

The Importance Of Transformational Leadership In Enhancing Organizational Performance By Motivation In Government Institutions In The Uae

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Abstract

This particular study emphasizes the significance of transformational leadership to enhance the performance in government institutions by motivation in UAE. The prevailing pandemic Covid- 19, and competition, every organization has to depict maximum performance for its survival. Employees are said to be the human resources of the organization and they have to contribute their maximum to enhance productivity. The leadership qualities play a vital role in motivating the employees. Various scholars and academicians opine that transformational leadership style through motivation and other features, contribute maximum employee performances and accomplish the organizational goals. In this study it is deeply analyzed considering various factors to enhance better organizational output. The research objectives, research questions and theoretical framework provides better transparency in enhancing employee performances. In government organizations there are several obstacles like government policies, personal gains, competition that affect the performance levels. The leader has to foresee such negative whips and plan accordingly to achieve the organizational goals. The employees training, feedback mechanisms, responsibility sharing, rewards system, and employee appraisal may motivate them to offer their maximum efficiency. The transformational leader has to see that good working ambience, satisfied employees will contribute their best efforts to maximize the productivity. This research study discusses various factors in detail to induce motivation to employees and obtain the required level of performances.

Keywords: Transformational leadership, Organizational Performance, Innovation, Creativity

1. Introduction

The purpose of this study is to recognize the significance of transformational leadership to motivate the organizational creativity and performance in government institutions in the United Arab Emirates. In the current scenario of competition and struggle for existence amid the Covid-19 pandemic, all the organizations and institutions for their survival need to perform and succeed better than their competitors. To attain this, an effective managing and motivating the employees to work with their maximum efficiency for the better output is necessary. The employee efficiency was revealed by the passion, hard work and loyalty of the employees, their satisfaction with their jobs or work, motivation by their leaders or supervisors and a sense of belongingness towards their enterprise or institutions (Raju, 2021). The qualities of the leadership decide the motivating level of the employees and their performances level also.

Impacts of Leadership

The qualities of leadership were deeply researched to reveal its significance over employee's performances level and satisfaction. The characters of a successful leader include the personal, and social traits which recognize him or her. The leadership's behaviour and style also have severe impacts on employee's performances. The research had several times depicted that not a single character alone indicated the success of a leader but a bunch of qualities, the behaviors in various situations and the loyalty of the employees (Visconti & de Paz, 2016).

1.1.2. Types of Leadership

There are several types of leadership styles like a) Transformational Leadership, b) Autocratic Leadership, c) Participative Leadership, d) Delegative leadership, e) Bureaucratic Leadership f) Transactional Leadership and g) Laissez-faire Style Leadership etc. But in this specific study, Transformational leadership is given more importance since it has relevant emphasis on employees' performances, satisfaction and success of the organization. Transformational leadership style is a type of leadership that guides to enhance the achievement and performance level of the employees as well as the self-development of them. The transformational leader increases the employee awareness and self-confidence and transforms into better achievement and self-development.

Background of the Study

Transformational leadership theory has attracted so many researchers and scholars as an effective style of leadership that will encourage the employees and motivate them to perform well to attain the organization's goal and better output performances (Salah, 2020). Due to impact of pandemic Covid-19, external factors, competitions due to globalizations and digitalization's the organizations face many challenges. The organization's performance and success mostly depend on employee performance levels. The performances of employee depend on the particular leader or supervisor or manager who motivates them, who guides and trains them, who supports them during emergencies and hardships. If the employee is unsatisfied in the working environment, it will reflect and affect the performance levels. Hence the leadership qualities are very important to obtain the targeted performances from the employees.

