

Examining Cross-cultural Leadership: Evidence from a UAE based Bank

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Abstract

Culture became one of the most important factors that affect an organization's performance; this is due to the diversity and development of industries in the market. Firms nowadays focus on investing most of their time and efforts to discover the most effective leaders that can benefit the organization. Leaders mainly tweak their leadership strategies and behaviors to achieve the goals and objectives set, this adaptation or change has a huge impact on the employees' reaction and satisfaction. Therefore, it is significant to grasp the correlation between three different dynamics: Workforces job satisfaction, leaders conduct, and institutional culture. Raised from both practical and theoretical research, a hypothesis is articulated and a new model conducted in the research for support and is considered as evidence. According to the practical approach used, primary data is gathered from a conducted questionnaire. On the other hand, the theoretical approach used in the research involves collecting data from previously published articles, journals, and academic achievements.

Keywords: Cross-Cultural Leadership, Servant Leadership, Job Satisfaction, and Banking.

Cross-Cultural Leadership

In modern times, there has been a sudden change in the rate at which different issue is changing. In the business sector, there are various factors that influence the achievements and success of enterprises. According to Porter (1992), many things ought to be adhered to and complied by any business to achieve and attain their short-term and long-term objectives. It is argued that compliance with these business factors make success an easy task to achieve though they do not determine it entirely. As such, companies have embarked on concentrating on other essential issues such as culture, and the impact of cultural influence on the economy (Grisham & Walker, 2008).

According to Hofstede (2007), the change in business approaches that leads to gained competitive advantage in the industry is as a result of management, recognizing and appreciating the importance of human capital development (Jones, 2007). Industries are in dire need of leaders who will not only manage people, but who still possess the proficiency of working together with them appropriately fostered at achieving common goals, group problem-solving decisions, and be aware of structural changes as they unravel. Leadership aspect is more important, especially to a business operating in the cross-sectional and international market. As such, it is of paramount importance for leaders in these markets to not only put into consideration technological, economic, and political factors, but rather cultural diversity in their geographical operations as they are interconnected with people who influence the extent to which the enterprise succeeds (Schein, 2010).

Abbe et al., (2007) defines cross-cultural leadership as a psychological attempt for understanding how different people from distinct cultures interact efficiently and effectively with each other. It brings an insight of understanding leaders who have their business operations on a global platform.

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The international labor standards require leaders to be quite flexible in such a manner that they can adapt swiftly to different environments and as such be best placed at working with stakeholders from diverse cultures. The cross-cultural leadership posit that it does not always hold that a leader who happens to be fruitful and efficient in one country to do the same in a different country altogether (McCloskey, Behymer, Papautsky, Ross, & Abbe, 2010).

Traits of an Effective Cross-Cultural Leader

Many partners and employees have in any one given time felt challenged while working with someone who was different from them, one that hailed from another region or country. The business world is increasingly being dynamic and flat calling for leaders to work effectively in cross-cultural environments by becoming culturally aware, knowledgeable, and open-minded about how to effectively lead and inspire people across cultures (Caligiuri & Tarique, 2012).

Leaders who Raise Awareness and Cultural Sensitivity

It is essential for leaders to be comprehensively aware and mindful of cultural differences. Cultural sensitivity helps a leader in understanding and being patient in dealing and handling employees from all walks of life. This call for one to fit in someone else's shoes in the sense that he is aware of the challenges these employees will have to cope up with as they continue with their daily tasks (Jogulu, 2010).

Leaders who Open Opportunity Doors with an Open Mind

As much as globalization is being experienced, phrases such as; "Their culture is weird" and "Things haven't handled that way in my country" among others have not gone unnoticed in leaders' comments. Others prefer interacting and working with people, they have something in common. Leaders ought to understand that opening new doors of opportunity and growing the business is not all that is required, but also keeping an open mind while opening those doors (Jogulu, 2010).

Servant Leadership

The concept of servant leadership was first introduced by Robert K. Greenleaf (1970). It is increasingly becoming a common leadership style due to its attractive intuitive nature. This concept advocates for a leader's primary motivation and role as service to others. Businesses and not-for-profit organizations are experiencing a rapid shift from the conservative, traditional autocratic and hierarchical leadership models towards servant leadership fostered at being in a relationship with others. Servant leadership is compared to a bigger river that feeds its waters to other small streams in that a leader has a deep current of meaning and passion for others. According to Robert Greenleaf, this concept is experiencing rapid growth and many corporations have in the recent experienced unprecedented explosion of interest and practice of servant leadership (Van Dierendonck & Patterson, 2010).

The current emerging approach to leadership advocates for a concept that yields different ways of working atmosphere that are based on teamwork, community involvement and that which involves others in critical decision making regardless of their cultural background. As such, it leads to enhance personal growth and development of workers thus improving their productivity. Thus, this approach to leadership and service is what is called servant-leadership. As such, it lays more emphasis on increasing service to others, promoting a sense of community, power sharing in decision making and initiating a holistic approach to work (Parris & Peachey, 2013). Servant leaders demonstrate general and self-awareness have the ability to look at the organization in a critical and analytical way to realize all issues within the organization. They also have a sound logic of stewardship, understand and empathize with others and have the intuitive mindset of learning from past mistakes and opportunities thus strengthening on them in the current operations. They rely on persuasion at the expense of positional authority in the decision-making process and have the capability of driving a strong sense of community spirit and working hard to foster it within the organization. They advocate for teamwork and community building by working extra more difficult (Spears, 2010).

