



Leadership towards Innovation and Organizations Performance: Encouraging Employees Empowerment

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ABSTRACT

The study has been critically focusing on the impact of leadership on innovation management and empowerment of employees in different sectors of the UAE. It has been significantly observed that leadership plays a crucial role in the process of empowerment and innovation which has a positive impact towards reducing the turnover rate as well as the enhancing the overall organizational growth by retaining the talent and developing comparative advantage within the target market. To carry out the study quantitative approach followed by a descriptive research design has been undertaken considering 100 participants. The study findings show that leadership has a strong significant relationship with the other variables such as empowerment and innovations in organizations. As a result, leadership plays a crucial role in driving innovation, empowering employees, and enhancing organizational performance. By fostering a culture of innovation, leaders encourage creative thinking and enable organizations to adapt to an ever-changing business landscape. Moreover, by empowering employees, leaders create a motivated and engaged workforce that contributes to improved performance. Organizations that prioritize effective leadership practices are better positioned to achieve sustainable success in today's competitive marketplace.

1. INTRODUCTION

Organizations are realising the critical role that innovation plays in attaining long-term success and preserving a competitive edge in today's quickly changing business market. However, innovation cannot flourish in a vacuum; it needs strong leadership to promote a creative workplace environment, give employees agency, and boost productivity. For teams to reach their full potential and spur internal innovation, leaders who recognise the value of employee empowerment are essential. Leadership towards innovation encompasses a set of skills, behaviors, and

strategies that inspire and guide individuals and teams to think differently, challenge the status quo, and generate groundbreaking ideas. It involves creating an environment where employees feel empowered to take risks, explore new possibilities, and contribute their unique perspectives. Such leadership not only stimulates creativity but also enhances overall organizational performance by fostering a culture of continuous improvement and adaptability (Müller and Turner, 2010a). However, empowering employees is a critical aspect of leadership towards innovation. When

individuals feel trusted, supported, and encouraged to take ownership of their work, they are more likely to unleash their creative potential. Empowerment involves delegating authority, granting decision-making autonomy, and providing the necessary resources and support for employees to experiment, learn from failures, and contribute to innovation initiatives. By empowering employees, leaders can tap into the diverse skills and perspectives of their workforce, fostering a collaborative and inclusive environment that fuels innovation (Mumford et al., 2000).

Moreover, leadership quality plays a vital role in enhancing the innovation and empowerment of the employee as well as the organization in the UAE. This study integrates two-fold research paths one is the role of leadership influencing the empowerment of the employee and the organization in UAE and another one is the role of leadership influencing the innovation of the employee and the organization. This research focuses on a theoretical framework where three variables have been considered empowerment, innovations and leadership. The independent variables which are considered here include Empowerment and Innovations and the dependent variables include leadership where both the empowerment and innovations are influenced by the leadership quality of the employee as well as the organizations. Several journals and articles are reviewed where the researcher investigates the basic role of leadership towards innovation and empowerment of the employee as well as the organization in UAE. The research problem was based on the poor leadership that hurts the organizations leading to the retention of the employee, decrease in the motivation level and overall productivity of the organizations (Fiedler, 1964). Also, the lack of leadership quality leads to the gap in communications between the employee and the employer which in turn leads to the coordination problem and improper decision making. To carry out this research model were used by the researcher to evaluate the role of leadership in the organization in the UAE. The research hypothesis was developed and presented depending on the review. The research was designed as a descriptive and probability sampling was done in the form of random selections. 100 respondents were there who participates in the

survey and different data were collected and evaluated. Data that were collected are secondary data as well as primary data since these data are collected from articles and journals as well as interviews and survey were carried out. Lastly, data were analysed depending on the data that were collected from several journals and articles. After completion of the research few gaps were found while practising the leadership quality within the organizations and thus few recommendations were suggested to overcome those challenges.

2. THEORETICAL FRAMEWORK

2.1. *Employee Empowerment*

(Afram et al., 2022), has critically emphasised upon employee empowerment and their performance within the specific banking sectors. It has been stated in the article that empowerment needed to be carried out by the HRM department to ensure encouragement among the employees which would eventually contribute towards the productivity, higher level of job satisfaction and organizational citizenship behaviour (Ali Salahat, 2021). Most importantly, with the help of enhanced empowerment process, the negative activities among the employees such as employee turnover intention, absenteeism and deviant workplace behaviours can be reduced effectively. There is a significant positive relationship existing between the employee empowerment and their performance within the banking sectors of the UAE.