Transformational Leadership Style

Transformational Leadership style is a method where the leader encourages his or her subordinates to consider the organization's interest as their own. The mutual understanding among the employee and the leader or supervisor is given more preference and focused (Griffiths & Knezevic, 2010). This particular style helps to understand the interactions of the employee with their leader, supervisor or boss, to attain the organizational goals. This style is named as it recognizes the leader's ability to transform the subordinates into high level performer to achieve the purpose of the organization. (Raimo et al., 2014) states that this type of leadership tries to transform an employee into a good leader by offering the necessary opportunities for career growth and development. This leadership concept stimulates the employee's autonomy, confidence levels, team work cooperation's, loyalty and satisfactions. It is clear vision of the organization's purpose and targets that have to be performed. It emphasizes to encourage and motivate employees with the flexible style of leadership which enables to adapt team working, good coordination's, better working ambiance and both way communications (Kebah et al., 2019). It acts like a bridge among the employee and the leader to understand, coordinate the organization's interests, values. It highly motivates the employee and provide job satisfaction. Delegation of power is the most important feature of the transformational leadership style. It assists the employees to achieve the desired level of work as expected by the leader or employer, and to adapt to healthy new changes and practices in the organization's ambiance, to achieve the organizational goal (Dhasan et al., 2017).

Leadership is significant management efforts and transforming the behaviors to activate employee's creative behaviors (Mahoney & Baker, 2002). The leadership style is a major determinant of the employee's conduct and performances in an organization. Transformational leadership enhances the self-efficacy and intrinsic motivation which in turn contributes to the psychological empowerment of the employees (Mladenow et al., 2014). It also influences the employee's positive attitude. Several researches and studies revealed that innovation, creativity and training have positive impacts on the performances of the employees. The conclusion says training and organizational learning has positive impacts on organizational performances via innovation and creativity. It is clearly proved that innovation has a direct and positive effect on the total performances of the organization. The innovation and creativity when implemented in the organization, it leads to various positive effects. The transformational leaders encourage motivation that is necessary for the overall growth as well as the development of the organization (Yang & Han, 2019). The creativity and innovation are significant factors for the success of any organizations, when properly implemented. In the current scenario, rapid transformations in technology with focus on more production, globalization, creativity and innovation plays a vital role for the success and survival (Zineldin & Jonsson, 2000). Creativity is to create novel ideas while innovation is to implement those creative ideas within an enterprise or organizations (Mahayni, 2013).

1.2.2. Transformational Leadership Characters

Bass & Avolio in 1994, recognized four dimensions of the leadership characters of transformational style. They are Idealized Influence, Intellectual Stimulation, Inspiring motivation, and Considering individuals. The idealized influence is how the leader acts, performs to influence his followers that makes him to motivate them

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to attain the vision of the organization or institution. As the influential character entails few of his behaviors like loyalty, punctuality, hard work, sacrificing personal gains for the uplift of the group, etc, the employees see him or her as a role model and follow him or her abruptly (Hwang et al., 2020). The leader's behavior influences to gain respect and trust among the employees and to follow the higher values, ethics, standards for the benefit of all. The leader by his or her inspiring motivational attitudes encourages their followers to act with self-interest by the emotional influence and offers their best contribution to the organization. The organization's goal is achieved by the motivated employees and they also get satisfaction and trust. Bass & Avolio during 1994, explained that the intellectual stimulation improves the skill of the employee to think and act for their best output. The creativity of the employee is stimulated and creates novel ideas for implementation. The leader's ability enables the employees to face the issues by novel methods and to solve them. The employees are encouraged to enhance their creativity and apply the novel ideas and their performance levels are maximized. Considering individuals is one among the best features of the transformational leader. The individuals are given top priority, they are well considered which gives them a sense of belongingness and importance that makes them to contribute more voluntarily. The leader appreciates them individually, cares them individually, provides them necessary training, promotion and see his all needs (Malik, Shahab Alam et al., 2010). The employee by this leader's transformational behaviour is well motivated by the given fair and good treatment, gets satisfaction and contribute their maximum for the uplift of the organization. The employee sees the leader as the best role model as his self-interest is taken care by the leader and the confidentiality, loyalty is roused to the maximum level. The employee's self-interest is taken care by the leader and hence their contribution is at the maximum.