Banking System Restructuring

The growth and development in the banking system have experienced numerous challenges needful for major reforms. These problems are mostly due to national causes such as weak banking supervision and inadequate capital. Moreover, changes in the banking system are needed to cater for modernization in the financial services industry as a result of the transition from public sector to the market economy. Conversely, external factors such as deteriorating terms of trade have caused the severe currency crisis thus worsening the currently experienced banking problems.

Central banks resolve banking problems through the application of strategies, policies, and tools for reform and successful restructuring. Restructuring aims at improving banking performance, reinstate solvency and profitability, restore public confidence, and perk up the banking system capacity to provide financial intermediation between depositors and borrowers. Such an initiative requires a detailed approach from economic policymakers to comprehensively end the banking problem (White, 2014).

Bank reforms take into consideration financial restructuring which resolves at restoring solvency by ensuring there is an excellent balance sheet by either raising additional capital or increasing the recovery value of problem loans and collateral. The operational restructuring focuses on profitability fostered at improving management and accounting systems, appropriate asset risk assessment. It ensures supervision and prudential regulations, thus raising public confidence. Regulatory restructuring facilitates safety nets subject to rules designed in aligning the private incentives of market players with the social goal of financial stability (White, 2014).

Technology and Innovation in the Banking Industry

In the emerging economies, IT has led to the firm development of the banking industry. This has resulted in full penetration of the banking services through e banking (Al-Jabri & Sohail, 2012). Through IT and innovation, the banking sector has led to the development of financial instruments i.e. the derivatives market that have enabled stakeholders in shielding themselves against prospect economic loss risks by allowing others to bear that risk on their behalf. This is done in the forward, futures, and options market with a possibility of hedging and speculation. Moreover, it has led to the emergence of the Forex trading which is the most liquid market for trading securities. Finally, this development has resulted in alternative delivery channels such as ATMs, electronic banking, telephone, and debit cards among others (Obay, 2014).

Company Profile

The company examined in this research was established in 2007, it specializes in managing properties for local Landlords in different cities in the UAE. Head quartered in Abu Dhabi, the company operates in Dubai, Al Ain, and Western region. 78% of the buildings in Abu Dhabi are managed by this company from A to Z having only 450 employees taking over all the operations regarding property management such as, building takeovers, release buildings, maintenance contracts, legal issues, utilities, and Landlord relations. The company designated is also responsible of issuing new contracts, contract renewals, and vacating procedures for customers. Its main aim is to provide the best quality of service to its customers, achieve goals and objectives before the time frame scheduled. Quality assurance and Landlord relations are two of the most important departments in the company since Landlords are the main lucrative customers earning the company with the highest benefits and income. The company consists of employees from different ages, cultures, and nationalities, which makes it harder to manage properly due to high level of diversity, this is why the company conducts training sessions every now and then for employees to improve their skills, and learn new techniques.

Review of literature

Cross-Cultural Leadership Theories

Leadership is regarded as the focal point for developing economies and organizations. This analogy has been kept intact throughout history to date. Irrespective of the fact that leadership idea has been universally accepted, it is tough to agree on a standard definition for it. The GLOBE project brought into the limelight in 1991 by Robert House together with his counterparts began by searching for a worldwide-accepted definition for leadership. The research conformed to an agreement that organizational leadership is the ability of an individual to influence effectively and motivate the actions of others for a successful organization (House, Javidan, & Dorfman, 2001).

In the modern times, there has been a theoretical framework deficiency in studies that explain specific mechanisms through which cultural concept influences the leadership context. Various theoretical approaches describe the process of cultural influence on leadership. Dorfman (1996) proposed the first model i.e. the culture enveloping model of leadership. This model considers national culture as an all-global influence on leadership processes. He based his model on social cognitive information processing theory. Dorfman posits that the power and image of a leader are influenced by his national culture.

The model further suggests that the behavioral exchanges connecting the head and members are culturally contingent. Conversely, resources and situational contingencies are leading representatives of the effectiveness of leadership in all cultures (Dorfman, 1996).

In the recent times, GLOBE project proposed by House et al. (2004) is the most general culture and leadership theories in that it elaborates on a universal platform. About 170 scholars representing 62 countries embarked on investigating the various ways in which national and organizational culture influences leadership. The GLOBE project incorporated the implicit motivational theory proposed by McClelland (1985), Hofstede (1980) culture theory, the implicit leadership theory brought forward by Lord & Maher (1991) and the structural contingency theory of organizational form and effectiveness proposed by Hickson, Hinings, McMillan, & Schwitter (1974). The essential point of the GLOBE project suggests that the qualities and sectors that differentiate any given culture are predictive of the practices enshrined in the organization the attributes of a leader that are most recurrently instigated and critical active in that culture (House & Javidan, 2004). This model posits that national cultural practices influence the organizational culture, culturally sanctioned fundamental leadership theories, and the attributes of a leader. Moreover, up and above the national culture, strategic organizational contingencies also influence qualities of a leader in conjunction with organizational practices.