2.2. *Innovations*

As highlighted by (Ince et al., 2016) innovation can manifest in different forms, such as breakthrough inventions, incremental improvements, disruptive business models, or transformative processes. It can emerge from individuals, teams, organizations, or even collaborative efforts across industries and disciplines. While innovation is often associated with technological advancements, it extends beyond technology to encompass social, cultural, and organizational innovation as well.

2.3. *Leadership*

(Müller and Turner, 2010b) has highlighted, Leadership is a concept that has been studied, admired, and debated for centuries. It is the ability to guide, inspire, and influence others to achieve a

common goal or vision. Effective leadership is crucial in various domains, including business, politics, education, and community organizations. While leadership styles may vary, there are certain qualities and practices that define exceptional leaders (Al Ariss et al., 2014). Moreover, empathy and emotional intelligence are also critical attributes of successful leaders. Understanding the emotions, motivations, and perspectives of others allows leaders to connect with their team members on a deeper level. By showing empathy, leaders create a supportive and inclusive environment where individuals feel valued, empowered, and motivated to perform at their best.

2.4. Operational definitions

- *Empowerment*: It can be referred as the process through which the overall psychological, as well as non-financial and financial benefits, are provided top the employees ensuring the training and development process are in line with the competitive advantage development of the organization (Ali Salahat, 2021).
- *Innovation*: It can be termed as the process or mechanism of development through which the system and the working process would be technologically advanced contributing to the global and domestic competitiveness development(Silva et al., 2019).

- *Leadership*: Leadership is the hierarchical body responsible for optimising and monitoring and development activities within the organisations which are eventually done by the leaders of the organisation and the term leadership used as a group of people responsible for managing the people of an organisation (Grinerud et al., 2021).

3. LITERATURE REVIEW

3.1. Employee Empowerment impact on Organisational Innovation

(Bawaneh et al., 2023), the primary aim of this study to identify the role of leaders that lead to increase psychological empowerment and employee satisfaction. Also, this study recognised the importance of employee empowerment at the hospital industry that required in delivery the service with high quality (Akour et al., 2023). Psychological empowerment is one of the motivational key factors that increase the level of self-efficiency of the employee (Muhammad Turki Alshurideh et al., 2023c). Also, it is categorised in intrinsic task based on their roles regarding the job. Level of empowerment strong connected with enhancing of self-efficiency that resulted to increase employee satisfaction and organizational commitment.



Figure 1:

It has been found a strong relationship between psychological empowerment (PE) and job satisfaction among any sectors also there is a wide range of evidence indicated that PE always leads to employee satisfaction in the job. However, this

study examines six different types of the role of leaders in increasing empowerment of employee (A I Aljumah et al., 2022a). such as authority, accountability, provide self-direction in the right way, innovative decision making, delivering

information, skills and knowledge development and conducting proper coaching mentoring program for beneficial performance of them. Various authors defined employee's empowerment factors with their perspective (Al-Marroof et al., 2022b; Aljumah et al., 2021a). They stated that empowerments are high mechanism factors of individuals which major accountable for achieving the positive results. It also required by the managers in sharing the knowledge and information in terms to enhance their performance (Muhammad Turki Alshurideh et al., 2023b). In this context, empowerment of leaders essential for an employee because through which they can always support to improve the skills of the employee. The empowerment managers always refer coaching program for encouraging employee and make them thus they will able to overcome any risk factors with their innovative ideas and treats for any mistakes through effective learning opportunity (Aljumah et al., 2021b; Gaytan et al., 2023). All study findings indicated that leaders empowering behaviours (LEB) direct impact on employee in maintaining the organizational commitment (I. Akour et al., 2022). LEB positively relates to Psychological empowerment (PE) which also is related to employee satisfaction. Predominately, leadership empowerment behaviour is influenced by Psychological empowerment in non-managerial concept among the employees in the hospital industry (AlDhaheri et al., 2023). However, this study successfully identifies the relationship LEB to PE relationship is strongly assess among the non-managerial service employees (Muhammad Turki Alshurideh et al., 2023a). Since, well customers service requires empowered employee in customer's service to make service decision independently where empowerment is crucial (Aityassine et al., 2022; Al-Kassem, 2014). This study emphasised on an employee who perceived on Psychological empowerment that based on their managerial action in the firm and important to continue proper measure in the same place (Muhammad Turki Alshurideh et al., 2022b; M T Nuseir et al., 2022a). The manager adopts LEB when they proper rewarded from their organisation that leads to enhance organizational performance (Muhammad Turki Alshurideh et al., 2022a). As per the results of this study, employee

job satisfaction strongly depended on empowerment behaviour of leaders (Kurdi et al., 2022b).

