Can Ordinary Leadership Skills Influence and Boost Employees' Moral?

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Abstract: The study of leader traits has a long history. While researches show that the possession of certain traits alone does not guarantee leadership success, there is evidence that effective leaders are different from other people in certain key respects. This paper is to find out about the leadership ordinary situations with the subordinates that are being covered under different key leader traits including: listening, communicating the vision and mission, getting people to think, influencing the process, team working, encouraging creativity, informal talk, and being cheerful.

There is less clear evidence for skill such as initiative. The researcher believes that the relationship between leaders and followers acquires necessary leadership skills that to formulate an organizational vision and an effective plan for pursuing it, take the necessary actions to implement the vision in reality.

In this study, interviewing from a descriptive, human's field and scientific perspective is examined. The data collection issues covered the selection of participants, the number of participants in a study, the interviewer, the questions, and, data collection procedures.

Keywords: Arab culture, being cheerful, data collection, influencing the process, informal talk, interviews, NVIVO, phenomenology, qualitative research, team work, vision and mission.

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1. INTRODUCTION

An effective leaders require important skills if they want the success. Effective leaders hear what others have to say and empathize with their issues. This builds trust and commitment that creates an environment for leaders, followers, and organizational success.

The exchange of communication (speaking and listening) by good speakers and good listeners that enhance the relationship between employees at different levels of the organizations and affects the quality of the services delivered to the customers.

Listening is an essential skill (Cohen, 1988). Most managers have been promoted because they have been noticed by superiors otherwise silent would never been noticed. It is crucial for both leaders and followers to have open communication in order to share their views on the working process. Communication is the key to bring people together at one place to make it a successful workplace. A workplace is formed when people work together for a specific purpose and that work is impossible without having cheerful time among organization and people and refers to the communications and interactions among organizational members; managers and non-managerial employees.

In this study the researcher will consider only the communication also called internal relations. The effective leadership and successful organizational features are crucial to get involved into better relationships within an organization, to transmit and share information, to build trust on and to cooperate with each other, to understand and co-ordinate the work and to get a successful productivity among a successful leadership.

It has been found out that the quality of the relationship between a leader and follower influences outcomes such as supervisors and employees' satisfaction, performance, commitment, role conflict, role clarity and turnover intention (Yukl, 2002).

In some of the Arab nations where the economy is booming the multicultural environment is dominated from several regions; the Middle East, Europe, North America, Australia, India, China and Africa. The enhancement of ordinary leadership skills should be the major part of the organizations business development strategy. Thus, the results of well conducted leadership skills demonstrate the stability, flexibility and satisfaction increase with employees who serve longer with the organizations. Greater satisfaction with the organizations will enhance the relationship within organizations and will boost job quality. The high standard annual performance evaluation received by subordinates affects their feelings that the organizations understand their needs (Barker, 2001; Berry and Cartwright, 2000).

2. LITERATURE REVIEW

The focus of this literature review is primarily on the leadership ordinary and daily activities. This review will start by searching and reviewing the aspect of leadership in

general. In this research, the relationship between the leadership and organizations will be investigated.

2.1 Listening

Most leaders claim to listen to their employees but are often just waiting for their turn to speak (Cohen, 1988). Actually listening to employees is a must and if a leader doesn't pay attention to it can be demoralized by time. According to (Thom, 1996) all effective leaders need two important skills such as listening and asking questions if they want the success. (Lucia, 1997) stated that effective leaders hear what others have to say and empathize with their issues. One point is certain that when leaders take the time to listen with empathy they build trust and commitment that creates an environment for success (Cohen, 1988).

Listening is an essential and undervalued skill (Cohen, 1988). Since effective managers tend to be aggressive, they are sometimes better talkers than listeners. Most managers have been promoted because they have been noticed, and people do not usually get noticed by being silent. Listening requires us to understand that our staff is important.

(Atwater, 1992) noted that success at all levels of management may depend on how well people listen to detailed instructions or to feedback from employees. Of all the sources of information to help a manager know and evaluate the personalities of their department members, listening to the individual employee is the most important (Hunsaker and Alessandra, 1986).

The normal untrained listener is likely to understand and retain only half of a conversation and that is immediately after hearing someone talk according to (Atwater, 1992).

In an effort to improve the listening skills executive courses have been developed and offered to improve their reading, writing, and speaking. Rarely, however, courses have been offered to improve listening habits.

According to (Hunsaker and Alessandra, 1986) found the reason for this that may be the misconception that listening is related to hearing. Listening is more than the physical process of hearing.

Effective listening does not come easily and it is very hard work. For instance, if an employee or a leader ever to improve the effectiveness of his/her listening skills, she must first understand that poor listening results from a variety of factors. People are susceptible to these factors because the time requirements of speaking and listening are mismatched based on (Atwater, 1992) who has defined the typical speaking rate is about "120 to 180 words per minute".