The above two theories, however, failed in capturing the dynamic facets of the interaction that takes place between leaders and their followers and the manner through which cultural context influences this interaction. Consequently, this has led to the surfacing of the dynamic model of leader-follower interactions fostered at achieving this effective communication. Just like the culture enveloping and GLOBE models, this model recognizes the leadership process is influenced by both cultural and non-cultural factors. Cultural factors consider norms, values, assumptions, practices, values and beliefs while non-cultural factors include structural elements, demographic characteristics, organizational contingencies, and competencies. This brings across Leader-Member Exchange (LMX) theory proposed by Graen (1976). According to this model, the interaction between leaders and followers is dynamic in nature, and that follower's behavior is directly influenced by leader's behavior in return (Cashman, Dansereau, Graen, & Haga, 1976).

The Transformational/Charismatic Approach

A review of the cross-cultural studies of transformational leadership conducted by Bass (1997) concluded that the distinction between transformational and transactional dimensions was universal and that the former was more effective compared to the latter (Bass & Riggio, 2010). A study by Shahin and Wright (2004) replicated the bi-dimensional model in Egypt, although their study found extra dimensions such as bureaucratic and autocratic leadership and social integration as essential elements for an effective leadership (Obeidat, Shannak, Masa'deh, & Al-Jarrah, 2012). Moreover, Wah (2004) identified more behavioral attributes of Chinese CEO's transformational leadership that includes sensitivity to people's needs, kindness, good relationship, and benevolence among others. According to Ensari and Murphy (2003), the implicit leadership theory identified that the perception of charisma is evident based on how well a person fits in the characteristics of being a good and competent leader, especially in an individualistic culture.

Models of Servant Leadership

The concept "Servant leadership" was developed by Greenleaf (1977). This concept emphasizes on the services to followers and the importance of leadership as the fundamental responsibility of leaders. According to Greenleaf, a servant leader is one with the primary imperative of ensuring the highest priority of followers is being met with thus making followers healthier, wiser with more autonomy of being more likely to be servants worth being led (Greenleaf, 1977). The servant leadership model is founded on four core tenets of moral authority that include; sacrifice, commitment inspiration to a worthy cause, teaches that ends and means are inseparable, and that who introduces the world of relationships (Jones, Hacker, Cormac, Meaden, & Irving, 2014).

On evaluating servant leaders' attributes, Russell and Stone (2002) incorporated the servant leadership traits into a rational model. The model used twenty distinguishable servant's leader's attributes which were divided into nine functional characteristics (Honesty, trust, modeling, empowerment, vision, integrity, pioneering, service and appreciating others) and eleven accompanying attributes (competence, visibility, credibility, communication, encouragement, delegation, listening, persuasion, stewardship, persuasion and teaching).

According to this model, value affects servant leadership. Servant leadership in return affects the performance of the organization subject to employee attitudes and the organizational culture. This mode fails to be effective in that it does not define the independent variables and hypothesis as a source of values that Russell and Stone advocates for (Russell & Gregory Stone, 2002).

Wong and Page (2003) developed a value-based conceptual framework and model to describe servant leadership. The model incorporated twelve-servant leadership attributes divided into four orientations. The first one is character-orientation that includes servant hood, humility, and integrity. Secondly, is people-orientation that puts into consideration empowering, caring, and developing others. Task-orientation is the third one, and it includes leading goal setting and visioning. The fourth one is process-orientation that incorporates team building, modeling, and group decision-making. According to Wang and Page (2003), servant leadership takes into consideration two opposing motivation forces of self-service and serving others. This model posits that power and pride characterize personal leadership while on the other side humility and self-denial characterize servant leadership. However, this type is weak in that it does not explain the source of character orientation or the desire to serve others in its concentric circle and opponent-process model (Wong & Page, 2003).

An expansion of Wong and Page's model by Parolini (2004) indicated that effective servant leadership has the effect of increasing business performance, organizational effectiveness and financial performance. Parolini embarked on this expansion through the use of Quinn, Hart, and Rohrbaugh (1993) competing values framework. According to this model, servant leaders are defined by their ability to bring humility, integrity, modeling, caring, and shared decision making among others to the organization. As such, they give human resources the priority before embarking on opening systems and internal processes that would increase effective organizational performance. Since Parolini's model is an expansion of Wong and Page's model, it is thus faced with the same weaknesses as it fails to remove them. The second conceptual model focuses on the leader-follower relationship. Patterson (2003) posits that servant leadership is a moral theory in that it is based on a leader's character. In his model, Patterson incorporates seven virtuous constructs that work handily with the professional pattern. He considers the agape love as an independent variable with altruism, trust, vision, humility and empowerment as dependent variables. According to Patterson, the independent variable (Agape love) forms the underlying cause of service (Patterson, 2003).

The second leader-follower model was developed by Winston (2003), being an improvement of Patterson's model. Winston developed a circular extension of Patterson's model that considers the positive and negative consequences of agape love. Therefore, from the two leader-follower models, the leader's character is noted as being spiritual in nature from a spiritual point of view. However, the two models fail in the sense that they do not explicitly the potential source of hope and faith in God that contribute to the agape love that is the independent variable.

