
THE TRANSFORMATIONAL LEADERSHIP OF THE FOUNDING LEADERS OF THE UNITED ARAB EMIRATES: SHEIKH ZAYED BIN SULTAN AL NAHYAN AND SHEIKH RASHID BIN SAEED AL MAKTOUM

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ABSTRACT

Transformational leadership is the leader's ability to communicate and behave in ways that elevate the interests of their followers and stir them to look beyond their self-interest for the benefit of the group. Transformational leaders achieve these results by having four characteristics, i.e., idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This paper explores the transformational leadership of the UAE founders since 1971, mainly, Sheikh Zayed bin Sultan Al Nahyan and Sheikh Rashid bin Saeed Al Maktoum. The UAE leadership is the main success story of the transformation of the seven Arab Emirates from the sporadic emirates into one country from the last 50 years, the most developed and influencing country among Arab and the middle east countries. Also, the country achieved many initiatives at the global level, including becoming a global business hub. The UAE leaders set an efficient Arab leadership model for the Arab lands to rise to the global level. This leadership model is worth prising and evaluating for leadership values, lessons and being global with human concerns.

Keywords: *Leadership, Transformation, UAE, Sheikh Zayed bin Sultan Al Nahyan, Sheikh Rashid bin Saeed Al Maktoum*

1. INTRODUCTION

Leadership is a rising discipline in management because leadership significantly accounts for a successful and satisfactory run of business organizations. If anything, in the highly globalized and competitive business atmosphere of the 21st century, leadership appears to count more. The new business and development environment calls for transformational leaders who appeal to the global community and should be of the global reach and concern. Leaders in different fields and from numerous countries has lasting reputations and leadership imprints. The United Arab Emirates (UAE) is a rising international Arab star, which is a unique case and model created by the efforts of many leaders, mainly H.H. Sheikh Zayed Bin Sultan Al Nahyan, the founding

president of the UAE, and H.H. Sheikh Rashid bin Saeed Al Maktoum, the former ruler of Dubai, and Sheikh Khalid bin Mohammed Al Qasimi, the former ruler of Sharjah and others.

Life in the Arab Emirates was tough. [1], in his book “From Rags to Riches: A Story of Abu Dhabi”, described his terrible childhood life between the 1940 and 1950, which could be generalized to all people at that time. He said the houses of his family and neighbors were made of mud or clay and were excruciatingly hot most of the year [2]. On some nights, the humidity was so high, and I felt as if I was sleeping rolled up in a wet blanket, and sure I could hear the lapping sound of water every time I turned over on my mat" [3][4]. There were no indoor toilets or running water, no cars, trucks, busses, or vehicles of any kind, people clothed in rags and barefoot, and camels were the only means of transport [5]. The people were undernourished, seldom seeing fruit, vegetables, or milk, and there were no doctors or dentists [6][7]. Al Fahim witnessed his family undertaking a terrible two-day journey across the desert to find a doctor to treat his little sister, who suffered and then died of burns [8][9].

Although oil was discovered in many Arab countries in the west of Asia and North Africa, many of those countries failed to build success stories, make their people happy, diversify their economies, and achieve development like the UAE [10][11]. On the contrary, oil is a dam to some Arab countries as many Arab leaders misused this resource leading to many conflicts and wars. Also, the UAE leadership is acknowledged globally [12][13]. For instance, the Indian Prime Minister Narendra Modi, during a discovery, appreciative, or learning visit to the Emirates [14][15], had fulsome praise for the country for its foresighted and forward nature and its founding and present-day UAE leadership [16][17][18][19]. Therefore, the paper argues that leadership is another critical factor in driving the success story of the UAE [20], mainly the transformational leadership styles that clearly could be seen by examining the leadership styles of H.H. Sheikh Zayed Bin Sultan Al Nahyan and the others [21][22]. The authors believes that the credit for the global heights of the nation should go to the transformational founding leadership of the country [3][22].

Few peer-review academic papers attempted to analyze the leadership styles of the founders of the UAE union, e.g., [23][24] presented Shaikh Zayed as a charismatic and transformational leader, [25][26] claimed that Sheikh Zayed was a transformer, and [27][28] argued that the leadership style of UAE founders was charismatic. Nevertheless, those papers need to be extended and a deeper analysis to be conducted [29]. Accordingly, this paper aimed to address the transformational leadership of the founding fathers or the architects of the UAE as a learned lesson in transformational leadership [30][31], specifically, the highest order, and draw leadership values and lessons. The Methodology is to examine the leadership practices of the UAE leaders based on the four attributes of the transformational leadership styles [32][33], i.e., idealized influence (charisma) [34][35], inspirational motivation, intellectual stimulation, and individualized consideration [36][26]. This paper is one of few peer-review academic attempts at unraveling the transformational leadership stood for the Arab renaissance [37][38]. They appear to have set an Arab leadership model, which is valuable for the Arab lands to rise to the global level. This leadership model is worth purring and evaluating for leadership values and lessons[39][40].