3.2. Employee Empowerment is influenced by the Leadership of an Organization

According to the study carried out by (Ali Salahat, 2021)(Al-Awamleh et al., 2022), they argued that organizational success widely supported by empowerment employees. This study emphasizes on the role of leaders in organizational innovation that is powerful and positive influencing tools which often to refer to increase empowerment of the employee (Nuseir et al., 2021). In the development context, organizational culture transformation leadership strong influence the innovation level that lead to increase employee performance also that focused on the areas of total innovation of an organization (Gulseven and Ahmed, 2022). Generally, two types of leadership style are followed in the organization such as transactional and transformational in universal concepts (M T Nuseir et al., 2022b). Transactional leadership style depends on the self-motivation of people who work according to the right direction, structure and culture of the working environment (Abudaqa et al., 2022). Another hand, transformational leaders commonly performed as a distinct behaviour that depends on increasing motivation, idealised influence, intellectual service and effective consideration of individuals (Kurdi et al., 2022a). To increase organizational innovation, the company always supported by their manager and employee with their new or innovative ideas and creative thinker, experimental thoughts that resulted in the successful development of product, service and technology (Ahmed and Nabeel Al Amiri, 2022; Almasaeid et al., 2022; Lee et al., 2023; Mat Som and Kassem, 2013). Performance-oriented Organizational culture major considers to climates for organizational innovation (Nuseir et al., 2020). However, the organizational culture and transformation leadership drives in a process of articulation where required particular vision and high-performance expectation of an organization. Although, organizational culture important in influencing innovation factors if that significantly relate together.

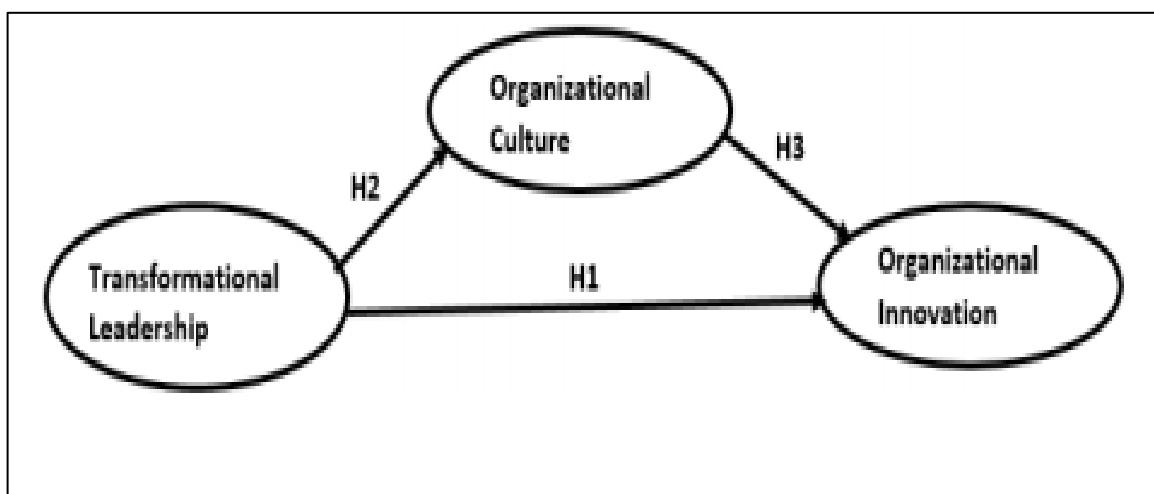


Fig-conceptual model

3.3. Increase the Innovativeness of Employees and Organizations through Effective Leadership

Innovation is original creativity that enhances the progress of a product, process or service and it was stated by (Al-Marroof et al., 2022a) at the time when they developed a strategy of innovation about clients require value-added services to maintain the loyalty to the service provider (Al-Kassem, 2017; Sakkthivel et al., 2022). It requires the leadership of the managers to expand their product lines and customer services in terms to make satisfy their global customer (H. M. Alzoubi et al., 2022d). About the innovation (I. A. Akour et al., 2022; Nuseir and Aljumah, 2022) stated that it was the transformation of knowledge into the new products, process and service that involved more than just science and technology (Ahmad Ibrahim Aljumah et al., 2022b; E. Khatib et al., 2021). The actual aim of this study is identifying the definition of innovation, the process of innovation, drivers of innovation and barriers of innovation in the telecommunication industry in UAE (Al-Kassem, 2017; Louzi et al., 2022b). In terms to meet the innovations, it will also project the determinants of the organization (Ahmed et al., 2022; Nadzri et al., 2023). Also, this study evaluates some projects in Etisalat in related to drivers of projects, types of project, challenges of the project, with accessing the project selection criteria and selecting the managers for the project (R. S. Al-Marroof et al., 2021b). The actual purpose of the expositions is investigating the issue of innovation in the telecom industry of UAE with a growing significance after the liberalization in 2004 on the telecom industry