Instruments for Measuring Servant Leadership

Laub's (2003) 66-item Organizational Leadership Assessment (OLA) measures three organizational perspectives of the organization as a whole, top-most leadership, and individual participant's experience. This instrument takes into consideration six attributes of servant leadership. According to OLA, validity is key, thus leading to high reliability, therefore, essential in the organizational diagnosis and consulting (Laub, 2003). The Servant Leadership Behavior Scale was developed by Sendjaya et al. (2008) as a multidimensional measure of servant leadership behavior. It takes into consideration six leadership attributes. So as to measure Page and Wong's conceptual model of servant leadership, Dennis and Winston (2003) came up with a 99-item scale and developed a factor analysis that resulted in the emergence of three elements of vision, service, and empowerment.

To measure Patterson's leadership model, Dennis and Bocarnea (2005) developed a 42-items instrument that takes into consideration five leadership factors of love, vision, empowerment, trust, and humility. On a further literature review of servant leadership, Barbuto and Wheeler (2006) developed 56 subscale items to measure 11 prospective dimensions of servant leadership. Liden et al. (2008) on the other hand identified a servant leadership measure created to identify nine dimensions. Relevant items to factor analysis were developed resulting in a 7-factor solution.

Liden et al., further verified the 7-factor model. (2008) While the exploratory and confirmatory factor analysis were further validated to a 28-item servant leadership scale through outcome regression thus controlling for transformational leadership and leader-member exchange (LMX) in a multi-level hierarchical linear modeling analysis. Their results posit that servant leadership is a multidimensional construct through which at individual’s level offers a unique contribution far much beyond transformational leadership and LMX while explaining organizational commitment, business performance, community citizenship behaviors among others (Liden, Wayne, Zhao, & Henderson, 2008).

Objective

This research has one main objective, which is to see whether the years of experience of a leaders attain has an effect on employees’ job satisfaction. Secondly, this dissertation will lead to a conclusion whether leaders with different years of experience influence job satisfaction in addition to employee’s behavior either positively or negatively and this will be found from doing intensive research on the same problem, and get the opinion of a group of people belonging to the targeted organization.

Hypothesis

H₁: Leaders ‘years of working experience has an effect on employees’ job satisfaction and behavior.

This hypothesis was proposed because it has been proven that employees’ satisfaction in their organization has been linked with the environment they are put in which includes, colleagues, managers, and most importantly leaders. Leaders play an important role in influencing the behavior of employees; this is why is it significant to find out whether employees are positively or negatively affected when it comes to their satisfaction about their current job.

Problem identification

The gap or problem that can be derived from this research and its hypotheses is:

Whether the years of experience leaders acquire in a work place has a contribution to employees’ job satisfaction.

Research methodology

Both practical and theoretical approaches will be used in order to collect data; in addition to that, qualitative and quantitative methods will be approached to reach to a solution to the problem that arose in the research. When it comes to using theoretical and qualitative approaches, the main resources of data and information will be collected from articles, journals, books, and past researches. Moreover, practical and quantitative methods will be used in the form of conducting a questionnaire, which is considered to be the main or primary source of data. Charts, tables, and figures on the other hand will be used for analyzing the results of the questionnaire.

Population and sample size

The population that is the source of primary data collected is an organization with a number of 150 employees, each belonging to a specific department, belonging to a specific team. The questionnaire will target a sample size of 45 employees from different job positions, nationalities, age, and gender. The implications that can be faced in retrieving the data from the questionnaire are the willingness of the sample size to participate, the accuracy of their responses, and most importantly, their background about what the questionnaire is trying to deliver.

Part 1: Demographics

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	27	60.0	60.0	60.0
Female	18	40.0	40.0	100.0
Total	45	100.0	100.0	

Table 1.1 (Demographics, Gender)

As shown above, 27 males' participants answered the questionnaire and gave their feedback, which means 60% of the sample sizes were males. On the other hand, only 18 females approached the questionnaire that fill up the remaining 40% of the sample size tested.

Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
High school	1	2.2	2.2	2.2
University	17	37.8	37.8	40.0
Valid Graduate	18	40.0	40.0	80.0
Professional	9	20.0	20.0	100.0
Total	45	100.0	100.0	

Table 1.2: (Demographics, Educational level)

According to participants' level of education, 18% were graduates having the highest score, which is 40%. Employees with high school as a highest level of education were only 2.2% of the sample size.

Organizational Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Associate	15	33.3	33.3	33.3
Officer	17	37.8	37.8	71.1
Valid Team leader	11	24.4	24.4	95.6
Manager	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Table 1.3 (Demographics, Organizational Position)

Organizations have hierarchal structure that includes work forces belonging to different positions such as associates, officers, team leaders, and managers. 37.8% of the sample size was officers, which supports the objective of this research since it studies the effect of leaders on employees' job satisfaction.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	29	64.4	64.4	64.4
31-40	11	24.4	24.4	88.9
Valid 41-50	4	8.9	8.9	97.8
51 & above	1	2.2	2.2	100.0
Total	45	100.0	100.0	

Table 1.4 (Demographics, Age)

Testing the hypothesis in an organization means that the age of participants will range from 20 and above. 29 participants from the sample size belong to the age group of 20-30 that adds up to 64.4%, which is the highest. This concludes that most of the participants are either officers or associates because employees aging from 20-30 years old don't have enough experience to be leaders yet.

