation in a scientific setting in order to systematically understand social behaviour. In order to comprehend and interpret how humans form and sustain their social worlds, interpretive paradigms should be applied. Thus, the current study objectives are more related to this assumption and belong to interpretivism philosophy.

Moreover, all research is founded on the basic philosophical assumptions about what is considered a valid approach and appropriate research methods to answer or investigate the phenomenon of interest (Yanow and Schwartz-Shea, 2012). Many of the recent studies on transformational leadership and employee resistance and compliance emphasize research philosophies that allow the researchers to develop deeper meaning out of the data. Furthermore, the widespread usage of quantitative leadership evaluations collected from followers employing questionnaires has also been questioned by some opponents of leadership research practices (Hunter et al., 2007, Erden and Yaşlioğlu, 2020). In essence, in determining transformative leadership adoption and implementation, several scholars have advocated for more rigorous approaches to validate the consequences of the theory relying on indicators other than the evaluation of their leaders' followers (Antonakis and House, 2014, Bass and Riggio, 2006, Hunter et al., 2007). Besides, the contextual nature of organisations has been proven to have different assumptions and contradictory results for studies conducted all over the world when the

quantitative approach is deployed (Garg and Krishnan, 2003, Wright and Pandey, 2010). Lastly, the main aim is to develop and propose a granular framework of three main constructs of transformational leadership (implementation, barriers, and resistance to change). In this line, applying quantitative evaluation and measurement can only test predefined hypotheses and not create a new theoretical grounding framework that encompasses a deep understanding of the main components of proposed constructs.

Based on this discussion, this study used a qualitative design and interpretivism philosophy to achieve its objectives.

3.4 The Rationale of Selection the Qualitative Design

Many organizations implement transformational leadership and struggle with implementation (Farahnak et al., 2020). Few studies on transformational leadership identify barriers to effective implementation of this approach (Bateh et al., 2013, Bell and Barkhuizen, 2011, Hamidianpour et al., 2016, Yadav and Agrawal, 2017), and thereby resist change (Bateh et al., 2013, Herold et al., 2008). What is missing from this discussion is an exploration of how these barriers can be addressed by using a qualitative approach, which can pave the way for quantitative design studies that can build their assumptions on rigours and grounded studies. Qualitative research and the literature on transformational leadership support the need to use a qualitative approach and not a quantitative one (Erden and Yaşlioğlu, 2020, Andersen et al., 2018b). Qualitative research is helpful in understanding the underlying factors that give rise to barriers, that is, why they exist and what role they play in transforming organizations. Edmondson and McManus (2007) and Kim et al. (2017) claimed that a qualitative approach is particularly useful

when it comes to discovering reasons for the emergence of a phenomenon. This knowledge allows researchers to explore alternative strategies for addressing them.

Moreover, a qualitative research approach provides an opportunity for exploring a phenomenon with relatively little information and is concerned with how information is interpreted by people (Hatch, 2002, Merriam and Tisdell, 2015). Qualitative research involves the systematic collection of data (Boeije et al., 2011). It can be used to generate concepts and theories (Merriam and Tisdell, 2015). These approaches produce detailed descriptions that are valuable in developing theory (Merriam and Tisdell, 2015). Hence, by using grounded theory principles, we are able to explore new themes related to the implementation of transformational leadership in the UAE. This study focuses on transformational leadership, which can be perceived as a potential mechanism for managing work culture and fostering organizational growth in a contemporary working environment. The need for a qualitative approach to studying transformational leadership implementation is supported by the literature on the concept itself. The literature on transformational leadership identifies barriers to implementation, but it does not explore how these barriers could be addressed in a particular context, such as in the current study. It is one thing to identify barriers; it is another thing entirely for practitioners and academics to try alternative strategies in their organizations. In order to do this, we need to understand the factors that give rise to these barriers, why they exist, and what role they play in transforming organizations. A qualitative approach provides a useful vehicle for understanding these factors. As a result of these logical premises, the current study will adopt a qualitative approach by conducting semi-structured interviews with employees and leaders, thus avoiding abstracted level evaluation and contextual variations. Further, this study used more than one source of collecting data to avoid any

ambiguousness or unheralded hidden reasons behind employees' resistance behaviour. By doing that, the reliability of results will be augmented by the triangulation of data sources (Kern, 2018).

The interviews conducted in this study were intended to collect awareness of practice and behaviour in the context of the implementation of transformative leadership and related reactions to transformation to the new leadership style, along with the barriers and compliance strategies. A semi-structured interview appeared to be the most appropriate because of the contextual nature of the implementation of transformative leadership and to get a deeper reality of how the workers and leaders react and behave in reality. In the semi-structured interviews, the question-response model is used to question people with specific feelings and perceptions of the issue of resistance and barriers that may impede the acceptance process of implementation of transformative leadership (Zörgő and Peters, 2019). This implies that, in a mostly predefined phase, the interviewer guides the discussion through specific questions (Maxwell, 2008, Roulston and Choi, 2018). The choice of this research philosophy attributes to the fact that it would help the researcher to discover different subject's positions arising from power relations as they manifest in various forms of resistance, in addition to how this can hinder implementation

3.5 Qualitative Approach in the Current Study

The study relies on a qualitative time approach, including interviews and meta-analysis. Due to the adoption of a qualitative study design, the results were interpreted as an analysis based on the comparison (Crowe et al., 2011). The choice of this method attributes to the fact that it will facilitate the collection of detailed insights and experiences to answer the research objectives. The researcher's interest is to identify new themes of transformational leadership that capture the cultural and context and ideas about employee compliance with and resistance to transformational

leadership, with a particular focus on understanding the strategies and material practices employed in resistance and compliance. The letters have been sent to all ministries; however, three of them approved our request, including the Ministry of Energy and Infrastructure, the Ministry of Education, and the Ministry of Health and Prevention, and they are in the process of implementing transformational leadership. The choice of these government ministries attributes to the fact that they are in the process of implementing transformational leadership to improve the delivery of public services. Over and above, these organisations have something unique to offer for studying transformational leadership implementation, barriers to implementation, and associated employee resistance and compliance.

The Ministry of Health and Prevention has also launched transformational leadership to enhance the delivery of healthcare services. The ministry introduced a training and development program to improve the skills of the top leaders and in-calculate a new vision of enhanced service delivery (The Ministry of Health and Prevention, 2017). The Ministry of Education has taken significant steps to improve the educational standards in the country and ensure that they are at par with the industry requirements. Over and above, the Ministry of Energy and Infrastructure has also launched initiatives to improve efficiency in access to power. It has a visionary strategic plan to drive the future of the UAE (Albawaba, 2017). Given that these three ministries are currently embracing transformational leadership makes them the right places to answer the research questions.

The choice of qualitative design also ensures that a tremendous amount of data will be analysed that will be taken from multiple sources (literature and reports, employees and leaders). Multiple sources will allow the researcher to observe the phenomenon from different perspectives by getting accounts of employees from various organisations to increase the validity of the

findings. Moreover, the design also allows the researcher to communicate with different people and find out different perspectives on the problem. Over and above, the semi-structured approach will make it possible to gain new insights and uncover any enlisted dimensions or factors of the three pillars of transformational leadership implementation.

The choice of interview method is informed by the need to collect exhaustive and detailed findings of the way employees resist transformational leadership and how compliance strategies mitigate this resistance in the selected government ministries in the UAE. Considering that resistance to transformational leadership may start small, be hidden, occur at an individual, and be ambiguous and slowly grow into open, collective, and public discontent, a researcher, must not rely on data collection methods that only collect one source responses but rather those that allow the researchers to take into consideration the triangulation of sources that can reveal more than one biased perceptions (Kern, 2018, Flick, 2018).

Although the interview and meta-analysis approach help obtains new insights and in-depth perspectives on the way UAE employees working in the public sector comply with and resist transformational leadership, it has certain limitations. The present study seeks to identify the strategies and material actions that employees exhibit in their resistance and compliance with transformational leadership through semi-structured interviews. As a result, biases present a major drawback of the qualitative approach. These biases, however, can be avoided in case the researchers categorize and analyses each data set separately (Noble and Smith, 2014). Biases may also arise from the researcher's influence on the participants' behaviours or responses. This challenge was mitigated by using several and highly knowledgeable informants, who in this case would be middle-level managers, supervisors, and employees. The biases were also minimized by

using multiple data sources, including literature, interview of two distinct groups of participants (McDonald et al., 2019).

Above all, the methodology is simple and relevant at the same time. First, it will provide a theoretical background by meta-analysis. And, secondly, it will take a data for the analysis from multiple interviews (Maxwell, 2008). Further, the qualitative approach requires experienced researchers to gather data from the participants. This drawback was addressed by familiarizing with the data collection methods of interviews and improving communication skills to interview the participants quickly and relevantly.

3.6 Sampling technique

In this study, we used a purposive sampling technique. Purposive sampling is a type of non-random sampling method that starts with a specific population or subgroup in mind and then uses other techniques to find subjects who are similar to the target (Etikan et al., 2016). However, in this study, we used a purposive sampling technique, and the sample was more diverse than most other studies on this subject. That means it may be closer to representativeness than some other similar studies. Furthermore, grounded theory principles dictate that researchers should reach a saturation point where they no longer see any new themes emerging from the data as they conduct more interviews. As such, this study follows this principle and has reached saturation.

3.7 Participants

The sample for the interviews is drawn from employees in three government ministries, including the Ministry of Energy &Infrastructure, the Ministry of Health and Prevention, and the Ministry of Education. These ministries have diverse employees, but a majority of them are UAE nationals. A total of 18 participants were included in the study, with each ministry producing six

people. The researcher targeted both middle-level managers and low-cadre staff to obtain detailed views about the identities/strategies, as well as material practice associated with change. The targeted middle-level managers and supervisors must have been working in their respective ministries for at least 18 months. The middle-level managers and supervisors interact with employees daily, which makes them better placed to identify any form of resistance or compliance with transformational leadership.

It is necessary considering that the researcher aims to access participants who have witnessed the implementation of transformational leadership and the challenges that have arisen in its implementation. Managers in this ministry were of both genders and different nationalities, whereby the majority were Emiratis. The participants had a variety of educational backgrounds, with college and university degrees among them.

3.8 Questions Generation

The generation of questions is delineated as generating a collection of items to convey each construct's conceptual meaning. To produce the appropriate and valid questions, sufficient knowledge of each construct is needed. Content validity, which would be the first step in the construct validation of a new measure wherein content validity should be built into a measure through the construction of objects, is the leading research interest in item generation. Measures must capture the primary area of interest satisfactorily, but they do not include unnecessary information. In question generation, there are two basic approaches: the deductive and the inductive method (Hinkin, 1995, Ford and Scandura, 2018).

A classification schema or typology before data collection is utilized by the deductive method. This method comprises an understanding of the phenomenon requiring investigation and

a thorough literature review to produce the theoretical description of the construct under investigation.

The inductive approach, on the other hand, is deemed to be a product of restricted theory included at the commencement of research and an attempt to define constructs and produce individual response measures (Hinkin, 1995). As per Hinkin (1995), a pairing of the deductive and inductive approaches can be used to produce objects.

In this research, by undertaking a thorough literature review to derive the construct of the proposed system, a deductive method have been applied with the help of subject matter experts to refine the questions. To this end, as described in the next section, the constructs and measurement objects in this research were created based on Lazarsfeld's scheme. The next section explains the role of constructs and measurement objects in developing the questionnaires for the study.

3.8 Interview Questions Design

This research used a qualitative data collection approach, as mentioned earlier, utilising semi-structured interviews for leaders and employees. As being such, both open-ended and close-ended questions were part of the research questions. It is of utmost importance to properly improve the method of question creation so that it can accurately measure what it was intended to measure (Boateng et al., 2018). The use of the correct validation technique of constructs is critical to producing a legitimate query in this direction (MacKenzie et al., 2011). The measurement of variables was, therefore, operationalised in this study by Lazarsfeld's Scheme for concept measurement (Lazarsfeld, 1958). The development of measurements can be carried out as per the Lazarsfeld scheme through the formation of material validity items and procedures. The researcher is obliged to operationalise the focal concepts in this phase. In other words, in order to be observed

and evaluated, it is crucial to identify the definitions, i.e., the creation of questions (or characteristics of data in qualitative work) that will imply a definition.

In this research, we established a semi-structured questionnaire in which the open-ended questions prevail in order to prevent the drawbacks of more organised qualitative questionnaires as less likely to build a 'natural' free-flowing narrative (Qu and Dumay, 2011). A collection of questions based on the study objectives were updated before the start of the interview process and continuously reviewed. By doing so, the robustness and shortcomings of the interview questions about their structure, wordiness, and order are decided through them.

The researcher extracted preliminary constructs and items following the review of related literature. Four primary constructs are the result of this process; Table 3.1 displays these constructs, their corresponding questions, and literature sources.

Table 3. 1 Preliminary Constructs and Questions

Construct	**Measurement items**	**Sources**
Barriers to implementing transformational leadership	➢ Organisational structure ➢ Organisational Culture ➢ Communication ➢ Personal traits	Wright and Pandey (2010), van der Voet (2016), Litz and Scott (2017), Yue et al. (2019), Holladay and Coombs (1993), (Oreg, 2006)
Resistance and compliance strategies	➢ Commitment to change ➢ Trust and support ➢ Employee's cynicism	Herscovitch and Meyer (2002), (Neves and Caetano, 2009), Raaphorst and Van de Walle (2018), Heilbrunn and Palgi (2015), Penava and Šehić (2014)
Transformational leadership components (reflect implementation extent)	➢ Idealized influence ➢ Inspired motivation ➢ Individualized consideration ➢ Intellectual stimulating	Bass and Riggio (2006), Bass (1985)

(Source: Researcher)

3.9 Data Collection

3.9.1 Interview Process

The researcher sent a request letter to all ministries in UAE, but three ministries have replied, namely the Ministry of Energy and Infrastructure, the Ministry of Health and Prevention, and the Ministry of Education, informing the authorities about the planned study and its purpose. After confirming the approval, the participants were contacted and informed of the date of the interview. The researcher informed the participants about their rights during the research process, including the right to terminate their participation at any time they deem fit. They were assured of voluntary engagement. The participants also were informed about the research purpose in line with the need to maintain informed consent—the integrity of the data was preserved by using a valid collection and analysis method. The researcher assured the confidentiality of each participant by coding the data and preventing unauthorized people from accessing the data.

The interview process took place over a limited period, where each one lasted for one hour. The interviewees were contacted face-to-face at a convenient place for the interviewees, but outside the workplace and ordinary working hours. The researcher met with the participants at least twice to establish rapport with them and ensure that they gave their responses in a free and relaxed atmosphere. At the commencement of the interview, the researcher informed the participants of the length of time (one hour) that the process would take and the type of questions that they were asked. The researcher posed open-ended questions and provided an opportunity for the participants to express themselves freely. The interviewer created an environment that allowed the interviewee to feel at ease in responding to the questions.

Given that the researcher aimed to learn about barriers to transformational leadership implementation and how employees resist and comply with transformational leadership, the focus

was maintained on these research questions. The questions were not standardized to avoid the risk of making a pre-constructed view of barriers, resistance and compliances. The interview had several advantages. It allowed direct contact with the participants and, in turn, led to constructive and specific suggestions. Further, the interviews helped obtain detailed and right insights about the study topic.

3.9.2. Meta-analysis.

A meta-analysis approach is required to provide the theoretical grounding and supportive data for the research. A meta-analysis of research findings involves an interpretive analysis based on the findings of the previous research (Paterson et al., 2001, Timulak, 2014). Hossler and Scalese-Love (1989) developed a grounded meta-analysis, which incorporates qualitative and quantitative data using the grounded theory approach (Glaser and Strauss, 2017). The method was carried out by reviewing the relevant online and offline sources to dwell upon leadership topics and their subtopics, such as resilience and compliance. The research, however, gave the highest priority to the interviews, but the meta-analysis supported the answers by setting the expectations. Whereas the topic is investigated deeply through meta-analysis, the research would know the expectations from the interviews, which allow getting prepared for the interview much better. In sum, the data obtained from the interviews compared to the one obtained from meta-analysis, which nails a detailed discussion on the given topic, making the research valid and credible.

3.10 Data Analysis

In this stage, a Foucault discourse analysis was carried out. This method allows a researcher to explore both subjectivity and language. The analysis help transform the responses and by

bringing order, meaning, and structure to the collected data. The researcher concentrated on the entire data first and then began to analyse it to reconstruct and decipher meanings from it, which facilitated the analysis process by providing the opportunity to divide the data sets (Noble and Smith, 2014). Efforts were made to make sense of the participant's views and options, the corresponding patterns, categories, and themes. The categorization helps the investigator compare and contrast patterns, reflect on them, and develop a deep sense of understanding and meaning.

It is important to understand that the analysis process does not proceed in a linear fashion. However, it became a spiral process of reducing the volumes of data, sorting out to eliminate irrelevant facts, locating patterns, and identifying key themes. Another important aspect to note is that the process of analysing the data does not by itself generate meaning and answers to the research questions. Rather, the answers were obtained through in-depth interpretation.

In analysing the data, the first step was to code and classified the interview transcripts (Sutton and Austin, 2015). This was performed by examining repeated words or responses, as well as the language used to ascertain whether a pattern appears. In other words, this activity helped determine whether the responses and observations can be understood in the context of Foucault's philosophy on discourse analysis. The coding was broken down into three steps, beginning with open coding followed by axial coding and selective coding (Vollstedt and Rezat, 2019).

3.10.1 Open Coding

According to Glaser (2016), Open coding refers to the practice of editing and revising a document while simultaneously recording your changes as they occur. The act of open coding allows for richer creativity because it encourages ideas to be generated and then "edited" during the process. Open coding is an essential technique used in grounded theory analysis principles,

though it is argued that some texts need more time spent on revision than others (Coleman and O'Connor, 2007, Cascio et al., 2019). In the grounded theory analysis process, open coding can be used in three ways:

1) As an interactive dialogue between researcher and text.

2) As a written record of one's observations about the text.

3) As a technique for generating hypotheses.

Practical experience with open coding can help one develop his/her senses of what words, phrases and sentences mean and also help one to develop the ability to distinguish and name important concepts or perspectives. It can also be an effective way of checking to understand and challenge preconceived ideas (Saldaña, 2021).

In open coding, the phrasing, consistency, wording, specificity, and extensiveness of the responses are examined. In this step, the researcher categorises and organises the data in search of critical themes, patterns, and meanings that arise from the responses (Sutton and Austin, 2015). The thesis identified and cautiously named the types to which the responses would be grouped. This phase aims to create descriptive and multi-dimensional groups that offer a provisional charter for investigation.

3.10.2 Axial Coding

Axial coding is the heart of the grounded theory process. It is the basis of all research and analysis in grounded theory (Saldaña, 2021, Scott and Medaugh, 2017). Axial coding allows the researcher to take a big picture approach to their study, rather than approaching it as a disjointed collection of small details and data. A phenomenon is generally broken down into subthemes, and

then those themes are taken apart further until they are categorised into distinct types or categories of data that can be used in the analysis (Rogers, 2018).

Axial coding follows suit, where the initial codes identified in the first step was reviewed and examined to identify patterns and categories. The researcher looked for connections and links between themes to facilitate the process of clustering the themes into specific clusters. As widely known, axial coding involves classifying qualitative data to generate meanings that have external divergence and internal convergence (Sutton and Austin, 2015). Although the themes ought to be internally consistent, they should be distinct from each other (Saldaña, 2021). To comply with this requirement, the highlighted themes were clustered under similar participants' responses and observations. The researcher also identified divergence in the patterns, themes, and patterns from the respondent's narratives and observations to enrich the understanding of employee resistance and compliance with transformational leadership. The researcher examines how the responses depict power relationships among the parties and the meaning they assign to transformational leadership practices.

3.10.3 Selective Coding

Selective coding is the last step of coding. At this stage, all the identified themes were divided into the most notable ones. The researcher winnows the data and reduces it to small and manageable themes. It is at this point that those families of themes were developed with their sub-themes and categories (Sutton and Austin, 2015, Williams and Moser, 2019). However, it is essential to mention that the boundaries or the distinction between the three types of coding may sometimes be artificial. As a result, there is a possibility that the boundaries may be blurred and

that may move in a spiral manner instead of a linear path. Thus, the coding may not occur sequentially (Vollstedt and Rezat, 2019).

After identifying the macro-elements of the text and language, the researcher zoom in on the discourse fragments or individual statements. The investigator collected the statements with a specific code and examined how they explain discourse strands (Belgrave and Seide, 2019).

The interviews aim to obtain in-depth accounts of employee resistance and compliance with transformational leadership. The interview responses were captured through audio recording and note-taking with the consent of participants. An experienced co-researcher aided the interview process with a view to ensuring that only relevant data were included in the analysis. The co-researcher helped gather data from female participants while interviewing them regarding the issue of transformational leadership. In decoding the responses, the results were sent to a co-researcher who is an expert in qualitative research as part of ensuring independent evaluation. This thorough and exhaustive data analysis helped in understanding ways in which employees comply with and resist transformational leadership.

3.11 Validity and Reliability of the Study

The validity and reliability of the study finding were guaranteed. Credibility resembles internal validity or the extent to which the results match reality (Schwartz-Shea and Yanow, 2012). However, it is important to acknowledge the fact that discourse analysis remains an issue of interpretation. Considering that discourse analysis does not provide any hard data, the validity and reliability of the findings largely depend on the logic and force of the arguments (Graham, 2003, Reynolds et al., 2021). The best of the arguments are prone to their own deconstructive understanding coupled with counter-interpretation. Therefore, the argument must be well-

formulated to set a distinct purpose of the research (Noble and Smith, 2014, Hughes et al., 2021). A researcher can consider a study valid while other people may have their perspectives or opinions about it. The credibility of the study often relies on the readers' perception of the study (Noble and Smith, 2014, Braun and Clarke, 2021). However, since validity cannot exist without reliability, showing that a qualitative discourse is valid proves that the findings are reliable as well. Considering that validity separates acceptable from unacceptable, providing efficacy implies that one can no longer suspect reliability anymore.

Moreover, the researcher's skill and ability in conducting a qualitative discourse analysis influenced the reliability of the study (Noble and Smith, 2014, Graham, 2003). Guided by the interpretive perspective, the researcher included a co-researcher and field experts to check into the finding, make interpretations, and ultimately help increase the credibility of the results. Another critical measure of its validity it mirrors external validity or the degree to which the results can be generalized to the broader population and setting (Schwartz-Shea and Yanow, 2012). Validity is a powerful element in quantitative studies, but in qualitative ones, it becomes confusing. To address the confusion, several researchers have proposed the use of trustworthiness instead of validity (Morrow, 2005, Hayashi Jr et al., 2019). In determining the validity of a qualitative study, one should consider the purpose of the study, explicitness of the assumptions and biases, rigour or richness of the data, open-mindedness, persuasiveness, completeness, and coherence (Morrow, 2005, Amin et al., 2020).

Although this is a major challenge in the planned qualitative study, the researcher enhanced the transferability of the findings by documenting the research methods and analysis, the setting, the context, and the assumptions that were made. Another element of increasing the generalizability of the findings involved gathering information from multiple government

departments to increase the sample size and reduce biases. Various perspectives from different organisational settings helped strengthen the rigour and validity of the findings (Morrow, 2005, Abdalla et al., 2018). Rather than rely on a single case study, the researcher adopted a multiple case study approach in which employees from three UAE ministries, including the Ministry of Energy and Infrastructure, the Ministry of Health and Prevention, and the Ministry of Education. In this light, the research had much more perspectives rather than if it was focused just on a single organisation unit. Dependability is similar to reliability or the consistency in the findings when the study is carried out in similar circumstances at different times. Considering that human behaviour is dynamic and not static, interview responses carried out at different times may not yield similar results. As noted by Noble and Smith (2014), this might be the most significant difficulty of the interview-based research since the interviewees incorporate their subjectivism in their answers. The fact that the identified themes became comparable to different settings means that the study has some degree of generalizability.

Thus, reliability is strengthened by using multiple methods involving the interview and meta-analysis (Thorsteinson, 2018). The analysis was based on a rich data set that would be gathered through participant interview method. The data was not cherry-picked, as the researcher created an environment through which the participants could share their views and opinions naturally. The study is coherent and persuasive based on the data collection method. Over and above, the researcher has made clear all the assumptions and the measures that were adopted to keep biases from interfering with the analysis of the data. The fact that the study would meet this criterion for the validity of qualitative studies implies that it is valid.

To increase the validity and reliability of the current study, we ensure to use the six criteria developed by Healy and Perry (2000), namely Ontological appropriateness, Contingent

validity, Multiple perceptions of participants and peer researchers, Methodological trustworthiness, Analytic generalization, Construct validity.

Regarding ontological appropriateness, the current study research problem involves complex social science phenomena (based on why and how) involving reflective people. The participants were highly experienced in their field and generated rich data. Whereas the second criteria (contingent validity), the current social phenomena are fragile, so causal impacts are not fixed but contingent upon their environment. In other words, the main reseason to conduct the current research was the distinctive context and culture of UAE public organizations. The third criterion was apparent in the current study by using two groups of participants (employees and leaders) and multiple perceptions of peer researchers (researcher and two supervisors).

A methodologically trustworthy study can be audited by building a database of case studies and using quotations in the report. Additionally, all data analysis is stored in Nvivo software, which reviewers can access and review. "Analytic generalization" is our penultimate criterion, and it involves theory building. A theory was built, and future research will be able to test it. In the end, construct validity was determined by previous studies and theories, as shown in the literature review and developed framework.

3.12 Significance of the Research Methodology

The study used the qualitative approach that combined interviews and meta-analysis as data collection tools to examine resistance to and compliance with transformational leadership in the UAE's public sector. The results are highly significant as they allow the researcher to identify the identities and strategies as well as material practices associated with transformational leadership. The interview allowed the researcher to obtain more in-depth insights that would not have been

captured by observation, supported by the theoretical grounding from a meta-analysis. The focus on qualitative design enabled the researcher to ask the participants how resistance to the new leadership practice grows from small, hidden, and ambiguous forms to the collective and public opposition. It also improved the generalizability of the findings and ultimately uncovered ways in which employees comply with or resist transformational leadership.

3.13 Research Ethical Considerations

Research ethics issues can arise at any stage of the process (Saunders et al., 2009, Arifin, 2018), and these concerns relate to how the researcher creates and highlights the study subject, gathers, processes, saves, and analyzes data. Additionally, it emphasizes the ethical and appropriate presentation of research findings. Throughout the study, Saunders' ethical guidelines were observed, and they are discussed in the following sub-sections.

3.13.1 Voluntary Participation

In order to gain the voluntary cooperation of the institutions and individuals who were motivated to approach potential participants, we contacted them via e-mail and telephone to obtain their voluntary cooperation. There was an opportunity for all of the members of the group to drop any questions that they considered to be compromising. Therefore, it was entirely voluntary on the part of the participants to participate in the survey.

3.13.2 Informed Consent

A method of obtaining each participant's consent is called "informed consent." An email explaining the research objectives, the data collection strategies, and the researchers' intention to publish the results was sent out before any data was collected. The confidentiality issue, as well as other relevant issues, were discussed.

3.13.3 Avoidance of Harm

Data collection should be ethically conducted such that the participants do not suffer any harm to their participation. As Sarantakos (2012) explains, participants may sustain an injury in one of three ways: physically, mentally, or legally. In this way, sensitive topics and personal inquiries were avoided, reducing the risk of emotional damage. There were no legal repercussions because the participant's rights were not violated, and anonymity was maintained.

3.13.4 Confidentiality

There are many ethical considerations that should be taken into account when using the data gathered, two of which are privacy and secrecy. A guarantee of confidentiality was made to ensure the privacy of the participants. According to Miles and Huberman (1994) and Othman and Hamid (2018), care and attention were taken during the interview in order to respect and ensure the participants' privacy and confidentiality. Additionally, the participant was assured that their personal information would be kept confidential and used exclusively for the purpose for which it was given.