(Nuseir, 2020). Others authors stated that innovative organization need to have some innovative people to work and cultivating innovators which is one of the most important things that companies can do to ensuring that they lead and not delay change (El Khatib and Ahmed, 2018). Any types of organization required several talents in terms to successfully carry out the total process of innovation (Nuseir and Elrefae, 2022). To sustain the innovative project in a long way and stimulate the others approaches empowering the leaders is most important who have the idea to handle challenges and different type of talent to succeed the whole process of innovation into the telecom industry of UAE (A. Al-Marroof et al., 2021). (Khatib, 2022) the technique usually utilized by the person to influence other people for reached the common goal of an organization that is known as leadership. Before this study, no one explores the effect of transformational leadership on organizational culture based on oil and gas context in UAE. ADNOC is one of the companies who need to deliver their targets and objectives and they require an effective leadership with superior administration among their companies operation as per the contribution of the employees to reach the preferred performance (Al-Kassem et al., 2013; M T Alshurideh et al., 2022; H. M. Alzoubi et al., 2022c; Nuseir, 2021). Purpose of this study is evaluating the effect of transformational leadership based on organizational culture of ADNOC, which is the largest oil and gas company in the UAE (Alzoubi et al., 2021). This company is one of the contributors to economic development in the

UAE. These companies have 65000 employees in their organization (H. M. Alzoubi et al., 2022b; Louzi et al., 2022a). This was identified that ADNOC so much spends to develop their employee's skill through the training and development program which is important for developing core leadership skill and to conduct employees performance towards the organizational goal (Abudaqa et al., 2021; Al-Kassem et al., 2012). To make success the organizational goal one person who inspires and encourage the followers to meet the organizational goal as a leader. In some time as a drive, leadership influences a team towards the organization vision and mission (M. Alshurideh et al., 2022). Leadership conducts some measure of the transformable and positive change with accessing the followers to coordinate activities within the social systems to reach the organizational objectives (R. S. Al-Marouf et al., 2021a). Leadership behaviour is identified in this study as a crucial determinant of organizational effectiveness and organizational culture (Khan et al., 2022). In terms to inspire and encourage the employees for enhancing their best performance organization culture make an impact on the sustainability of an organization (Amiri et al., 2020). Most of the studies reported that there was a link between transformational leadership and organizational culture (Akour et al., 2021). The leader should need to understand the emotion of the employees with having a range of emotional intelligence and influencing the positive culture among the organization (H. M. Alzoubi et al., 2022g; Hani Al-Kassem, 2021). After the analysis, it was founded that there is a significant positive relationship in between organizational culture and transformational leadership which denotes several types of leadership those are adopted by the ADNOC to reproducing the organization culture towards the development of the organization (Aziz et al., 2023). This study crucially considers significant contribution leadership towards the organizational culture (Tariq et al., 2022b). (H. M. Alzoubi et al., 2022a; El Khatib et al., 2022) argued that the leaders in a public sector play the leading role to make any change and it's crucially indeed successfully change as per the needs to manage through the proper planning, organizing and control. Leaders are attempts to create any type of change through the contact of leaders and

followers (Tariq et al., 2022a). As a social process leadership is defined in an organization with having the collective capacity of employees that also adopt leadership roles and responsibilities into the organization (Al-Kassem et al., 2022; H. M. Alzoubi et al., 2022e). Transformational leadership is generally used in Dubai as drivers which inspire holistic public sector reform not only Dubai among the Arab world also (Khatib et al., 2022). Five components are included in the transformational leadership such as idealized attributes, inspirational motivation, idealized influencing behaviour, intellectual stimulation and individual consideration (Al-Dmour et al., 2023). About the leadership of political the effectiveness is changing the trajectory of public sector management that reflecting in delivery of service (H. M. Alzoubi et al., 2022f). The political leadership of UAE proved the process of how the leadership of the state can make a difference between the public management performance and growth of the economy (El Khatib et al., 2021). Leadership and innovation make an important regarding that public management innovation is now a subject of substantial academic interest (Alzoubi et al., 2020). Technological advancement in Dubai and UAE also simplified the innovation of emirates public administration and the actual aim is to build an eco-system of the innovation and encouraging a culture of distinction in entire the Dubai public sector.