In the sections following, there is a literature review about the transformational leadership, then present the study methodology, discussion, conclusion, limitations, and recommendations for future research.

2. LITERATURE REVIEW

Among other things, the leadership factor has been brought to the fore by the financial crisis of 2008 [41][42], with many calling the crisis a leadership crisis, particularly the leadership of the big banks in the premier United States of America going astray [43][44][17][45][46]. Thus, leadership appears to become an increasing factor of importance [47][48], and the performance of companies and their public standing is explained in terms of their leadership, represented by CEOs, Presidents/Chairman and Boards, and the workforce [49][50]. They are all comrades in –in-arms- for public service and the people. National and Business and leaders like, Sheikh Khalifa bin Zayed Al Nahyan [46][51], Bill Gates and Warren Buffett are national and international iconic figures in social and human concerns as they formed with others the elite group of billionaire philanthropists [52][53]. They have many business, life, and social lessons to convey, especially Buffett, who is known, in addition to wealth creation [54][6], for the personal non-ostentatious use of the wealth. Buffett is a master at communicating effectively and inspiring others to perform, especially in 2008 when things went badly [55][14]. Buffett believed that his wealth should belong to society, and he motivated more than 160 billionaires to give away at least half of their wealth for philanthropic causes [55][56].

But leadership appears to be a scarce factor [57][58]. The exercise indulged in finding a replacement to Steven A. Ballmer in 2013 at the Microsoft is too well known to be recounted here, and finally Gates [59], Ballmer, and Board went from 100 candidates to one, and they selected Satya Nadendla, an Indian resident of the USA for the position [60][61]. The literature highlighted that leadership has no national boundaries. What is needed is creativity and catholicity of outlook in the age of globalization and borderless on and off-line business [62][63]. The literature review revealed that scholars proposed many definitions and theories for leadership. The word or the concept of leadership, quite understandably, is a wide and complex one liable to many interpretations [64][65]. There are different grades and leadership, from the ordinary to the sublime, and the most lasting category or legacy and the leadership dealt in the note is of sublime and heroic level or historical or history creating [66][67].

[68][69] proposed one of the earliest simple and matter-of-fact definitions of leadership as the leader is an individual in the group, who directs and coordinates task-relevant group activities, or who, in the absence of a designated leader, automatically performs these functions in the group [70][71]. Later, [72][24] proposed that effective leadership depends on the leader's ability to solve complex social problems in an organization [73][15]. Furthermore, in the 21st century, [74] provided another definition of leadership as the ability to build teams or improve the performance of established ones and get results [75][76]. One leadership concept is the heroic or great man leadership, which appeared in a series of lectures by Thomas Carlyle in 1840 [77], in which he tried to remove the myths about the concept of the heroic leader who has supernatural qualities [78]. Other scholars, e.g., [79] found in an experiment three leadership styles that are autocratic [80][81], democratic, and laissez-faire, [82][83] found in a literature review several traits that could be standing behind the quality of leadership, e.g., risk taking, self-confidence, drive for responsibility and task completion [84], persistence in pursuit of goals, Weber listed in his book

“Economy and Society” published in German for the first time three types of authority, i.e., 1) rational or legal authority or transactional leadership, which enable those who are elevated to authority to issue commands, 2)[2][85] traditional authority, which rest on a belief in the sanctity of immemorial traditions and the legitimacy of those exercising authority under them, and 3) the charismatic authority, which rest on devotion to the exceptional sanctity, heroism or exemplary character of a person, and of the order revealed by him [86][87], and [68][10] proposed the contingency leadership model, which state that the leader is effective in some circumstances and ineffective in other circumstances based on the leader and member abilities [88], which are among the most significant predictors of group performance and reflects the level of leader influence over the task itself.