3.14 Summary

This chapter described the methodology that was used in the study. As indicated in the chapter, the qualitative approach study approach was used to answer the research questions, including interviews and meta-analysis. The choice of this approach is informed by the need to obtain detailed insights and views on the way employees comply with and resist transformational leadership. The data collection method involved interviews involving 18 participants where each of the three ministries gave out 6 participants and meta-analysis, based on the literature synthesis. Qualitative data analysis involving coding, categorization of themes, identification of patterns, and links were performed. The validity and reliability of the study were enhanced by following the

proper research methods. It is expected that this methodology allows the researcher to obtain rich and insightful data to build a theory of employee compliance and resistance to transformational leadership.

Chapter Four: Results and Discussion

4.1 Introduction

In this chapter, the results and findings of the qualitative analysis using Nvivo plus 12 are presented and discussed. Participants of 18 employees and leaders representing three ministries provided the data for the study. A sample of participants was selected that represented each Ministry. Although the main categories were initially determined from literature in the first iteration, the interviews were analyzed using the grounded theory analysis principles. In grounded theory analysis and coding process, relations between categories and theoretical integration are identified. A grounded theory principle of analysis provides the right tools for understanding the problem and its contextual factors as a behavioural approach.

This study fills a gap in the literature related to the transformational leadership status quo within the UAE public sector and the barriers, compliance behaviour, implementation factors, and sources of resistance.

4.2 Demographic Information

Semi-structured interviews with three ministries, namely, the Ministry of Energy &Infrastructure, Ministry of Education, and Ministry of Health and Prevention, were conducted. In this study, nine employees and nine leaders who hold high positions in their organizations at the top management level were assigned to answer the questions. Because of their expertise, roles and status in public sectors, they have been considered suitable for answering the interview questions. The participants' positions were diversified to give broad perspectives about their answers. For leaders, the positions are expanding from the law, information technology, human resources and logistics. Most of the interviewees were males, with only one female. Most of them have a fair

experience regarding their field of works and their education levels Master and above, with the exception of two who holds a Bachelor but with extensive knowledge of their work. The sample selection was proposed, and the ministries nominated the person how had enough knowledge, experience and acceptance to provide information without any outside effect.

Based on their current positions, Table 4.1 shows the leaders' profiles and experiences that reflect the long-time expertise that spans the transformation process.

Table 4. 1 Demographic Information of Leaders

Position	**Level of education**	**Ministry**
Director of the legal department	Master in law	Education
General Director	Bachelor	Education
Director of Information Technology Department	Master	Education
Director	PHD	Health and prevention
Director of Digital Health Department	Master	Health and prevention
Human resources manager	Master	Health and prevention
Public relationship manager	Master	Energy and Infrastructure
Operational managers	Bachelor	Energy and Infrastructure
Information technology manager	Master	Energy and Infrastructure
* All participants have more than five years of experience in the organization as leaders.		

(Source: Researcher)

In the same vein, employees were also appointed through the same selection process. Their level of education was an undergraduate degree, with the exception of two of them who hold a Master's degree. Their experience has been long enough to provide reliable, good responses, as it

exceeds the time required to complete the transformation process. Their positions and affiliated departments were diverse and comprised areas such as information technology, accounting, law, logistics and human resources. Table 4.2 presented the employees' profiles and experiences, reflecting their ability to answer related questions.

Table 4. 2 Demographic Information of Employees

Position/Department	**Level of education**	**Ministry**
Logistics	Bachelor	Education
Quality assurance	Bachelor	Education
Information Technology	Master	Education
Law	Bachelor	Health and prevention
Human resources	Bachelor	Health and prevention
Logistics	Bachelor	Health and prevention
Information technology	Master	Energy and Infrastructure
Accounting and auditing	Bachelor	Energy and Infrastructure
Operation	Bachelor	Energy and Infrastructure
* All participants have more than five years of experience in the organization.		

(Source: Researcher)

4.3 Analysis Process Using Nvivo 12 plus

The qualitative data collected through semi-structured interviews were coded and assigned according to the pre-defined content area or section for analysis. Content areas were grouped into sections, and the findings were analysed within the framework of these sections. The sections were derived from the research questions of the study, which are a reflection of the objectives. These sections were referred to during the Nvivo 12 analysis and the interpretation of the analysis of

results and findings to align with the research questions and objectives of the study. Sections that were pre-defined for the analysis are shown in Table 4.3.

Table 4. 3 Pre-defined Sections of Analysis

Section	Purpose
Barriers to transformational leadership implementation.	To identify the barriers that affected the transitions from current leadership style to transformational style.
Sources of resistance of new leadership style	To identify the sources of resistance from staff regarding transformational leadership.
Compliance strategies	To identify the current and proposed compliance strategies that organisations follow to mitigate the resistance.
Factors that contribute to successful implementation	To list factors that may contribute, whether positively or negatively, to implementing transformational leadership.

(Source: Researcher)

4.4 Barriers to Transformational Leadership Implementation

Having described that the analysis has been divided into four sections, the first section addresses the current internal barriers that organisations in the UAE face today to build more awareness of the present condition that ministries encountered during the implementation of transformational leadership. Therefore, the problem of the study is well verified and explicated in practice while allowing for a proper diagnosis of the current situation that might hinder the implementation. In essence, transformational leadership relies on the ability to inspire others to come together and work towards a common goal. To do so, it is necessary for leaders to break down organisational barriers that can act as obstacles to transformation.

The study participants were inquired about evaluating the current status of implementing transformational leadership in their organisation and the barriers that affected the implementation

process. According to the related literature in chapter 2, four major barriers have been identified: organisational structure, organisational culture, communication with supervisors and personality traits.

Regarding these issues, participants were asked to specify which barrier is prevalent in their organisation. In order to avoid any bias from participants, we combine answers from both employees and leaders. Their responses revealed that communication with supervisors (14 participants agreed) and organisational culture (13 participants agreed) are among the most critical barriers that hinder the implementation of transformational leadership. In contrast, organisational structure and employees' personality traits have less influence, where both received similar frequency based on participants' replies from both employees and leaders.

The following are some excerpts from words of participants regarding these barriers:

For instance, one of the employees in the Ministry of Education said that;

"Organisational culture has a minor impact on hindering transformation."

Another leader in the Ministry of Energy &Infrastructure stated that;

"There is a daily routine for people, and they are satisfied with how things are at this time."

Table 4.4 presents the summary of interviewees' answers, frequency, and comments.

Table 4. 4 Summary of Interviewees Answers

Barriers	**Frequency**	**Sample of participants' comments**
Organizational structure	8	To some extent is affecting the process
Organizational culture	13	There is a daily routine for people, and they are satisfied with how things are at this time.
Communication with supervisors	14	To successfully implement transformational leadership, an open

		working environment between the staff and supervisor is essential.
Employees' personality traits	8	To some extent, that related to culture.

(Source: Researcher)

Furthermore, the inquiry extended to include more contextual barriers by triggering interviewees to mention other barriers that are more related to their workplaces. Their answers showed more details for existing barriers in literature as well as new barriers relevant to their work context, as analysis revealed later on.

Regarding the new details about the cultural issue, the interviews provided further sub-themes such as cultural differences that stem from the diversity of cultural background and the other sub-theme that emerge from consequences of motivation techniques used by organisations. In this regard, a leader from the Ministry of Health and Prevention declared that;

"Many barriers contribute to the impediment of transformational leadership, ranging from organisational subcultures and cultural differences."

Another employee from the Ministry of Education stated that;

"Our organisation promote employee individualism culture in the organisation through motivation techniques."

Concerning organisational issues, the literature mentioned a structure as a key barrier; however, this barrier is not predominant in the context of UAE public sectors based on participants' answers, which may be attributed to high management resilience to adopt a new conducive structure. In this vein, participants uncovered more organisational related barriers, such as HR staff lack of transformational leadership skills, lack of organisational support, insufficient leaders training and regularity and environmental issues. To illustrate, some of the comments from leaders attributed the difficulties they are confronting in the transformation process to hiring procedures

are not considering staff's charismatic characteristics and inspirational abilities in top positions. About this, one of the leaders in the Ministry of Energy &Infrastructure said that;

"Hiring managers and HR professionals consider transformational leadership as not within their primary roles or job responsibilities."

Moreover, the human resources departments are not putting appropriate training courses to hone the leaders' skills to suit the new era. In this line, one of the leaders in the Ministry of education revealed in his words when he said;

"Inadequate staff training in leadership skills, due to the focus on technical or functional proficiency rather than leadership skills."

In addition to that, the organisation does not provide enough managerial support. In essence, organisational success requires employees to feel connected to the organisation and its goals. This feeling often leads to motivation and performance, which in turn leads to a productive organisation. Management support is one way an organisation can provide a level of connection above and beyond the regular expectations of job duties. Management support takes on even greater importance when a transformational leader is in charge. When a transformational leader is in charge, the level of connection to the organisation is significantly higher and will almost always lead to more motivated employees and more successful organisations. Also, management and environment support are crucial to creative and innovative employee behaviour, which is considered a fundamental goal of transformational leadership. All these are reflected in participants' words. One of the interviewees, who is an employee in the education ministry, stated that;

"In some cases, we lack sufficient management support to create a new supportive environment to be more creative."

This was echoed by a leader in the Ministry of health and prevention when he stated that;

"We need more support from management and new regulatory framework to overcome transformational barriers."

In a similar way, employees' personal traits have implications for preventing a smooth transition to a new leadership style. According to participants, this theme extended to include psychological factors such as employee burnout and the unwillingness of employees to embrace the change. One of the employees in the Ministry of education said that;

"Employee burnout can be disadvantageous if people are obliged to work for long hours and beyond their tasks to achieve the organization's goals. This will create a feeling of being taken advantage of."

A leader in the Ministry of Health and Prevention reflected the lack of motivation when he stated that;

"Many followers cannot cope with change and handle the responsibilities of their roles in a constantly changing environment."

The analysis proceeded to show that not only that employees' personality has its implications on the transformation, but also leaders' traits and skills. Fundamentally, leadership is the process of getting others to do what leaders want them to do, or more accurately, it is about transforming people and organizations. It requires being able to leverage your knowledge, charisma, and personality for leadership purposes. However, leaders are not born that way, and they need a combination of traits in order to be successful. These concepts are reflected in participants' words, which introduced a new theme (barrier). In this line, participants mentioned several sub-themes, including clear vision and strategy from leaders, lack of willingness of leaders to embrace the new style, leaders lack group skills, leaders' poor personal traits, inconsistent

leadership within the organisation, and leadership is based on emotion rather than rationality. The following are some samples of their responses regarding this issue;

One of the employees in the energy and infrastructure ministry implicitly revealed the absence of vision when he said that;

"Leaders must have a vision of transformation and a strategy that addresses several aspects of the organization."

Another employee in the Ministry of Education declared the lack of willingness of leaders to embrace the new style in his response when he said;

"Some leaders show unwillingness to lead others, which cause many difficulties to achieve a successful transformation."

In addition to the unwillingness, other interviewees exhumed that some leaders lack the necessary group skills, which represent a crucial skill in transformational leadership style. For example, one employee stated that;

"Many leaders are introverts, and while that may not be an issue in one-on-one interactions, it can cause significant problems when interacting with a group - particularly if they do not know the personalities of their group members."

Further, according to the study participants, other leaders have poor personal traits. For instance, a leader in the Ministry of health and prevention said that;

"Some leaders have poor personal traits that may hinder them from implementing this kind of leadership, and they will experience more difficulty than someone who has the same goals but is also competent enough to lead effectively."

Besides, the interview disclosed that some leaders use their emotions extensively and excessively beyond what is required, which hamper the transformation process. In this regard, one of the employees in the Ministry of energy and infrastructure said that;

"Their emotions often lead to transformational leaders as opposed to logic. For example, they may be too competitive or not focused enough on continuous improvement."

Eventually, interviews also showed that there is an inconsistency in leadership within the organization and among different departments. In this vein, one of the leaders in the Ministry of health and prevention said;

"Transformational leadership is often not consistently applied across the board. For example, an organization may have a transformational leader for marketing but not for finance."

Ultimately, the exploration and analysis of interviews led to a new theme (barrier) related to the relationship between employees and leaders. In sum, transformational leaders create a sense of excitement among their employees by building strong relationships with them based on trust and mutual respect. If this relationship is not appropriately executed will lead to a flawed transformation process. The analysis uncovered several sub-themes of this critical aspect: the unhealthy leaders-employees relationship, lack of understanding among leaders and employees, lack of trustworthiness between leaders and employees, and distance between leader and employees.

In this regard, the unhealthy relationship sub-theme was found in some participants' comments on this aspect. For example, one of the leaders in the Ministry of education stated that;

"A final barrier to transformational leadership is the presence of toxic aversive power relations in organizations."

Other participants commented on this relationship, and they described this relationship as a challenge to establish mutual understanding between leader and employee. One of the leaders said regarding that;

"Another barrier to transformational leadership is the disconnection between the leader and their followers, which lead to misunderstanding."

Besides lack of understanding, other participants asserted that there is a lack of trust between employees and their leaders. An employee in the Ministry of health and prevention commented on this as follows;

"One barrier that leaders should consider is trustworthiness; there are many factors that can contribute to the lack of trustworthiness in a leader, including their personality and appearance."

Lastly, some other interviewees also stressed that there is a hierarchical distance between leaders and their employees, which hamper the necessary communication to accomplish the transformation process. One of the leaders in the Ministry of energy and infrastructure commented on this as follows;

"The distance can also inhibit the influence of transformational leadership skills because the leader cannot interact as often with subordinates if there is a great deal of distance between them."

By using Nvivo and the principles of open coding, which was mentioned in chapter 3, the summary of participants' comments is presented in Table 4.5.

Table 4. 5 Open Coding of Barriers

Open coding of barriers	**Sample of excerpts from participants**

Cultural differences.	Many barriers contribute to this, ranging from organisational subcultures and cultural differences.
Individualism culture.	Our organisation promotes employee individualism culture in the organisation through motivation techniques.
Clear vision and strategy from leaders.	Leaders must have a vision of transformation and a strategy that addresses several aspects of the organisation.
Lack of willingness of leaders to embrace the new style.	Unwillingness to lead others.
Leaders lack group skills.	Many leaders are introverts, and while that may not be an issue in one-on-one interactions, it can cause significant problems when interacting with a group - particularly if they do not know the personalities of their group members.
Leaders' poor personal traits	Some leaders have poor personal traits that may hinder them from implementing this kind of leadership, and they will experience more difficulty than someone who has the same goals but is also competent enough to lead effectively.
Inconsistent leadership within the organisation.	Transformational leadership is often not consistently applied across the board. For example, an organisation may have a transformational leader for marketing but not for finance.
Leadership is based on emotion rather than rationality.	Their emotions often lead to transformational leaders as opposed to logic. For example, they may be too competitive or not focused enough on continuous improvement.
Employee burnout.	Employee burnout can be disadvantageous if people are obliged to work for long hours and beyond their tasks to achieve the organisation's goals. This will create a feeling of being taken advantage of.

The unwillingness of employees.	Many followers cannot cope with change and handle the responsibilities of their roles in a constantly changing environment.
Unhealthy leaders employees relationship.	A final barrier to transformational leadership is the presence of toxic aversive power relations in organisations.
Lack of understanding among leaders and employees.	Another barrier to transformational leadership is the disconnection between the leader and their followers, which lead to misunderstanding.
Lack of trustworthiness between leaders and employees.	One barrier that leaders should consider is trustworthiness; there are many factors that can contribute to the lack of trustworthiness in a leader, including their personality and appearance.
Distance between leader and employees.	The distance can also inhibit the influence of transformational leadership skills because the leader cannot interact as often with subordinates if there is a great deal of distance between them.
HR staff lack transformational leadership skills.	Hiring managers and HR professionals consider transformational leadership as not within their primary roles or job responsibilities;
Lack of organizational support.	Lack of organizational support.
Insufficient leaders' training.	Inadequate training of staff in leadership skills, due to the focus on technical or functional proficiency rather than leadership skills.
Regularity and environmental issues.	The environment must support and encourage followers to take risks to grow with the organisation or company.
Incremental change and implementation.	Another aspect is an understanding that change should happen incrementally rather than all at once, which makes the transformation more manageable and less frightening.

Lack of resources.	Resources are also a hindrance to the successful implementation of transformational leadership strategies. If resources are not available to the leader, then he or she will have difficulty trying to implement transformational leadership practices.
Poor and less frequent formal communication.	Misconception about communication in the process Leaders should also communicate with their subordinates on a regular basis.

(Source: Researcher)

To take a big picture, the open codes are summarised into axial codes, namely Cultural issues, leaders' skills and traits, employees' psychology and motivation, leader-employee relationship and communication and organisation and regulation issues. The process of conversion is presented in Table 4.6.

Table 4. 6 Axial Coding of Barriers

Axial coding of barriers	**Open coding of barriers**
Cultural issues	Individualism culture. Cultural differences.
Leaders' skills and traits	Clear vision and strategy from leaders. Lack of willingness of leaders to embrace the new style. Leaders lack group skills. Leaders' poor personal traits Inconsistent leadership within the organisation Leadership is based on emotion rather than rationality.
Employee psychology and motivation	Employee burnout. The unwillingness of employees.
Leader-employee relationship and communication	Unhealthy leaders-employees relationship. Lack of understanding among leaders and employees.

	Lack of trustworthiness between leaders and employees. Distance between leader and employees.
Organisational and regulation issues	HR staff lack transformational leadership skills. Lack of organisational support. Insufficient leaders' training. Regularity and environmental issues.
Implementation challenges.	Poor and less frequent formal communication. Lack of resources. Incremental change and implementation.

(Source: Researcher)

The last step in the coding process is to identify selective codes. It refers to applying theory to the core categories of open-coded data and generating theory from the data (see chapter 2). In this study, we use the central theme, namely "barriers to transformational leadership", in the first iteration that has been developed in the literature chapter. The overall coding process is presented in Table 4.7.

Table 4. 7 Complete Coding Process of Barriers

Selective coding	**Axial coding**	**Open coding**
Barriers to transformational leadership	Cultural barriers Leadership issues and attributes. Organisational structure and managerial issues. Relationship between leaders and employees. Implementation challenges. Employee psychology and motivation.	Clear vision and strategy from leaders. Existent culture. Individualism culture. Distance between leader and employees. Leadership is based on emotion rather than rationality. Employee burnout. HR staff lack transformational leadership skills. Inconsistent leadership within the organisation.

		Incremental change and implementation. Lack of organisational support. Lack of resources. Lack of trustworthiness between leaders and employees. Lack of understanding among leaders and employees. Lack of willingness of leaders to embrace the new style. Leaders lack group skills. Leaders' poor competence. Poor and less frequent formal communication. Insufficient leaders' training. Regularity and environmental issues. Unhealthy leaders' employee's relationship. The unwillingness of employees.

The complete coding process that shows how the themes were generated by NVivo 12 plus is illustrated in Diagram 4.1.

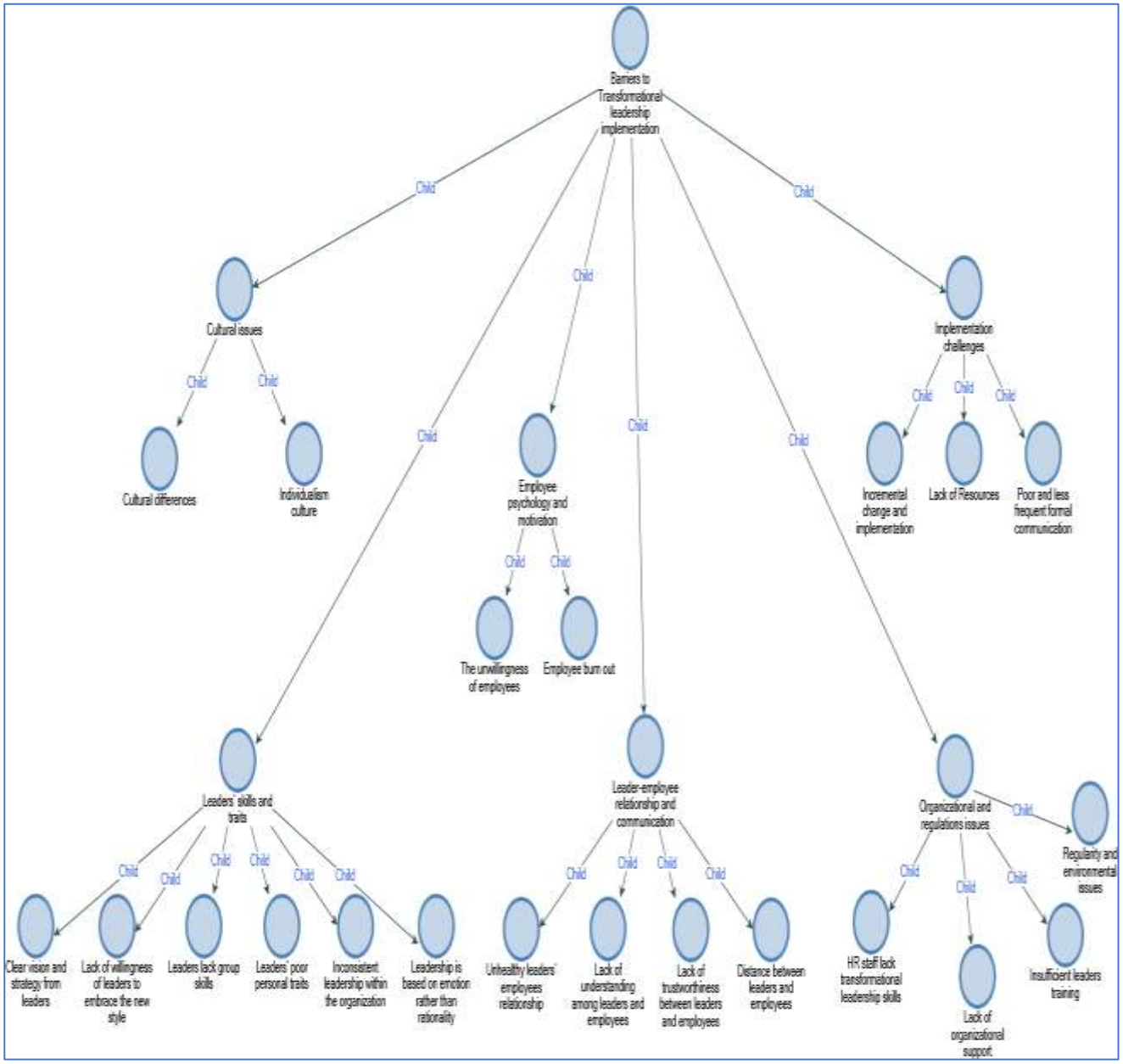

Figure 4. 1Coding Process of Barriers

(Source: Researcher)

4.5 Sources of Resistance

In order to be a transformational leader and create a high-performing team, it is important to understand how employees might resist the changes that are being made. It is important for leaders to understand why employees might resist change in order to act efficiently and avoid

disbanding a team that was once an effective, productive unit. As such, the inquiry proceeded to identify what are the sources of resistance in the public sector of UAE. We asked interviewees (both employees and leaders) about priori sources of resistance that appeared in chapter 2, namely collectivism and Power Distance attributes, Cognitive, Affective, and Behavioural factors (routine seeking, emotional reactions, short-term focus), trust and support—Perceived Trust in their leader's ability and integrity and support from him/his, and the transformational leadership itself (consider it as not suitable to your culture, organisation, personality).

Table 4.9 presents participants answers regarding these sources (frequency, priorities, and comments).

As per analysis, the participants' answers vary based on the interview positions (employee vs. leader). For example, the perceived trust and support theme was not mentioned in leaders' answers compared to employees. Additionally, Collectivism and Power Distance attributes have received less priority among both employees and leaders. However, transformational leadership itself is perceived to be the most prominent source of resistance for not being suitable to current organisation culture, organisation and staff personality. Eventually, cognitive, Affective, and Behavioural factors (routine seeking, emotional reactions, short-term focus) are considered among the sources of resistance but have less priority than other themes.

Table 4. 8 Frequency of Resistance Sources

Resistance source	**Frequency of yes answers**	**Priority (average)**	**Sample of participants' comments**
Collectivism and Power Distance attributes	8	3	It can be a source of resistance, but to some extent.
Cognitive, Affective, and Behavioural factors	9	4	Transformational leaders must give employees hope and show that their efforts

			can create a future that benefits everyone in the entire organisation.
Trust and support	9	2	A lack of solid trust and support is not likely to be successful. Conversely, leaders who have high levels of trust and support can be very successful.
Transformational leadership itself	9	1	Every organisation should have a tailor-made leadership according to its vision and role in society. Even if it is teamwork, the high-performing team members should be recognised and valued, which will motivate them to give their best.

(Source: Researcher)

After their evaluation, participants were triggered to mention other sources of resistance in their workplaces. Their answers showed extensions to existing themes and new themes. For instance, cynicism towards change is a common trait that people have. Even after repeated occurrences of something, people continue to be sceptical and doubtful. Unsurprisingly, the analysis showed that employees' cynicism that reflects the reality of today's workplace culture is that people are getting tired of change. Employees are becoming jaded, cynical, and reluctant to change anything.

This theme is prevalent in participants' replies about the sources of resistance. In this regard, open codes such as employee's burnout, employee's self-preservation, fear of making a mistake, lack of trust in leaders' abilities, and unwillingness to take on new responsibilities have emerged from their answers.

For instance, the recurrence of change can lead to employees burnout, and in turn, the employees become opposed to any new change, which transformational leadership is one of them. One of the leaders in the Ministry of energy and infrastructure said that;

"Several changes in the organisation where Transformational leadership is one of them will lead to employee burnout."

Similarly, some of those employees tend to protect their position and preserve their status in the organisation. By doing that, they try to put hurdles in the way of implementing transformational leadership, regarding this one of leaders in the Ministry of health and prevention said that;

"Some of the employees have a fear of being replaced by a more extraordinary talent or person; thus, they try to protect their current status."

In addition, the interviewees indicated that there is the inclination of some employees to avoid the change because of their fear of making mistakes. One of the employees in the Ministry of education stated that;

"We have noticed that some of the employees have a fear of failure at the hands of a new leader."

They also declared that some of them were disinclined to take new responsibilities beyond what they have. In this line, one of the leaders in the Ministry of education stated that;

"The unwillingness to take on new responsibilities is often a symptom of fear and therefore a motive to resist any change."

Ultimately, their fear expands to include the lack of trust in their leaders' abilities to embark on new roles, and this negatively contributes to collaboration with their leaders towards change. In this vein, one of the employees in the Ministry of energy and infrastructure said that:

"I'm not contributing a lot to the new style as I have a frustration with leaders' inability to make changes, and they are unable to act upon what I am expecting from them."

The second challenge that appeared in the analysis of their comments is the lack of time and limitations of resources that leads to unhealthy competition among units and groups. For example, the inadequacy of resources to accomplish other changes within the organization. One of the employees in the Ministry of Education stated that;

"Some of the resistance emerged from too many other changes are competing for resources."

Another leader in the Ministry of Energy and infrastructure said that;

"Transforming management from a good leader to a transformational leader is not an easy task that can be completed in a month or two. It takes time, it takes patience, and it takes commitment."

Interestingly, the answers of interviewees revealed that not only do employees have the inclination to be cynical, but also leaders have their own cynicism. The open codes have emerged regarding this matter, and including fear of losing power, Leaders fear of not having enough skills, Leaders lack confidence in results and leaders' lack of motivation. These doubts and scepticism have emerged from the interpretation of participants' dialogue.

Participants commented that leaders have concerns about the current power and authority and resist the change based on their feeling of losing them. For example, an employee said that;

"The biggest and most common fear that many people hold is that they are afraid they won't be the leader anymore. This means that you're fearful of losing the status and power you currently have as a leader."

As per analysis, likewise the fear of losing power and authority, some of the interviewees unearthed those leaders are also sceptical about their skills and abilities to act properly in the new leadership style. A leader in the Ministry of health and prevention said that;

"Our managers, who are often leaders of this change, sometimes fail because they either lack adequate skills or become overwhelmed by the extent of the change taking place or both."

Moreover, the inquiry disclosed that other leaders do not have the motivation to embrace the new leadership style, which is considered a primary source of resistance. One of the employees stated that;

"In essence, the whole company suffers because leaders don't have the motivation to take on new responsibilities."

The qualitative analysis also demonstrated that structural and managerial issues play a critical role in creating a stimulus for leaders and employees to resist the conversion towards a new leadership style. In this context, many participants declared that employees' and leaders' inability to understand or form a clear vision might affect their desire to incorporate a new leadership style and even resist it. Several participants uncovered this source. For instance, one of the leaders in the Ministry of health and prevention said that;

"We observed that some of these problems fall into four categories: failure to understand the strategy, inability to develop a shared vision amongst key individuals, confusion within the organisational relationship."