3.4. Empowerment and innovativeness of both organisations and employees through effective leadership role

(H. Alzoubi et al., 2022; El Khatib et al., 2020b), this study identifies further development areas of the employee such as empowerment, performance and indicated a strong relationship of these both factors (Alzoubi and Ahmed, 2019). Employee's empowerment strong align with their performance and empower employee always motivated by their leader in proper ways and understand the organisational vision, mission and objectives (El Khatib and Ahmed, 2020). Employee performance is significant factors of organisational development also as the key of dependent variable s as per the researcher. Various authors had provided their opinion about employee performance from a different perspective (M. Alzoubi et al., 2021). They stated that employee performance has ensured by their duties and responsibilities that go forward

towards the company's development (Muhammad Alshurideh et al., 2023). Another hand, employee's empowerment is key of independent variables (Taher M. Ghazal et al., 2023; Khatib and Opulencia, 2015). Through the past few study, various authors came to defined employee empowerment from their perspective (Alshurideh et al., 2020). They argued that employee empowerment process related to boosting the self-efficiency and capability (Aljumah et al., 2023). Also, through their empowerment power they can self—control, feeling self-development, take self-responsibility and overcome any challenges or any problem in workplace efficiently (El Khatib et al., 2019). Employee empowerment is significant phenomena among all employees that make them providing good performance in terms to organisational development (Kassem and Martinez, 2022). In terms to increase empowerment, this study has recommended several key recommendations which should essentially follow by the company such as plan improvement also the company should focus their observation (Alzoubi et al., 2019; Blooshi et al., 2023).

(Amiri et al., 2020; Mubeen et al., 2022) discovered the relationship between empowerment of leaders and the service quality in the UAE banking sector. It is investigated the impact of employee empowerment and satisfaction of the customer in the banks of UAE (El Khatib, 2015). There is a relation between the empowerment of the employee and satisfaction of the customer is well build on the position of relationship manifests in practice, theory, specifically in the Arabian Gulf region (Ahmad Ibrahim Aljumah et al., 2022a). This study found that there is a lack of employee empowerment is present in the banking sector of the UAE. Banks are not providing their employee with the rights to deal with the customer directly or handling the problem (Khatib et al., 2016). Employees consumed restrained their level of the following experiences of empowerment such as knowledge and skill, trust, communication with information flow, and role of clarity (Arshad et al., 2023; Mohammed T. Nuseir et al., 2022). Also, it has been found that the employees of the banking sector in UAE are not satisfied with the reward system and current incentives structure (Varma et al., 2023; Yasir et al., 2022). The result of un-empowered is evaluated that employees are lacking their loyalty and felt commitment towards

the employers or banks and this type of findings is an outcome of less competitive UAE banking sector. Overall indications of this study are to enhance that management of the banking industry is need to understand the implement of empowering practice to lead employee self-sufficiency and sustainable competence in the banking sector (Aljumah et al., 2020; El Khatib and Ahmed, 2019). It was recognized that employee satisfaction positively influenced by employee empowerment and employee satisfaction positively influenced by customer satisfaction (T M Ghazal et al., 2023c). Considering the perception of employee empowerment those findings are important to follow by the UAE bank managers to ensure their firm's profit by customer satisfaction. It's an easy way for the banks of UAE to delivering a better quality service to their customer by increasing the empowerment of their employee.

(A I Aljumah et al., 2022b; M. El Khatib et al., 2021) aim of this study is identified how the style of leadership could affect the job satisfaction level of employees. The subject of this study is finding leadership in federal electricity and water authority (FEWA). One person as a leader provides their followers clear vision, inspiration, objectives and common goals (T M Ghazal et al., 2023b). In that case, it's difficult that without a strong managerial component provide the leadership to the organization. In an organization leadership and management is important than leaders and managers and the reason is management is included staff hiring, managing salaries and planning with ensuring that everyone knows there responsibilities, and coordinated with others people to reached their goals and task (Farrukh et al., 2023). On the other hand, the leadership in UAE is some different and there was no previous research is held on types or styles of the leadership (Alshawabkeh et al., 2021; El Khatib et al., 2020a). Transformational and transactional leadership styles affect on bank manager and enhance the employee's performance and job satisfaction and after that, it was approved by this study that in UAE bank sector transformational leadership style of bank managers are helping to increase the performance and satisfaction of the employee (T M Ghazal et al., 2023a). The differences between the managers and leaders encourage the people towards their task. But it was found in this study that some people have both such talent as a leader

and management skills like a manager (Nuseira and Aljumahb, 2020). Most of the times when they playing the leading role leaders are not have subordinates, but in some cases, leaders are playing the role of a manager and only they have subordinates (Muhammad Turki Alshurideh et al., 2022c). Peoples are not like this type of leader who only provides them orders; they need to follow the leaders who have the inspiring capability. Generally, the style of leaders is transformational and they promise their followers that not only they received extrinsic rewards also they will better people somehow. Leadership is having two types strategic and operational (Nuseir and Aljumah, 2020). The first strategic leadership is having four things to reach terms and organizations success such as selecting talented people, coaching and motivating them and build trust in between leaders and followers (M Alshurideh et al., 2023). It was eventually proved that in every organization success, maximization of profit and market advantage is depending on skilled and effective leaders.