These definitions are right within their perspectives of leadership. Weber argued that no one of the three leader types described above occurs in an ideal form [86]. However, leadership appears to be a great thing, a rare human quality not to think of just the self but of others and the story at large, and it evokes complete trust, faith, safety, security, and well-being. [36] defined the transformational leadership theory, one critical theory in leadership, as a superior leadership performance that occurs when leaders broaden and elevate the interests of their followers, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their self-interest for the good of the group [89][90]. Furthermore, Ruiz (n.d) claimed that achieving and sustaining true transformation is essential for organizations, but it is complex and rare as it takes a long time for organizations to find transformational leaders and cultivate fruitful environments. [36] described four ways for transformational leaders to achieve transformation results in their followers, i.e., 1) being charismatic (or idealized influence) to their followers, 2) inspiring them, 3) individualized consideration, and 4) intellectual stimulation. According to [36][91], charisma help leaders provide vision and sense of mission, instill pride, and gain the respect and trust of their followers, inspiration is the communicating high expectations, using symbols to focus efforts, and expressing important purposes to followers, intellectual stimulation is promoting intelligence, rationality, and careful problem solving, and the individualized consideration is giving personal attention, treats each employee individually, coaches, and advise. [36] claimed that transformational leaders could be directive or participative, authoritarian, or democratic [92][93].

On the other hand, [36] defined transactional leaders as those who engaged in a classic transaction with their employees, e.g., explaining the requirements and the compensation for fulfilling these requirements [94][95]. Transactional leaders comprise two factors, i.e., the contingent reward factor, which represents the constructive and positive exchanges with followers for effort, promises rewards, and recognizes accomplishments, and the active management-by-exception, which is watching and searching for deviations from rules and standards and taking corrective action. Furthermore, [36] claimed that transformational leadership does not substitute for transactional leadership. On the contrary, the best leaders are both transformational and transactional. In conclusion, transformational leadership generates follower commitment, loyalty, involvement, and performance, while transactional leadership does not go far in building trust and developing motivation, and it increases stress [96][36]. Among these transformational leaders in the 20th century, Mahatma Gandhi, who was the founder of the colonial free, independent, democratic republic of India, Nelson Mandela of ‘color’ free new South Africa, Martin Luther King Jr of the U.S. civil rights movement Martin Luther King Jr, Ayatollah Khomeini of the Iran Republic, and the like [97][98]. To this distinguished leadership must be added the founders of the

federation of the UAE, which within no time had made a name and fame in the ancient and historical and distinguished Arab countries and the world in general-all due to its visionary founders and their outstanding leadership [99][100], putting the UAE at the forefront of the nations (UAE, 2021) [95][42]. The UAE, in sum, seems to be a unique state, thanks to the unique vision envisaged for one country by its eminent founders. The formation of the new state of the United Arab Emirates is an important historical event that is very interesting to go through in these days of dissensions and breaking of many countries in the world (UAE, 2021)[101][5].

3. AIM AND SIGNIFICANCE OF THE STUDY

Although many papers and reports were made, generally about the founders of the UAE and specifically about Sheikh Zayed bin Sultan Al Nahyan, the former president of the UAE union, this paper aimed to conduct an in-depth analysis of their leadership in terms of the four components of the transformational leadership style as proposed by [36][96], i.e., idealized influence (charismatic), inspiration, individualized consideration, and intellectual stimulation [102][103].

This paper is one of few papers that provides strong evidence for the transformational leadership style of the UAE union founders.

4. METHODOLOGY

The in-depth analysis of the transformational leadership style of the UAE union founders is based on reviewing and analyzing literature and reports about those leaders and the past and current achievements of the country. The study will focus on founders whose leadership lasted longer than the others, e.g., Sheikh Zayed Bin Sultan Al Nahyan and Sheikh Rashid Bin Saeed Al Maktoum.

5. ANALYSIS

This paper adopted [36][96] theory, including four components that are, idealized influence (or charisma), inspiration, individualized consideration, and intellectual stimulation for analyzing the leadership styles of the founders of the UAE union [104][105].

5.1.The Idealized Influence (Charisma)

The Idealized Influence (Charisma) was defined by [36][96] as the idealized influence help leaders provide vision and a sense of mission, instill pride, and gain the respect and trust of their followers. Charisma is idealized attributes and behaviors [106][107]. For example, charismatic leaders go for the good of the group, displays a sense of power and confidence, and talk about their values and beliefs [108] [109]. Initially, it is critical to highlight that the founders of the UAE union were born in the different Arab Emirates, which share some common attributes, such as the religion, language, economy, and the tribal system [110]. According to the tribal system, the tribe leadership stays within one family and is transferred from one member to another over generations. One advantage identified in the tribal system was that the leader of the tribe was preparing his children for the potential leadership position from their childhood. The preparation of children for the tribal leadership position included physical, mental, and psychological preparation [111][112].