Likewise, other interviewees asserted that poor communication could play a significant role in creating a sense of resistance towards the new style. For example, one of the employees said that;

"In some cases, failure to get everyone inspired due to poor communication between the staff and their leader can cause resistance and hinder the implementation of transformational leadership."

Taking advantage of Nvivo and the principles of open coding, which are discussed in chapter 3, the participants' comments are summarised in Table 4.10.

Table 4. 9 Open Coding of Sources of Resistance

Open coding (sources of resistance)	**Sample of excerpts from participants**
Employee's burnout	Several changes in the organization where transformational leadership is one of them will lead to employee burnout.
Employee's self-preservation	Fear of being replaced by a more extraordinary talent or person.
Fear of making a mistake	Fear of failure at the hands of a new leader.
Lack of trust in leaders' abilities	Frustration with leaders' inability to make changes. "Unable to act upon what I am expecting from them."
Unwillingness to take on new responsibilities	The unwillingness to take on new responsibilities is often a symptom of fear
Competition for resources	Too many other changes are competing for resources.
Require a Long time of implementation	Transforming management from a good leader to a transformational leader is not an easy task that can be completed in a month or two. It takes time, it takes patience, and it takes commitment.
Fear of losing power	The biggest and most common fear that many people hold is that they are afraid they won't be the leader anymore. This means that you're fearful of losing the status and power you currently have as a leader.
Leaders fear not having enough skills.	Our managers, who are often leaders of this change, sometimes fail because they either lack adequate skills or become overwhelmed by the extent of the change taking place or both
Leaders lack motivation	In essence, the whole company suffers because leaders don't have the motivation to take on new responsibilities.
Lack of understanding and vision	We observed that some of these problems fall into four categories: failure to understand the strategy, inability to develop a shared vision amongst key

	individuals, confusion within the organizational relationship.
Poor communication	Failure to get everyone inspired due to poor communication between the staff and their leader can cause resistance and hinder the implementation of transformational leadership.

(Source: Researcher)

In the second step towards building a theoretical framework, we utilised the axial coding principles, and the following axial codes were developed:

1- Insufficient resources and time of implementation

2- Employee's cynicism

3- Leaders' cynicism

4- Structural and managerial issues

Table 4.11 presents the conversion of open codes into axial coding.

Table 4. 10 Axial Coding of Sources of Resistance

Axial coding (sources of resistance)	**Open coding**
Employee's cynicism	Employee's burnout Employee's self-preservation Fear of making a mistake Lack of trust in leaders' abilities Unwillingness to take on new responsibilities
Leaders' cynicism	Fear of losing power Leaders fear not having enough skills. Leaders lack confidence in the results. Leaders lack motivation
Insufficient resources and time of implementation	Competition for resources Require a Long time of implementation
Structural and managerial issues	Lack of understanding and vision

	Poor communication

(Source: Researcher)

The identification of selective codes is the final step in the coding process. The open-coded data are analysed by applying theory to the core categories and generating theory from the data (see Chapter 2). The central theme of this research is sources of resistance, which has been explored in the literature chapter. Table 4.12 provides an overview of the whole coding process.

Table 4. 11 Complete Coding Process of Sources of Resistance

Selective coding	**Axial coding**	**Open coding**
Sources of resistance	Insufficient resources and time of implementation Employee's cynicism Leaders' cynicism Structural and managerial issues	Competition for resources Employee's burnout Employee's self-preservation Fear of losing power Fear of making a mistake Lack of trust in leaders' abilities Lack of understanding and vision Leaders fear not having enough skills. Leaders lack confidence in the results Leaders lack motivation Require a Long time of implementation Poor communication Unwillingness to take on new responsibilities

(Source: Researcher)

The sources of resistance' complete coding process were drawn using the Nvivo mapping option. Figure 4.2 depicts the themes as generated by Nvivo 12 plus.

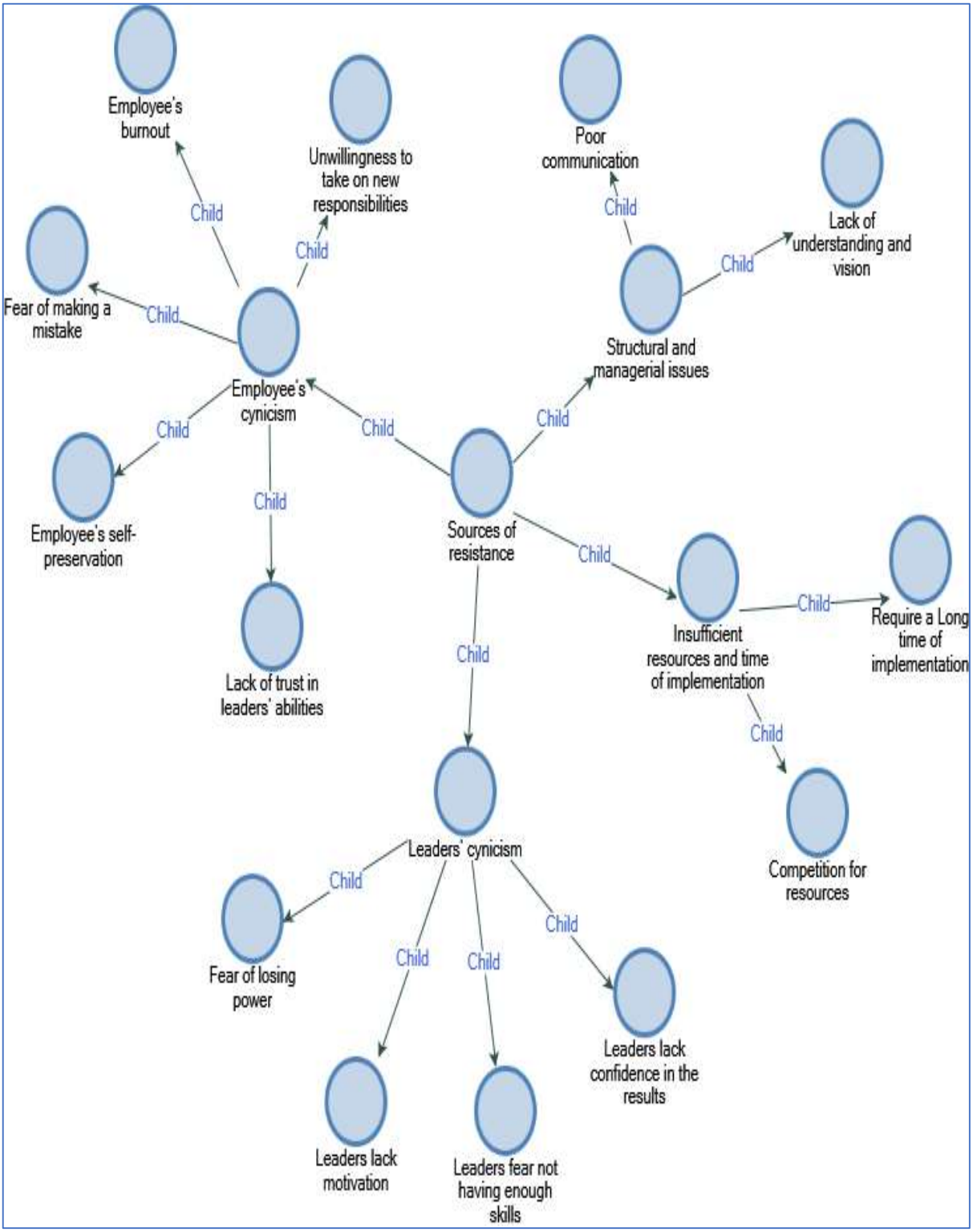

Figure 4. 2 Complete Coding Process of Resistance of Change

(Source: Researcher)

4.6 Compliance Strategies

Transformational leadership is a form of leadership that emphasises the common goal, with followers being empowered to use their creativity and skills to bring about the desired outcomes. As analysis and literature have shown, there are various sources of resistance towards transformational leadership. These include fear, undermining by competing leaders, lack of trust in the leader's competency or relationships with co-workers and subordinates, and lack of confidence in the leader's credibility among followers. This is when compliance strategies need to be implemented to mitigate this source of resistance.

In this part of the analysis, we explored the existing and proposed strategies by asking participants about this issue. The first part of the inquiry related to the extent of the adoption of compliance strategies. As per participants' answers, there was a consensus among them that their organisations deploy several compliance strategies to a large degree.

To investigate the organisation's compliance strategies, the interviewees have been asked to mention them. According to their answers, several compliance strategies have been adopted, and participants have suggested many others. Based on the analysis process, we divided them into three categories: employee corrective actions, leadership corrective actions, strategy and policy development for compliance (axial codes).

The first category revealed that the organisations in UAE adopted compliance strategies targeted to mitigate employees' resistance directly by dealing with employees' reactions. This category includes Coercion of over resisted employees, collaborative and success stories policies, communicating your vision and goals, convincing employees about the benefits, co-opting culture

of over resisted employees, employees' involvement, getting rid of over frustrated employees, guidance and training, interventions, and leaders' patience towards employee resistance.

The analysis indicated that organisations are dealing with over resisted employees by taking several corrective actions. First, they try to convince employees about the benefits of the new leadership style, and this can be supported by another strategy of communicating the vision and goals of the transformation process. Regarding this, several employees and leaders commented on that as follows.

A leader in the Ministry of energy and infrastructure said that;

"The purpose of strategies is to mitigate employees' resistance and to let them know that changing behaviours for the better isn't just for their benefit but benefits everyone."

Another employee from the Ministry of health and prevention stated that;

"Transformational leaders must be able to effectively communicate their goals and visions to their followers in order to gain compliance. One example of this is a transformational leader informing his/her employees about all the benefits that will come out of specific tasks or goals."

Other smooth intervention strategies were also found in the analysis of interviewees' answers; for instance, they mentioned that practising Co-opting culture of over resisted employees and collaborative and success stories policies can resolve many resistance behaviours. Related to the first point, one of the leaders in the Ministry of education said that;

"In order to implement change initiatives, one strategy is to appoint those who may be most resistant to change to key roles."

Similarly, for the second point, another employee in the same Ministry declared that;

"We are running collaborative initiatives and providing success stories programs for all employees."

In addition to these strategies, the participants proposed that organizations can involve employees in supportive tasks to increase their engagement and thus mitigate their resistance. Pertain to this one of employees in the Ministry of health and prevention stated that;

"Employees are encouraged to participate in tasks that will enhance their ability to communicate effectively."

Ultimately, all these soft strategies must be accompanied by the patience of leaders towards the resisted employees. This reflected in one of the leaders in the Ministry of energy and infrastructure said that;

"When you have some team members who are resistant to transformational leadership and change, leaders have to remember that they're not doing it for you; they're doing it for themselves. This requires an extra amount of patience on the leader's part, but they must remain consistent and make the change easy for them."

All in all, the analysis of interviewees responses revealed that guidance and training of all employees is a primary strategy to prepare employees for a new style of leadership and many employees and leaders agreed on this. For example, one of the employees stated that;

"The organization provides supportive guidance and training to mitigate sources of resistance."

Another employee echoed that when he said that;

"It appears that the main compliance strategy implemented is training."

According to participants, these soft intervention strategies are not always working to handle over resisted employees. More aggressive compliance strategies could be used to overcome their impact on the overall organization transformation process, such as Coercion of over resisted employees and getting rid of them if the problem persisted. Concerning these strategies, one of the leaders stated that;

"Using the threat of disciplinary action while insisting on people adhering to needed behaviours and actions is one method for creating change. Coercion may be the only realistic option if the rapidity of change is crucial."

However, in case of none of these strategies work, another leader suggested that;

"While you don't want to fire someone every time they become frustrated with transformation or change, there will be times when this is the only option. When people choose to quit, do it quickly so that others don't feel as though they can get away with a lack of commitment and work ethic."

Moreover, the analysis disclosed that the compliance behaviour strategies must include leaders themselves and their behaviour to contribute to mitigating the resistance in implementing transformational leadership. These strategies include consistency of leadership, delegating authority, hiring a co-leader who has the same vision and leadership adaptation.

About the consistency of leadership, one of the employees in the Ministry of health and prevention stated that;

"Some leaders will implement a change that works and hold others accountable by letting it be known who is doing what well and who isn't. This is great when team members want to

improve their performance or make a career move, but it doesn't work as well in the early stages of transformational leadership when motivation comes from elsewhere. Your first step must be to set a consistent tone of how you want things to change so that the example you set is followed."

In the same manner, other participants suggested that the leaders should delegate authority to team members to encourage the feeling of belonging. One of the leaders in the Ministry of energy and infrastructure said that;

"If someone is resistant to the change, let them decide how their own behaviour will change over time. Don't follow your example with an overly nagging approach. Even though you are clear, let team members take over responsibility for the task and make it their own."

Leadership adaptation is another strategy that organisations can adopt to lessen resistance. Related to this issue, one of the employees in the Ministry of health and prevention stated;

"The leader must then work to adjust their personal traits so that they can be fair and support the ideas of others."

Lastly, some of the participants disclosed that leaders could hire a co-leader who has the same vision. For instance, a leader in the Ministry of education said that;

"Your ability to stay consistent and not micro-manage is dependent upon having a co-leader who shares the same vision of how things should go. This co-leader can also set an example for others that you will follow. If you both are showing the same consistency, your team members will have to follow suit."

As employees and leaders, the analysis exposed that the organisation needs to take corrective actions and adjustments to the current situation by updating strategies (best long-term

plan) and policies (rule and regulations of daily activities) relevant to the new leadership style. These actions are a balance between ideologies and scientific rigour, continuous evaluation of compliance activities, establishing a new compliance policy, gradual implementation, open communication, and simulation.

To illustrate these themes that appeared in the analysis process, the first action is related to creating a balance between scientific facts and ideologies where this can change in attention away from individual leaders and toward leadership teams. Concerning this, one of the leaders in the Ministry of health and prevention stated that;

"Transformational Leadership belongs to the "positive leadership" paradigm, which has been criticized by practitioners and academics alike for relying too heavily on ideologies rather than scientific rigour."

Furthermore, the next step is to establish a new compliance policy based on circumstances. For example, one of the employees in the Ministry of energy and infrastructure said that;

"Ensure that the organization has a process in place for identifying and addressing compliance issues."

Although this step might be considered a crucial and good one, still the analysis revealed, there is a need to change continuously to adapt to a new stage of transformation, as this might require different needs where some issues arise or disappear. In this line, one of the leaders in the Ministry of health and prevention said that;

"We have to ensure that the organization develops regular employee surveys for assessing its compliance performance and adjust the compliance policies accordingly, in addition to

collecting data from other sources (e.g., one-on-one interviews with employees, exit interviews, focus group discussions)."

Furthermore, the analysis indicated that the implementation of new policies must be done gradually. One of the employees in the Ministry of Education said that;

"This technique is about giving assignments that involve minor efforts before asking the employee to do a major task. It scales up gradually, giving the employees the time to prepare their mental and psychological status for the next more enormous task."

It is also found that open communication is an essential step to establishing a good relationship between different levels of the organization, which can contribute to lessening the resistance. For example, one of the employees in the Ministry of energy and infrastructure said that;

"Depending on the severity and complexity of the decisions to be taken, decentralization of decision-making may be explored. Across all channels, there must be open, clear, transparent, and constant communication, both positive and poor."

Lastly, a simulation strategy is one of the highly recommended by participants to prepare employees for new stages of transformational leadership and avoid resistance. For instance, the leader in the Ministry of health and prevention said that;

"An Intellectual Simulation is a process in which an individual (or group of individuals) reenacts experiences, thoughts, and feelings that they imagine being a person or group other than themselves. It is often done in our organization to practice new skills or for personal enrichment."

In sum, the open coding process has been presented in Table 4.13.

Table 4. 12 Open codes of compliance strategies

Open Codes (Compliance Strategies)	**Sample of excerpts from participants**
Convince employees about the benefits.	The purpose of strategies is to mitigate employees' resistance and to let them know that changing behaviours for the better isn't just for their benefit but benefits everyone.
Co-opting culture of over resisted employees	In order to implement change initiatives, one strategy is to appoint those who may be most resistant to change to key roles.
Collaborative and success stories policies	We are running collaborative initiatives and providing success stories programs for all employees.
Employee involvement in different tasks	Employees are encouraged to participate in tasks that will enhance their ability to communicate effectively.
Leaders' patience towards employee resistance	When leaders have some team members resistant to transformational leadership and change, they have to remember that they're not doing it for them; they're doing it for themselves. This requires an extra amount of patience on the leaders' part, but you must remain consistent and make the change easy for them.
Guidance and Training	The organization provides supportive guidance and training to mitigate sources of resistance.
Communicate your vision and goals	Transformational leaders must be able to effectively communicate their goals and visions to their followers in order to gain compliance. One example of this is a transformational leader informing his/her employees about all of the benefits that will come out of specific tasks or goals.
Coercion of over resisted employees	Using the threat of disciplinary action while insisting on people adhering to needed behaviours and actions is one method for creating

	change. Coercion may be the only realistic option if the rapidity of change is crucial.
Get rid of over frustrated employees	While you don't want to fire someone every time they become frustrated with transformation or change, there will be times when this is the only option. When people choose to quit, do it quickly so that others don't feel as though they can get away with a lack of commitment and work ethic.
Consistency of leadership	The first step must be to set a consistent tone of how you want things to change to follow the example you set.
Delegate authority	If someone is resistant to the change, let them decide how their own behaviour will change over time. Don't follow your example with an overly nagging approach. Even though you are clear, let team members take over responsibility for the task and make it their own.
Hire a co-leader who has the same vision	Your ability to stay consistent and not micro-manage is dependent upon having a co-leader who shares the same vision of how things should go.
Leadership adaptation	The leader must then work to adjust their personal traits so that they can be fair and support the ideas of others.
The balance between ideologies and scientific rigour	Transformational leadership belongs to the "positive leadership" paradigm, which has been criticized by practitioners and academics alike for relying too heavily on ideologies rather than scientific rigour.
Establishing a new compliance policy	Ensure that the organisation has a process in place for identifying and addressing compliance issues.
Continuous evaluation of compliance activities	We have to ensure that the organisation develops regular employee surveys for assessing its compliance performance and adjust the compliance policies accordingly, in addition to collecting data from other sources (e.g., one-on-one interviews with employees, exit interviews, focus group discussions).
Gradual implementation	This technique is about giving assignments that involve minor efforts before asking the employee to do a major task. It scales up gradually, giving the employees the time to prepare their mental

	and psychological status for the next more enormous task.
Open communication	The decentralisation of decision-making may be explored depending on the severity and complexity of the decisions to be taken. Across all channels, there must be open, clear, transparent, and constant communication, both positive and poor.
Simulation	An Intellectual Simulation is a process in which an individual (or group of individuals) reenacts experiences, thoughts, and feelings that they imagine being a person or group other than themselves. It is often done in our organization to practice new skills or for personal enrichment.

(Source: Researcher)

Further, the process of converting open codes into axial coding and selective coding is presented in Table 4.14.

Table 4. 13 Complete Coding Process of Compliance Strategies

Selective coding	**Axial coding**	**Open coding**
Compliance behaviour	Employees' corrective actions. Leadership corrective actions. Development of suitable compliance strategies and policies.	A balance between ideologies and scientific rigour. Coercion of over resisted employees. Collaborative and success stories policies. Communicate your vision and goals. Consistency of leadership. Continues evaluation of compliance activities. Convince employees about the benefits. Co-opting culture of over resisted employees. Delegate authority. Employees' involvement. Establishing compliance policy. Get rid of over frustrated employees.

		Gradual implementation. Guidance and training. Hire a co-leader who has the same vision. Interventions. Leaders' patience towards employee resistance. Leadership adaptation. Open communication. Simulation.

(Source: Researcher)

The output of the Nvivo 12 plus analysis of existing and suggested compliance behaviour strategies can be seen in Figure 4.3.

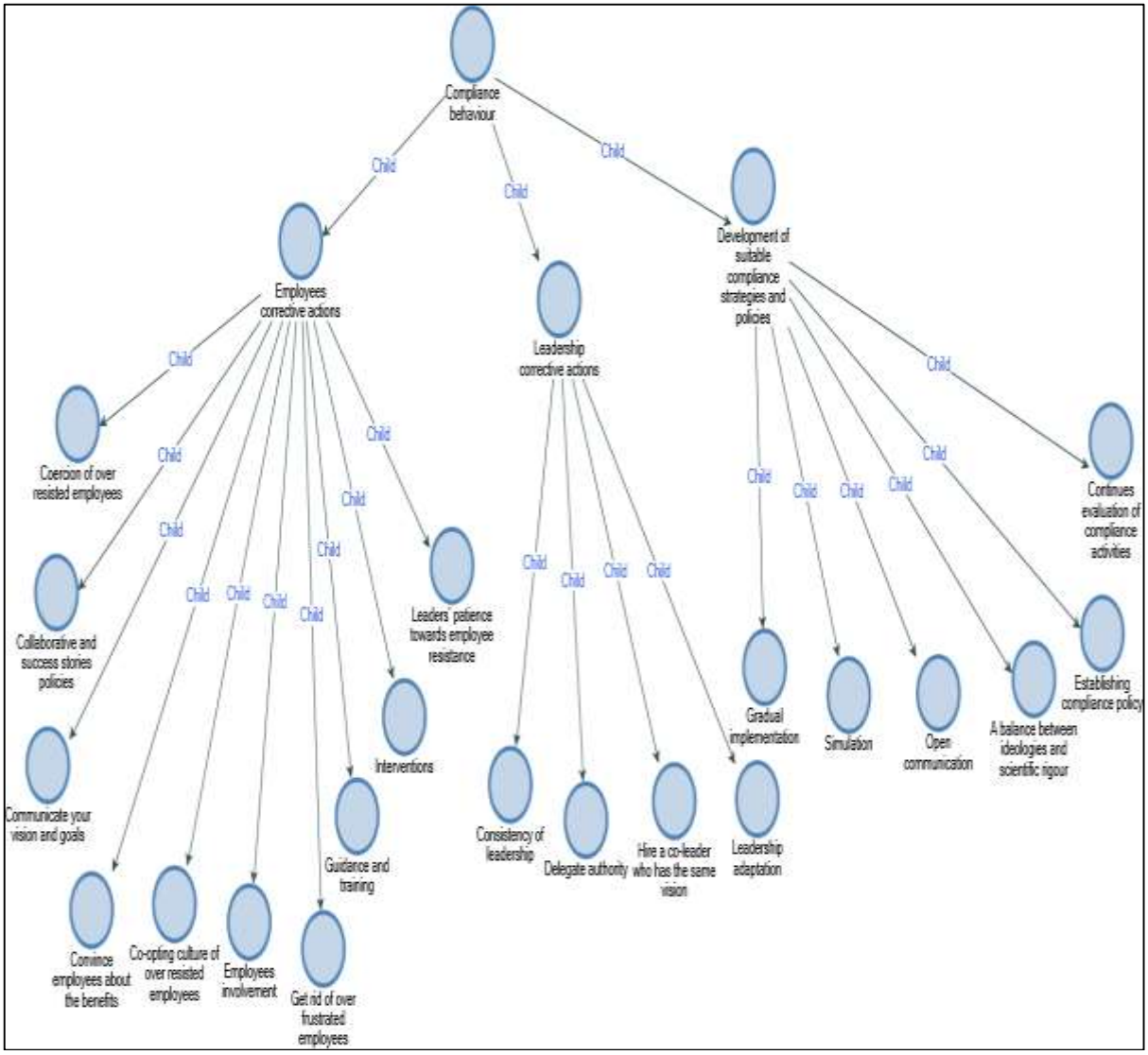

Figure 4. 3 Complete Coding Process of Compliance Strategies

(Source: Researcher)

4.7 Factors Contribute to Successful Transformational Leadership Implementation

Transformational leadership is a leadership style that focuses on inspiring followers to become higher achievers. This style of leadership is one of the most effective leadership styles, as it has been shown to increase productivity and reduce turnover rates (Alsayyed et al., 2020). Transformational leaders come from all levels in an organisation, and they promote change to

prepare for future challenges and opportunities. There are several factors that affect the implementation of transformational leadership. In this study, we asked participants about these factors that might contribute positively towards the successful implementation of and thus remove any barriers and mitigate employees' resistance. These factors are related to four pillars that underpin transformational leadership, which are inspirational motivation, charisma or an idealized influence, individual consideration and intellectual stimulation. The purpose of this section is to extend the directly related elements that the organization can take into consideration to build on or avoid them.

The participants' answers uncovered a number of factors that the analysis attributed to four elements of transformational leadership: idealized influence, inspirational motivation and communication, Intellectual Stimulation, and individualized consideration (Zuraik and Kelly, 2019). Besides these elements, another emerging element called clear and robust vision, also emerged.

To illustrate the detailed factors (themes), the analysis showed that a clear and robust vision is a primary factor contributing to the successful implementation of transformational leadership. In this regard, the analysis pointed out several sub-factors, such as the level of awareness of future expectations and assumptions, degree of continuous feedback and assessment, and well-defined policies. In chronological order, the participants' comments related to these factors are as follows:

"Sometimes lack of a clear idea of the obstacles employees face for attaining the goal contributes negatively."

"One of the positive factors towards implementing transformational leadership is the assessment of actual outcomes, employee feedback surveys, leadership questionnaires, and other feedback mechanisms are used to evaluate transformational leadership."

"Well-defined policies positively impact the implementation process."

The second primary factor is idealized influence. This dimension speaks to the leader's ability to inspire followers' admiration and respect for him or her as a person who possesses desirable traits, in contrast to his or her followers (Busari et al., 2019). In turn, this leads to vicarious participation in the organisation's goals and ultimately more substantial organisational commitment among followers (Yue et al., 2019). According to analysis, sub-factors related to this dimension are leaders' talent, level of passion, and desirable personality traits of the leader. The following are samples of participants' comments related to each factor;

"Leaders with a greater ability to manage change, embrace uncertainty, and make difficult decisions are more likely to succeed than those who are less skilled in those areas."

"In order to be a transformational leader, you must first have passion within an organization. You must be able to lead passionately on a daily basis and spur others onto being more motivated."

"The common traits of transformational leaders are vision, integrity, compassion, and courage."

The third factor is relevant to inspirational motivation and communication. This dimension speaks directly to the leader's ability to inspire followers in their performance of organizational tasks and activities (Al Dhanhani and Abdullah, 2019). In turn, this leads to higher levels of

productivity among followers. Based on participants' words, the two sub-factors have emerged from the analysis process related to this dimension: the level of employees' empowerment and degree of inspiration. In this line, the comments from interviewees are as follows.

"I would say leaders can transform any organization, whether it is negative or positive, and the most important factor I see, in my opinion, is empowering employees to the change, support, and guidance. Once they are utilized properly, the result will be enormous."

"Transformational leaders can inspire others to outperform their goals. These leaders have a presence that motivates everyone around them. They are aware of the power that they hold with their followers and work hard to become inspirational and motivational figures in the eyes of others."

The fourth primary factor is intellectual stimulation. This dimension speaks directly to the leader's ability to relate to followers to inspire followers' sense of trust and understanding of the leader. Intellectually stimulating environments and experiences can also be part of this dimension (Kotamena et al., 2020). Based on the analysis, five sub-factors related to this have emerged: level of continuous support, level of good communication, conducive organization culture, degree of organization trust, and the levels of teamwork and inter-organizational coordination.

Samples of participants' words for each factor are as follows:

An employee in the education ministry said that;

"The leader must be able to continuously monitor what their employees are doing during the day in order to keep up with them and provide support when needed."

A leader in health and prevention ministry stated that;

"To succeed in implementing traditional leadership of the supervisors, communication should be more open to receiving ideas from the staff. Some supervisors fail to implement traditional leadership and grab its main aspects."

A leader in energy and infrastructure stated that;

"The organizational culture in which the leader operates must be encouraging to the new style."

An employee in energy and infrastructure declared that;

"Organizational trust is an essential factor for the successful implementation of transformational leadership."

An employee in the health and prevention ministry said that;

"Managers preparing for transformational leadership implementation should also work with leaders at other levels within the organization and consult with HR."