3.5. Research problem

Poor leadership role always negative lead into the organization that affect the ability of the organisation in terms of retaining employees, lowers employee morale, level of motivation and organisational productivity. Due to the poor leadership, the leader cannot communicate with their employee properly in exact time also they invest a lot of time checking staff email and telephone messages. Bad leadership negatively

affects the employee's empowerment because the employee cannot properly make a decision also it creates a problem with coordination. Empowerment of employee help to build confidence in their ability which perceived on collect the mission and goals, build the essential trust within the organisation. Sue to poor leadership the company faces a high turnover rate of employee that negative impact on organisational productivity and business innovation. That kind of leaders can damage the bottom line of the company. The company some threatened from customers and others stakeholder when poor leadership management process occurred in a place that essentially leads to reduced company's reputation. Also, these factors always bad affect the employee thus they do not understand their task therefore they cannot compete it in proper time (Linkedin.com, 2020).

The primary aim of this study to identify effective leadership role which positively leads to an increase in the level of empowerment and innovation of employee as well as organisation. Also, this study suggested further process which should follow by leaders in the company in terms to increase employee empowerment and business innovation. However, various article literature critically was done in this study which will major emphasised for gaining the knowledge from the different study how thee leaders lead into employee's empowerment and business innovation.

3.6. Research Model



3.7. Research hypothesis

Null hypothesis (H₀) = There is no statistically significant relationship existing with leadership and empowerment and innovations in UAE organisations

The alternative hypothesis (H₁) = There is a statistical significance relationship existing with leadership and empowerment and innovations in UAE organisations

4. METHODOLOGY

In the study has adopted a descriptive research design to successfully carry out the research. There are mainly two types of data have been critically collected to define the information knowledge depth within the study area. Also, their research generally has design descriptive and structured to modify the data which critically collected from the selected population. The overall effect would be measured from the study participants responses analysis also from the secondary sources. Therefore, the structure of their research study has been done following this expectation to adopt effective research design approach to accomplish the research. In this study, the researcher had carried out a descriptive survey to gather the data from the selected population of UAE organisational employees from three different sectors. The particular aim of the researcher is to identify the

Table 1: What is the age group?

Option	No. of respondents	Total no of respondents	Percentage response
Below 25	20	100	20%
26-30 years	35	100	35%
31-35 years	40	100	40%
Above 35 years	5	100	5%

impact leadership on the empowerment of employees and overall impact on innovations of organisations in different sectors in UAE. The descriptive research design has been proposed for systematically to describe the impact of the leadership on innovation and empowerment of both employees and the organisation of UAE.

4.1. Data collection method and sampling

To carry out the data collection process the 100 participants from three different industries such as banking, oil and gas and public and private sectors have been selected randomly. Stratified random sampling has been used in this study to collect the data smoothly. Moreover, the desired ethical consideration has been taken into consideration to make sure the authenticity and reliability of the study. The survey questions have been developed and distributed to the participants via email and WhatsApp group to get the desired input for the study through quantitative data collection method. After collecting the data, they were plotted into an excel sheet and further the statistical analysis has been carried using SPSS version 23 to validate the findings as per the developed variables.