1.2.3. Employee Performances

The performances of employees in an organization will impact the success or the failure of the organization. It involves many factors like quantity of the work, quality of the work, efficiency and behaviour of the employees. It means how the employees perform the assigned duties and excel the targets. The performances of individual employees impact the organizational performances. When the organizational performances are poor, it will have a negative effect on profits by poor production and unsatisfied customers. The employee performance management is a critical factor which leads to success of the organization (Antunes, Marina Godinho, Joaquín Texeira Quirós, 2017). To monitor the employees regularly, review their skills, appraise them and awarding or punishing are considered to be vital factors that decide the employee management system. Employee performance management involves to understand the level of performances at all levels. Leadership styles, decision making, motivation, employee appraisal and several other factors impact the performance of employees in an organization

1.2.3.1 Employee Performances in Government Institutions

The development of the government institutions depends upon the skills and performances of the governmental employees. The leaders who are managing them also plays a vital part in motivating them to perform their best. Unlike in private organizations, government policies, political interest, decentralization and few more factors have an impact that affect the employee performance levels. The leadership plays a major role in government institutions and hence this specific study prioritizes the leadership qualities that impact the performances in government institutions in UAE (Kaynak & Hartley, 2008). Those who are placed in senior positions, in charge of making decisions, who have creativity and delegate powers to subordinates in an innovative style will obtain maximum cooperation and coordination from the employees for better performances. The transformational leadership emphasizes organizational creativity and believes in employee participation, good working ambiance, appreciating and acknowledging the employee's creative thinking and their innovative contributions and properly motivating them to excel in their performances. Creativity is an excellent resource which should be developed by proper motivation. Government institutions face many obstacles like policy decisions, political gains, improper communications, etc. To combat them an effective transformational leadership who can motivate the employees to trigger their creativities for better performances is required. Transparency, accountability, incentives, and of course good leadership management are required for enhancing efficiency in government institutions. The prevailing system essentially accounts for wrong doings or errors but not for inefficiency or not achieving. The transformational leader has to motivate the employees and delegate to achieve maximum efficiency.

Significance of Research

The significance of this specific research generates from the leadership style that promotes creativity in government institutions in United Arab Emirates as a change in programs and policies. While the present situation represents few discrepancies, inferior quality, that posed challenges to administrators. The transformational leaders emphasize motivation and creativity. The transformational leaders enhance performances of the followers. The intrinsic motivation induces more creativity and execution. The individual's

work perception of the working ambiance is the major determinant of his creativity (Raju, 2021). The working ambiance influences the creativity in their jobs. Psychological empowerment is a major source for creativity (Mahmud et al., 2010). This research's significance stresses the fact that transformational leadership with vision and message the purpose of his work is to uplift the employees so that they contribute more with fullest cooperation.

1.3.1. Motivation

Motivation is a method which induces, instigates task-oriented behaviours. It causes preferred actions. Emotional, biological, social forces are involved in motivation to activate an action. It can be said as a driving force supporting a required activity. There are several motivational theories like drive theory, instinct theory. Maslow explained about the hierarchy of needs which will guide these motivational theories (Raju, 2018a). Motivation is derived from 'motive'. It means certain desires, needs and wants that drive into action. The method to stimulate individuals or teams into action for accomplishing the desired goals. Few psychological factors that motivate employees to get the desired quantum of work may be desire for more money, recognition, job satisfaction, career development etc. The significant function of a leader is developing his or her subordinates' interest to perform more by suitable motivation. It is most important for every organization due to the below said benefits like a) it transforms human resources into beneficial activities b) it enhances the employee's efficiency levels causing more productivity and profitability c) to attain the purpose of the organization d) it builds team work and better coordination among employees for more efficiency and job satisfaction

Statement of Problem

Major problem found in this study is the challenges faced by the leader to increase the productivity in government institutions and achieve the target performances due to present pandemic Covid -19, lack of motivation and creativity among public sector employees, lack of job satisfaction, to avoid political and personal gains. Government policies, globalization, digitalization, competition, also had their contributions as a challenge posed for the transformational leader to attain the organizational goals. Providing proper training to the employees enhanced the human efficiencies and to update the available technologies like digitalization etc (Creswell et al., 2009). Training also provided motivation to employees and more creativity was enforced by innovative methods and overall productions improved (Mols, 1998). It also gave them growth and development in their careers and job satisfaction as well as loyalty towards the leader and the organization. Good working ambiance, providing required healthcare services, improved working efficiencies.