The last factor is individualized consideration. This dimension speaks directly to the leader's ability to relate to followers based on the specialized needs of different groups within the organization (Busari et al., 2019). According to interview analysis, sub-factors related to this dimension are the degree of employee's desirable skills, the degree of the leader behaving in a manner thoughtful of personal needs, and the application of an unexpected reward system. The following are quotes from participants' comments related to each factor:

A leader in energy and infrastructure stated that;

"The capabilities and skills of the followers."

An employee in energy and infrastructure stated that;

"Transformational leaders realize that they should not "lord over" their employees. Instead, they approach their followers with respect and care and consider their needs before making decisions."

A leader in education ministry revealed that;

"Another example of a factor would be using rewards as a motivator for people. It can be helpful as long as the reward is not so over-indulged that it starts to become expected."

Table 4.15 presents the open coding process related to implementation factors.

Table 4. 14 Open Coding of Implementation Factors

Positive factors open codes	**Excerpts of participants**
Awareness of future expectations and assumptions.	Vision and inspiration are the core of transformational leadership because they are what provide a leader with control over their followers. Vision and inspiration work together to help distinguish transformational leadership from other types of leadership.
Continues feedback and assessment.	Assessment of actual outcomes, employee feedback surveys, leadership questionnaires, and other feedback mechanisms are used evaluation of transformational leadership.
Well-defined policies.	Factors such as employee support, a conducive environment, and well-defined policies positively impact the implementation process.
Continues support.	The leader must continuously monitor what their employees are doing during the day to keep up with them and provide support when needed.
Good communication.	To succeed in implementing traditional leadership of the supervisors, communication should be more open to receiving ideas from the staff.

Organization conducive culture.	The organizational culture in which the leader operates must be encouraging to the new style.
Organization trust.	Organizational trust is an essential factor for the successful implementation of transformational leadership.
Teamwork and inter-organizational coordination.	Managers preparing for transformational leadership implementation should also work with leaders at other levels within the organization and consult with HR.
Employee's empowerment.	I would say leaders can transform any organization, whether it is negative or positive, and the most important factor I see, in my opinion, is empowering employees to the change, support, and guidance. Once they are utilized properly, the result will be enormous.
Inspiration.	Vision and inspiration are the core of transformational leadership because they are what provide a leader with control over their followers.
Leader talent.	Leaders need to have both talent and followers to be receptive to the leader's vision.
Passion.	In order to be a transformational leader, you must first have passion within an organization. You must be able to lead in a passionate way on a daily basis and spur others into being more motivated.
Personal traits of a leader.	The common traits of transformational leaders are of the essence, such as vision, integrity, compassion, and courage.
Employee's skills.	The capabilities and skills of the followers.
The leader behaves in a manner thoughtful of personal needs.	Transformational leaders realize that they should not "lord over" their employees. Instead, they approach their followers with respect and care and consider their needs before making decisions.
Unexpected rewards.	Another example of a factor would be using rewards as a motivator for people. It can be helpful as long as the reward is not so over-indulged that it starts to become expected.

(Source: Reseacher)

The complete coding process to reach a high-level abstraction of codes are presented in Table 4.16.

Table 4. 15 Complete Coding Process of Implementation Factors

Selective coding	Axial coding	Open coding
Factors of implementing transformational leadership.	Clear and robust vision Idealized influence. Inspirational motivation and communication. Intellectual stimulation Individualized consideration.	Awareness of future expectations and assumptions. Continues feedback and assessment. Continues support. Employee's empowerment. Employee's skills. Good communication. Inspiration. Leader talent. Organization conducive culture. Organization trust. Passion. Personal traits of a leader. Teamwork and inter-organizational coordination. The leader behaves in a manner thoughtful of personal needs. Unexpected rewards. Well-defined policies.

(Source: Researcher)

The Nvivo analysis of factors that contribute to the successful implementation of transformational leadership in UAE organizations is presented in Diagram 4.4.

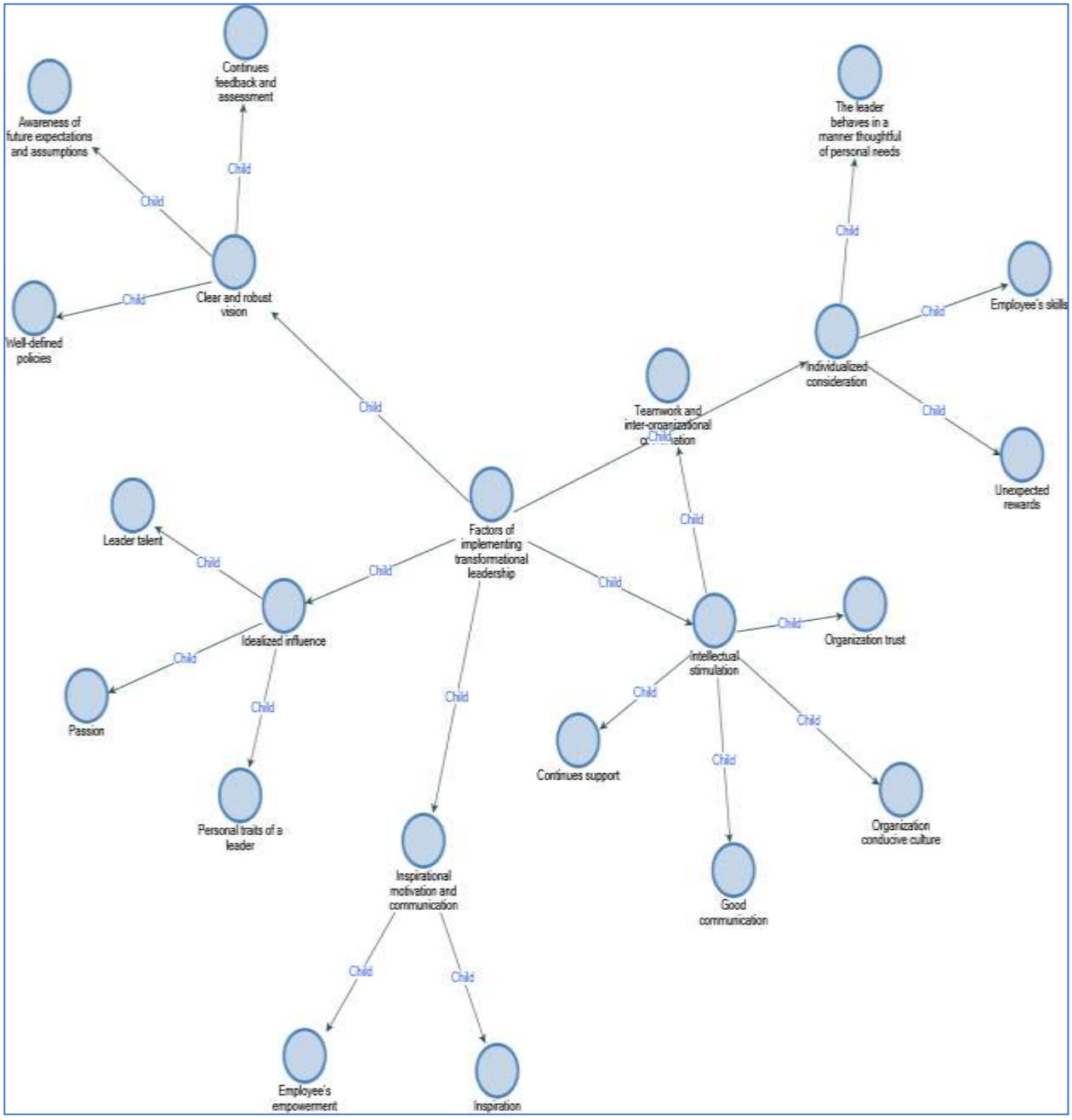

Figure 4. 4 Complete Coding Process of Implementation Factors

(Source: Researcher)

4.8 Degree of Implementation

The last part of the analysis is related to the actual degree of implementation in general and for each dimension of transformational leadership. This describes the participants' perception and gives an idea about how transformational leadership is implemented in UAE public sector.

Regarding the general implementation, we used descriptive statistics to give an indication of the participants' evaluation of their perceptions about the stage of implementation. In this vein, the generating numbers showed a consensus among participants to a large degree that the implementation is in a moderate stage. Table 4.15 illustrates the actual numbers of stats related to this aspect.

Table 4.15. Degree of transformational leadership implementation

Degree of implementation	Frequency	Percentage
Initial Stages	5	0.27777778
Moderate implementation	13	0.72222222

(Source: Researcher)

Further, Figure 4.5 depicts the answers of interviewees regarding the level of implementation.

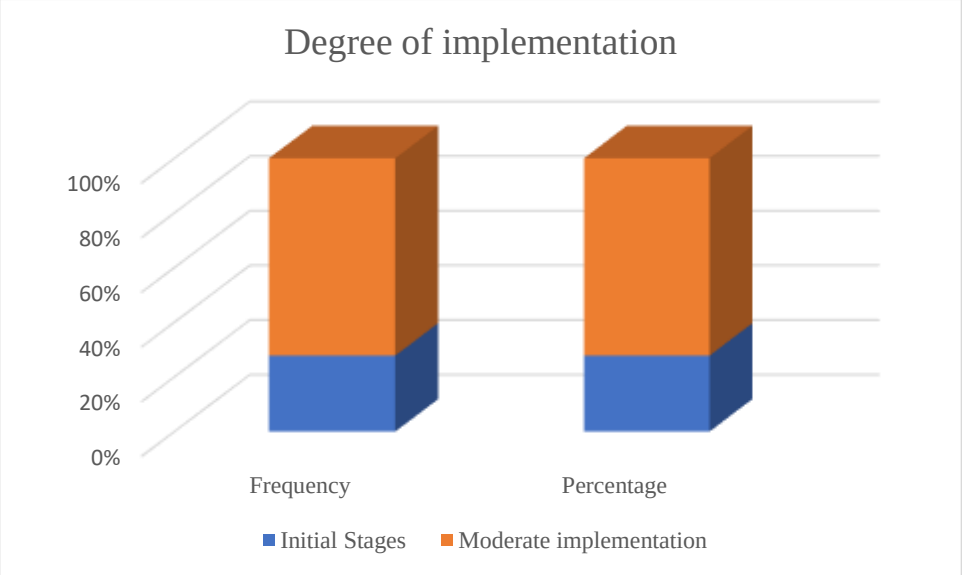

Figure 4. 5 Degree of Transformational Leadership Implementation

(Source: Researcher)

Eventually, the analysis concluded with the degree of implementing each dimension of transformational leadership, namely idealized influence, inspirational motivation and communication, intellectual stimulation, Individualized consideration. These were worded to make the concepts easier for participants to understand. The complete analysis and corresponding measures are presented in Table 4.17.

Table 4. 16 Degree of Implementing Items of Transformational Leadership

Item	**Participants' Evaluation**			**Sample of participants' comments**
	High	Medium	Low	
The leader encourages subordinates to be team players.	10	5	3	Not all leaders.
The leader behaves in a manner thoughtful of employees' personal needs.	3	5	10	Maintain a constant focus on what is important to me.
The leader leads by example.	10	5	3	A transformational leader believes that people have great potential and is committed to empowering and trusting employees.
The leader challenges employees to set high goals for themselves.	11	5	2	Leadership sets high targets and challenges staff to achieve them.
The leader inspires others with his/her plans for the future.	10	8	0	Leader discusses with his staff their goal in the future and how to achieve that.
The leader challenges employees to think about old problems in new ways.	11	5	2	Encourage workers to confront the challenges they encounter while undergoing a process of change.

(Source: Researcher)

Overall, the analysis showed that all these dimensions are received a high positive rating from participants, which means that the degree of satisfaction among employees and leaders are

high enough with some variation that alluded to some odds in the organisation. The only problematic issue is *"The leader behaves in a manner thoughtful of employees' personal needs."* Which represents Individualized consideration or personal recognition. One of the leaders in the Ministry of Education stated that;

"I usually maintain a constant focus on what is important to me."

This can be explained by the inherited nature of collectivist culture that was prominent in the past leadership style. In this regard, one of the employees in the Ministry of energy and infrastructure said that;

"Some of the leaders are inherited collectivist which is a societal trend that emphasises individual responsibility rather than shared responsibility."

In conclusion, the detailed analysis of each dimension clarifies the places that need more attention by managers to take care of reaching the final stages of implementing transformational leadership, as appeared in the analysis.

4.9 Summary

This chapter examines qualitative data collected from leaders and employees across various ministries concerning barriers to implementing transformational leadership, sources of resistance, strategies to overcome resistance, and factors to ensure successful implementation. The actual level of execution was also discussed. The study is based on a qualitative design with the use of grounded theory principles for analysis. A total of three UAE ministries provided data to us. Literature review, meta-analysis, and semi-structured interviews formed the basis of the constant comparative method. A comprehensive analysis of the data was conducted by utilising open, axial, and selective coding, beginning with the first interview. In addition, grounded theory was used to analyse

frequency occurrence from coding to determine the most critical items and categories until the final theory emerged (framework). A qualitative software package called Nvivo 12 plus was used.

The data analysis processes have been discussed in detail in this chapter. The objectives of the analysis and the methodology were described. The chapter provides demographics, specialities, designations, and educational levels.

The second part of the chapter explored the barriers to implementing transformational leadership. It was clear that some factors were brought up frequently, which are considered the main barriers that organisations encounter during the implementation process. For instance, it has been determined that cultural issues arise from existing culture and inherited individualism, where individual needs are prioritised over group needs. Other than that, leaders' traits and employees' psychology also play a crucial role in and challenges that hinder the implementation. In addition, communication and distance in most cases impede the speed of implementation so as current structure and regulations.

The third part was resistance from employees, and staff has been determined. Insufficient resources and time of implementation, employee cynicism, leaders' cynicism, structural and managerial issues were the main sources of resistance, and each of them has its implications for the implementation process.

The fourth part uncovered that compliance strategies are used in ministries to overcome the resistance. Several main categories have been identified, such as Employees' corrective actions, leadership corrective actions, development of suitable compliance strategies and policies. The

participants also some other compliance strategies that help their organisations to lessen the impact of resistance.

The fifth part examined the dimensions of transformational leadership and how the related factors of each dimension can contribute to the successful implementation of the new style. The analysis revealed a new dimension, which is a clear and robust vision, whereby the other dimensions have been examined in detail.

Eventually, the analysis unearthed that these ministries are in the medium stage of implementing transformational leadership and need to handle barriers and resistance further to reach full implementation.

Chapter Five: Framework development for transformational leadership

5.1 Introduction

Based on the literature review, it is evident that there is not enough concern about developing contextual frameworks for different countries, and UAE is one of them. This chapter tackled this aspect by proposing a descriptive and prescriptive framework that shows the current status quo of public organizations in the UAE. This framework includes all aspects that each organization go through when making a radical change from other forms of leadership into transformational leadership, such as barriers, resistance to change, compliance strategies that affect successful implementation. In addition, the chapter investigated the current status of transformational leadership implementation. Ultimately, the chapter concluded with a summary of the proposed framework.

5.2 Framework Development

Despite the current study being inductive and lacking theory-driven, this study examined theories and frameworks relevant to its purpose to show the rigour of its development that is compatible with any change that happens in the organization. Thus, all the frameworks and models offer the following features: each has its own distinct and apparent advantages and disadvantages. Each complements the others and offers perspective on it from different angles. This study proposes a framework based on the above principles, which complements and gains benefit from past frameworks and models. However, it covers some aspects not covered in previous frameworks and models.

In the preceding chapter, we described open and axial coding techniques that aim to aid in the differentiation of categories and concepts. In grounded theory analysis principles, selective

coding is the last step in the coding process. This process specifies the researcher's central theme, from which the theory is derived. Benaquisto (2008) provides instructions on selecting the primary category representing the major research subject so that the researcher can develop a narrative about the phenomena.

In spite of the fact that coding techniques seem to follow a chronological order, establishing links requires an iterative approach. In grounded theory analysis principles, data are not evaluated using statistical methods, but rather by asking new questions and comparing occurrences over time (Thornberg and Charmaz, 2014). The current study developed three-level codes that shape the results to build a transformational leadership framework in the UAE. Table 5.1 presents the overall coding process.

Table 5. 1 Summary of Three-Level Codes

Selective coding	Axial coding	Open coding
Barriers to transformational leadership	Cultural barriers Leadership issues and attributes. Organisational structure and managerial issues. Relationship between leaders and employees. Implementation challenges. Employee psychology and motivation.	Clear vision and strategy from leaders. Existent culture. Individualism culture. Distance between leader and employees. Leadership is based on emotion rather than rationality. Employee burnout. HR staff lack transformational leadership skills. Inconsistent leadership within the organisation. Incremental change and implementation. Lack of organisational support. Lack of resources.

		Lack of trustworthiness between leaders and employees. Lack of understanding among leaders and employees. Lack of willingness of leaders to embrace the new style. Leaders lack group skills. Leaders' poor competence. Poor and less frequent formal communication. Insufficient leaders' training. Regularity and environmental issues. Unhealthy leaders' employee's relationship. The unwillingness of employees.
Sources of resistance	Insufficient resources and time of implementation Employee's cynicism Leaders' cynicism Structural and managerial issues	Competition for resources. Require a Long time of implementation. Employee's burnout Employee's self-preservation Fear of making a mistake Lack of trust in leaders' abilities Unwillingness to take on new responsibilities Leaders fear not having enough skills. Leaders lack confidence in the results Leaders lack motivation. Fear of losing power Lack of understanding and vision Poor communication

Compliance behaviour	Employees' corrective actions. Leadership corrective actions. Development of suitable compliance strategies and policies.	Coercion of over resisted employees. Collaborative and success stories policies. Communicate your vision and goals. Convince employees about the benefits. Co-opting culture of over resisted employees. Employee's involvement. Get rid of over frustrated employees. Guidance and training. Interventions. Leaders' patience towards employee resistance. Consistency of leadership. Delegate authority. Hire a co-leader who has the same vision. Leadership adaptation. Continues evaluation of compliance activities. A balance between ideologies and scientific rigour. Establishing compliance policy. Gradual implementation. Open communication. Simulation.
Factors of implementing transformational leadership.	Clear and robust vision Idealized influence. Inspirational motivation and communication. Intellectual stimulation Individualized consideration.	Awareness of future expectations and assumptions. Continues feedback and assessment. Well-defined policies. Leader talent. Passion.

		Personal traits of a leader. Employee's empowerment. Inspiration. Continues support. Good communication. Organization conducive culture. Organization trust. Teamwork and inter-organizational coordination. The leader behaves in a manner thoughtful of personal needs. Unexpected rewards. Employee's skills.

(Source: Researcher)

Table 5.1 indicates that, in order to propose a framework, the results of applying a grounded theory analysis principles should take into consideration many aspects; the barriers to transformational leadership, the sources of resistance, the compliance behaviour strategies that the organisation should employ to mitigate these resistances and ultimately the factors that can contribute towards a successful implementation of transformation.

The first phase in evaluating the transformation process is identifying the barriers that might hurdle the implementation and progress in different stages. According to the analysis in chapter 4, this phase includes barriers: cultural issues that arise from the existing culture and inherited individualism culture in which individual needs take precedence over group needs. Leadership issues and attributes that hinder the implementation of transformational leadership are related to leaders' inability to perform and set clear goals and vision, inconsistency of implementing new style in the organisation, unwillingness and lacking the required group and communication skills, and finally, the over-reliance on emotions. Employee psychology and

motivation are caused by employees' unwillingness to adopt new tasks and change and the associated burnout that some employees are exposed to in the transformation process. Leader-employee relationship and communication are attributed to poor communication, distance, and lack of trust between employees and leaders that all contribute to an unhealthy relationship that hinders the implementation of transformational leadership, which relies on robust connection and trust between them. Organisational and regulations issues stem from the improper managerial atmosphere red tape, the lack of focus of human resources departments on transformational leaders' skills and continuous training to enhance them. Eventually, during the implementation process, the lack of needed resources, communication, and primarily relying on quickly implementing the new transformational style.

The second phase usually starts after the commencement of restructuring the organisation to implement transformational leadership is identifying the sources of resistance that emerge due to the new style. This phase includes: Employee's cynicism is related to employees who are consistently snarky, sceptical, and negative, regardless of whether they are addressing their leadership, coworkers, customers, or the company as a whole. In the UAE, the transformation process is faced with a number of negative behaviours, such as the current status and position preservation, avoiding engaging in the process because of fear of making mistakes and the unwillingness to take new responsibilities and eventually falling into psychological burnout. Similarly, the leaders also have their own cynicism attitude, such as fear of losing the existing power as the new style build on the concept of sharing responsibility and delegation of authority, also the fear of not having required to perform new related tasks as well as the motivation to do that. Ultimately, most leaders have some doubts about the ability to reach good results. Besides that, insufficient resources and time of implementation are a profound cause of resistance as the

resources are limited and under internal competition within the organisation; this is sometimes accompanied by a short time to accomplish the transformation to avoid that. Finally, the resistance also comes from the absence of good communication and a clear understanding of the transformation process vision.

The third phase of the study model is related to the compliance strategies that the organization attempt to embrace to overcome and mitigate the resistance. The first group is relevant to the corrective actions required to modify the employees' resistance by better communicating the transformation vision. Additionally, strategies include convincing employees about the benefits of change or forcing them to accept the change by assigning them to key roles, enacting punishments against them, or getting rid of them. Other interventions consist of training and guidance of employees, creating a co-opting culture for them, sharing collaborative and success stories with them. Likewise, corrective actions of leaders must be performed in order to lessen resistance to change. This involves adapting to a new style, hiring a co-leader who has the same vision, and delegating authority to others. Also, this is required to ensure consistent leadership within the organization. At the organizational level, the resistance can be mitigated by creating a balance between ideologies and scientific rigour, establishing a policy related to compliance behaviour while ensuring gradual implementation of these policies as well as updating them based on continuous evaluation.

In the fourth phase, factors or dimensions that lead to the successful transformation towards the new leadership style in the UAE are a Clear and robust vision that can be achieved by an awareness of future expectations and assumptions, as this empowers leaders to have a suitable atmosphere to obtain credibility from followers. This must be associated with robust and well-defined policies and continuous feedback from employees about performance. Also, idealized

influence can be attained by hiring talented leaders with enough passion for performing in an exemplary manner and the required personal traits to be transformational leaders. In the context of inspirational motivation and communication, employees are empowered and inspired to utilize them properly to make the desired change. Further, intellectual stimulation has many factors that can support it, like providing sufficient support, establishing good communication and trust in the organization and a conductive culture of the new style. All these should be coupled with teamwork and coordination with other leaders and managers at various levels of the organization. Lastly, individualized consideration in the UAE organization can be achieved by having employees' desirable skills, wherein the leader behaves in a manner thoughtful of personal needs and applying an unexpected reward system. Figure 5.1 represents the transformation of leadership's main components in the public sector in the UAE based on data analysis of the current study.

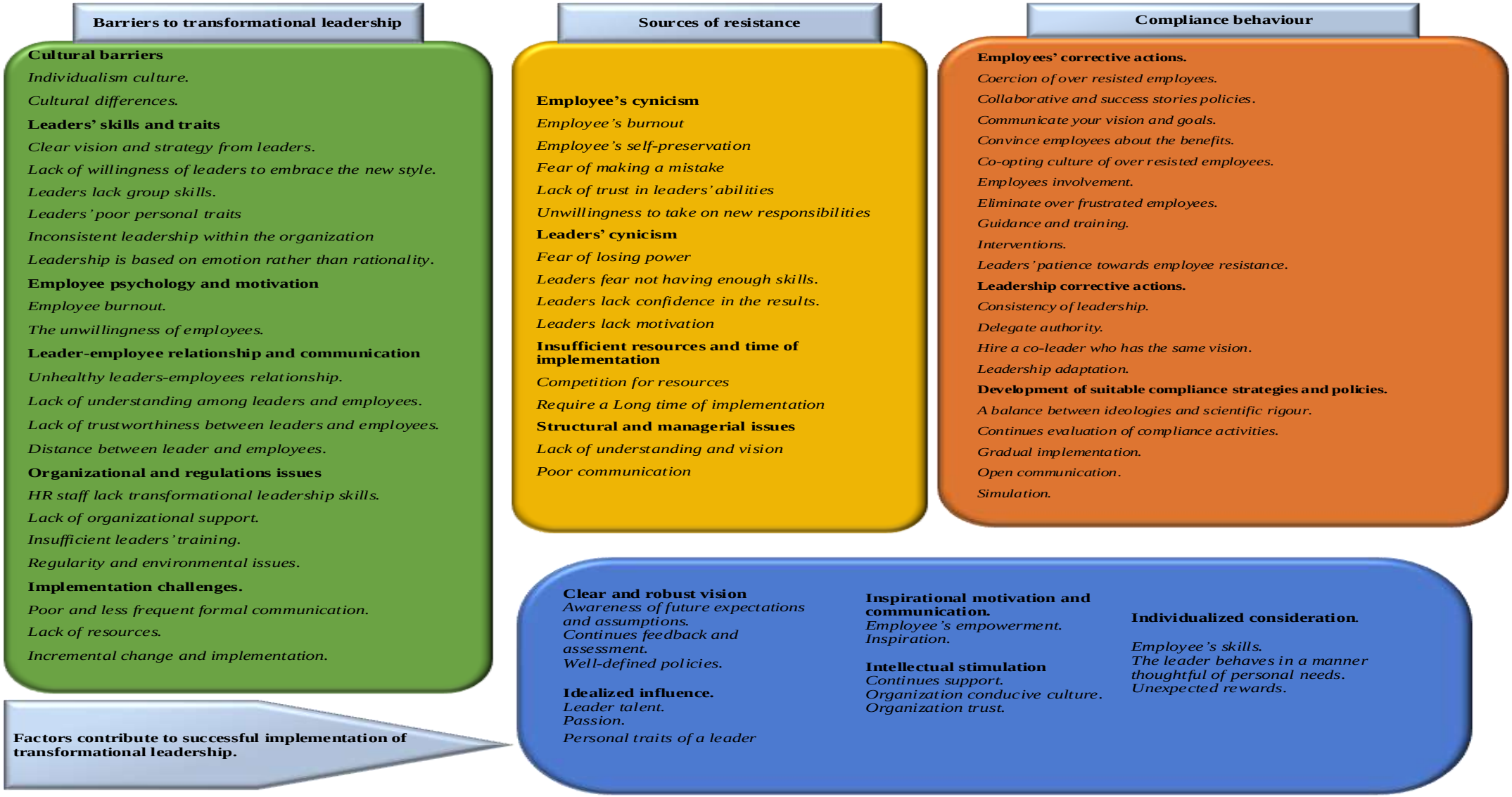

Figure 5. 1 Study Framework

5.3 Summary

In this chapter, the researcher establishes the research framework for implementing transformational leadership in the UAE. A related set of theories has been discussed, namely the transformational leadership theory, organisational change management theories. As the purpose of the current study is to develop a depth guide that can be used by academics and practitioners alike, we incorporated selective codes, axial codes and open codes to build the framework.

Chapter Six: Discussion and Conclusion

6.1 Introduction

This chapter summarises the results of this study, discusses the results and implications of the theoretical analysis results, presents limitations of the study, and provides suggestions for future research.

6.2 Summary of Research Findings

In this study, the stated research objectives aimed to identify the current status of the transformation process towards a new leadership style and how barriers and resistance are encountered during this process. Moreover, it aimed to identify the associated and proposed compliance behaviour strategies and factors contributing to the successful implementation of transformational leadership. The results of this study are discussed and explained here, followed by theoretical arguments on why these results are so. This section discusses the findings based on the objectives of the study.

6.2.1 Type and Nature of Barriers

Public organizations face a formidable challenge when implementing transformational leadership. Leadership plays a crucial role in public sector transformation processes, according to recent studies organisations. Further, the role of transformational leadership in an organisation will depend on the organisation's specific characteristics in the public sector (van der Voet, 2016). Therefore, the first research objective is to identify the type and nature of barriers that the Ministries as a part of the public sector in the UAE encounter. Based on the interview sessions with 18 employees and leaders in three ministries in the UAE, in the first category, they described those cultural issues resulting from inherited individualism culture, where the needs of individuals take precedence over those of groups. This finding is consistent with prior studies (Brookfield, 1995, Abbas and Asghar, 2010, Afsar et al., 2019). For example,

during his discussion of the issue of organisational change, Brookfield highlights the importance of culture, pointing out some roadblocks that can hinder change management efforts, such as the secrecy culture, the individualism culture, and the silence culture (Brookfield, 1995).