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emirati	4	8.9	8.9	8.9
	Asian	28	62.2	62.2	71.1
	African	4	8.9	8.9	80.0
	European	3	6.7	6.7	86.7
	Others	6	13.3	13.3	100.0
	Total	45	100.0	100.0	

Table 1.5 (Demographics, Nationality)

Organizations all around the world have employees from different nationalities, this is known as diversity. 28 participants out of the 45-sample size were Asians; this makes 62.2 percent of the total number of people approached for addressing the questionnaire.

Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 Years	10	22.2	22.2	22.2
	3-5 Years	12	26.7	26.7	48.9
	5-7 years	8	17.8	17.8	66.7
	7 years and above	15	33.3	33.3	100.0
	Total	45	100.0	100.0	

Table 1.6 (Demographics, Working Experience)

Employees from the sample size had different working experience durations, which will have a huge impact on the overall conclusion of the thesis. 15 participants of the 45 had 7 years of experience and above. 15 members make 33.3% of the total number of sample size.

Income Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 thousand	34	75.6	75.6	75.6
	10-15 thousand	7	15.6	15.6	91.1
	15-25 thousand	2	4.4	4.4	95.6
	25 thousand and above	2	4.4	4.4	100.0
	Total	45	100.0	100.0	

Table 1.7 (Demographics, income level)

Income level is another important factor in determining the behavior, power, and position of employees in the company. Out of the 45 participants, 34 receive income levels that range between AED 5 to 10 thousand. The 34 members of the sample size made up 75.6% out of the total number of samples distributed.

Part 2: Job Satisfaction

Q.8 Do you think that the type of leader will affect job satisfaction?

The table below shows the number of participants who agree that the type of leader will affect job satisfaction and who don't.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	91.1	91.1	91.1
	No	4	8.9	8.9	100.0
	Total	45	100.0	100.0	

Table 1.8 (Type of leader affect on job satisfaction)

41 individuals from the 45 questionnaire contributors think that the type of leader does have an effect on employees' job satisfaction, which is equivalent to 91.1% of the total sample size. The remaining 4 participants disagree with the majority.

- The Questionnaire conducted included a list of job satisfaction attributes for participants to rate according to their importance.

Attributes	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Work Expectation	1	5	8	25	6
Organizational support	1	1	9	22	12
Autonomy	1	4	17	17	6
Recognition and appraisal	2	2	5	16	20
Participation	1	1	11	19	13
Growth opportunities	1	2	4	15	23

Table 1.9 (Questionnaire, Job Satisfaction attributes)

According to research, the most important job satisfaction attributes employees take into consideration in determining whether it have an effect on their job were:

- Work Expectation, 25 participants out of the total 45 samples agreed that work expectation is important to them when it comes to their satisfaction towards their jobs. This means that 55.5% of the sample size takes into consideration the work expectations as a significant job satisfaction factor and determinant.
- Organizational Support, 22 accomplices considered the support provided by the organizations each work for as a major factor in determining the level of their job satisfaction. This number of accomplices who agreed to the importance of organizational support make up 48.8% of the total sample size examined.
- Another important job satisfaction attribute previous researches showed is autonomy, which is basically the working environment, accessibility to equipment's, and retrieval of data and information in the company. As the table above shows, there was a split in opinions of the participants of the questionnaire since 17 members agreed that autonomy does influence their idea about their jobs, and another 17 member's thoughts its neutral in other words it has no effect on their job satisfaction level.
- It is known to all that employees who put in extra efforts and dedicate their selves to their duties would like to be appreciated and recognized. Recognition and appraisal came to be one of the most important job satisfaction related factors; this is because 20 participants strongly agreed that this attribute has an effect on their level of satisfaction.
- Participation is the fifth job satisfaction attribute tested. 42.2% of the total number of participants agrees that participation in a work place has its significant in job satisfaction. The remaining had different opinions.
- 51.1% of the sample size strongly agreed that having growth opportunities in their work place have a huge impact on their job satisfaction.

Test Statistics (Chi-Square test)

Test Statistics Q.9

	Attribute 1	Attribute 2	Attribute 3	Attribute 4	Attribute 5	Attribute 6
Chi-Square	38.444 ^a	34.000 ^a	25.111 ^a	31.556 ^a	27.556 ^a	41.111 ^a
Df	4	4	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000	.000

Table 2.1 (Chi-Square test, Job satisfaction)

Part 1: Leadership

Servant Leader Attributes	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
My supervisor cares about me as a person.	4	10	14	11	6
I get encouraged to develop at work.	5	11	13	12	4
Leaders at my workplace create a circle of trust.	5	6	16	15	3
I get inspired to become responsible and lead sometimes	8	11	10	11	5
I get personal support from my leader.	9	9	10	9	8
My supervisor communicates well with me.	8	8	13	7	9
My leader pushes me to think outside the box and for the long run.	8	8	15	11	3
My leader is committed to the team I belong to.	8	5	14	11	7

Table 2.2 (Questionnaire, Servant leader attributes)

Servant leaders are known for having specific characteristics; the table above combined those attributes in order to see whether the targeted sample size experienced leaders with such characteristics. The results show that the majority of the 45 participants gave neutral feedback, which concludes that there is some kind of uncertainty and bias.