Research Objectives

The main objective of this study is to identify the significance of transformational leadership to enhance the organizational performances through motivation in government institutions in United Arab Emirates. It can be pointed as

RO1 to identify the importance of transformational leadership in enhancing organizational performances

RO2 To identify how motivation helps to enhance organizational performances in government institutions in UAE by the transformational leader

RO3 To recognize whether transformational leadership methods are practiced by the leaders in government institutions in UAE

Research Questions

RQ1 Do transformational leadership enhances organization performances ?

RQ2 Do motivation helps to improve performances in government organizations in UAE ?

RQ3 Are the leaders in government institutions in UAE practice transformational leadership methods or styles?

2. Literature Reviews

Bass in 1985 describes transformational leadership is one among the best methods to improve the individual as well as team member's performance. The transformational leaders will motivate their employees or followers to explore new ideas (Chang et al., 2017). Such leaders contribute feedback to their followers that motivate them to exert better effort, hard work and encourages them to creatively think and innovate new ideas. They assist them to achieve their goals and the desired targets. Hence achieving target under transformational leader is an easier task and best performance is contributed (Dhasan et al., 2017). Transformational leaders create a working ambiance where the employees individually or in a group gets highly motivated and contribute maximum. The quality and quantity of the work is always better under a transformational leader (Raju, 2021). The productivity is enhanced, the stakeholders are satisfied, and the customers are also satisfied by the transformational

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leadership style (Bricci et al., 2016). Transformational leadership is a method in which one or team members engage themselves in work that both the employees and leaders elevate themselves to higher level of motivation, morale and behaviors (Bouranta et al., 2019). According to B. Bass the transformational leadership is a continuous action in which the leaders induce employees or subordinates to create or contribute what was actually expected. They achieve the targeted results to the entire satisfaction of all concerned (Flepp et al., 2021). Transformational leadership reveals attractiveness, encouragement, inspiration and achieve better achievement levels than expected (Chetty & Phung, 2018). Transformational leadership can suggest better ways and methods to perform better, it can easily communicate with followers, induce them to perform well for the organizational benefit as well as benefit for the subordinates also.

Transformational leadership not only transforms the employees but also the organization from the present situation to the desired level by more productivity, profitability and customer satisfaction (Jalilvand et al., 2018). The transformational leaders care particular attention to the individual's needs that is special for their achievement and growth. Transformational leadership style contributes positive association with creativity and innovation in many organizations (Raju, 2021). By encouraging and motivating the subordinates (Ross et al., 2016), which is significant factor for innovation and novel ideas, which in turn positively enhances better output and performances (Rhoades & Corwin, 1990). Many researches have proved that better innovation and creativity have a positive impact on organization's performance and quality output. Several studies revealed that transformational leadership is particularly effective since it directs the subordinates to develop new products, more productivity, profitability, and better organizational performance under transformational leadership styles.

2.2 Theoretical Framework

The theoretical framework has independent variable, mediating variable, and dependent variable represented by the following figure. Transformational leadership is the independent variable, motivation is the mediating variable while organizational performance is the dependent variable in this framework.