The second barrier is transformative leadership cannot be implemented due to leaders' inefficiency in setting clear goals and vision, lack of consistency in implementing their new style within the organisation, incapacity for successful group work and reliance on emotions. Many studies in literature agreed on these findings (Saleh et al., 2018, Amanchukwu et al., 2015, Andersen et al., 2018b). With regard to social competencies, especially communication and group skills, the findings is in harmony with the previous study on developing leadership frameworks such as Hrivnak et al. (2009) and Brass and Krackhardt (1999), who stressed the role of communication and group collaboration are essential to developing successful leadership. In the context of emotions and leadership, the findings are in line with other studies that emphasise the importance of emotional leadership in overcoming workplace burnout (Rajah et al., 2011), but the current study also found that extreme emotional leadership is not always an effective leadership strategy which might be explained by high power distance (Lian et al., 2012).

Furthermore, the current study concluded that communication and leadership between leaders and employees are inhibited by a lack of communication, distance, and trust between them, contributing to an unhealthy relationship that impedes transformational leadership, which depends on trust and connection. In this regard, several studies emphasized the importance of open and effective communication in building a robust and healthy relationship between leaders and employees, as well as establishing mutual trust between them and the organization itself (Yue et al., 2019, Northouse, 2021, Kotamena et al., 2020, Lehmann-Willenbrock et al.,

2015). At the same time, other studies found that establishing such a strong relationship and open communication can reduce the gap and employees' resistance towards change (Kemeng, 2017).

Based on the analysis, organizational and regulatory factors impacted the success of the implementation. This finding is consistent with previous studies that show how structure and red tape could hinder the execution of new leadership (van der Voet, 2016, Wright and Pandey, 2010, Ahmad and Cheng, 2018). Also, the findings show that the role of HR departments do not focus on the skills of transformational leaders and the absence of training to improve them. Prior studies, in turn, underlined that the new leadership style requires a significant role from the HR department to make a new type feasible (Zhu et al., 2005, Afshari et al., 2012, Jensen et al., 2020, Rao and Abdul, 2015).

Ultimately, limited resources were found that could impede the success of the implementation of transformational leadership. This result echoed the study of Tafvelin et al. (2019), which indicated that leaders could effectively engage in transformational leadership through a combination of personal and contextual resources. This is crucial to prevent employees from becoming burnt out. Additionally, poor communication structure can hinder the success of the implementation. This is in line with other studies that found that another frequent organizational obstacle to transformation in the UAE public sector is poor communication. Generally, managers are reluctant to communicate openly and directly about transformation in UAE culture, where privacy is valued, decision-making is shared, and responsibility is shared. There is often a divide between the functional units engaged in a transformation initiative due to this lack of communication (Taher et al., 2015a, Al-Mashari and Zairi, 1999). However, the quick implementation of transformational leadership was a novel finding in the current study.

6.2.2 Sources of Resistance towards Transformational Leadership

The second research objective is to identify the sources of resistance that the organizations in the UAE encounter during the transformation process. The findings of the analysis revealed that, like any organizational change, they faced moderate resistance that slowed down the transformation.

According to the results, the sources of resistance are categorized into employee cynicism, leaders' cynicism, insufficient resources and time of implementation, and structural and managerial issues. These, according to participants, are the major categories that any organization in the UAE may face when adopting transformational leadership.

Based on the analysis of participants, it is apparent that the employees' cynicism in the context of transformational leadership stems from employees' burnout from the change and assigning new roles and tasks. These findings are consistent with previous studies (Nielsen and Munir, 2009, Bellou and Chatzinikou, 2015). These findings are against other studies results that stressed the role of transformational leadership in preventing and mitigating stress and burnout (Gill et al., 2006, Salem, 2015, Bommer et al., 2005). These contradictory findings are attributed to the current status of implementation in UAE organizations which is still in its early and medium stages, as the current findings revealed. Another source that may contribute to employees' cynical attitude is employee self-preservation to keep their current status and roles. These findings were also found in other leadership studies that indicated that the employees are less likely to adopt a new change to preserve their current positions (Deal and Peterson, 1999, Bojeun, 2012). Besides that, the employees have a fear of making mistakes and unwillingness to take new responsibilities. These fears of new tasks and replacement by others are in line with other studies (Thomas, 2014, Gill et al., 2006, Iverson, 1996, Habib and Shah, 2013). In this vein, Serban and Iorga (2016) stated that "Once fear about what will follow is reduced, the change will be more easily accepted" p.372. Ultimately employees' cynicism can mainly be

caused by the new roles and responsibilities that must be implemented by the leader who has the required abilities and able to motivate them to accept the change. These results are echoed the meta-analysis research findings of Peng et al. (2021), which revealed that as organizational change agents, leaders' motivation and capability could significantly affect employee cynicism about change.

The study analysis also revealed that leaders (as an employee in the organization) have their own cynicism, which echoed other studies results (Rubin et al., 2009, Farahnak et al., 2020). The results showed that the fear of losing their current power could lead to cynical behaviour. This finding is similar to Olafsen et al. (2020) as they contended that continuous commitment to change prompted by the fear of losing one's economic and social position is a destructive type of commitment. This can be acute in transformational leadership as one of its main pillars is empowering others and delegating authority (Choi et al., 2016, Warrick, 2011). In addition, the study outcome showed that leaders could become cynics because they do have not enough skills to be transformative leaders. In this line, Bateh et al. (2013) pointed out that many employees are concerned that they will not be able to keep their positions, while others are simply reluctant or unable to acquire and develop new skills. Similarly, lack of motivation and lacking confidence about the results of new leadership were also revealed to be part of the cynical behaviour of leaders. Bommer et al. (2004) argued that leaders that are cynical about change are unlikely to be change advocates since they lack the drive and willingness to participate in transformational leadership.

According to analysis, the study uncovered a consensus among employees that insufficient resources and time of implementation can play a major role in creating resistance towards change. This can be ascribed to competition for resources among different projects in organizations. This is consistent with previous studies findings (Kan and Parry, 2004). Kan and

Parry (2004) claimed that the prospect of competition for limited resources has the ability to unleash self-serving behaviour (A person or action only aimed at serving one's own interests, often at the cost of others) (Rus et al., 2010). Likewise, the time of essence as the transformational, require a long time for completion, which result of applying transformational can be sceptical and can be reaped in the long run. In the project management field, duration and resistance have been found to be positively related (Lines et al., 2015). Fortunately, studies found that the resistance to change ameliorates over time, and employees become open to the new style (Peng et al., 2021).

Lastly, structural and managerial issues were also found to produce a resistance towards transformational leadership. The results are consistent with prior literature (Van der Voet, 2014, Kim and Shin, 2019), where the structure is perceived to cause resistance. However, the analysis showed that a lack of understanding of shared vision among employees could trigger resistance. In this regard, prior studies asserted that shared vision and mutual understanding are paramount to involve employees and mitigate the resistance towards implementing transformational leadership (Andersen et al., 2018a, Martin, 2016). Martin (2016) stated that Members of the organization feel a sense of belonging to something bigger than themselves through the shared vision. The findings explained that poor communication structure hinders reaching mutual understanding and shared vision. This echoed what Wilson (2020) found that you must share meanings, demonstrate your vision, show appreciation, and remain approachable to be a good communicator. Additionally, leadership and employees need to maintain two-way, coherent, and transparent communication.

6.2.3 Compliance Strategies

The third objective is to identify the compliance strategies in the UAE's public sector organizations. The interviewees were asked to discuss the organization's compliance strategies

in order to investigate them. In their responses, many compliance strategies were adopted, and many others were proposed. In our analysis process and based on axial coding, all of them were divided into three categories: employee corrective action, leadership corrective action, and strategy/policy development for compliance.

The analysis identified several corrective actions as a way of dealing with overly resisting employees. In the first place, they must convince employees of the benefits of the new leadership style, a strategy that can be reinforced by communicating the vision and goals of the transformation process. These findings are in line with the results of several studies that advised this technique to persuade employees about the benefits of change through communicating a vision and goals (Fernandez and Rainey, 2006, Garvin and Roberto, 2005, Carter et al., 2013, Celik and Ozsoy, 2016).

Also, the study found that many resistance behaviours can be resolved by adopting a co-opting culture and collaborative and success story policies. This proposed solution agreed with previous studies' claims that the majority of co-opting involves giving an individual some importance in the design of the change. Taking the lead on a change involves offering one of the group's leaders, or someone respected by the group, an influential role in its design (Kuzhda, 2016, Vasavi, 1996).

The participants also suggested organizations can offer employees supportive tasks in conjunction with these strategies in order to increase employee engagement and thus mitigate resistance. These findings align with prior studies such as Burke (2017) and Kemeng (2017), which affirmed that to ease employees into the unknown of organizational change, it is vital that the leadership of the company offers support and explanations of the change.

The leaders must be patient with the resisted employees while they implement all these soft strategies. Several interviewees, as well as leaders, agreed that guidance and training are

primary strategies to prepare employees for a new style of leadership. This suggested compliance strategy also found in change management literature that observed changing human behaviours requires patience, direction, and coaching to convince groups or individuals to accept change (Dunican, 2015, Oreg, 2003, Herold et al., 2008, Yue et al., 2019). These strategies do not always work to handle over-resisted employees, according to participants. To overcome their impact on the overall organization transformation process, more aggressive compliance strategies can be used to overcome their resistance, such as coercion of over-resistance employees and removal if the problem persists.

To reduce resistance to implementing transformational leadership, compliance behaviour strategies must also include leaders and their behaviour. Among these strategies are the consistency of leadership, delegation of authority, hiring a co-leader who shares the same vision, and leadership adaptation. For example, the consistency of leadership throughout the organization can make followers more obedient to change; this is reinforced by a claim found in other studies such as Johnson et al. (2012), who indicated that it influences followers' judgments and actions. Furthermore, a delegation of authority has been recommended by participants` as a good approach to do so. By giving employees roles and responsibilities can create a feeling of involvement and lessen their resistance. This finding echoed prior studies recommendations, such as Thamrin (2012) and Choi et al. (2016). This can also be achieved by hiring one of the employees who has credibility as a co-leader. The study concludes that a transformational leader's adaptation to a new style can have a significant impact on reducing resistance to a new style. These results are also found in other studies like Yusuf and Kurniady (2020) and, who recommended that an effective leader must understand and respond to his or her followers' demands and motives. In organizations, transformational leaders are seen as change agents who can set a clear vision and communicate it clearly. Likewise, Hamidianpour

et al. (2016) concluded that organizations require leaders capable of adapting to environmental changes.

Based on the analysis, employees and leaders realized that the organization must update strategies and policies to fit the new leadership style to address the current situation. They include a balance between ideologies and scientific rigour, continuous evaluation of compliance activities, establishing a new compliance policy, implementing it gradually, communicating openly, and simulating compliance activities.

As a first action, we need to make a balance between scientific facts and ideologies so we can shift the focus away from individuals and toward teams of leaders. This comes from the main principle in transformational leadership, where the leader favourably is an ideological leader. Their ideological leadership ultimately plays a role in social transformation, particularly how much their appeal as heroes and idols serves them and their followers (Krishnan, 2005, Coffie and Coleman, 2018). However, the analysis shows a good balance between ideological principles and, depending on facts and science, can work better in the case of transformational leadership in the public sector in the UAE. Many studies showed that leader ideology is contextual and depends on a particular situation (Yammarino and Dansereau, 2009). So in the case of the UAE public sector, the balancing is fostered. In addition to balancing these two aspects, the study revealed establishing a new policy based on circumstances and updating it according to the stages of implementation. Eventually, the new policy should be implemented gradually to be effective and acceptable.

Additionally, the finding shows that open communication between different levels of an organization is essential for the establishment of good relationships, which can positively contribute to reducing resistance. This finding is consistent with previous studies which asserted the significant relationship between open and transparent communication and

reduction of employees resistance (Yue et al., 2019, Rafferty et al., 2013a). Thus, restructuring the communication challenge might build a good compliance strategy for organizations.

Lastly, according to study results, the simulation is one of the successful compliance strategies that can prepare employees for the new style. This recommendation is in line with other studies that advised the deployment of simulation to lessen employees' resistance to change (Zgodavova, 2009, Hill and Judge, 2010, Lyons et al., 2011).

6.2.4 Factors contribute to successful Transformational Leadership Implementation

The fourth objective of this study is to identify the factors that contribute to the successful implementation of transformational leadership in UAE public sector organizations. Based on findings, several factors influence the implementation of transformational leadership. Our study aimed to measure the factors that contribute positively toward implementing and thus, removing any barriers and mitigating employee resistance. The four pillars of transformational leadership underpin these factors. The analysis extended the directly related elements that the organization can consider building on or avoiding. Four elements are identified in the participants' answers that can be attributed to transformational leadership: idealized influence, inspirational motivation and communication, intellectual stimulation, and individualized consideration. In addition to these elements, a clear and robust vision also emerged.

According to the analysis, the success of transformational leadership is directly related to having a clear and strong vision. Several sub-factors have been identified in the analysis in this regard, including the level of awareness of future expectations and assumptions, degree of continuous feedback and assessment, and well-defined policies. These findings are similar to prior studies in this regard (Zhou et al., 2014, Grošelj et al., 2020, West et al., 2015, Fenwick et al., 2019, Pounder, 2003, Beugré et al., 2006). For instance, Zhou et al. (2014) stated that

leaders with high levels of self-awareness have tremendous potential for creativity and innovation and influencing others in the best way. Additionally, according to Beugré et al. (2006), adaptive change requires constant feedback, updating, and modification as part of the long-term development of a leader.

In addition, idealized influence is also an important factor to consider, according to the findings. It relates to the leader's ability to inspire his or her followers' admiration and respect for themselves as a person who possesses desirable traits instead of the followers. This dimension is comprised of three sub-factors: leaders' talent, passion, and desired characteristics of their personalities. Several studies have mentioned these factors (Chen et al., 2018, Levay, 2010, Yue et al., 2019, Abbas and Asghar, 2010, Jin et al., 2016, Hamidianpour et al., 2016). For example, Gilley et al. (2009) claimed that a leader's ability to persuade and influence others reflects his or her talent to motivate others and facilitate a successful implementation. Also, Men (2014) Transformational leaders, rather than emphasizing the role of rules, norms, and authority in companies, are relationship-oriented, interactive, visionary, passionate, compassionate, and empowering. Similarly, Saleh et al. (2018) found that Long-term success is dependent on visionary, intelligent, passionate, and trustworthy leadership.

The third factor has to do with inspirational motivation and communication. The ability of a leader to inspire followers to perform organizational tasks and activities is directly related to this dimension. This results in higher levels of productivity among followers. Based on the analysis process related to this dimension, two sub-factors emerged: empowerment level and inspiration level. This result echoed several studies findings and claims about the role of empowerment and inspiration in successful implementation in organizations (Aydogmus et al., 2018b, Rafferty et al., 2013b, Rao and Abdul, 2015, Yue et al., 2019).

Intellectual stimulation is the fourth primary factor. As a result, followers feel more at ease with the leader when they are able to connect with him. This dimension can also include intellectually stimulating environments and experiences. In light of the analysis, five sub-factors related to this emerged: level of continuous support, level of good communication, conducive organizational culture, degree of organizational trust, and levels of teamwork and coordination between organizations. These factors have appeared in various studies in related literature (Yue et al., 2019, West et al., 2015, Olafsen et al., 2020, Rao and Abdul, 2015, Saleh et al., 2018, Lehmann-Willenbrock et al., 2015, Aydogmus et al., 2018b).

Individual consideration is the last factor. This dimension deals directly with the ability of the leader to relate to followers based on their specific needs within the organization. As revealed in interview analysis, employee skills are related to this dimension, as is the extent to which leaders behave thoughtfully of personal needs and the use of unexpected rewards. These factors are also in line with several studies in different countries and business contexts (Altunoğlu et al., 2019, Faupel and Süß, 2019, Brown and Dodd, 1999, Humphreys, 2002) and are still relevant to UAE organizations.

6.2.5 Degree of successful implementation of transformational leadership in UAE

The fifth research question is the extent of successful implementation of transformational leadership in UAE organizations. The analysis considers the level of actual implementation that has been achieved in general and within each dimension of transformational leadership. This describes the participants' perception and gives an idea about how transformational leadership is implemented in UAE public sector. Our descriptive statistics were used to evaluate the participants' perceptions of the implementation stage related to the general implementation. In this vein, it is evident from the generating numbers that there

is a large degree of agreement among participants that the implementation is in a moderate phase.

Ultimately, the analysis determined the degree to which each dimension of transformational leadership was implemented, specifically idealized influence, inspiring motivation and communication, intellectual stimulation, and individualized consideration. Generally, all of these dimensions have been highly rated by participants, which means it is high enough that some variance may occur that could indicate some odds in the organization. It is only *"The leader behaves in a manner thoughtful of employees' personal needs."* that is problematic because it represents individualization or recognition. The reason for this can be traced back to the individualistic culture that was prevalent in previous leadership styles. Reading this, according to Peng et al. (2021), providing personal attention to employees' needs motivates them to return the favour to leaders because transformational leaders emphasize the goals and interests of the entire organization. Thus, they are rewarded by employees who are committed to change. However, it was asserted that in public organizations, managers might be less likely to embody transformational leadership styles due to the bureaucratic nature of the organization. According to Jung et al. (1995), transformational leadership is more likely to be observed in collective rather than individualistic cultures. These previous findings in relevant literature can explain why this problem is prevalent in UAE as it was adopting structural and bureaucratic styles.

As a result of the detailed analysis of each dimension, managers clearly understand where they need to pay more attention to reach the final stages of implementing transformational leadership.

6.3 Contribution of the Study

Several theoretical and practical contributions are made in this study. The following sections describe the contributions derived from the study to organisations and current literature.

6.3.1 Contributions to the literature

Generally, this study makes a significant contribution to the current body of literature in the implementation of transformational leadership in the UAE public sector. The finding that the UAE public sector is engaging in transformational leadership without assessing the barriers, sources of resistance, compliance behaviour strategies, and factors affecting the successful contribution suggests that leaders are not transforming or leading institutions in ways that encourage change for the better. The current study filled that void and illustrated the current status of these constructs. Additionally, the current literature on transformational leadership challenges overlooked contextual or situational elements that may contribute to both resistance and compliance at the same time. This is significant to the planned research since it will aid in the conceptualisation of transformative leadership in the Arab world.

The current study also contributed to the existing literature by unearthing new sources of resistance and compliance behaviour strategies scattered in much previous literature and putting them in one comprehensive framework.

The current study used a qualitative research methodology that is scarcely applied in a transformational leadership context from the methodology perspective. The prior studies mostly used a quantitative approach, which is common in this area, but it is not relevant to the current study context or related studies for similar purposes. One of the most important advantages is the fact that it allows us to focus on the person and what motivates them rather than what drives them. Qualitative research also helps us understand why somebody behaves the way they do, which quantitative research often overlooks. Qualitative research can also

bring to light what is not readily apparent to us, which again contrasts with quantitative research. It allows researchers to understand the way people feel about certain things through their words, actions, and beliefs, which gives an insight into the subject's true nature.

In addition, a major contribution of this research was the use of grounded theory analysis principles to better understand transformational leadership implementation phenomena and the systematic procedures in gathering data, analysing, and identifying fundamental categories in its implementation. It was feasible to discover new results using a grounded theory method, which added to the current literature and expertise in the subject. This strategy enabled the creation of a framework.

The developed framework added new variables that might enrich understanding the actual implementation of transformational leadership in the current literature. It also opens a new horizon to scholars who are interested in discovering new hot topics and not restricting them to established theories that might limit the results and contribution.

In addition, the current study contributed to the existing literature by identifying compliance strategies, which was poorly addressed in the context of transformational leadership.

6.3.2 Practical contribution

The findings of this study provide a guideline for leaders and managers about the current barriers that transformational leadership in the UAE encounter and how each barrier affect the transformation process because they are responsible for managing and preventing these barriers from hindering the transformation process.

One of the main objectives of this study is to understand the current level of resistance to transformation in public sector organizations in the UAE and propose how it can be managed. This study is the first empirical research on resistance to transformation in public sector

organizations in the UAE. The research will provide management information about resistance to transformation in public sector organizations in general. It will also provide examples of how to deal with this resistance by specific issues that will help both leaders and managers avoid them. An emphasis on methods that are appropriate for describing, understanding resistance to transformation is emphasized through this study.

The study unearthed the current compliance behaviours strategies that the organizations in the UAE public sectors use and how the current leaders and employees are evaluating them. Additionally, the study discovered new proposed compliance strategies that the management can foster and adopt to mitigate the resistance from employees and acceptable from leaders.

Finally, the study assessed how well each aspect of transformational leadership was executed, including idealized influence, inspirational motivation and communication, intellectual stimulation, and individualized consideration. Therefore, managers can clearly see where they need to focus more effort in order to reach the final phases of adopting transformational leadership as a result of the comprehensive study of each factor.

6.4 Limitation and Future Works

The first limitation of this study is that the nature and sensibility of constructs are difficult to describe since they can only be sensed, observed, and experienced. As a result, it was challenging to collect data from employees and leaders. As well, the results show contradictory responses as some of the questions might have been influenced by personal self-criticism.

The second is about the limitations of research evaluation methods. Transformational leadership studies generally use a quantitative approach, but this study employs a qualitative approach. During the process of research evaluation, the researcher faced a number of

challenges, such as hiring participants during the Covid 19 pandemic and limited time of conducting interviews.

The third limitation is using grounded theory analysis principles, which is a risky approach. One has to have confidence in one's ability to conceptualise data when considering grounded theory analysis. Additionally, the subject matter must be one that has potential for new insights. The researcher will otherwise be taking the ultimate risk of all - they will not understand the concept, will be conceptually dense, and nothing new will result from this.

The fourth limitation is data bias that arises from the research approach is that the researcher may have some inherent biases, given their role in collecting and analyzing the data and their personal experiences. In this study, the researcher minimized bias by hiring experts to review the analysis process and generated codes that were refined several times before reaching the final themes.

The last limitation of the current study is related to its focus on internal barriers and factors that affect the successful implementation of transformational leadership; however, the related literature suggested external factors that are mostly related to external stakeholders. These barriers and factors usually play a significant role in the transformation process and can influence internal factors.

These limitations can be tackled in future research. For example, the findings of this study indicate that there is a need for further research to investigate the barriers, resistance, compliance strategies, and factors affecting the implementation process. In addition, future studies need to identify other factors related to these constructs and measure the impact of each factor in the transformation process.

Research models are constructed in quantitative studies using assumptions based on prior research and experiment findings, and hypotheses are then derived and tested. However,

the qualitative approach is more effective when it comes to exploring relatively unknown issues. As a result of the qualitative research approach, new insights were explored, developed, and discovered regarding the study topic. Consequently, this study proposed a framework. The implementation process can be confirmed and measured using quantitative and qualitative research methods in the future.

Ultimately, future studies can include and investigate external barriers and factors that hinder the successful implementation of transformational leadership in the UAE and other countries.

By overcoming its limitations, this study could be significantly expanded, and that would add valuable knowledge to the field. A similar study could be conducted in another country and with a larger population. The findings could thus be validated and generalized to a broader range of settings.

6.5 Recommendations of the Current Study

Based on the findings of the current study, we suggested a group of recommendations in the form of implementation timelines for transformational leadership as follows:

The first stage of implementation is to create awareness of the need to transform, which requires extensive educational programs. Awareness also includes workshops and training sessions in order to help employees understand the importance and benefits of using transformation leadership methodology. These programs are conducted on a regular basis so that employees receive constant support and updated information.

During this stage, employees will start to be involved in a number of activities that will help develop their leadership skills. Some of them will be in charge of training and mentoring other employees, helping them to create a culture of leadership. Another activity could be to

make employees understand the importance of creating a vision or mission statement for the organization, which will serve as an implementation plan.

The vision helps employees to stay focused and provides direction regarding where they need to go. This stage is also used to introduce a new organizational structure in order to improve communication. The goal is to establish effective linkages among all employees that enable them to work together as a team.

A key aspect of this methodology is focusing on the development process. This stage will provide employees with a set of action plans that will help them to improve their leadership skills. To do this, they will receive training and be required to establish a succession plan for future leaders to take over responsibilities when they leave their positions. Employees must also learn how to create an environment in which creativity and innovation can flourish. New practices will be introduced that encourage employees to work together in order to achieve group objectives.

The third stage of implementation is to develop an action plan in order to ensure that the organization maintains its vision and mission. Employees will create an implementation plan that provides a detailed description of the process they will use in order to implement the changes they have made. These plans will help employees decide on their next steps so they can continue improving their leadership skills while also helping the organization's vision and mission become a reality.

This stage is also essential because it helps employees understand what leadership means and how it affects their daily performance. It also provides them with guidelines, so they can use their experience to make a difference in their workplace and in the communities they serve.

The fourth stage of implementation is to create a change management plan that will serve as an implementation guide for the transformation process. This plan will provide employees with a number of tools and techniques so they can implement these changes in their daily work. The plan should also contain details about how employee performance will be evaluated and how rewards will be handed out to reward good leaders and encourage further improvement.

The fifth stage of implementation is to create a reward system that appropriately rewards the employees who have made a difference and have worked hard to implement the organization's transformation plan. This will help to keep them motivated and responsible for their actions.

The final stage of implementation is to establish a performance review process in order for employees to receive feedback on their performance. This will help them to improve their leadership skills and will also provide them with the opportunity to receive rewards when they are doing a good job. This stage is also crucial because it helps employees understand the parameters of their work responsibilities and the types of performance standards that will be used in evaluations.

6.6 Conclusion

In recent years, the public sector of the United Arab Emirates has been faced with several challenges that have negatively impacted its organizational culture and effectiveness, which can be attributed to a lack of transformational leadership. In order to address these challenges and prepare for a future characterized by increased competition and complexity, UAE public institutions are taking the initiative to change their current structures and structures in order to provide the right leadership. In essence, organizations are made up of people who are stakeholders in the organization's goals. So how does an organization go about

implementing transformational leadership? The answer is that it varies from one institution to another, but core principles can be followed to make it work for all institutions. This study's goal is to identify the associated barriers, sources of resistance, compliance behaviour strategies, and factors affecting the successful implementation of transformational leadership. In order to explore these aspects, the study conducted a qualitative approach using grounded theory principles and Nvivo plus12.

Regarding the barriers, the findings concluded that the UAE public sector faces many barriers, which can be categorized into cultural barriers, leadership issues and attributes, organizational structure and managerial issues, the relationship between leaders and employees, implementation challenges, and employee psychology and motivation. Further, the results of an analysis of participants showed that the new leadership style was confronted with resistance from employees in organizations as well as leaders. These sources are classified into insufficient resources and time of implementation, employee's cynicism, leaders' cynicism, structural and managerial issues.

According to the literature, this resistance behaviour can be tackled by compliance behaviour strategies that are employed by management. The study concluded that several strategies could be utilized in organizations, such as employees' corrective actions, leadership corrective actions, development of suitable compliance strategies and policies wherein each category consists of several specific strategies and tactics that help management reduce the resistance based on each level. Eventually, the study found that each dimension of transformational leadership is implemented positively and acceptably; still, the need for extra efforts to work on them to reach the final stages of implementation; meanwhile, the results showed that the organization in UAE is still in moderate stages of implementation.

References

ABBAS, W. & ASGHAR, I. 2010. The role of leadership in organizatinal change: relating the successful organizational change with visionary and innovative leadership.

ABBASI, B. 2017. Transformational leadership and change readiness and a moderating role of perceived bureaucratic structure: an empirical investigation. *Problems and Perspectives in Management,* 15**,** 35-44.

ABDALLA, M. M., OLIVEIRA, L. G. L., AZEVEDO, C. E. F. & GONZALEZ, R. K. 2018. Quality in qualitative organizational research: Types of triangulation as a methodological alternative. *Administração: ensino e pesquisa*, 19.

ABDULQADER, A. & MARRI, K. A. The Influence of Transformational Leadership Style on Innovation Behaviours: The Case of the Government Sector of the UAE. 2018.