5. DATA ANALYSIS

5.1. Demographic Data

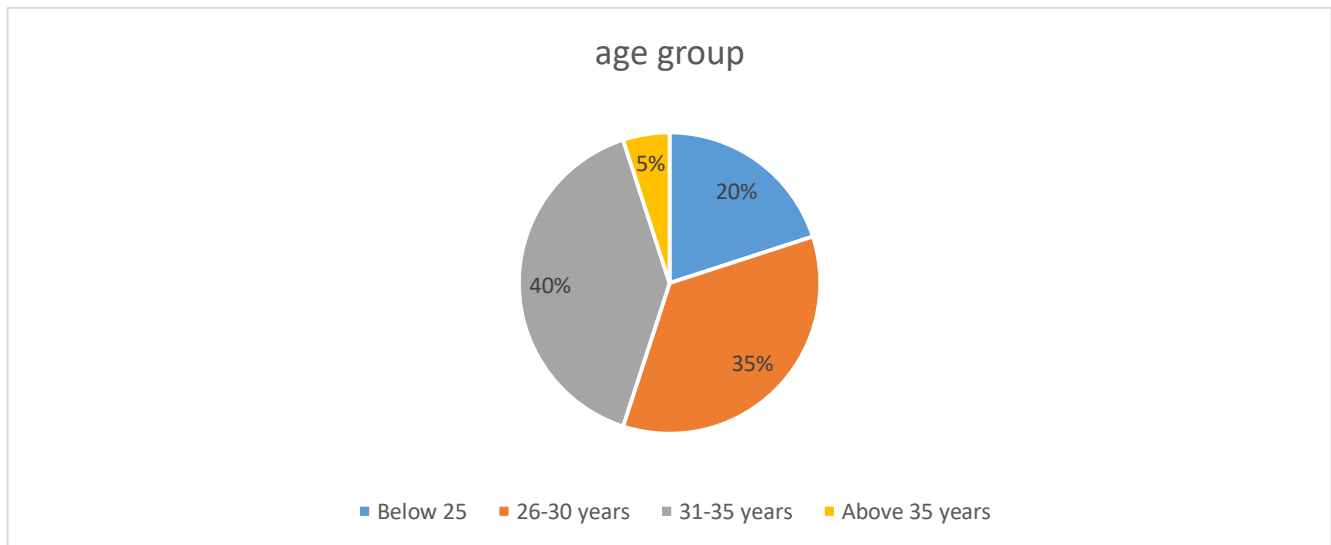
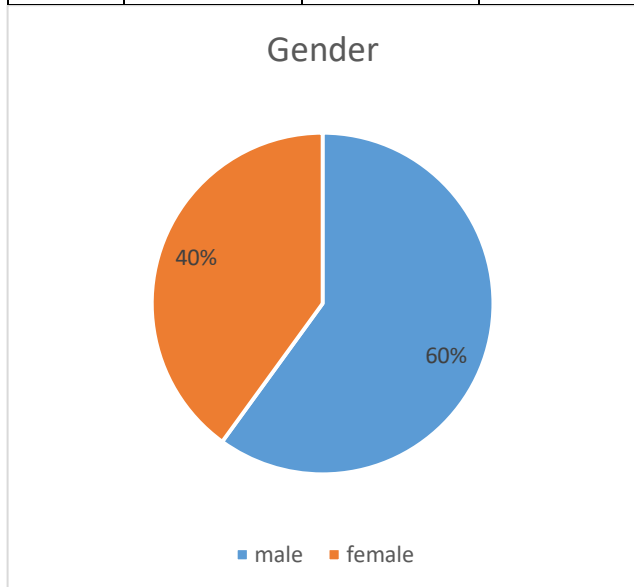


Table 2: What is the gender of the respondents?

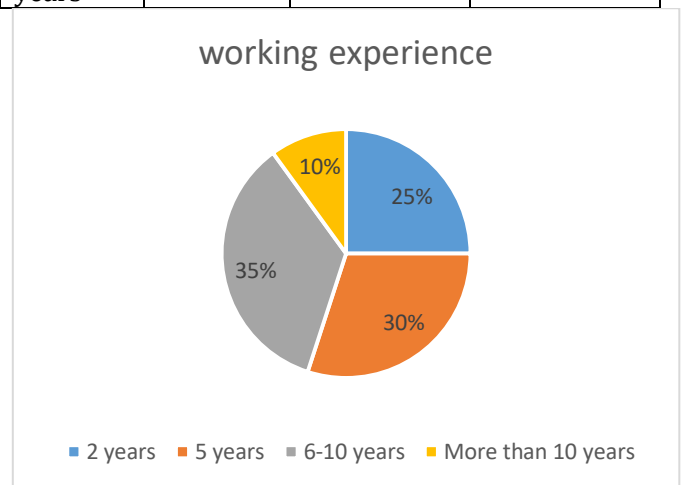
Option	No. of respondents	Total no of respondents	Percentage response
Male	60	100	60%
Female	40	100	40%



What is the working experience of the employee in the industry?

Table 3:

Option	No. of respondents	Total no of respondents	Percentage response
2 years	25	100	25%
5 years	30	100	30%
6-10 years	35	100	35%
More than 10 years	10	100	10%



5.2. Descriptive statistics and correlations

Table 4:

	Variable questions	Mean	Standard Deviation	Correlations
Question 1	How far do you agree that leadership quality influences the innovative	2.23	1.230	1.000

	behaviour of the employee?			
Question 2	To what extent do you agree that leadership quality influences the empowerment of the employee in the organizations?	2.11	1.246	0.965
Question 3	How far do you agree that empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee?	1.86	0.975	0.878
Question 4	To what extent do you agree that empowering and leadership quality has a link with the innovative behaviour of the employee?	2.44	1.373	0.944
Question 5	To what extent do you agree that financial reward helps to focus on the efforts of the employee while implementing the new services?	2.34	1.224	0.967
Question 6	How far do you agree R&D programs help in implementing the innovative behaviour of the employee?	2.14	1.295	0.950
Question 7	Do you agree with the statement that the employee's empowerment has a positive relationship with the innovative behaviours?	2.12	1.122	0.968