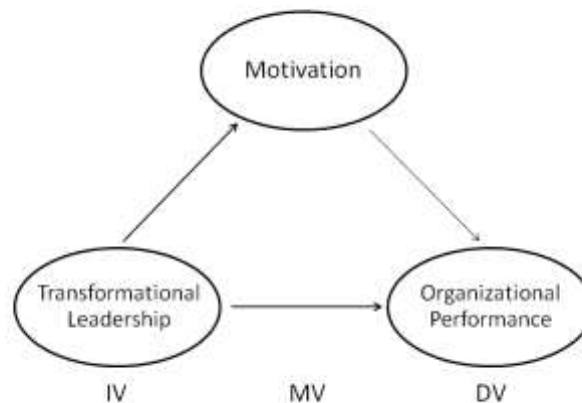


Figure 1. Theoretical Framework

2.3 Transformational Leadership and Organizational Performance

This study researches the association among transformational leadership and organizational performances. The contribution of the literature review clearly depicts the positive relation between organizational performances and transformational leadership styles, through motivation (Lu et al., 2020). Creativity and innovation are the impacts of motivation by the transformational leader, it leads to the expected performances in achieving the desired target levels (Raju & Poh, 2019). The motivation induced by the transformational leader enhances the creativity of the employees leading to innovative ideas and when properly appreciated and recognized by the transformational leader, the efficiency of the subordinated is well contributed and excel in their performances. This observation tries to find the impacts of transformational leadership on motivation inducing creativity at the individual as well as the group level to deliver more contributions (Raju & Phung, 2018). As per the proposed theoretical model, the style of transformational leadership positively impacts performances of the organization through employee motivation. Burns during 1978 introduced the theory of transformational leadership styles. Bass & Avolio, during 1995, made their contributions in developing further this theory. They clarify that this transformational theory consists of four characters. They are role modeling,

motivation, intellectual stimulation and considering individuals (Raju, 2018a). By role model, the transformational leader admires, recognizes, appreciates and respects the loyalty, passion, working skills and emphasizes the significance of team working (Chetty & Phung, 2018). By inspiring motivation, the transformational leader inducts the future vision, guides the subordinates to achieve the aims and purpose of the organization, strongly believes about their strength in achieving them. By stimulating them intellectually, the leader widens the aspirations, abilities, and skills of the subordinates. The innovative, creative ways of problem solving are triggered. By considering them individually the transformational leader creates good association with the subordinates acknowledges their aspirations, abilities, etc. The transformational leader's activities enhance the creativity, innovative features, and encourages to act in a novel way to achieve the desired outputs. By considering them individually, the transformational leader rewards, appreciates, recognizes the efforts of the subordinates and encourage them to act more efficiently (Anjum, T., Ramzani, S.R., Nazar, N., Shahzad, I.A. and Salman, S., 2018). By intellectual stimulation they improve the novel thinking by supporting their autonomous innovative thinking. The motivation encourages the idea creating process and contributes the desired results. The motivated employee is a creativity source in attaining the organization's vision.

Each and every organization is made up of either small or large numbers of individuals or employees working to accomplish few objectives. Employees are necessary to reveal positive attitudes for smooth functioning and success of the organization (Andersen & Skjoett, Larsen, 2009). The purpose of the organization is to enhance, productivity, profit, and stakeholder's wealth. The performance of the organization is treated as successful, when it achieves the purpose and goals with maximum efficiency with minimum resources. The employees working in the organization are the most important human resources and asset and if they perform well, it will positively impact the organizational success. Various factors are said to influence positively the performances of the employees of the organization. Major factors are motivation, performance appraisals, training, employee loyalty, working ambiance etc. But in all these factors employee motivation plays a crucial role and it is basic features present in all these factors. Employees are motivated well by both external and internal factors. Employee motivation is a psychological process influenced by the employee willingness to enhance their working capacities to achieve the organizational desire and goals. Those workers who are motivated well are necessary for every organizations that needs better performances to achieve the outputs. Organization needs to motivate their employees and also to sustain the same for continuous achievement. Motivation gives the employees job satisfaction and motivated employees exhibit loyalty towards the organization.