ABU DHABI COUNCIL FOR ECONOMIC DEVELOPMENT, A. 2008. The Abu Dhabi economic vision 2030. Department of Planning and Economy, General Secretariat of the Executive ….

ABUDAQA, A., ALMUJAINI, H. & BIN HILMI, M. F. 2019. HRM PRACTICES AS DETERMINATES OF THE EMPLOYEE INTENTION TO STAY: THE MODERATING EFFECT OF TRANSFORMATIONAL LEADERSHIP: A CASE OF HIGHER EDUCATION INSTITUTES IN UAE. *Humanities & Social Sciences Reviews,* 7**,** 1087-1096.

ADSERIAS, R. P., CHARLESTON, L. J. & JACKSON, J. F. 2017. What style of leadership is best suited to direct organizational change to fuel institutional diversity in higher education? *Race Ethnicity and Education,* 20**,** 315-331.

AFSAR, B., SHAHJEHAN, A., SHAH, S. I. & WAJID, A. 2019. The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: A case of hotel employees. *International Journal of Intercultural Relations,* 69**,** 66-75.

AFSHARI, M., BAKAR, K. A., LUAN, W. S. & SIRAJ, S. 2012. Factors affecting the transformational leadership role of principals in implementing ICT in schools. *Turkish Online Journal of Educational Technology-TOJET,* 11**,** 164-176.

AGARWAL, R. & GUPTA, B. 2021. Innovation and Leadership: A Study of Organizations Based in the United Arab Emirates. *Foundations of Management,* 13**,** 73-84.

AHMAD, A. B. & CHENG, Z. 2018. The role of change content, context, process, and leadership in understanding employees' commitment to change: The case of public organizations in Kurdistan region of Iraq. *Public Personnel Management,* 47**,** 195-216.

AHMAD, A. R., ALHAMMADI, A. H. Y. & JAMEEL, A. S. 2021. National Culture, Leadership Styles and Job Satisfaction: An Empirical Study in the United Arab Emirates. *The Journal of Asian Finance, Economics and Business,* 8**,** 1111-1120.

AIKEN, M. & HAGE, J. 1966. Organizational alienation: A comparative analysis. *American sociological review***,** 497-507.

AITKEN, K. & VON TREUER, K. 2020. Leadership behaviours that foster organisational identification during change. *Journal of Organizational Change Management*.

AJZEN, I. & FISHBEIN, M. 2005. The influence of attitudes on behavior.

AL-BUSAEEDI, H. M. S. H. & MARNI, N. B. 2020. Transformational Leadership in the Organizational Development and Industrial Sector in the United Arab Emirates. *Journal of Southwest Jiaotong University,* 55.

AL-DMOUR, H. & AWAMLEH, R. 2002. Effects of transactional and transformational leadership styles of sales managers on job satisfaction and self-perceived performance of sales people: A study of Jordanian manufacturing public shareholding companies. *Dirasat: Administrative Sciences Series,* 29**,** 247-261.

AL-HUSSEINI, S. & ELBELTAGI, I. 2018. Evaluating the effect of transformational leadership on knowledge sharing using structural equation modelling: the case of Iraqi higher education. *International Journal of Leadership in Education,* 21**,** 506-517.

AL-OBTHANI, F. & AMEEN, A. 2019. Association between Transformational Leadership and Smart Government among Employees in UAE Public Organizations. *International Journal on Emerging Technologies,* 10**,** 98-104.

AL-SAWALHAH, A. A., AL-RAGGAD, M. A. & ALADWAN, A. M. 2015. " Impact of Transformational Leadership in Reducing Employees Resistance to Organizational Change. *International Journal of Business and Social Science,* 6.

AL-TAHITAH, A., MUTHALIFF, M. M. A., ABDULRAB, M. & AL-MAAMARI, Q. A. 2018. Paper Review on the Relationship Between Transformational Leadership and Readiness for Change. *International Journal of Energy Policy and Management,* 3**,** 1-7.

AL-MASHARI, M. & ZAIRI, M. 1999. BPR implementation process: an analysis of key success and failure factors. *Business process management journal*.

AL DHANHANI, A. & ABDULLAH, N. H. 2019. The Effect of Transformational Leadership and Involvement on Employees' Job Performance in Abu Dhabi National Oil Company. *International Journal of Scientific and Research Publications,* 9.

AL DHANHANI, A. & ABDULLAH, N. H. 2020. The Impacts of Organizational Culture and Transformational Leadership Style on The Employee's Job Performance: A Case Study at UAE's Petrochemical Company.

AL HARBI, J. A., ALARIFI, S. & MOSBAH, A. 2019. Transformation leadership and creativity: Effects of employees pyschological empowerment and intrinsic motivation. *Personnel Review*.

AL ZEFEITI, S. M. B. 2017. The influence of transformational leadership behaviours on Oman public employees' work performance. *Asian Social Science,* 13**,** 102-116.

ALAMERI, M. 2013. *Assessing resistance to technological change for improved job performance in the UAE (public sectors).* University of Salford.

ALBAWABA. 2017. *UAE Ministry of Health launches leadership & innovation in the health training program* [Online]. UAE: Ministry of Health. Available: https://www.albawaba.com/business/pr/ministry-health-prevention-launches-%E2%80%98leadership-innovation-health%E2%80%99-training-program-1048 [Accessed 1/10/2020 2020].

ALEGBELEYE, I. D. & KAUFMAN, E. K. 2020. Relationship between middle managers' transformational leadership and effective followership behaviors in organizations. *Journal of Leadership Studies,* 13**,** 6-19.

ALHARAHSHEH, H. H. & PIUS, A. 2020. A review of key paradigms: Positivism VS interpretivism. *Global Academic Journal of Humanities and Social Sciences,* 2**,** 39-43.

ALHARBI, H. A., MORANDI, G., GIESY, J. P. & WISEMAN, S. B. 2016. Effect of oil sands process-affected water on toxicity of retene to early life-stages of Japanese medaka (Oryzias latipes). *Aquatic Toxicology,* 176**,** 1-9.

ALHOSANI, J. M. J., AHMAD, M. F. & NAWI, M. N. M. 2019. The Relationship of Leadership Dtyles Towards Employees' Creativity: Mediating Effect of Employees' Empowerment in UAE Manufacturing Companies. *Int. J Sup. Chain. Mgt Vol,* 8**,** 1142.

ALKINDI, A. M. & CHALDLER, J. 2018. The Impacts of Leadership Styles and Organizational Cultures on Public Innovations in the Emirates. *International Journal of Business and Management,* 13**,** 1-18.

ALMASKARI, T. H., MOHAMAD, E., YAHAYA, S. N. & JALIL, M. F. 2021a. The Influence of Transformational Leadership on Employees' Innovation in Universities of UAE: Mediating Effect of Technological Diversity. *The Journal of Asian Finance, Economics and Business,* 8**,** 657-669.

ALMASKARI, T. H., MOHAMAD, E., YAHAYA, S. N. & JALIL, M. F. 2021b. Leadership as a Driver of Employees' Innovation Performance: The Mediating Effect of Cultural Diversity in UAE Universities. *The Journal of Asian Finance, Economics and Business,* 8**,** 271-285.

ALNEYADI, B. A., AL-SHIBAMI, A. H., AMEEN, A. & BHAUMIK, A. 2019a. Effect of transformational leadership on human capital among public sector employees in Abu Dhabi. *International Journal on Emerging Technologies,* 10**,** 16-22.

ALNEYADI, B. A., AL-SHIBAMI, A. H., AMEEN, A. & BHAUMIK, A. 2019b. Moderating Effect of Organizational Culture on Relationship between Transformational Leadership and Human Capital: An Empirical Study on Public Sector of UAE. *International Journal on Emerging Technologies,* 10**,** 23-31.

ALNEYADI, B. A., AL-SHIBAMI, A. H., AMEEN, A. & BHAUMIK, A. 2019c. Moderating Effect of Organizational Culture on Relationship between Transformational Leadership and Human Capital: An Empirical Study on Public Sector of UAE. *Int. J. Emerg. Technol,* 10**,** 23-31.

ALQATAWENH, A. S. 2018. Transformational leadership style and its relationship with change management. *Verslas: teorija ir praktika,* 19**,** 17-24.

ALSALAMI, E., BEHERY, M. & ABDULLAH, S. 2014. Transformational leadership and its effects on organizational learning and innovation: evidence from Dubai. *Journal of Applied Management and Entrepreneurship,* 19**,** 61.

ALSAYYED, N. M., SUIFAN, T. S., SWEIS, R. J. & KILANI, B. A. 2020. The impact of transformational leadership on organisational performance case study: the University of Jordan. *International Journal of Business Excellence,* 20**,** 169-190.

ALSHAMSI, S., ISAAC, O., AMEEN, A., NUSARI, M. & BHUMIK, A. 2020. The Moderating Effect of Job Autonomy on the Relationship between Transformational Leadership and Organizational Innovation.

ALSHAMSI, S., ISAAC, O. & BHAUMIK, A. 2019. Effect of Transformational Leadership on Intellectual Capital and Organizational Innovation. *International Journal on Emerging Technologies* 10**,** 66-76.

ALSHEHHI, S., ABUELHASSAN, A. E. & BHAUMIK, A. 2019a. The Influence of Transformational Leadership on Employees' Performances through Organizational Commitment within Public Sectors in United Arab Emirates (UAE). *International Journal of Innovative Technology and Exploring Engineering,* 8**,** 527-540.

ALSHEHHI, S., ABUELHASSAN, A. E. & BHAUMIK, A. 2019b. The Influence of Transformational Leadership on Employees‟ Performances Through Organizational Commitment Within Public Sectors in United Arab Emirates (Uae). *International Journal of Innovative Technology and Exploring Engineering,* 8**,** 527-540.

ALSHEHHI, S., ABUELHASSAN, A. E. & NUSARI, M. 2019c. Effect of Transformational Leadership on Employees' Performances Through Job Satisfaction Within Public Sectors in UAE. *International Journal of Innovative Technology and Exploring Engineering,* 8**,** 588-597.

ALTUNOĞLU, A. E., ŞAHIN, F. & BABACAN, S. 2019. Transformational leadership, trust, and follower outcomes: a moderated mediation model. *Management Research Review*.

AMANCHUKWU, R. N., STANLEY, G. J. & OLOLUBE, N. P. 2015. A review of leadership theories, principles and styles and their relevance to educational management. *Management,* 5**,** 6-14.

AMIN, M. E. K., NØRGAARD, L. S., CAVACO, A. M., WITRY, M. J., HILLMAN, L., CERNASEV, A. & DESSELLE, S. P. 2020. Establishing trustworthiness and authenticity in qualitative pharmacy research. *Research in Social and Administrative Pharmacy,* 16**,** 1472-1482.

ANDERSEN, L. B., BJØRNHOLT, B., BRO, L. L. & HOLM-PETERSEN, C. 2018a. Achieving high quality through transformational leadership: A qualitative multilevel analysis of transformational leadership and perceived professional quality. *Public Personnel Management,* 47**,** 51-72.

ANDERSEN, L. B., BJØRNHOLT, B., BRO, L. L. & HOLM-PETERSEN, C. 2018b. Leadership and motivation: A qualitative study of transformational leadership and public service motivation. *International Review of Administrative Sciences,* 84**,** 675-691.

ANTONAKIS, J. & HOUSE, R. J. 2014. Instrumental leadership: Measurement and extension of transformational–transactional leadership theory. *The Leadership Quarterly,* 25**,** 746-771.

APPELBAUM, S. H., DEGBE, M. C., MACDONALD, O. & NGUYEN-QUANG, T.-S. 2015a. Organizational outcomes of leadership style and resistance to change (Part One). *Industrial and Commercial Training*.

APPELBAUM, S. H., DEGBE, M. C., MACDONALD, O. & NGUYEN-QUANG, T.-S. 2015b. Organizational outcomes of leadership style and resistance to change (Part Two). *Industrial and Commercial Training*.

ARIFIN, S. R. M. 2018. Ethical considerations in qualitative study. *International Journal of Care Scholars,* 1**,** 30-33.

ASBARI, M., SANTOSO, P. B. & PRASETYA, A. B. 2020. Elitical And Antidemocratic Transformational Leadership Critics: Is It Still Relevant?(A Literature Study). *INTERNATIONAL JOURNAL OF SOCIAL, POLICY AND LAW,* 1**,** 12-16.

ASPERS, P. & CORTE, U. 2019. What is qualitative in qualitative research. *Qualitative sociology,* 42**,** 139-160.

AVOLIO, B. J. & BASS, B. M. 2001. *Developing potential across a full range of Leadership Tm: Cases on transactional and transformational leadership*, Psychology Press.

AVOLIO, B. J. & GIBBONS, T. C. 1988. Developing transformational leaders: A life span approach.

AWAMLEH, R., EVANS, J. & MAHATE, A. 2005. A test of transformational and transactional leadership styles on employees' satisfaction and performance in the UAE banking sector. *Journal of comparative international management,* 8**,** 3-19.

AYDOGMUS, C., CAMGOZ, S. M., ERGENELI, A. & EKMEKCI, O. T. 2018a. Perceptions of transformational leadership and job satisfaction: The roles of personality traits and psychological empowerment.

AYDOGMUS, C., CAMGOZ, S. M., ERGENELI, A. & EKMEKCI, O. T. 2018b. Perceptions of transformational leadership and job satisfaction: The roles of personality traits and psychological empowerment §. *Journal of Management & Organization,* 24**,** 81-107.

BADDAH, A. 2016. The direction of change management in United Arab Emirates. *International Journal of Business and Management,* 11**,** 126-133.

BAKAR, H. A. & CONNAUGHTON, S. L. 2019. Measuring shared cultural characteristics in Malaysia: scale development and validation. *Cross Cultural & Strategic Management*.
BASS, B. M. 1985. *Leadership and performance beyond expectations*, Collier Macmillan.
BASS, B. M. 1998. Transformational leadership: industrial. *Military, and Educational Impact, Mahwah*.
BASS, B. M. & AVOLIO, B. J. 1993. Transformational leadership and organizational culture. *Public administration quarterly***,** 112-121.
BASS, B. M., AVOLIO, B. J., JUNG, D. I. & BERSON, Y. 2003. Predicting unit performance by assessing transformational and transactional leadership. *Journal of applied psychology*, 88**,** 207.
BASS, B. M. & RIGGIO, R. E. 2006. *Transformational leadership*, Psychology press.
BASUKI, S., NOVITASARI, D., FAHLEVI, M., NADEAK, M., FAHMI, K., PEBRINA, E., SUDIYONO, R. & ASBARI, M. 2020. Performance Analysis of Female Employees in the Covid-19 Pandemic Period: The Effects of Readiness for Change and Effectiveness of Transformational Leadership. *Solid State Technology*, 63**,** 201-217.
BATEH, J., CASTANEDA, M. E. & FARAH, J. E. 2013. Employee resistance to organizational change. *International Journal of Management & Information Systems (IJMIS)*, 17**,** 113-116.
BAYRAKTAR, S. & JIMÉNEZ, A. 2020. Self-efficacy as a resource: a moderated mediation model of transformational leadership, extent of change and reactions to change. *Journal of Organizational Change Management*.
BEALER, D. & BHANUGOPAN, R. 2014. Transactional and transformational leadership behaviour of expatriate and national managers in the UAE: a cross-cultural comparative analysis. *The international journal of human resource management*, 25**,** 293-316.
BELGRAVE, L. & SEIDE, K. 2019. Coding for grounded theory. *The SAGE handbook of current developments in grounded theory***,** 167-185.
BELL, E. & BARKHUIZEN, N. 2011. The relationship between barriers to change and the work engagement of employees in a South African property management company. *SA Journal of Industrial Psychology*, 37**,** 01-11.
BELLOU, V. & CHATZINIKOU, I. 2015. Preventing employee burnout during episodic organizational changes. *Journal of Organizational Change Management*.
BENAQUISTO, L. 2008. Codes and coding. *The SAGE encyclopedia of qualitative research methods*, 1**,** 85-87.
BENMIRA, S. & AGBOOLA, M. 2021. Evolution of leadership theory. *BMJ Leader*, 5.
BERSON, Y. & AVOLIO, B. J. 2004. Transformational leadership and the dissemination of organizational goals: A case study of a telecommunication firm. *The leadership quarterly*, 15**,** 625-646.
BEUGRÉ, C. D., ACAR, W. & BRAUN, W. 2006. Transformational leadership in organizations: an environment-induced model. *International Journal of Manpower*.
BHANDAR, T. R. 2013. Health system research: development, designs and methods. *Journal of Health and Allied Sciences*, 3**,** 68-72.
BIGDELI, A. Z., BAINES, T., BUSTINZA, O. F. & SHI, V. G. 2017. Organisational change towards servitization: a theoretical framework. *Competitiveness Review: An International Business Journal*.
BINTI MOSBIRAN, N. F., MUSTAFA, M. Z. B., RAZZAQ, A. R. B. A., BINTI AHAD, R. & BIN NORDIN, M. N. 2020. Meta Analysis for Special Education Leadership In Malaysia. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17**,** 13455-13468.

BOATENG, G. O., NEILANDS, T. B., FRONGILLO, E. A., MELGAR-QUIÑONEZ, H. R. & YOUNG, S. L. 2018. Best practices for developing and validating scales for health, social, and behavioral research: a primer. *Frontiers in public health,* 6**,** 149.

BODOLICA, V., SPRAGGON, M. & BADI, H. 2021. Extracurricular activities and social entrepreneurial leadership of graduating youth in universities from the Middle East. *The International Journal of Management Education,* 19**,** 100489.

BOEIJE, H. R., VAN WESEL, F. & ALISIC, E. 2011. Making a difference: towards a method for weighing the evidence in a qualitative synthesis. *Journal of Evaluation in Clinical Practice,* 17**,** 657-663.

BOERMA, M., COYLE, E. A., DIETRICH, M. A., DINTZNER, M. R., DRAYTON, S. J., EARLY, J. L., EDGINTON, A. N., HORLEN, C. K., KIRKWOOD, C. K. & LIN, A. Y. 2017. Point/counterpoint: Are outstanding leaders born or made? *American journal of pharmaceutical education,* 81.

BOJEUN, M. C. 2012. *An exploratory investigation of the relationship between unhealthy organizational environmental factors and self preservation in leadership.* Capella University.

BOMMER, W. H., RICH, G. A. & RUBIN, R. S. 2005. Changing attitudes about change: Longitudinal effects of transformational leader behavior on employee cynicism about organizational change. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior,* 26**,** 733-753.

BOMMER, W. H., RUBIN, R. S. & BALDWIN, T. T. 2004. Setting the stage for effective leadership: Antecedents of transformational leadership behavior. *The leadership quarterly,* 15**,** 195-210.

BOX, E. E. 2012. *Macroclimate and plant forms: an introduction to predictive modeling in phytogeography*, Springer Science & Business Media.

BOYNE, G. A. 2002. Public and private management: what's the difference? *Journal of management studies,* 39**,** 97-122.

BRASS, D. J. & KRACKHARDT, D. 1999. The social capital of twenty-first century leaders. *Out-of-the-box leadership: Transforming the twenty-first-century army and other top-performing organizations***,** 179-194.

BRAUN, V. & CLARKE, V. 2021. To saturate or not to saturate? Questioning data saturation as a useful concept for thematic analysis and sample-size rationales. *Qualitative research in sport, exercise and health,* 13**,** 201-216.

BREEVAART, K. & ZACHER, H. 2019. Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and leader effectiveness. *Journal of Occupational and Organizational Psychology,* 92**,** 384-409.

BROOKFIELD, S. 1995. Becoming a Critically Reflective Teacher, San Francisco, USA.

BROWN, F. W. & DODD, N. G. 1999. Rally the troops or make the trains run on time: The relative importance and interaction of contingent reward and transformational leadership. *Leadership & Organization Development Journal*.

BROWN, M., BROWN, R. S. & NANDEDKAR, A. 2019. Transformational Leadership Theory and Exploring the Perceptions of Diversity Management in Higher Education. *Journal of Higher Education Theory and Practice,* 19.

BUDIONO, I., HAMIDAH, H. & YASIN, M. The Effect of Prophetic Leadership, Organizational Culture on Employee Engagement At sufism-based Islamic Boarding School. Journal of International Conference Proceedings (JICP), 2019. 99-106.

BURKE, W. W. 2017. *Organization change: Theory and practice*, Sage publications.

BURNS, J. 1978. *Leadership* New York, Harper Row.

BURNS, J. M. 2004. *Transforming leadership: A new pursuit of happiness*, Grove Press.
BUSARI, A. H., KHAN, S. N., ABDULLAH, S. M. & MUGHAL, Y. H. 2019. Transformational leadership style, followership, and factors of employees' reactions towards organizational change. *Journal of Asia Business Studies*.
BUTLER, C. 2009. Leadership in a multicultural Arab organisation. *Leadership & Organization Development Journal*.
CALIGIURI, P. & TARIQUE, I. 2012. Dynamic cross-cultural competencies and global leadership effectiveness. *Journal of world Business,* 47**,** 612-622.
CARREIRO, H. & OLIVEIRA, T. 2019. Impact of transformational leadership on the diffusion of innovation in firms: Application to mobile cloud computing. *Computers in Industry,* 107**,** 104-113.
CARTER, M. Z., ARMENAKIS, A. A., FEILD, H. S. & MOSSHOLDER, K. W. 2013. Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. *Journal of organizational behavior,* 34**,** 942-958.
CASCIO, M. A., LEE, E., VAUDRIN, N. & FREEDMAN, D. A. 2019. A team-based approach to open coding: Considerations for creating intercoder consensus. *Field Methods,* 31**,** 116-130.
CELIK, A. & OZSOY, N. 2016. Organizational change: Where have we come from and where are we going. *International Journal of Academic Research in Accounting, Finance and Management Sciences,* 6**,** 134-141.
CETIN, M. O. & KINIK, F. S. F. 2015. An analysis of academic leadership behavior from the perspective of transformational leadership. *Procedia-Social and Behavioral Sciences,* 207**,** 519-527.
CHEN, Y., NING, R., YANG, T., FENG, S. & YANG, C. 2018. Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. *Frontiers of Business Research in China,* 12**,** 1-28.
CHIPUNZA, C. & GWARINDA, S. A. 2010. Transformational leadership in merging higher education institutions: A case study. *SA Journal of Human Resource Management,* 8**,** 1-10.
CHMER, A. A. 2020. Investigating Transformational Leadership Practices in Private Schools from Teachers' Perspectives.
CHOI, S. L., GOH, C. F., ADAM, M. B. H. & TAN, O. K. 2016. Transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment. *Human resources for health,* 14**,** 1-14.
CLIFTON, J. 2014. Small stories, positioning, and the discursive construction of leader identity in business meetings. *Leadership,* 10**,** 99-117.
COFFIE, R. B. & COLEMAN, R. E. 2018. Ideology, Leaders and Employee Behaviour: An Integration of Transformational Leadership Theory. *International Business Research,* 11**,** 83-95.
COLEMAN, G. & O'CONNOR, R. 2007. Using grounded theory to understand software process improvement: A study of Irish software product companies. *Information and Software Technology,* 49**,** 654-667.
COURPASSON, D. 2017. Beyond the hidden/public resistance divide: How bloggers defeated a big company. *Organization Studies,* 38**,** 1277-1302.
CROWE, S., CRESSWELL, K., ROBERTSON, A., HUBY, G., AVERY, A. & SHEIKH, A. 2011. The case study approach. *BMC medical research methodology,* 11**,** 100.

CUMMINGS, T. G. & WORLEY, C. G. 2014. *Organization development and change*, Cengage learning.

DAPPA, K., BHATTI, F. & ALJARAH, A. 2019. A study on the effect of transformational leadership on job satisfaction: The role of gender, perceived organizational politics and perceived organizational commitment. *Management Science Letters,* 9**,** 823-834.

DAY, D. V., FLEENOR, J. W., ATWATER, L. E., STURM, R. E. & MCKEE, R. A. 2014. Advances in leader and leadership development: A review of 25 years of research and theory. *The leadership quarterly,* 25**,** 63-82.

DE VRIES, R. E., BAKKER-PIEPER, A. & OOSTENVELD, W. 2010. Leadership= communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of business and psychology,* 25**,** 367-380.

DEAL, T. E. & PETERSON, K. D. 1999. Shaping school culture: The heart of leadership. *Adolescence,* 34**,** 802.

DEAN JR, J. W., BRANDES, P. & DHARWADKAR, R. 1998. Organizational cynicism. *Academy of Management review,* 23**,** 341-352.

DECELLES, K. A., TESLUK, P. E. & TAXMAN, F. S. 2013. A field investigation of multilevel cynicism toward change. *Organization Science,* 24**,** 154-171.

DEHART-DAVIS, L. & PANDEY, S. K. 2005. Red tape and public employees: Does perceived rule dysfunction alienate managers? *Journal of Public Administration Research and Theory,* 15**,** 133-148.

DEN HARTOG, D. N., HOUSE, R. J., HANGES, P. J., RUIZ-QUINTANILLA, S. A., DORFMAN, P. W., ABDALLA, I. A., ADETOUN, B. S., ADITYA, R. N., AGOURRAM, H. & AKANDE, A. 1999. Culture specific and cross-culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed? *The leadership quarterly,* 10**,** 219-256.

DHATT, R., THEOBALD, S., BUZUZI, S., ROS, B., VONG, S., MURAYA, K., MOLYNEUX, S., HAWKINS, K., GONZÁLEZ-BEIRAS, C. & RONSIN, K. 2017. The role of women's leadership and gender equity in leadership and health system strengthening. *Global Health, Epidemiology and Genomics,* 2.

DIGMAN, J. M. 1990. Personality structure: Emergence of the five-factor model. *Annual review of psychology,* 41**,** 417-440.

DIRKS, K. T. & FERRIN, D. L. 2001. The role of trust in organizational settings. *Organization science,* 12**,** 450-467.

DORFMAN, P., JAVIDAN, M., HANGES, P., DASTMALCHIAN, A. & HOUSE, R. 2012. GLOBE: A twenty year journey into the intriguing world of culture and leadership. *Journal of World Business,* 47**,** 504-518.

DUNICAN, B. 2015. Acceptance of change: Exploring the relationship among psychometric constructs and employee resistance.

EDMONDSON, A. C. & MCMANUS, S. E. 2007. Methodological fit in management field research. *Academy of management review,* 32**,** 1246-1264.

EISENBACH, R., WATSON, K. & PILLAI, R. 1999. Transformational leadership in the context of organizational change. *Journal of organizational change management*.

EKANINGSIH, A. S. 2014. The Effect of Transformational Leadership on the Employees' Performance through Intervening Variables of Empowerment, Trust, and Satisfaction (A Study on Coal Companies in East Kalimantan). *European Journal of Business and Management,* 6**,** 111-117.

ELLITAN, L. 2020. Competing in the Era of Industrial Revolution 4.0 and Society 5.0. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship,* 10**,** 1-12.

ELMASRY, M. O. & BAKRI, N. 2019. Behaviors of Transformational Leadership in Promoting Good Governance at the Palestinian Public Sector. *International Journal of Organizational Leadership,* 8**,** 1-12.

EMERE, C., AIGBAVBOA, C. & THWALA, W. An investigation of leadership styles of construction professionals in the South African construction industry. Creative Construction Conference 2018, 2018. Budapest University of Technology and Economics, 290-295.

ENSARI, N., RIGGIO, R. E., CHRISTIAN, J. & CARSLAW, G. 2011. Who emerges as a leader? Meta-analyses of individual differences as predictors of leadership emergence. *Personality and Individual Differences,* 51**,** 532-536.

ERDEN, N. S. & YAŞLIOĞLU, M. 2020. Transformational Leadership: A Qualitative Study for the Practical Usage. *Eurasian Business Perspectives.* Springer, Cham.

ETIKAN, I., MUSA, S. A. & ALKASSIM, R. S. 2016. Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics,* 5**,** 1-4.

FARAHNAK, L. R., EHRHART, M. G., TORRES, E. M. & AARONS, G. A. 2020. The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success. *Journal of Leadership & Organizational Studies,* 27**,** 98-111.

FAUPEL, S. & SÜß, S. 2019. The effect of transformational leadership on employees during organizational change–an empirical analysis. *Journal of Change Management,* 19**,** 145-166.