6. DISCUSSION OF RESULTS

In the case of agreement with the statement that the leadership quality influences the innovative behaviour of the employee the mean that was calculated is 2.23 and standard deviations include 1. 230. The correlations calculated was 1.000 and thus it can be said that respondents strongly agree with this statement. In case of the agreement with the statement that the leadership quality influences the empowerment of the employee in the organizations the mean calculated was 2.11 and standard deviation calculated was 1.246 and correlation include 0.965 and thus it can be concluded that the respondents strongly agree with the statement. The mean and standard deviations of the statement empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee are 1.86 and 0.975 and the correlation evaluated was 0.878 which implies that the respondent agrees with this statement. In

case of the agreement with the statement that empowering and leadership quality has a link with the innovative behaviour of the employee the mean calculated was 2.44 and standard deviation includes 1.373. The correlation includes 0.944. Thus, it implies that the respondents strongly agree with the statement that there exist strong relations between empowering and leadership quality with the employee's innovative behaviour. In case of agreement with the statement that financial rewards help to focus on the efforts of the employee while implementing the new service, the mean calculated was 2.34 and standard deviations 1.224. The correlation includes 0.967. Therefore, it can be said that the respondents strongly agree with the statement. In case of agreement with the statement that the R&D program helps in the implementation of the innovative behaviour of the employee the mean calculated was 2.14 and the standard deviation was 1.295 and correlation is 0.950. However, it implies that the respondents strongly agree with the statement. In case of

agreement with the statement that the employee empowerment has a positive relationship with the innovative behaviours the mean calculated was 2.12 and standard deviation include 1.122. Correlation evaluated was 0.968 which implies that the respondents are strongly agreed with this statement.

Null hypothesis (H₀) = There is no statistically significant relationship existing with leadership and empowerment and innovations in UAE organisations

The alternative hypothesis (H₁) = There is a statistical significance relationship existing with leadership and empowerment and innovations in UAE organisations

6.1. Hypothesis testing

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.958 ^a	.917	.915	.358	.917	535.715	2	97	.000

a. Predictors: (Constant), How far do you 2 that empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee?, To what extent do you agree that empowering and leadership quality has a link with the innovative behaviour of the employee?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.281	2	68.641	535.715	.000 ^b
	Residual	12.429	97	.128		
	Total	149.710	99			

a. Dependent Variable: How far do you 2 that the leadership quality affects the innovative behavior of the employee?

b. Predictors: (Constant), How far do you 2 that empowering and leadership quality affects the creativity of the employee which in turn affects the innovative behaviour of the employee?, To what extent do you agree that empowering and leadership quality has a link with the innovative behavior of the employee?

organization in different sectors in the UAE. It has been evident from the literary sources that innovative leadership approaches have been undertaken by the some of the organization which has contributed to their higher level of employee and customer satisfaction rate also lowering the absenteeism and employee turnover Most importantly, with the help of innovative leadership strategy the retention of talent and competitive advantage development take place within the target market which add value to the organizational growth and sustainability. From the data analysis, it is clear that empowerment enhances the employee competencies which has significantly contributed to the quality deliverance of the organization as well as enhanced the motivation of the employees added value to the organizational citizenship and better psychological contract.

To test the above hypothesis the regression analysis has been carried out considering the ANOVA factor and as we can see that level of significance among the variables are .000 which is <0.05 indicating the rejection of null hypothesis and the alternative hypothesis is accepted in this case and it can be stated that there is a statistical significance relationship existing with leadership and empowerment and innovations in UAE organizations in different sectors.

7. CONCLUSION AND RECOMMENDATIONS

From the findings of the study, it has been seen that role of leadership has a significant positive impact on the empowerment and innovations in the

Recommendations are as follows

- The different sectors in the UAE need to

undertake effective measures to ensure the string and proactive leadership strategy is in place to ensure talent retention and achieve a higher level of customer satisfaction ensuring organisation growth and sustainability.

- The empowerment should be centred towards the employee overall development and organisation process optimisation to enhance transparency and reputation in line with corporate social responsibility and innovation management
- The organisations in UAE need to implement different integrated and automated tools such as balanced scorecard as well as implementing transformational leadership strategies to boost up employee

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