Part 2: Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Caring	Encouraging	Creating trust	Inspiring
N		45	45	45	45
Normal Parameters ^{a, b}	Mean	3.1111	2.9778	3.1111	2.8667
	Std. Deviation	1.17207	1.15776	1.09175	1.28982
Most Extreme Differences	Absolute	.160	.167	.215	.171
	Positive	.160	.156	.141	.171
	Negative	-.154	-.167	-.215	-.166
Kolmogorov-Smirnov Z		1.073	1.120	1.442	1.150
Asymp. Sig. (2-tailed)		.200	.163	.031	.142

Table 2.3 (Kolmogorov-Smirnov Test, Leadership)

One-Sample Kolmogorov-Smirnov Test

		Supporting	Communicating	Motivating	Committed
N		45	45	45	45
Normal Parameters ^{a, b}	Mean	2.9556	3.0222	2.8444	3.0889
	Std. Deviation	1.39733	1.37327	1.18620	1.31118
Most Extreme Differences	Absolute	.153	.151	.197	.184
	Positive	.153	.151	.137	.127
	Negative	-.150	-.138	-.197	-.184
Kolmogorov-Smirnov Z		1.026	1.012	1.319	1.235
Asymp. Sig. (2-tailed)		.243	.257	.062	.095

Table 2.4 (Kolmogorov-Smirnov Test, Leadership)

For the Servant leader attributes, One-Sample Kolmogorov-Smirnov test has been made to see whether the various leadership attributes used has a relationship among each other or not. The scale used to test this theory is similar to Chi-Square test, all the scores for all the attributes are greater than 0.05 which means the leadership attributes are not related to each other and this is due to the inaccuracy of the results provided by the participants, which is considered to be one of the limitations and implications of the research. Moreover, this test shows whether each attribute supports the hypothesis or, not all the servant leadership attributes not support the hypothesis except for one attribute which is creating a circle of trust among the team members.

Part 3: Relationship between Leadership and Job Satisfaction

Servant Leader Attributes	Job satisfied				
	Extremely Dissatisfied	Dissatisfied	Neutral	Satisfied	Extremely satisfied
My leader listens to me and understands what I am saying.	6	11	10	13	5
My situations are looked upon from my leader.	8	11	11	10	5
I am helped to be happy and engaged in my role.	7	14	13	8	3
I am more self-aware because of my leader.	7	7	17	10	4
My leader takes responsibility on behalf of his team's actions.	10	10	10	9	6
My growth and development is insisted on.	10	8	11	11	5

Table 2.5(Relationship between Leadership and Job satisfaction)

One-Sample Kolmogorov-Smirnov Test

		Attribute1	Attribute 2	Attribute 3	Attribute 4
N		45	45	45	45
Normal Parameters ^{a, b}	Mean	3.0000	2.8444	2.6889	2.9333
	Std. Deviation	1.24316	1.27841	1.14460	1.17551
Most Extreme Differences	Absolute	.189	.168	.193	.212
	Positive	.167	.168	.193	.166
	Negative	-.189	-.150	-.140	-.212
Kolmogorov-Smirnov Z		1.271	1.125	1.295	1.419
Asymp. Sig. (2-tailed)		.079	.159	.070	.036

Table 2.6 (K-S test, Leadership Attributes and Job satisfaction)

One-Sample Kolmogorov-Smirnov Test

		Attribute 5	Attribute 6
N		45	45
Normal Parameters ^{a, b}	Mean	2.8000	2.8444
	Std. Deviation	1.35848	1.33068
Most Extreme Differences	Absolute	.166	.163
	Positive	.166	.139
	Negative	-.145	-.163
Kolmogorov-Smirnov Z		1.117	1.093
Asymp. Sig. (2-tailed)		.165	.183

The final frequency testing was made on the relationship between servant leader attributes and job satisfaction of the participants according to those servant leader gestures or approaches.

The frequency results show that the majority of participants are dissatisfied with their leader's characteristics, in other words most of the participant's leaders do not acquire the servant leadership characteristics. The research and statistics retrieved till now show that there is no clear feedback or conclusion to the research objective and hypothesis. Moreover, upcoming tests will be directly related to the objective and hypothesis of this research. According to K-S test, all the leadership attributes compared to participants' job satisfaction came to be not related since they gave values greater than 0.05, except for one attribute which is Self-Awareness that gave a value of 0.036.

Part 4: Cross tabulation and Correlation (K-S test and Pearson and Spearman Correlation)

The correlation in this research will be tested between the Servant leadership attributes and leader's years of experience to see whether leaders with different years of experience reflect their servant leader characteristics or not. Previous studies show that leaders with greater working experience are of close-minded and have no background about the appropriate leadership behaviors towards employees. In addition to that, leaders with more years of working experience are more work-oriented rather than being lenient, considerate, emotional, and participative. On the other hand, young leaders with less years of working experience are more democratic, and acquire the characteristics of servant leaders.

Frequency

Leadership Attribute 1	Working Experience				Total
	1-3 Years	3-5 Years	5-7 years	7 years and above	
Strongly Disagree	1	3	0	0	4
Disagree	5	1	1	3	10
Neutral	1	5	3	5	14
Agree	1	2	4	4	11
Strongly Agree	2	1	0	3	6
Total	10	12	8	15	45

Table 2.7 (Cross-Tabulation, Working Experience and Leadership attribute 1)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.884 ^a	12	.119
Likelihood Ratio	19.483	12	.078
Linear-by-Linear Association	3.034	1	.082
N of Valid Cases	45		

Table 2.8 (Chi-Square test, Working Experience and Leadership attribute 1)

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.263	.148	1.784	.081 ^c
Ordinal by Ordinal Spearman Correlation	.263	.152	1.788	.081 ^c
N of Valid Cases	45			

Table 2.9 (Spearman Correlation, Working Experience and Leadership attribute 1)

In order, for the cross-tabulation and correlation to be effective, two tests have been made to study the relationship between the leadership attribute (My supervisor cares about me as a person) and leader's years of working experience. The frequency test shows that the majority of participants gave a neutral feedback to the leadership attribute regardless of the years of working experience, this is why the Pearson Chi-Square test and Spearman Correlation gave values greater than 0.05. In other words, the correlation test between the first leadership attribute and working experience rejects the hypothesis.