FENWICK, K. M., BRIMHALL, K. C., HURLBURT, M. & AARONS, G. 2019. Who wants feedback? Effects of transformational leadership and leader-member exchange on mental health practitioners' attitudes toward feedback. *Psychiatric Services,* 70**,** 11-18.

FERANITA, N. V., NUGRAHA, A. & SAMPIR, A. S. 2020. Effect of transformational and transactional leadership on SMEs in Indonesia. *Problems and Perspectives in Management,* 18**,** 415-425.

FERNANDEZ, S. & RAINEY, H. G. 2006. Managing successful organizational change in the public sector. *Public administration review,* 66**,** 168-176.

FERREIRA, V. B., AMESTOY, S. C., SILVA, G. T. R. D., TRINDADE, L. D. L., SANTOS, I. A. R. D. & VARANDA, P. A. G. 2020. Transformational leadership in nursing practice: challenges and strategies. *Revista Brasileira de Enfermagem,* 73.

FLEMING, C. J. 2020. Prosocial rule breaking at the street level: The roles of leaders, peers, and bureaucracy. *Public Management Review,* 22**,** 1191-1216.

FLICK, U. 2018. Triangulation in data collection. *The SAGE handbook of qualitative data collection***,** 527-544.

FORD, L. R. & SCANDURA, T. A. 2018. A typology of threats to construct validity in item generation. *American Journal of Management,* 18**,** 132-142.

FRANSEN, K., HASLAM, S. A., STEFFENS, N. K. & BOEN, F. 2020. Standing out from the crowd: Identifying the traits and behaviors that characterize high-quality athlete leaders. *Scandinavian journal of medicine & science in sports,* 30**,** 766-786.

FRESE, M., BEIMEL, S. & SCHOENBORN, S. 2003. Action training for charismatic leadership: Two evaluations of studies of a commercial training module on inspirational communication of a vision. *Personnel Psychology,* 56**,** 671-698.

FRIES, A., KAMMERLANDER, N. & LEITTERSTORF, M. 2021. Leadership styles and leadership behaviors in family firms: A systematic literature review. *Journal of Family Business Strategy,* 12**,** 100374.

GARG, G. & KRISHNAN, V. R. 2003. Transformational leadership and organizational structure: The role of value-based leadership. *Transformational leadership: Value-based management for Indian organizations***,** 82-100.

GARVIN, D. A. & ROBERTO, M. A. 2005. Change through persuasion. *Harvard business review,* 83**,** 26-33.

GENÇER, M. S. & SAMUR, Y. 2016. Leadership styles and technology: Leadership competency level of educational leaders. *Procedia-Social and Behavioral Sciences,* 229**,** 226-233.

GERARDS, R., VAN WETTEN, S. & VAN SAMBEEK, C. 2020. New ways of working and intrapreneurial behaviour: the mediating role of transformational leadership and social interaction. *Review of Managerial Science***,** 1-36.

GHASABEH, M. S. & PROVITERA, M. J. 2017. Transformational leadership: Building an effective culture to manage organisational knowledge. *The Journal of Values-Based Leadership,* 10**,** 7.

GIANG, H. T. T. & DUNG, L. T. 2021. Transformational leadership and non-family employee intrapreneurial behaviour in family-owned firms: the mediating role of adaptive culture and psychological empowerment. *Leadership & Organization Development Journal*.

GIBERSON, T. R., RESICK, C. J., DICKSON, M. W., MITCHELSON, J. K., RANDALL, K. R. & CLARK, M. A. 2009. Leadership and organizational culture: Linking CEO characteristics to cultural values. *Journal of Business and Psychology,* 24**,** 123-137.

GILL, A. S., FLASCHNER, A. B. & SHACHAR, M. 2006. Mitigating stress and burnout by implementing transformational-leadership. *International Journal of contemporary hospitality management*.

GILLEY, A., GILLEY, J. W. & MCMILLAN, H. S. 2009. Organizational change: Motivation, communication, and leadership effectiveness. *Performance improvement quarterly,* 21**,** 75-94.

GLASER, B. G. 2016. Open coding descriptions. *Grounded theory review,* 15**,** 108-110.

GLASER, B. G. & STRAUSS, A. L. 2017. *Discovery of grounded theory: Strategies for qualitative research*, Routledge.

GRAHAM, P. 2003. Critical discourse analysis and evaluative meaning: Interdisciplinarity as a critical turn. *Critical Discourse Analysis.* Springer.

GROŠELJ, M., ČERNE, M., PENGER, S. & GRAH, B. 2020. Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management*.

GUERRERO, E. G., FENWICK, K. & KONG, Y. 2017. Advancing theory development: exploring the leadership–climate relationship as a mechanism of the implementation of cultural competence. *Implementation Science,* 12**,** 1-12.

GUEST, J. F., AYOUB, N., MCILWRAITH, T., UCHEGBU, I., GERRISH, A., WEIDLICH, D., VOWDEN, K. & VOWDEN, P. 2015. Health economic burden that wounds impose on the National Health Service in the UK. *BMJ open,* 5.

HABIB, M. N. & SHAH, A. Business process reengineering: Literature review of approaches and applications. Proceedings of 3rd Asia-Pacific Business Research Conference, 2013. 25-26.

HACKMAN, J. R. & WAGEMAN, R. 2007. Asking the right questions about leadership: Discussion and conclusions.

HADABI, A. A., KHAN, M. & HUSSAIN, M. 2019. Personality of leaders in the context of transformational leadership in the UAE. *International Journal of Human Resources Development and Management,* 19**,** 355-366.
HAGE, J. 1965. An axiomatic theory of organizations. *Administrative science quarterly***,** 289-320.
HAINEY, I. 2015. *UAE Government takes initiative to inspire and train leaders* [Online]. The national UAE. Available: https://www.thenational.ae/business/uae-government-takes-initiative-to-inspire-and-train-leaders-1.109786 [Accessed 5/10/2020 2020].
HAMIDIANPOUR, F., ESMAEILPOUR, M. & ZAREI, R. 2016. The effects of cultural intelligence and transformational leadership style of managers on employee resistance to change. *Mediterranean Journal of Social Sciences,* 7**,** 84.
HANNAH, S. T., PEREZ, A. L., LESTER, P. B. & QUICK, J. C. 2020. Bolstering workplace psychological well-being through transactional and transformational leadership. *Journal of Leadership & Organizational Studies,* 27**,** 222-240.
HAO, M. J. & YAZDANIFARD, R. 2015. How effective leadership can facilitate change in organizations through improvement and innovation. *Global journal of management and business research*.
HARB, B. & SIDANI, D. 2019. Transformational leadership for organizational change in the Lebanese public sector. *Problems and Perspectives in Management,* 17**,** 205.
HÄRKÄNEN, M., BLIGNAUT, A. & VEHVILÄINEN-JULKUNEN, K. 2018. Focus group discussions of registered nurses' perceptions of challenges in the medication administration process. *Nursing & health sciences,* 20**,** 431-437.
HARRISON, C. 2017. *Leadership theory and research: A critical approach to new and existing paradigms*, Springer.
HARTNELL, C. A., KINICKI, A. J., LAMBERT, L. S., FUGATE, M. & DOYLE CORNER, P. 2016. Do similarities or differences between CEO leadership and organizational culture have a more positive effect on firm performance? A test of competing predictions. *Journal of Applied Psychology,* 101**,** 846.
HASSAN, M. M., BASHIR, S. & ABBAS, S. M. 2017. The impact of project managers' personality on project success in NGOs: The mediating role of transformational leadership. *Project Management Journal,* 48**,** 74-87.
HATCH, J. A. 2002. *Doing qualitative research in education settings*, Suny Press.
HAWKINS, P. 2021. *Leadership team coaching: Developing collective transformational leadership*, Kogan Page Publishers.
HAYASHI JR, P., ABIB, G. & HOPPEN, N. 2019. Validity in qualitative research: A processual approach. *The Qualitative Report,* 24**,** 98-112.
HEILBRUNN, S. & PALGI, M. 2015. Women Entrepreneurs in the Rural Periphery of Israel: Comparing Israeli Palestinians and Israeli Jews. *Women's Voices in Management.* Springer.
HENRICKS, M. D., YOUNG, M. & KEHOE, E. J. 2020. Attitudes toward Change and Transformational Leadership: A Longitudinal Study. *Journal of Change Management***,** 1-18.
HEROLD, D. M., FEDOR, D. B., CALDWELL, S. & LIU, Y. 2008. The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of applied psychology,* 93**,** 346.
HERSCOVITCH, L. & MEYER, J. P. 2002. Commitment to organizational change: Extension of a three-component model. *Journal of applied psychology,* 87**,** 474.

HIEKER, C. & PRINGLE, J. 2020. *The Future of Leadership Development: Disruption and the Impact of Megatrends*, Springer Nature.
HIJAZI, S., KASIM, A. L. & DAUD, Y. 2017. Leadership styles and their relationship with the private university employees' job satisfaction in United Arab Emirates. *Journal of Public Administration and Governance,* 6**,** 110-124.
HILL, L. & JUDGE, W. 2010. Change Management Simulation: Power and Influence. *Simulation and Teaching Notes. Boston, MA: Harvard Business Publishing*.
HILL, N. S., SEO, M.-G., KANG, J. H. & TAYLOR, M. S. 2012. Building employee commitment to change across organizational levels: The influence of hierarchical distance and direct managers' transformational leadership. *Organization Science,* 23**,** 758-777.
HINKIN, T. R. 1995. A review of scale development practices in the study of organizations. *Journal of management,* 21**,** 967-988.
HOCH, J. E., BOMMER, W. H., DULEBOHN, J. H. & WU, D. 2018. Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management,* 44**,** 501-529.
HOLLADAY, S. J. & COOMBS, W. T. 1993. Communicating visions: An exploration of the role of delivery in the creation of leader charisma. *Management Communication Quarterly,* 6**,** 405-427.
HOLLNAGEL, E. 2016. *Barriers and accident prevention*, Routledge.
HORVATH, D., AZUMI, K., HICKSON, D. J. & MCMILLAN, C. J. 2019. Bureaucratic structures in cross-national perspective: a study of British, Japanese, and Swedish firms. *Management under differing value systems.* De Gruyter.
HOSSLER, D. & SCALESE-LOVE, P. 1989. Grounded meta-analysis: A guide for research synthesis. *The Review of Higher Education,* 13**,** 1-28.
HRIVNAK, G. A., REICHARD, R. J. & RIGGIO, R. E. 2009. A framework for leadership development. *The Sage handbook of management learning, education and development***,** 456-475.
HUGHES, K., HUGHES, J. & TARRANT, A. 2021. Working at a remove: continuous, collective, and configurative approaches to qualitative secondary analysis. *Quality & Quantity***,** 1-20.
HUMPHREYS, J. H. 2002. Transformational leader behavior, proximity and successful services marketing. *Journal of Services Marketing*.
HUNTER, S. T., BEDELL-AVERS, K. E. & MUMFORD, M. D. 2007. The typical leadership study: Assumptions, implications, and potential remedies. *The Leadership Quarterly,* 18**,** 435-446.
IBRAHIM, A. U. & DANIEL, C. O. 2019. Impact of leadership on organisational performance. *International Journal of Business, Management and Social Research,* 6**,** 367-374.
IRSHAIDAT, R. 2019. Interpretivism vs. Positivism in Political Marketing Research. *Journal of Political Marketing***,** 1-35.
ISMAIL, A. & MYDIN, A. A. The impact of transformational leadership and commitment on teachers' innovative behaviour. 4th ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2018), 2019. Atlantis Press.
IVERSON, R. D. 1996. Employee acceptance of organizational change: the role of organizational commitment. *International Journal of Human Resource Management,* 7**,** 122-149.

JABEEN, F., CHERIAN, J. & PECH, R. 2012. Industrial leadership within the United Arab Emirates: how does personality influence the leadership effectiveness of Indian expatriates? *International Journal of Business and Management,* 7**,** 37.

JAVIDAN, M., HOUSE, R. J., DORFMAN, P. W., HANGES, P. J. & DE LUQUE, M. S. 2006. Conceptualizing and measuring cultures and their consequences: a comparative review of GLOBE's and Hofstede's approaches. *Journal of international business studies,* 37**,** 897-914.

JENSEN, M., POTOČNIK, K. & CHAUDHRY, S. 2020. A mixed-methods study of CEO transformational leadership and firm performance. *European Management Journal,* 38**,** 836-845.

JENSEN, U. T., ANDERSEN, L. B., BRO, L. L., BØLLINGTOFT, A., ERIKSEN, T. L. M., HOLTEN, A.-L., JACOBSEN, C. B., LADENBURG, J., NIELSEN, P. A. & SALOMONSEN, H. H. 2019. Conceptualizing and measuring transformational and transactional leadership. *Administration & Society,* 51**,** 3-33.

JIANG, Y. & CHEN, C. C. 2018. Integrating knowledge activities for team innovation: Effects of transformational leadership. *Journal of Management,* 44**,** 1819-1847.

JIN, S., SEO, M.-G. & SHAPIRO, D. L. 2016. Do happy leaders lead better? Affective and attitudinal antecedents of transformational leadership. *The Leadership Quarterly,* 27**,** 64-84.

JOHNSON, J. L. & O'LEARY-KELLY, A. M. 2003. The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior,* 24**,** 627-647.

JOHNSON, R. E., VENUS, M., LANAJ, K., MAO, C. & CHANG, C.-H. 2012. Leader identity as an antecedent of the frequency and consistency of transformational, consideration, and abusive leadership behaviors. *Journal of Applied Psychology,* 97**,** 1262.

JOSEPH, J. & GABA, V. 2020. Organizational structure, information processing, and decision-making: a retrospective and road map for research. *Academy of Management Annals,* 14**,** 267-302.

JUDGE, T. A. & BONO, J. E. 2000. Five-factor model of personality and transformational leadership. *Journal of applied psychology,* 85**,** 751.

JUDGE, T. A., HIGGINS, C. A., THORESEN, C. J. & BARRICK, M. R. 1999. The big five personality traits, general mental ability, and career success across the life span. *Personnel psychology,* 52**,** 621-652.

JUNG, D. I., BASS, B. M. & SOSIK, J. J. 1995. Bridging leadership and culture: A theoretical consideration of transformational leadership and collectivistic cultures. *Journal of Leadership Studies,* 2**,** 3-18.

KAMALI, A., JAYASHREE, P. & LINDSAY, V. 2015. Leadership Development Programs: Investigating the impact of contextual and cultural factors on LDP effectiveness in United Arab Emirates. *International journal of management and applied research,* 2**,** 172-186.

KAN, M. M. & PARRY, K. W. 2004. Identifying paradox: A grounded theory of leadership in overcoming resistance to change. *The Leadership Quarterly,* 15**,** 467-491.

KARAM, A. A. & KITANA, A. F. 2020. An exploratory study to identify the impact of leadership styles on achieving institutional excellence in the public sector: united arab emirates. *International Journal of Business and Management,* 15.

KEMENG, H. S. J. 2017. *Generation X and generation Y: the moderating effect of transformational leadership on resistance to change and psychological empowerment among employees in Johannesburg.*

KERN, F. G. 2018. The trials and tribulations of applied triangulation: Weighing different data sources. *Journal of Mixed Methods Research,* 12**,** 166-181.

KETS DE VRIES, M. F. & KOROTOV, K. 2010. Transformational leadership development programs: Creating long-term sustainable change.

KHAN, N. A. & KHAN, A. N. 2019. What followers are saying about transformational leaders fostering employee innovation via organisational learning, knowledge sharing and social media use in public organisations? *Government Information Quarterly,* 36**,** 101391.

KIM, E.-J. & PARK, S. 2019. The role of transformational leadership in citizenship behavior. *International journal of manpower*.

KIM, H., SEFCIK, J. S. & BRADWAY, C. 2017. Characteristics of qualitative descriptive studies: A systematic review. *Research in nursing & health,* 40**,** 23-42.

KIM, S. & SHIN, M. 2019. Transformational leadership behaviors, the empowering process, and organizational commitment: investigating the moderating role of organizational structure in Korea. *The International Journal of Human Resource Management,* 30**,** 251-275.

KIRKMAN, B. L. & SHAPIRO, D. L. 1997. The impact of cultural values on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness. *Academy of Management Review,* 22**,** 730-757.

KONRAD, A. M., YANG, Y. & MAURER, C. C. 2016. Antecedents and outcomes of diversity and equality management systems: An integrated institutional agency and strategic human resource management approach. *Human Resource Management,* 55**,** 83-107.

KOTAMENA, F., SENJAYA, P. & PRASETYA, A. B. 2020. A Literature Review: Is Transformational Leadership Elitist and Antidemocratic? *INTERNATIONAL JOURNAL OF SOCIAL, POLICY AND LAW,* 1**,** 36-43.

KOTHARI, C. R. 2004. *Research methodology: Methods and techniques*, New Age International.

KRISHNAN, V. R. 2005. Transformational leadership and outcomes: Role of relationship duration. *Leadership & Organization Development Journal*.

KRISHNAN, V. R. & ARORA, P. 2008. Determinants of transformational leadership and organizational citizenship behavior. *Asia Pacific Business Review,* 4**,** 34-43.

KUIPERS, B. S., HIGGS, M., KICKERT, W., TUMMERS, L., GRANDIA, J. & VAN DER VOET, J. 2014. The management of change in public organizations: A literature review. *Public administration,* 92**,** 1-20.

KUZHDA, T. 2016. Diagnosing resistance to change in the change management process. *Economics, Management and Sustainability,* 1**,** 49-59.

LAMBERT, E. G., HOGAN, N. L. & ALLEN, R. I. 2006. Correlates of correctional officer job stress: The impact of organizational structure. *American Journal of Criminal Justice,* 30**,** 227-246.

LASRADO, F. & KASSEM, R. 2020. Let's get everyone involved! The effects of transformational leadership and organizational culture on organizational excellence. *International Journal of Quality & Reliability Management*.

LAZARSFELD, P. F. 1958. Evidence and inference in social research. *Daedalus,* 87**,** 99-130.

LEE, M. 2014. Transformational leadership: is it time for a recall? *International journal of management and applied research,* 1**,** 17-29.

LEGUTKO, B. J. 2020. An exploration of authentic, servant, transactional, and transformational leadership styles in fortune 500 CEO letters. *Journal of Leadership Studies,* 14**,** 44-51.

LEHMANN-WILLENBROCK, N., MEINECKE, A. L., ROWOLD, J. & KAUFFELD, S. 2015. How transformational leadership works during team interactions: A behavioral process analysis. *The Leadership Quarterly,* 26**,** 1017-1033.

LEVAY, C. 2010. Charismatic leadership in resistance to change. *The leadership quarterly,* 21**,** 127-143.

LI, Z., XUE, J., LI, R., CHEN, H. & WANG, T. 2020. Environmentally Specific Transformational Leadership and Employee's Pro-environmental Behavior: The Mediating Roles of Environmental Passion and Autonomous Motivation. *Frontiers in psychology,* 11**,** 1408.

LIAN, H., FERRIS, D. L. & BROWN, D. J. 2012. Does power distance exacerbate or mitigate the effects of abusive supervision? It depends on the outcome. *Journal of Applied Psychology,* 97**,** 107.

LINES, B. C., SULLIVAN, K. T., SMITHWICK, J. B. & MISCHUNG, J. 2015. Overcoming resistance to change in engineering and construction: Change management factors for owner organizations. *International Journal of Project Management,* 33**,** 1170-1179.

LITZ, D., HOURANI, R. B. & SCOTT, S. 2020. Leadership challenges in an educational program at a UAE juvenile detention center: A contextual analysis. *International Journal of Educational Development,* 76**,** 102193.

LITZ, D. & SCOTT, S. 2017. Transformational leadership in the educational system of the United Arab Emirates. *Educational Management Administration & Leadership,* 45**,** 566-587.

LOW, L. 2012. *Abu Dhabi's vision 2030: an ongoing journey of economic development*, World Scientific.

LYONS, J. B., JORDAN, J., FAAS, P. & SWINDLER, S. 2011. Organizational development goes digital: Applying simulation to organizational change. *Journal of Change Management,* 11**,** 207-221.

MACKENZIE, S. B., PODSAKOFF, P. M. & PODSAKOFF, N. P. 2011. Construct measurement and validation procedures in MIS and behavioral research: Integrating new and existing techniques. *MIS quarterly,* 35**,** 293-334.

MAHMOOD, M., UDDIN, M. A. & FAN, L. 2019. The influence of transformational leadership on employees' creative process engagement. *Management Decision*.

MAIER, M. P., PATE, J. L., GIBSON, N. M., HILGERT, L., HULL, K. & CAMPBELL, P. C. 2016. A quantitative examination of school leadership and response to intervention. *Learning Disabilities Research & Practice,* 31**,** 103-112.

MAMELI, P. 2013. Under New Management: What the A rab S pring Tells Us About Leadership Needs in the M iddle E ast and N orth A frica. *Digest of Middle East Studies,* 22**,** 377-404.

MARTIN, J. 2016. Perceptions of transformational leadership in academic libraries. *Journal of Library Administration,* 56**,** 266-284.

MATHIAS, M. 2017. Public leadership in the United Arab Emirates: Towards a research agenda. *International Journal of Public Sector Management*.

MAXWELL, J. A. 2008. Designing a qualitative study. *The SAGE handbook of applied social research methods,* 2**,** 214-253.

MCCLESKEY, J. A. 2014. Situational, transformational, and transactional leadership and leadership development. *Journal of business studies quarterly,* 5**,** 117.

MCCRAE, R. R. & JOHN, O. P. 1992. An introduction to the five-factor model and its applications. *Journal of personality,* 60**,** 175-215.
MCDONALD, N., SCHOENEBECK, S. & FORTE, A. 2019. Reliability and inter-rater reliability in qualitative research: Norms and guidelines for CSCW and HCI practice. *Proceedings of the ACM on Human-Computer Interaction,* 3**,** 1-23.
MEN, L. R. 2014. Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management communication quarterly,* 28**,** 264-284.
MERRIAM, S. B. & TISDELL, E. J. 2015. *Qualitative research: A guide to design and implementation*, John Wiley & Sons.
MIFTARI, V. 2018. Transformational leadership communication in developing countries' business environment. *Journal of History Culture and Art Research,* 7**,** 259-264.
MILES, M. B. & HUBERMAN, A. M. 1994. *Qualitative data analysis: An expanded sourcebook*, sage.
MINTZBERG, H. 1979. An emerging strategy of" direct" research. *Administrative science quarterly,* 24**,** 582-589.
MOHAMED, M. S., KHALIFA, G. S., AL-SHIBAMI, A. H., ALRAJAWI, I. & ISAAC, O. 2019. The Mediation Effect of Innovation on the relationship between Creativity and organizational productivity: An empirical study within public sector organizations in the UAE. *Journal of Engineering and Applied Sciences,* 14**,** 3234-3242.
MOKHTAR, A. R. M., GENOVESE, A., BRINT, A. & KUMAR, N. 2019. Supply chain leadership: A systematic literature review and a research agenda. *International Journal of Production Economics,* 216**,** 255-273.
MORROW, S. L. 2005. Quality and trustworthiness in qualitative research in counseling psychology. *Journal of counseling psychology,* 52**,** 250.
MOYNIHAN, D. P., PANDEY, S. K. & WRIGHT, B. E. 2012. Setting the table: How transformational leadership fosters performance information use. *Journal of Public Administration Research and Theory,* 22**,** 143-164.
MÜLLER, H. & VAN ESCH, F. A. 2020. Collaborative leadership in EMU governance: a matter of cognitive proximity. *West European Politics,* 43**,** 1117-1140.
MUMBY, D. K., THOMAS, R., MARTÍ, I. & SEIDL, D. 2017. Resistance redux. *Organization Studies,* 38**,** 1157-1183.
MURALI, S. R. & AGGARWAL, D. 2020. A Study on the Impact of Transformational Leadership Style on Employee Engagement and Employee Performance in ICT Industry–(a Study With Reference to the ICT Industry in United Arab Emirates). *International Journal of Management,* 11.
MURALIDHARAN, E. & PATHAK, S. 2018. Sustainability, transformational leadership, and social entrepreneurship. *Sustainability,* 10**,** 567.
NANDASINGHE, G. 2020. Leadership and organization performance: A review on theoretical and empirical perspectives. *Global Journal of Management and Business Research, July***,** 25-30.
NAZIR, S., SHAFI, A., ASADULLAH, M. A., QUN, W. & KHADIM, S. 2020. Linking paternalistic leadership to follower's innovative work behavior: the influence of leader–member exchange and employee voice. *European Journal of Innovation Management*.
NELSON, T. & SQUIRES, V. 2017. Addressing Complex Challenges through Adaptive Leadership: A Promising Approach to Collaborative Problem Solving. *Journal of Leadership Education,* 16.

NEMANICH, L. A. & KELLER, R. T. 2007. Transformational leadership in an acquisition: A field study of employees. *The leadership quarterly,* 18**,** 49-68.
NEVES, P. & CAETANO, A. 2009. Commitment to change: Contributions to trust in the supervisor and work outcomes. *Group & Organization Management,* 34**,** 623-644.
NEWMAN, A. & BUTLER, C. 2014. The influence of follower cultural orientation on attitudinal responses towards transformational leadership: evidence from the Chinese hospitality industry. *The International Journal of Human Resource Management,* 25**,** 1024-1045.
NICKERSON, C. & GOBY, V. P. 2017. Exploring leadership communication in the United Arab Emirates: Issues of culture and gender. *Challenging Leadership Stereotypes Through Discourse.* Springer.
NIELSEN, K. & MUNIR, F. 2009. How do transformational leaders influence followers' affective well-being? Exploring the mediating role of self-efficacy. *Work & Stress,* 23**,** 313-329.
NIELSEN, K., YARKER, J., BRENNER, S. O., RANDALL, R. & BORG, V. 2008. The importance of transformational leadership style for the well-being of employees working with older people. *Journal of advanced nursing,* 63**,** 465-475.
NOBLE, H. & SMITH, J. 2014. Qualitative data analysis: a practical example. *Evidence-Based Nursing,* 17**,** 2-3.
NORTHOUSE, P. G. 2021. *Leadership: Theory and practice,* Sage publications.
NORTON, R. 1983. Measuring marital quality: A critical look at the dependent variable. *Journal of Marriage and the Family***,** 141-151.
NTALE, P., SSEMPEBWA, J., MUSISI, B., NGOMA, M., GENZA, G. M., KIMOGA, J., MUGIMU, C. B., NTAYI, J. M. & BALUNYWA, W. 2020. Interagency collaboration for graduate employment opportunities in Uganda: Gaps in the structure of organizations. *Education+ Training*.
OBEIDAT, B. Y. & TARHINI, A. 2016. A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*.
ODEH, R. B. M., OBEIDAT, B. Y., JARADAT, M. O. & ALSHURIDEH, M. T. 2021. The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*.
ODUMERU, J. A. & OGBONNA, I. G. 2013. Transformational vs. transactional leadership theories: Evidence in literature. *International review of management and business research,* 2**,** 355.
OLAFSEN, A. H., NILSEN, E. R., SMEDSRUD, S. & KAMARIC, D. 2020. Sustainable development through commitment to organizational change: the implications of organizational culture and individual readiness for change. *Journal of Workplace Learning*.
OPOKU, A., AHMED, V. & CRUICKSHANK, H. 2015. Leadership style of sustainability professionals in the UK construction industry. *Built Environment Project and Asset Management*.
OREG, S. 2003. Resistance to change: Developing an individual differences measure. *Journal of applied psychology,* 88**,** 680.
OREG, S. 2006. Personality, context, and resistance to organizational change. *European journal of work and organizational psychology,* 15**,** 73-101.

OREG, S. 2018. Resistance to change and performance: Toward a more even-handed view of dispositional resistance. *The Journal of Applied Behavioral Science,* 54**,** 88-107.

OREG, S., BAYAZIT, M., VAKOLA, M., ARCINIEGA, L., ARMENAKIS, A., BARKAUSKIENE, R., BOZIONELOS, N., FUJIMOTO, Y., GONZÁLEZ, L. & HAN, J. 2008. Dispositional resistance to change: Measurement equivalence and the link to personal values across 17 nations. *Journal of Applied Psychology,* 93**,** 935.

OTHMAN, Z. & HAMID, F. Z. A. 2018. Dealing with un (expected) ethical dilemma: Experience from the field. *The Qualitative Report,* 23**,** 733-741.