In this paper, focus is on both the mental and psychological preparation of the little Sheikhs (or children of the Sheikh), including several traditional approaches, such as allowing children to

attend the Sheikh (father) daily meeting (called in Arabic the Majlis) [113][12]. In the Majlis, the Sheikh, with other senior members or experts of the tribe, holds an open discussion forum to listen to people's concerns and complaints and discuss the tribe's daily and strategic challenges, e.g., scarcity of food and relationship with other tribes and it was allowed for any individual to attend and put forward views for discussion and consideration [114][29]. The role of the Sheikh was to make the final decisions after listening to all people around him. This approach allowed the little Sheikhs to develop their charisma [115][116]. For example, the little Sheikhs learned early to stay and live with people, keep their doors open for people, listen carefully, talk simply, and live humbly with them. Furthermore, the little Sheikhs used to hear interesting stories about people's generosity, heroism, courage, and wisdom. In the Majlis, the little Sheikhs also learned to be responsible and committed to people's needs and protection [117][118]. What the little Sheikhs learned in their childhood was reflected later, when they became the actual leaders, in their strategies, such as walking in streets with minimum guarding, visiting people in their houses, and keeping access to them easy.

The inspiration of the founders of the UAE could be seen by examining some quotes featured in a book prepared by the [119] titled "Eternal legacy-100 quotes by UAE founder Sheikh Zayed" that reflected the glimpses of his impressive insightfulness and vision. For example, Sheikh Zayed said, "I love the desert. Whenever I feel tired, that is where I go to restore my energy and vigor. I get to meet my Bedouin brothers, whom I love with all my heart because their notions are still pure and clean, and they still hold on to their customs and traditions that stem from Arab authenticity and from the teachings of Islam," which reflects his purity, ethics, and his love of his people [120]. Also, he said "tolerance is an essential principle for people who consider themselves civilized," which was translated by the current UAE leaders in 2018 as the year of tolerance (or year of Zayed) by initiating thousands of projects for the benefits of people [119].

On the other hand, Sheikh Rashid Bin Saeed Al Maktoum, the Former Ruler of Dubai, was called the first visionary of the modern UAE as Dubai grew from a small town into a major trading and business city during his time and he played a significant role in forming the union with his brother Sheikh Zayed Bin Sultan [117]. Furthermore, the distinguished leadership, which within a limited time put the UAE at the forefront of the nations by undertaking a massive development plan, including building schools, houses, universities, hospitals, airports, and roads, and stood as a for-ever headstone for the Arab unity and renaissance and marching forward of the Arab identity, uniquely, not coming into conflict or confrontation with other equally prominent global identities of culture, language, and religion, East and West [121].

5.2. Inspiration

The inspiration is communicating high expectations, using symbols to focus efforts, and expressing important purposes to followers [36][96]. For example, the inspiring leader talks optimistically about the future, articulates a powerful future vision, and expresses confidence that goals will be achieved [108]. The inspiration of UAE founders could be seen by examining some quotes said by them. For example, Sheikh Zayed said, "the pre-union era is a history now long gone. We must draw from it enough lessons and wisdom to prove that our faith and determination were harder than all the trials and tribulations thrust upon us," which reflects the significance of the union for him and presents how smartly he communicated his vision about the transformation from the tribal system to a new era for his people. On another occasion, he said, "The union tree

is bearing more fruit, its roots are extending, and its goodness is overflowing; and this tree shall remain for future generations,” which also presents his positive perception of the new union and his vision for the future [122]. Also, he clearly expressed his high expectation from youth when he said, “we are expecting from our youth more than we have ever expected from others to achieve such great accomplishments and deliver such great services that would make this nation an eminent, modern State, keeping pace with the modern world” [119].

On the other hand, the founder of the UAE inspired the next generation. For example, they inspired and motivated the next generation of leaders toward building a great nation, which can be seen by reviewing the current achievement of the country, such as becoming a trail-blazer and pacesetter with a superb macro and microeconomic, business and development performance, not all due to oil [16] [123] without any dissensions, disturbances, violence, bloodshed, coups, agitations and strikes, and terror. The table-1 shows the decadal transformation and table-2 significant achievements of UAE in terms of People, Environment, Economy, States and Markets.