Moreover, this first comparison or correlation is between the caring leadership attribute and working experience, statistics show that leaders in the tested organization having 7 years of working experience and above obtain such servant leader characteristics, this may be because leaders in this company with such working experience duration are exposed to many young mentalities since a lot of the employees are young, so leaders in such work place must adapt to such environments and amend themselves to what is accepted and acknowledged by employees belonging to that organization.

Leadership Attribute 2		Working Experience				Total
		1-3 Years	3-5 Years	5-7 years	7 years and above	
I get encouraged to develop at work	Strongly Disagree	1	3	0	1	5
	Disagree	2	5	2	2	11
	Neutral	4	3	1	5	13
	Agree	1	0	5	6	12
	Strongly Agree	2	1	0	1	4
Total		10	12	8	15	45

**Table 2.10 (Cross-Tabulation, Working Experience and Leadership attribute 2)
Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.163 ^a	12	.111
Likelihood Ratio	21.281	12	.046
Linear-by-Linear Association	1.390	1	.238
N of Valid Cases	45		

**Table 2.11 (Chi-Square test, Working Experience and Leadership attribute 2)
Symmetric Measures**

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.178	.150	1.184	.243 ^c
Ordinal by Ordinal Spearman Correlation	.196	.150	1.309	.198 ^c
N of Valid Cases	45			

Table 2.12 (Spearman Correlation, Working Experience and Leadership attribute 2)

“Encouraging” was the second leadership attribute tested with years of working experience using the same testing methods. Similar to the first leadership attribute, neutral feedback was given as the highest result. Neutral feedback results in inaccurate conclusions; this may be due to the limit of understanding of participants. Nevertheless, the Chi-Square test value for this correlation came to be greater than 0.05, which implies that there is no relationship and it opposes the hypothesis. In addition to that, the Spearman correlation value turned out to be 0.196 that is greater than 0.05. According to this second correlation, the majority of participants agreed that they get encouraged to develop at work by their leaders in the organization, but not just any leaders, leaders with 7 years of working experience and above.

Leadership Attribute 3		Working Experience				Total
		1-3 Years	3-5 Years	5-7 years	7 years and above	
Leaders at my workplace create a circle of trust	Strongly Disagree	3	2	0	0	5
	Disagree	1	2	1	2	6
	Neutral	4	4	4	4	16
	Agree	1	3	2	9	15
	Strongly Agree	1	1	1	0	3
Total		10	12	8	15	45

**Table 2.13 (Cross-Tabulation, Working Experience and Leadership attribute 3)
Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.038 ^a	12	.298
Likelihood Ratio	16.431	12	.172
Linear-by-Linear Association	4.432	1	.035
N of Valid Cases	45		

**Table 2.14 (Chi-Square test, Working Experience and Leadership attribute 3)
Symmetric Measures**

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.317	.136	2.195	.034 ^c
Ordinal by Ordinal Spearman Correlation	.311	.141	2.144	.038 ^c
N of Valid Cases	45			

Table 2.15 (Spearman Correlation, Working Experience and Leadership attribute 3)

Similar to the previous two leadership attributes, the third leadership attribute that is "Creating a circle of trust" gave negative results. According to Pearson's Chi-Square test, the value derived was > 0.05, in specific 0.298. The symmetric measures that include Spearman's Correlation gave a value greater than 0.05 as well (0.311). Leaders creating a circle of trust in a workplace have no relation with the leader's years of working experience; this is according to the participants' feedback and opinion. On the other hand, the majority of the sample size responses were more job satisfied when it came to a relation with this servant leadership attribute, in specific to leaders with 7 years of working experience and above.

Leadership Attribute 4		Working Experience				Total
		1-3 Years	3-5 Years	5-7 years	7 years and above	
I get inspired to become responsible and lead sometimes	Strongly Disagree	4	1	3	0	8
	Disagree	4	4	1	2	11
	Neutral	0	4	0	6	10
	Agree	1	3	2	5	11
	Strongly Agree	1	0	2	2	5
Total		10	12	8	15	45

**Table 2.16 (Cross-Tabulation, Working Experience and Leadership attribute 4)
Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.340 ^a	12	.046
Likelihood Ratio	27.704	12	.006
Linear-by-Linear Association	6.571	1	.010
N of Valid Cases	45		

**Table 2.17 (Chi-Square test, Working Experience and Leadership attribute 4)
Symmetric Measures**

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.386	.128	2.748	.009 ^c
Ordinal by Ordinal Spearman Correlation	.394	.129	2.807	.007 ^c
N of Valid Cases	45			

Table 2.18 (Spearman Correlation, Working Experience and Leadership Attribute 4)

Testing the fourth leadership attribute gave some kind of contradiction in the tests used to study its relationship with leader's years of working experience. Starting with the frequency testing, the higher number of participants agreed that getting inspired to become responsible and lead sometimes is a factor that must be considered important when it comes to job satisfaction, and in addition to the years of working experience obtained. Pearson's Chi-Square test gave positive results in which the value was 0.046 which is less than 0.05. On the other hand, Spearman's Correlation gave a negative result and this test is to see the relationship between two different factors, so it is going to be rejected since the result for the correlation came to be negative although the Chi-Square gave a positive result. Eight different leadership attributes were correlated with years of working experience; all the tests for all the eight attributes were negative value, in other words greater than 0.05 that implies that the hypothesis is a null hypothesis.