PANDEY, S. K. & WRIGHT, B. E. 2006. Connecting the dots in public management: Political environment, organizational goal ambiguity, and the public manager's role ambiguity. *Journal of Public Administration Research and Theory,* 16**,** 511-532.

PARISH, J. T., CADWALLADER, S. & BUSCH, P. 2008. Want to, need to, ought to: employee commitment to organizational change. *Journal of organizational change management*.

PARK, S. & KIM, E.-J. 2018. Fostering organizational learning through leadership and knowledge sharing. *Journal of Knowledge Management*.

PARR, A. D., HUNTER, S. T. & LIGON, G. S. 2013. Questioning universal applicability of transformational leadership: Examining employees with autism spectrum disorder. *The Leadership Quarterly,* 24**,** 608-622.

PASHAVI, G., ABADI, A. & SANAMNEJAD, G. 2012. An investigation of the relationship between personality aspects and transformational leadership among the school managers of the educational regions 1 and 2 in Urmia. *Journal of Educational & Instructional Studies in the World,* 2**,** 221-228.

PATERSON, B. L., THORNE, S. E., CANAM, C. & JILLINGS, C. 2001. *Meta-study of qualitative health research: A practical guide to meta-analysis and meta-synthesis,* Sage.

PENAVA, S. & ŠEHIĆ, D. 2014. The relevance of transformational leadership in shaping employee attitudes towards organizational change. *Economic Annals,* 59**,** 131-162.

PENG, J., LI, M., WANG, Z. & LIN, Y. 2020a. Transformational Leadership and Employees' Reactions to Organizational Change: Evidence From a Meta-Analysis. *The Journal of Applied Behavioral Science,* 0021886320920366.

PENG, J., LI, M., WANG, Z. & LIN, Y. 2021. Transformational leadership and employees' reactions to organizational change: Evidence from a meta-analysis. *The Journal of applied behavioral science,* 57**,** 369-397.

PENG, S., LIAO, Y. & SUN, R. 2020b. The Influence of Transformational Leadership on Employees' Affective Organizational Commitment in Public and Nonprofit Organizations: A Moderated Mediation Model. *Public Personnel Management,* 49**,** 29-56.

PETTIGREW, A. M. 1992. The character and significance of strategy process research. *Strategic management journal,* 13**,** 5-16.

PHANEUF, J.-É., BOUDRIAS, J.-S., ROUSSEAU, V. & BRUNELLE, É. 2016. Personality and transformational leadership: The moderating effect of organizational context. *Personality and Individual Differences,* 102**,** 30-35.

PHIPPS, S. T. & PRIETO, L. C. 2011. The influence of personality factors on transformational leadership: Exploring the moderating role of political skill. *International Journal of Leadership Studies,* 6**,** 430-447.

POUNDER, J. S. 2003. Employing transformational leadership to enhance the quality of management development instruction. *Journal of Management Development*.

POWELL, B. J., MANDELL, D. S., HADLEY, T. R., RUBIN, R. M., EVANS, A. C., HURFORD, M. O. & BEIDAS, R. S. 2017. Are general and strategic measures of organizational context and leadership associated with knowledge and attitudes toward evidence-based practices in public behavioral health settings? A cross-sectional observational study. *Implementation Science,* 12**,** 1-13.

PUNI, A., HILTON, S. K. & QUAO, B. 2020. The interaction effect of transactional-transformational leadership on employee commitment in a developing country. *Management Research Review*.

PUTRA, A. S., WARUWU, H., ASBARI, M., NOVITASARI, D. & PURWANTO, A. 2020. Leadership in the Innovation Era: Transactional or Transformational Style? *International Journal of Social and Management Studies,* 1**,** 89-94.

QADIR, M. & SHAHZAD, R. 2018. Awareness about obesity in postgraduate students of biotechnology. *Int J Mod Pharma Res,* 7**,** 14-16.

QU, S. Q. & DUMAY, J. 2011. The qualitative research interview. *Qualitative research in accounting & management*.

QURESHI, B. & GHALEM, O. 2013. Writing Computing Routines using Flowcharts.

RAAPHORST, N., GROENEVELD, S. & VAN DE WALLE, S. 2018. Do tax officials use double standards in evaluating citizen-clients? A policy-capturing study among Dutch frontline tax officials. *Public Administration,* 96**,** 134-153.

RAAPHORST, N. & VAN DE WALLE, S. 2018. Trust in and by the public sector.

RADHWAN, M. 2020. The Influence of'Teachers' Leadership Style'on Primary Students' Learning Outcomes in a Private School in Sharjah, UAE.

RAFFERTY, A. E. & JIMMIESON, N. L. 2017. Subjective perceptions of organizational change and employee resistance to change: direct and mediated relationships with employee well-being. *British Journal of Management,* 28**,** 248-264.

RAFFERTY, A. E., JIMMIESON, N. L. & ARMENAKIS, A. A. 2013a. Change readiness: A multilevel review. *Journal of management,* 39**,** 110-135.

RAFFERTY, A. E., JIMMIESON, N. L. & RESTUBOG, S. L. D. 2013b. When leadership meets organizational change: The influence of the top management team and supervisory leaders on change appraisals, change attitudes, and adjustment to change. *The psychology of organizational change: Viewing change from the employee's perspective***,** 145-172.

RAFIKI, A. 2020. Islamic Leadership: Comparisons and Qualities. *Digital Leadership-A New Leadership Style for the 21st Century.* IntechOpen.

RAJAH, R., SONG, Z. & ARVEY, R. D. 2011. Emotionality and leadership: Taking stock of the past decade of research. *The Leadership Quarterly,* 22**,** 1107-1119.

RAO, A. S. & ABDUL, W. K. 2015. Impact of transformational leadership on team performance: an empirical study in UAE. *Measuring Business Excellence*.

REYNOLDS, C. R., ALTMANN, R. A. & ALLEN, D. N. 2021. The problem of bias in psychological assessment. *Mastering Modern Psychological Testing.* Springer.

RIGGIO, R. E. 2017. Management vs Leadership: Definitions, Distinctions, and Early Theories. *The Oxford Handbook of Management***,** 276.

ROGERS, R. H. 2018. Coding and writing analytic memos on qualitative data: A review of Johnny Saldaña's the coding manual for qualitative researchers. *The Qualitative Report,* 23**,** 889-892.

ROULSTON, K. & CHOI, M. 2018. Qualitative interviews. *The SAGE handbook of qualitative data collection***,** 233-249.

RUBIN, R. S., DIERDORFF, E. C., BOMMER, W. H. & BALDWIN, T. T. 2009. Do leaders reap what they sow? Leader and employee outcomes of leader organizational cynicism about change. *The Leadership Quarterly,* 20**,** 680-688.
RUS, D., VAN KNIPPENBERG, D. & WISSE, B. 2010. Leader self-definition and leader self-serving behavior. *The Leadership Quarterly,* 21**,** 509-529.
RYAN, G. 2018. Introduction to positivism, interpretivism and critical theory. *Nurse researcher,* 25**,** 41-49.
SAIHU, S. 2019. Local Tradition and Harmony among Religious Adherents: the Dominant Culture of Hindu-Muslim Relation in Jembrana Bali. *Wawasan: Jurnal Ilmiah Agama dan Sosial Budaya, Vol. 5 No. 1 (2020).*
SALDAÑA, J. 2021. *The coding manual for qualitative researchers*, sage.
SALEEM, A. & NAVEED, S. 2017. Leadership and employees reaction towards change: role of leaders' personal attributes and transformational leadership. *Pakistan Administrative Review,* 1**,** 61-82.
SALEH, R. M. M., NUSARI, M., AMEEN, A. & ALRAJAWY, I. 2018. Leadership in the organization: A conceptual review. *International Journal of Management and Human Science (IJMHS),* 2**,** 52-59.
SALEM, I. E.-B. 2015. Transformational leadership: Relationship to job stress and job burnout in five-star hotels. *Tourism and Hospitality Research,* 15**,** 240-253.
SARANTAKOS, S. 2012. *Social research,* Macmillan International Higher Education.
SARROS, J. C., COOPER, B. K. & SANTORA, J. C. 2008. Building a climate for innovation through transformational leadership and organizational culture. *Journal of Leadership & Organizational Studies,* 15**,** 145-158.
SAUNDERS, M., LEWIS, P. & THORNHILL, A. 2009. *Research methods for business students*, Pearson education.
SAYYADI GHASABEH, M. 2020. Transformational Leadership, Information Technology, Knowledge Management, Firm Performance: How Are They Linked? *The Journal of Values-Based Leadership,* 13**,** 17.
SCHWARTZ-SHEA, P. & YANOW, D. 2012. Interpretive Research Design: Concepts and Processes. E-book version. Taylor & Francis Ltd. https://www-dawsoneracom. ep. fjernadgang. kb. dk ….
SCOTT, C. & MEDAUGH, M. 2017. Axial coding. *The international encyclopedia of communication research methods,* 10**,** 9781118901731.
SEBOVA, D. 2020. *Understanding the "what" and the "how" of developing future leaders in global organizations: An instrumental case study of a first-level leader development program in a large global organization,* Northeastern University.
SEGER, J. & BERGSTEN, U. 2013. Teaching about leadership or teaching through leadership. *Journal of Leadership Education,* 12**,** 252-261.
SEGGEWISS, B. J., STRAATMANN, T., HATTRUP, K. & MUELLER, K. 2019. Testing interactive effects of commitment and perceived change advocacy on change readiness: investigating the social dynamics of organizational change. *Journal of Change Management,* 19**,** 122-144.
SERBAN, A. & IORGA, C. Employee resistance to organizational change through managerial reengineering. Proceedings of the international management conference, 2016. 366-374.
SETHIBE, T. & STEYN, R. 2015. The relationship between leadership styles, innovation and organisational performance: A systematic review. *South African Journal of Economic and Management Sciences,* 18**,** 325-337.

SHAFFER, M. A., HARRISON, D. A., GREGERSEN, H., BLACK, J. S. & FERZANDI, L. A. 2006. You can take it with you: Individual differences and expatriate effectiveness. *Journal of Applied psychology,* 91**,** 109.

SHEIKH, A. Z., NEWMAN, A. & AL AZZEH, S. A.-F. 2013. Transformational leadership and job involvement in the Middle East: the moderating role of individually held cultural values. *The International Journal of Human Resource Management,* 24**,** 1077-1095.

SIHITE, O. B., ANDIKA, C. B. & PRASETYA, A. B. 2020. A Literature Review: Does Transformational Leadership impact and Effective in the Public Bureaucratic. *International Journal of Social, Policy and Law,* 1**,** 44-50.

SMITH, R. 2015. Advantages and barriers to transformational leadership implementation in a scientific laboratory.

STAVROS, D., NIKOLAOS, B., GEORGE, A. & APOSTOLOS, V. 2016. Organizational change management: delineating employee reaction to change in SMEs located in Magnesia. *Academic Journal of Interdisciplinary Studies,* 5**,** 309-309.

SULIMAN, A., RAO, A. S. & ELEWA, T. 2019. CEO transformational leadership and top management team performance: study from GCC. *Measuring Business Excellence*.

SUN, J., CHEN, X. & ZHANG, S. 2017. A review of research evidence on the antecedents of transformational leadership. *Education Sciences,* 7**,** 15.

SUTTON, J. & AUSTIN, Z. 2015. Qualitative research: Data collection, analysis, and management. *The Canadian journal of hospital pharmacy,* 68**,** 226.

TAFVELIN, S., NIELSEN, K., VON THIELE SCHWARZ, U. & STENLING, A. 2019. Leading well is a matter of resources: Leader vigour and peer support augments the relationship between transformational leadership and burnout. *Work & Stress,* 33**,** 156-172.

TAHER, N. A. B., KROTOV, V. & SILVA, L. 2015a. A framework for leading change in the UAE public sector.

TAHER, N. A. B., KROTOV, V. & SILVA, L. 2015b. A framework for leading change in the UAE public sector. *International Journal of Organizational Analysis*.

THAMRIN, H. 2012. The influence of transformational leadership and organizational commitment on job satisfaction and employee performance. *International Journal of Innovation, Management and Technology,* 3**,** 566-572.

THE MINISTRY OF HEALTH AND PREVENTION. 2017. *Ministry of Health & Prevention launches Leadership and Innovation in Health training program* [Online]. UAE: The Ministry of Health and Prevention Available: https://www.mohap.gov.ae/en/MediaCenter/News/Pages/1919.aspx [Accessed 1/1/2021 2021].

THOMAS, D. 2014. Love as a Replacement for Fear in the Workplace.

THORNBERG, R. & CHARMAZ, K. 2014. Grounded theory and theoretical coding. *The SAGE handbook of qualitative data analysis,* 5**,** 153-69.

THORNHILL, A., SAUNDERS, M. & LEWIS, P. 2009. Research methods for business students. *Essex: Pearson Education Ltd*.

THORSTEINSON, T. J. 2018. A meta-analysis of interview length on reliability and validity. *Journal of Occupational and Organizational Psychology,* 91**,** 1-32.

TIMULAK, L. 2014. Qualitative meta-analysis. *The SAGE handbook of qualitative data analysis,* 481.

TOP, C., ABDULLAH, B. M. S. & FARAJ, A. H. M. 2020. Transformational leadership impact on employees performance. *Eurasian Journal of Management & Social Sciences,* 1**,** 49-59.
UHL-BIEN, M., RIGGIO, R. E., LOWE, K. B. & CARSTEN, M. K. 2014. Followership theory: A review and research agenda. *The leadership quarterly,* 25**,** 83-104.
VAKOLA, M. 2013. Multilevel readiness to organizational change: A conceptual approach. *Journal of change management,* 13**,** 96-109.
VAN DER HOEK, M., GROENEVELD, S. & KUIPERS, B. 2018. Goal setting in teams: Goal clarity and team performance in the public sector. *Review of public personnel administration,* 38**,** 472-493.
VAN DER VOET, J. 2014. The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure. *European Management Journal,* 32**,** 373-382.
VAN DER VOET, J. 2016. Change leadership and public sector organizational change: Examining the interactions of transformational leadership style and red tape. *The American Review of Public Administration,* 46**,** 660-682.
VAN DER VOET, J., KUIPERS, B. S. & GROENEVELD, S. 2016. Implementing change in public organizations: The relationship between leadership and affective commitment to change in a public sector context. *Public Management Review,* 18**,** 842-865.
VAN KNIPPENBERG, D. & VAN KLEEF, G. A. 2016. Leadership and affect: Moving the hearts and minds of followers. *Academy of Management Annals,* 10**,** 799-840.
VAN WART, M. 2003. Public-sector leadership theory: An assessment. *Public administration review***,** 214-228.
VASAVI, A. 1996. Co-opting Culture. *Economic and Political Weekly*.
VERMA, N. 2014. Transformational leadership and job satisfaction of female primary teachers in UAE: A quantitative perspective. *International Journal of Research in Social Sciences,* 4**,** 500-511.
VOLLSTEDT, M. & REZAT, S. 2019. An introduction to grounded theory with a special focus on axial coding and the coding paradigm. *Compendium for early career researchers in mathematics education,* 13**,** 81-100.
WALTER, F. & BRUCH, H. 2010. Structural impacts on the occurrence and effectiveness of transformational leadership: An empirical study at the organizational level of analysis. *The Leadership Quarterly,* 21**,** 765-782.
WANOUS, J. P., REICHERS, A. E. & AUSTIN, J. T. 2000. Cynicism about organizational change: Measurement, antecedents, and correlates. *Group & Organization Management,* 25**,** 132-153.
WARRICK, D. 2011. The urgent need for skilled transformational leaders: Integrating transformational leadership and organization development. *Journal of leadership, Accountability, and Ethics,* 8**,** 11-26.
WATSON, D. & CLARK, L. A. 1997. Extraversion and its positive emotional core. *Handbook of personality psychology.* Elsevier.
WEST, M., ARMIT, K., LOEWENTHAL, L., ECKERT, R., WEST, T. & LEE, A. 2015. Leadership and leadership development in health care: the evidence base.
WHITEOAK, J. W. & MANNING, R. L. 2012. Emotional intelligence and its implications on individual and group performance: a study investigating employee perceptions in the United Arab Emirates. *The International Journal of Human Resource Management,* 23**,** 1660-1687.

WILDAVSKY, A., SWEDLOW, B., COYLE, D., ELLIS, R., KAGAN, R. & RANNEY, A. 2018. A cultural theory of leadership. *Cultural Analysis*. Routledge.
WILLIAMS, M. & MOSER, T. 2019. The art of coding and thematic exploration in qualitative research. *International Management Review*, 15**,** 45-55.
WILSON, D. E. 2020. Moving toward democratic-transformational leadership in academic libraries. *Library Management*.
WIRBA, A. V. 2017. *Leadership from an Islamic and Western Perspective*, Chartridge Books Oxford.
WRIGHT, B. E. & PANDEY, S. K. 2010. Transformational leadership in the public sector: Does structure matter? *Journal of public administration research and theory*, 20**,** 75-89.
YADAV, S. & AGRAWAL, V. 2017. Challenges Face by Transformational leader and suggestions to solve the challenges. *International Journal of Research in IT and Management (IJRIM)*, 7**,** 34-43.
YAGHI, A. 2017. Adaptive organizational leadership style: Contextualizing transformational leadership in a non-western country. *International Journal of Public Leadership*.
YAMMARINO, F. J. & DANSEREAU, F. 2009. *Multi-level issues in organizational behavior and leadership*, Emerald Group Publishing.
YANOW, D. & SCHWARTZ-SHEA, P. 2012. Ways of knowing. *Interpretive research design: Concepts and processes***,** 24-44.
YASIR, M., IMRAN, R., IRSHAD, M. K., MOHAMAD, N. A. & KHAN, M. M. 2016. Leadership styles in relation to employees' trust and organizational change capacity: Evidence from non-profit organizations. *Sage Open*, 6**,** 2158244016675396.
YBEMA, S. & HORVERS, M. 2017. Resistance through compliance: The strategic and subversive potential of frontstage and backstage resistance. *Organization Studies*, 38**,** 1233-1251.
YEOMANS, L. & FITZPATRICK, L. 2017. Internal communication.
YOUNG, H. R., GLERUM, D. R., JOSEPH, D. L. & MCCORD, M. A. 2021. A meta-analysis of transactional leadership and follower performance: Double-edged effects of LMX and empowerment. *Journal of Management*, 47**,** 1255-1280.
YUE, C. A., MEN, L. R. & FERGUSON, M. A. 2019. Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public relations review*, 45**,** 101779.
YUKL, G. 2012. Effective leadership behavior: What we know and what questions need more attention. *Academy of Management perspectives*, 26**,** 66-85.
YUSUF, M. A. & KURNIADY, D. A. The Implementation of Transformational Leadership: Makes Effectiveness Organizational Culture. 3rd International Conference on Research of Educational Administration and Management (ICREAM 2019), 2020. Atlantis Press, 330-332.
ZACCARO, S. J. 2012. Individual differences and leadership: Contributions to a third tipping point. *The Leadership Quarterly*, 23**,** 718-728.
ZAFAR, S., AL AJMI, Q., CHAUBEY, D. & SALANDO, J. B. 2018. Analysing leadership style to become a legend leader: An exploration. *International Journal of Engineering and Management Research (IJEMR)*, 8**,** 49-56.
ZGODAVOVA, K. 2009. OVERCOMING RESISTANCE TO CHANGE VIA MANAGERIAL ROLE-PLAY SIMULATION. *DAAAM International Scientific Book*.

ZHOU, J., MA, Y., CHENG, W. & XIA, B. 2014. Mediating role of employee emotions in the relationship between authentic leadership and employee innovation. *Social Behavior and Personality: an international journal,* 42**,** 1267-1278.

ZHU, W., CHEW, I. K. & SPANGLER, W. D. 2005. CEO transformational leadership and organizational outcomes: The mediating role of human–capital-enhancing human resource management. *The leadership quarterly,* 16**,** 39-52.

ZHU, W., WANG, G., ZHENG, X., LIU, T. & MIAO, Q. 2013. Examining the role of personal identification with the leader in leadership effectiveness: A partial nomological network. *Group & Organization Management,* 38**,** 36-67.

ZHU, Y. & AKHTAR, S. 2014. How transformational leadership influences follower helping behavior: The role of trust and prosocial motivation. *Journal of Organizational Behavior,* 35**,** 373-392.

ZÖRGŐ, S. & PETERS, G.-J. Y. Epistemic network analysis for semi-structured interviews and other continuous narratives: challenges and insights. International Conference on Quantitative Ethnography, 2019. Springer, 267-277.

ZURAIK, A. & KELLY, L. 2019. The role of CEO transformational leadership and innovation climate in exploration and exploitation. *European Journal of Innovation Management*.

APPENDICES

Appendix 1: Questionnaires

Employees' Questionnaire

Dear Ms./Sir,

Greetings!! I appreciate your interest in our research project. We are conducting research on transformational leadership in the UAE public sector. This interview aims to investigate the current situation of the transformational leadership implementation in UAE in terms of barriers (challenges) and associated critical resistance and compliance factors for its application in the UAE. We request you to support us in this research by answering the questions which are given in this questionnaire. It will take around 45 minutes to answer this questionnaire. There are no right and wrong answers.

This research project complies with general research ethics. Please note that you are under no obligation to respond to this questionnaire. Your participation in this research should be free of any coercion as well as collusion. In addition, I do not offer any financial or other benefits for responding to the questions given in this research. I will ensure the confidentiality of the participants. The findings of this research will also be reported in aggregate.

Thank you in anticipation for your intended support!

Regards and greetings once again.

1- How old are you?

☐ Less than 25 years ☐ 26 to 30 ☐ 31 to 35 ☐ 36 to 40 ☐ 41 to 45

☐ 46 to 50 ☐ 51 to 55 ☐ 56 to 60 ☐ 61 and above

4- How long have you been in your current organization?

☐ Less than 1 year ☐ 1-3 years ☐ 3-5 years ☐ more than 5 years

5- Current level of education?

6- Current Position?

This interview aims to investigate the current situation of the transformational leadership implementation in UAE in terms of barriers (challenges) and associated critical resistance and compliance factors for its application in the UAE.

First section: The first section is dedicated to exploring the current barriers that hinder the implementation of transformational leadership in the public sector in the UAE.

Q1- How do you evaluate the current status of implementing transformational leadership in your organization?

Q2- Do you consider the following aspects are among the barriers that prevent your organization from implementing transformational leadership? If yes, kindly prioritize them based on their weight in doing so?

Barrier	Yes	No	Comment and Explanation
Organizational structure			
Organizational culture			
Communication with supervisors			
Your Personality traits			

Q3- In your opinion, what other barriers, if any, contribute to transformational leadership hindrance? If yes, how does this barrier influences the successful implementation of transformational leadership?

---.

Second section: This section is dedicated to identifying different sources of resistance (if any) that employees in the public sector organizations in the UAE exhibit that hinder the implementation of transformational leadership.

Q4- What are you afraid that causes resistance when it comes to transformational leadership implementation?

Q5- Do you consider the following aspects are among the sources that prevent you from contributing to implementing transformational leadership? If yes, kindly prioritize them based on their weight in doing so? How this affects your collaboration?

Resistance source	Yes	No	Comment (Explain)
Collectivism and Power Distance attributes.			

Cognitive, Affective, and Behavioural factors (routine seeking, emotional reactions, short term focus)			
Trust and support—Perceived Trust in the ability and integrity of the leader and support from them.			
The transformational leadership itself. (consider it as not suitable to your culture, organization, personality)			

Section three: This section is dedicated to identifying employees' discretionary compliance behaviour in the UAE's public sector organizations.

Q6- Do you consider your organization and people in authority are providing enough compliance strategies to mitigate sources of resistance towards their employees? If any, what are these strategies (i.e., Interventions, guidance, training, involvement, simulation)?

Q7- What are other compliance strategies that you suggest in this context?

Section four: This section is dedicated to Assessing the degree of successful implementation of transformational leadership in the UAE's public sector organizations.

Q8- How do you evaluate the actual implementation of transformational leadership in your organization? And what are the contributing factors, whether negatively or positively, that affect the implementation process?

Q9- In your opinion, how do you evaluate the following leaders' attributes? And why?

Leader attribute	Your Evaluation	Comment (why)
The leader encourages subordinates to be team players.		

The leader behaves in a manner thoughtful of my personal needs.		
The leader leads by example.		
The leader challenges employees to set high goals for themselves.		
The leader inspires others with his/her plans for the future.		
The leader challenges employees to think about old problems in new ways.		

Q10- Do you have any other comments, recommendations, suggestions on any of the topics mentioned earlier?

The End

Leaders' Questionnaire

Dear Ms./Sir,

Greetings!! I appreciate your interest in our research project. We are conducting research on transformational leadership in the UAE public sector. This interview aims to investigate the current situation of the transformational leadership implementation in UAE in terms of barriers (challenges) and associated critical resistance and compliance factors for its application in the UAE. We request you to support us in this research by answering the questions which are given in this questionnaire. It will take around 45 minutes to answer this questionnaire. There are no right and wrong answers.

This research project complies with general research ethics. Please note that you are under no obligation to respond to this questionnaire. Your participation in this research should be free of any coercion as well as collusion. In addition, I do not offer any financial or other benefits for responding to the questions given in this research. I will ensure the confidentiality of the participants. The findings of this research will also be reported in aggregate.

Thank you in anticipation for your intended support!

Regards and greetings once again.

1- How old are you?

☐ Less than 25 years ☐ 26 to 30 ☐ 31 to 35 ☐ 36 to 40 ☐ 41 to 45

☐ 46 to 50 ☐ 51 to 55 ☐ 56 to 60 ☐ 61 and above

4- How long have you been in your current organization?

☐ Less than 1 year ☐ 1-3 years ☐ 3-5 years ☐ more than 5 years

5- Current level of education?

6- Current Position?

First section: The first section is dedicated to exploring the current barriers that hinder the implementation of transformational leadership in the public sector in the UAE.

Q1- How do you evaluate the current status of implementing transformational leadership in your organization?

Q2- Do you consider the following aspects are among the barriers that prevent your organization from implementing transformational leadership? If yes, kindly prioritize them based on their weight in doing so?

Barrier	Yes	No	Comment and Explanation
Organizational structure			
Organizational culture			
Communication with employees			
Employees Personality traits			

Q3- In your opinion, what other barriers, if any, contribute to transformational leadership hindrance? If yes, how does this barrier influences the successful implementation of transformational leadership?

---.

Second section: This section is dedicated to identifying different sources of resistance (if any) that employees in the public sector organizations in the UAE exhibit that hinder the implementation of transformational leadership.

Q4- What are employees afraid that causes resistance when it comes to transformational leadership implementation?

Q5- Do you consider the following aspects are among the sources that prevent employees from contributing to implementing transformational leadership? If yes, kindly prioritize them based on their weight in doing so? How this affects your collaboration?

Resistance source	Yes	No	Comment (Explain)

Collectivism and Power Distance attributes.			
Cognitive, Affective, and Behavioral factors (routine seeking, emotional reactions, short term focus)			
Trust and support—Perceived Trust in their leader's ability and integrity and support from him/his.			
The transformational leadership itself. (consider it as not suitable to your culture, organization, personality)			

Section three: this section is dedicated to identifying employees' discretionary compliance behaviour in the UAE's public sector organizations.

Q6- Do you consider your organization and people in authority are providing enough compliance strategies to mitigate sources of resistance towards their employees? If any, what are these strategies (i.e., Interventions, guidance, training, involvement, simulation)?

Q7- What are other compliance strategies that you suggest in this context?

Section four: This section is dedicated to Assessing the degree of successful implementation of transformational leadership in the UAE's public sector organizations.

Q8- How do you evaluate the actual implementation of transformational leadership in your organization? And what are the contributing factors, whether negatively or positively, that affect the implementation process?

Q9- In your opinion, how do you evaluate the following attributes as leaders? And How?

Leader attribute	Your Evaluation	Comment (How)

I encourage subordinates to be team players.		
I behave in a manner thoughtful of my personal needs.		
I lead by example.		
I challenge employees to set high goals for themselves.		
I inspire employees with their plans for the future.		
I challenge employees to think about old problems in new ways.		

Q10- Do you have any other comments, recommendations, suggestions on any of the topics mentioned earlier?

The End