Table 1: Transformation of United Arab Emirates from 1990-2020

World view, People & Environment, Economy, States and Markets	1990	2000	2010	2020
Population, total (millions)	1.83	3.13	8.55	9.89
Population growth (annual %)	5.8	5.5	7.7	1.1
Surface area (sq. km) (thousands)	98.6	98.6	98.6	98.6
GNI, PPP (current international \$) (billions \$)	..	323.33	554.59	659.55
GNI per capita, PPP (current international \$)	..	103,170	64,860	66,690
Life expectancy at birth, total (years)	72	74	76	78
Mortality rate, under -5 (per 1,000 live births)	17	11	9	7
CO2 emissions (metric tons per capita)	30.3	26.97	19.04	20.80
GDP (current US\$) billions	50.7	104.34	289.79	358.87
GDP growth (annual %)	18.3	10.9	1.6	-6.1
Exports of goods and services (% of GDP)	..	49	82	97
Imports of goods and services (% of GDP)	..	41	62	71
Merchandise trade (% of GDP)	69	81	138	152
Time required to start a business (days)	-	19	15	4
Mobile cellular subscriptions (per 100 people)	1.8	45.6	127.8	185.8
FDI, net inflows (BoP, current US\$) millions	-116	-506	8,797	19,884

Source: World Bank Country Profile- United Arab Emirates, retrieved on May 5, 2022

In addition, according to world bank, the UAE GDP increased from \$50.7 billion in 1990 to \$358.87 billion in 2020, merchandise trade increased more than the double from 69 % of GDP in 1990 to 152% of GDP in 2020, with the GDP per capita of US\$ 40,711.4, which is one of the highest GDP per capita among the developed countries in the world, and the mortality rate under <5 years has dropped from 17 in 1990 to <7 in 2020. Furthermore, the UAE, based on the Global Competitiveness Report 2019 (Schwab, 2019), ranked 25th in the world. Some most significant achievements of the UAE are presented in table 2.

Table 2: Most significant achievements of UAE

Index Component	Score (0-100)	Rank/141
Security	92.8	7
Social capital	58.6	25
Public-sector performance	80.0	4

Transparency	70.0	23
Checks and balances	61.3	30
Property rights	75.6	21
Corporate governance	73.9	16
Future orientation of government	73.8	9
Transport infrastructure	84.1	8
Utility infrastructure	92.9	44
ICT adoption	91.9	2
Macroeconomic stability	100.0	1
Health	72.2	92
Skills	70.6	39
Product market	71.7	4
Labor market	66.2	34
Financial system	73.8	31
Market size	70.3	32
Business dynamism	69.3	31
Innovation capability	52.3	33

Source: *The Global Competitiveness Report (2019)*

At last, we should mention that the UAE to establish a space exploration program and is the fifth to reach Mars [124], coinciding with the 50th anniversary of the United Arab Emirates' formation.

5.3. Intellectual Stimulation

Intellectual stimulation is promoting intelligence, rationality, and careful problem solving (Bass, 1990 & 1995). For example, the intellectual stimulation leader examines the appropriateness of assumptions, seeks differing perspectives, sees the problems from different sides, and come out with new solution [108]. The intellectual stimulation of the UAE founders could be seen by examining some quotes said by them. For example, Sheikh Zayed said, “the optimal way to build a strong society is to build educated citizens, and everyone is responsible for getting appropriate education to participate effectively in the Union’s journey.” Also, he said, “educating people is a great wealth on which we pride ourselves, and we are building the future based on knowledge,” and “wealth that is not managed by informed, enlightened minds, based on rigorous planning, is destined for waste and loss” [119].

Accordingly, and based on the vision to provide education to all citizens, the early government implemented the first and largest initiatives by building schools, universities, and learning centers across the UAE and recruiting teachers from other Arab countries. A few years after this initiative, the UAE was able to meet all requirements for education, and, in sequence, the UAE became a home for many local and international private universities and schools [118]. Today, Emirati businessmen manage the most successful business empires, and Emirati managers lead most public organizations, e.g., universities, hospitals, and others.