Conclusion

In conclusion, to the extensive research and questionnaire conducted, the test results of the analysis rejected the hypothesis that states, "Leaders years of working experience has an effect on employees' job satisfaction and behavior". The reason for this rejection is because the participants approached for this study came to be from different nationalities and cultures, in addition to the fact of having different point of views that made it harder to determine the exact feedback of this research. Previous studies showed that leaders with more years of experience have a bad influence on employee's job satisfaction because such leaders focus only on getting the job done rather than considering employee's situations, feelings, perceptions, and thoughts about the working conditions and scenarios that face them.

On the other hand, participants' feedback showed that the majority of their leaders in the organization have 7 years of experience and above since, many of them claimed to be satisfied from their leaders' characteristics in comparison with those leaders' years of working experience. Moreover, according to the sample size and organization tested, the results opposed previous studies that stated that leaders with fewer years of experience are considered to be more of servant leaders, because participant's responses to the servant leadership attributes were positive when it came to their leaders with 7 years and above of working experience. Leaders with less working experience imply that they are at an age that is more compatible with arising employees in firms, having almost similar mentalities and beliefs. Nevertheless, this statement was proven wrong in this research due to employees' responses in the organization testes. Organizations worldwide have different leaders with different mentalities, ways of thinking, and beliefs so for sure results will differ as well from employees belonging to one organization in one country from employees belonging to other companies. Although all the tests show that the hypothesis has been rejected, the reliability of data collected through the questionnaire came to be reliable.

Reliability Statistics

Cronbach's Alpha	N of Items
.891	28

In this case, the null hypothesis which states, "Leaders years of experience has no effect on employee's job satisfaction" has been approved. The objective of the study was reached through analyzing a sample of employees in a UAE based company regarding their opinions and beliefs about leader's years of experience which reflects that leader's characteristics and behavior, having an effect on their job satisfaction which turned out to be there is no effect, but this only according to the statistics and analysis derived from the questionnaire. Future studies can be made studying the nationality or income level of leaders in relation to employees' job satisfaction, because leaders with different nationalities have different approaches to dealing with employees, and leaders with different income levels change their way of thinking and leading in a workplace.

Implications

Some of the implications faced in testing this theory include the insufficient data to be collected on the similar topic from previous studied conducted in UAE, studies following the same objective have been made previously but not within this country, and people from different countries have different point of views, cultures, and beliefs, so data collected will be different if collected from participants from different countries and backgrounds.

The limitations that were derived from this study were due to the participant's willingness of participating with conscious; some of the participants have low educational levels which made it harder to understand the contents of the questionnaire and the point its trying to reach from the questions given.

Recommendations

Belonging to the same-targeted organization for this research, a lot of recommendations based on personal experience, colleagues' responses, and self-opinions and beliefs can be given to fill gaps that can improve employees' satisfaction and the organization's operations.

Since the majority of participants agreed on the importance of the job satisfaction attributes distributed, the organization can improve such areas in order to increase its employees' job satisfaction, for example, according to work expectations, the organization can become more clear, specific, and explicit communications with employees to help them be more aware of what is expected from them, this will help employees on the other hand to understand what they are supposed to do, achieve and will lead to higher productivity levels. Organizational support is another job satisfaction indicator that participants considered to be important, the company could value its employees more, and show sympathy and care about their well-being. This change can improve employees' loyalty for the organization, and show more commitment towards the objectives of the organization.

Since all employees at the mentioned organization care about the access to materials and tools in their work place, the organization can improve this aspect in order to guarantee its employees job satisfaction and loyalty. Two of the most important factors employees in any organization focus on are recognition, appraisal, and growth opportunities, the company can come up with new appraising methods and new benefits that can be given to employees who crossed the extra mile and achieved beyond the targets. For the organization to develop its internal and external reputation and decrease its employees' turnover rate, the company has to choose its leaders carefully. According to the respondents, the designated organization can hire leaders with many years of experience; this is because employees belonging to that organization experienced servant leadership characteristics in some of their leaders who turned out to have 7 years of working experience or more.

It seems that some leaders in this organization can be called servant leaders because they met the expectations of their employees and showed servant leadership attributes such as caring about employees well-being and personal situations, encouraging to improve and develop at the workplace, communicating well and bonding with team members, become inspirational and motivational, and most importantly show commitment to the team the leader manages. Moreover, the organization can conduct training seminars that are designed for leaders; such seminars can push leaders towards servant leadership styles and methods. Leaders lead by example, so leaving a good expression on employees can benefit the organization as a whole in terms of operations, employees, and leaders.

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