Motivation offers the employees, stimuli, required push, that propel them to perform in a better way. It contributes an inner force that enhances the determination and levels of energy to achieve the organizational objects. Motivation enhances the trust of the employees working in the organization. Motivated employees feel recognized, and appreciated. They work with more enthusiasm that may lead to enhanced productivity (Alonso-Almeida et al., 2017). Therefore, more attention is needed to motivate continuously their employees. The organization which is continuously motivating employees obtains better performances level. The organization has to retain and attract employees. For this they need to motivate. Unsatisfied workers performances will be not as expected and they may leave the organization also. By proper motivating them with suitable rewards, the employees feel satisfied and will be retained in the organization for continuous employment. The wastages and rejection in the job are also well reduced by the motivated employees, and it improves the quality of the work. Motivated employees offer their best and naturally the more efficiencies will reveal best performances. Training, employee appraisals, good working ambiance, healthcare of the employees are few motivators that enhance productivity. Several studies and research have proved that motivated workers offer their best efforts than those workers who are not motivated. Motivated employees are very important for the organization to achieve its goals and objectives. Motivation and reward have a closer and stronger association. Hence it is necessary for the organization to see its employees are well motivated to ensure higher productivity. The right mix of both materialistic and non-materialistic rewards will increase the motivation level of the employees and their commitment towards their organizations.

Supportive managerial supervision is a significant determinant of creativity in the job and intrinsic motivation. Transformational leaders facilitate such supervision and show confidence on them to motivate employees to achieve organizational goals. Such intrinsically motivated employees are more creative and show better efforts in their work. Recognition, individual consideration and encouragement offered by transformational leader enhances the employee's willingness to work and focus better in their jobs. Transformational leader's intellectual stimulation will energize the workers to more involve and do the task in a better way. All such motivations will improve the efficiency and contributions of the employees to achieve the purpose of the organization.

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3. Challenges

Due to the present Covid-19 pandemic, technological progress, global digitalization, there were few challenges in the adoption of transformational leadership styles. They are discussed in brief in the following sections. Due to the pandemic Covid-19, the organizations could not work and the productivity is drastically reduced. Employees were encouraged to work from home as direct contact between team leaders and supervisors was fully denied. Communication gaps also prevailed which affected the overall productivity. Due to globalization, competition became more prevalent. In the struggle for existence, the organizations had to reorganize their selling price sometimes which incurred heavy losses. When there is a heavy competition, there is a need to utilize the available resources and this will be a challenge for the transformational leaders. The leaders must not lose the available opportunities and should not let the resources to be wasted. Quality nowadays is treated as step of progress, excellence and organization's prosperity. Quality maintenance is an organizational goal. The transformational leaders should seek ISO certification and strictly adhere the procedures laid on, irrespective of hardships (Rosolen & MacLennan, 2016). Obsolescence and technological upgradations constitute a fair challenge for the transformational leaders in the current situation. The leader should train the subordinates to adopt these changes. A resistance may raise whenever a new product is introduced and the transformational leader has to advise the employees, train them, and to make them understand its benefits. When automation and mechanization was introduced opposition came from labor fraternity that their employment opportunities will be lost. But actually, this technological revolution helped the working community. The transformational leader has to educate the employees, that it is done to increase the productivity and not against employee reductions. When the employees understand its benefits, they will also cooperate in implementing them and achieve organizational goals of more productivity and profitability (Chang et al., 2017). The transformational leaders should make realize the working community that development in technology and adopting them are the keys for existence and survival and to face competition. It enhances productivity, reduce cost of production, substituting skilled labours, consistent in production and reduction of wastages and scraps (Raju, 2018b). In general automation and technological developments are need of the hour and the transformational leader has to implement them with proper coordination from the employees instead of opposing them by the working employees (Andersen & Skjoett, Larsen, 2009). Proper decisions are to be made in the proper time. When changes do occur, it is the mentality of the employees to resist them, without understanding the real benefits. The transformational leader must be patient and educate them regarding the new policies and technologies features. They have to be implemented with the support of all the employees of the organization.