5.4. Individualized Consideration

Individualized consideration gives personal attention, treats each employee individually, coaches, and advises [36][96]. For example, the individualized consideration leader treats people as unique individuals, considers their needs, and helps them to develop their strengths [108]. The philosophy of the UAE founders was that the resources of the country should be used for the benefit of the people. The individualized consideration of the UAE founders could be seen by

examining some quotes said by them. For example, Sheikh Zayed said, “in assuming the tremendous responsibility entrusted to us, we work for every individual without discrimination, as we do with our children; we do not distinguish between a relative and a nonrelative. We’re counting on all of them, each with their level of generosity, capability, and expertise. We count on them, just as we trust ourselves to press ahead on the path of progress and success for our nation.” On one famous occasion, Sheikh Zayed got annoyed when they told him that some citizens were suffering from the wages of their homes. He was angry because he wanted every citizen to own a house and have a job. Accordingly, he issued orders to the government to implement a new strategy (Sheikh Zayed, n.d.).

6. DISCUSSION

The transformational leadership theory is the ability of a leader to elevate the interests of their followers, generate acceptance of the purposes and mission of the group, and stir them to look for the good of the group [36]. However, this leadership style is rare [125]. Transformational leadership has four components, i.e., idealized influence (charisma), inspiration, individualized consideration, and intellectual stimulation. On the one hand, the analysis of the leadership style of the UAE founders revealed many factors that contributed to making them transformational. On the other hand, their unique achievements provided evidence and supported our arguments about the transformational styles of those leaders. One critical factor was the traditional education system that allowed those leaders to learn a lot in their early childhood by attending the Majlis of the Sheikh (the father) [8]. There, they learned to communicate with people, be responsible and commit to their needs, find solutions to challenges, and protect them. Therefore, they developed a great vision and mission, rooted in history and still guiding the consecutive generations of the UAE leaders for the people's welfare. This vision was developed later by the current leaders of the UAE, e.g., Sheikh Mohammad Bin Rashid Al Maktoum, to make the country the number one among all globe countries [126].

Furthermore, the above analysis included many unique initiatives achieved by the UAE, including becoming a country of luxury, prosperity, and happiness for its residents and the land of gigantic projects. According to [126], his father, Sheikh Rashid, used to describe new projects, time after time, which later proved right as Dubai grew more and more. Accordingly, hard-working for the benefit of the people was another critical factor of the leadership style of the founders of the UAE. On the other side, [36] claimed that transformational and transactional leadership complement each other without any contradiction. Therefore, it is significant to say that the founders of the UAE are also recognized as transactional leaders through their achievements in organizing the formal procedures of the country and building and maintaining structures. For example, Sheikh Zayed initially established, based on the Arabian Bedouin traditions of consensus and consultation, the supreme council of the union, and he, as the elected president of the UAE, formalized the consultation process and established the Federal National Council, the Emirates parliament (Embassy of the United Arab Emirates - Washington, DC, n.d.). Also, the founders succeeded in establishing an effective governmental system at each emirate level and the union level.

At last, the authors believe the success of the UAE story was related to the transformational leadership of the founders of the UAE, not only to oil. The UAE, the number one country at least in the Arab and middle east region, is looking forward to further achievements. In his book

“Flashes of Thought”, Mohammad Bin Rashid Al Maktoum, the prime minister of the UAE and the ruler of Dubai, talked about the country's future and explained some future initiatives. For example, the UAE government will adopt the Smart city concept of using technology to make citizen's experiences simple, convenient, and efficient [126]. Furthermore, [126] talked about the Smart government of the future, which will be service-oriented, e.g., the government will be available and open for service 24/7, all year round, competes with and surpasses the private sector, and citizens will be able to complete any government transaction at any government service center (connected), and innovative.

7. CONCLUSION

The paper is about a case of transformational leadership of nation founding, building, and giving it forever direction [127]. Its principles are service and the good of the people. Its lessons are human concerns. According to the analysis, the UAE founders have met the four components of transformational leadership, i.e., the idealized influence (or charisma), the inspiration influence, the intellectual stimulation, and individual consideration. Also, they met the components of transactional leadership, which is considered significant in building and maintaining structures and organizations. The authors believe that, based on the UAE's achievements, the leadership model of the UAE founders is beneficial and could add value to the regional and global leadership if it is properly framed and implemented in several aspects of life, such as business, politics, and social life.

8. LIMITATION

The paper is based on reviewing the literature found on the topic. Little information was found about some leaders (founders) who did not live long after establishing the UAE.

9. RECOMMENDATION FOR FUTURE RESEARCH

Although the paper extended the discussion about the transformational leadership styles of the founders (leaders) of the UAE in 1971, future research could use a stronger research design, such as interviewing senior Emirati citizens who experienced the foundation of the UAE to get more details about those great leaders. Also, examining the leadership practices of the UAE founders could end with a unique, universal model of leadership rooted in the Arab and Islamic cultures.

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