4. Limitations and Constraints

Apart from the above said challenges, the transformational leaders foresee many obstacles while enforcing creativity in the organization to improve productivity. Cognitive obstacles, emotional obstacles, cultural or social obstacles, and regulatory obstacles has to be faced properly to involve creativity in the organizations. These obstacles may limit the creativity in the organizations especially in government institutions. Various studies have revealed that the absence of a clear pattern towards creativity affected the creativity levels in government agencies and ministries in United Arab Emirates. The absence of creative leaderships affects the organization's performances. The obstacles have to be fully eliminated to achieve organization's goal (Tajeddini et al., 2020). Motivations should not result in negative impacts. If the organization announces incentives for a particular work, the employees should not think that they work only for money and in such a situation it may negatively influence them resulting in poor productivity (Rosolen & MacLennan, 2016). It is the duty of the transformational leader to inform and educate them the incentives are just to encourage them and money alone is not the motivator. A birth day wish by the team leader, the employee gets more motivated and gets more satisfied and be loyal. A pat on the back by the supervisor works more than any financial gift as recognition or acknowledgments are the most favourable motivators fast seen by the employees. Whenever new inventions or innovations are employed, the transformational leader has to be very careful to prevent any opposition from the employees as they may feel that it will affect them (Visconti & de Paz, 2016). The leader has to educate them the positive nature and why such new products or machineries are introduced. Actually, they will help the employees by reducing their efforts, time and hardships. If not properly educated, the resistance will increase affecting the production cycles.

5. Recommendations

This observational study provides the researcher the following recommendations to enhance the organizational performance through motivation in the government institutions in UAE by adopting transformational leadership style.

➤ To enhance more attention on human resources in the UAE government's institutions, to provide regular training to update the informations and knowledge, to design the programs of training according to the

situational needs in consultation with the human resources department, and to monitor regular appraisal programs.

- To arrange regular meetings to get feedback, suggestions, novel ideas; brainstorming discussions with the team members while instigating new decisions; delegating few powers with responsibility and often reviewing them to judge if they deliver positive impacts

- To transform the creative and novel ideas into implementation and regular reviewing them to assess if they contribute the expected outputs and offer morale supports.

- The leader must be a role model and provide necessary support to the employees at the time of distress; to enhance their confidence level and trigger loyalty, passion and make them to accept challenging tasks.

- This observational research study suggests that top management must encourage new ideas, creativity and innovation. The executives must support to prevent all obstacles which kill constructive ideas and creativities. The subordinates should never have a fear for failures or risk taking and should be supported by the top management while taking risks and facing new challenges.

- To develop incentive and rewards program to reward the successful employees to motivate the employees.

- To involve subordinates in the process of making decisions and problems solving decisions

6. Conclusions

This research study suggests to provide proper training for the employees working in government institutions in UAE, to update them regarding the current trends and methods. This will also enhance their loyalty, passion to work more and retain them without switching to other organizations. Regular feedback and suggestions from the employees are best ways of two way communication. Providing them responsibilities will trigger their working nature and will contribute their maximum. The top management must support to implement the creative ideas. Proper rewarding and incentives program will motivate the performing employees and non performing employees too. The top management must support the transformational leadership behaviors and risk taking subordinates. Good performers must be properly rewarded to motivate them and retain them in the organization. Future researches must find the impacts of innovation, organizational learning. To enhance the efficiency and productivity, the motivation of employees are to be identified and recognized. Job satisfaction, sense of belongingness, passion to work, and appraisal and rewards program will encourage enthusiasm and better performances in government institutions in UAE. Employees should be allowed in making decisions and problem solving techniques. They shoulder their responsibilities in a better way to achieve the targeted results. A good working ambiance is a must to contribute work performance. Good ventilation and lighting, providing good healthcare facilities, promotions, recognition makes the employees more happy and trigger performances. Happy, committed and satisfied worker will be always more productive. The transformational leader has to see that their subordinates are best performers..

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