2.2 Communicating the Vision and Mission

(Patterson, 2003a) states that vision construct differed from the typical view regarding vision that is considered as the future of destination because each strategic task is leader's

function and his job is to set the vision as well (Bennis, 2002). Vision refers to idea that the leader looks to person as valuable variable.

Leadership requires a vision and it doesn't mean just a photograph or an image in the leader's head. It means that a complete understanding for the big picture of where the leader wants to be (Young, 2002). He states that the vision and mission should be a clearly communicable picture of the future, steeped in value, and philosophy, as well as structure. A clear vision provides direction and establishes purpose.

A clear vision is not always completely agreed on by all followers and it doesn't have to be (Bennis, 2002). Bennis continued saying that, the vision belongs to the leader, and the followers work with the leader to find the best way to get to it. Great visionary thinking utilizes a symbiotic relationship between the leader and the follower, fostering collaboration, innovation, and camaraderie.

(Hauser and House, 2000) stated that leaders have a set of values that set the standard for how they will communicate and attain their vision. These values are the rules that go beyond just descriptive words.

Mission and core values cannot guide behavior or support performance and create a common understanding among the various stakeholders if they are not effectively communicated (Hauser and House, 2000). Although messages and sentiments must be consistent, there is a wide choice as to which types of communication the vision and mission are likely to work best for each group and organization (Young, 2002).

(Young, 2002) stated that the leadership develops communication and provides mission and vision that team members pursue together. He stated that communicating the vision, mission, goals and objectives can motivate team members to work together. A clear vision describes an ability to see how details related to organizational vision fit together and an ability to determine how to implement the vision. He states that the shared vision, mission, and overall strategies they provide can facilitate teamwork among team members (Young, 2002).

Leaders develop the communication of a vision that effect their success and performance as well (Hauser and House, 2000). (Bennis, 2002) states that the shared vision have to be created by leaders and all organization should be involved. (Laub, 1999) found that shared vision in organizations empowers the leaders and serve the others' needs.

2.3 Influencing the Process

A leader has to have power to influence the process of work and overall organization (Gibson, 2012). Thus, to get things (process) done that require power (Pfeffer, 2003). In its simplest terms, power is the ability to influence someone else (Nelson & Quick, 2012). That is the legitimate power

covers a relatively narrow range of influencing other and process (Greenberg, 2011).

As it has been discussed, it is obvious that the leaders are those who have the ability (power and behavior) to influence the behavior of others. A leader has to have some characteristics, which differentiate him from other people (Nelson & Quick, 2012). Some characteristics of successful leaders are that they are adaptable to situations and this characteristic influences their subordinates.

Influence is much more easily exerted if the group is convinced of the skills and experience of the leaders. Thus, the leader should consistently demonstrate his or her expertise. They should not assume that just because they occupy a leadership position the group believes that they are able to influence others and they are knowledgeable. Thus, the assumption is an unwarranted leap of faith (Barnard, 1983).

The challenge for all leaders is to expand their zones of influence on their followers. But how this can be achieved? They should demonstrate their ability to lead followers and establish expertise in context by solving problems and supporting the followers. In the process of problem solving, the leader's role is not only demonstrating expertise but is also recognizing the knowledge of others (Nelson & Quick, 2012).

Leaders are typically in a position to know what is available and how much available in terms of skills, talents, experience, and information (Greenberg, 2011). He added further statement that those who are experts, possess knowledge and information, who have the power to distribute scarce resources, and who have access to key decision makers are likely to have greater influence because they have what others want and things that are lacked and short supply.

2.4 Team Work

The successful teams (followers and leaders) have a number of agreed upon traits. (Axelrod, R, 2000) states that traits of a successful team are as unified commitment, strong relationships, effective interpersonal communications, trust, accountability, positive leadership, well-defined roles, and adequate resources. This leadership is based on a rational exchange relationship between leaders and subordinates (Howell & Costley, 2001). The leader articulates what behaviors are required and what will be rewarded and provides feedback to the subordinates about his or her behavior (Shamir, & Chen, 2003).

(Cohen & Baily, 1997) indicate that "in the United States, 82 percent of companies employing more than 100 employees have turned to the use of groups to support organizational goals". (Taggar & Brown, 2001) concludes that the

European and North American employees often do not work in isolation from each other but work in team in order to have close relationship and communication.

(Colin, 2010), states that it is important for the leaders and followers to work closely together and engage in open communication to share their views on the job design and process. Excellent relations on a daily basis help identifying unique inefficiencies and inherent leadership styles such as managing by walking around and visit followers' sites. This would cause having a healthy working environment between the leaders and followers in order to fulfill the job requirements. Therefore, this can be obtained through a continuous relationship between supervisors and subordinates (Chiu et al., 1997) that would be highly evaluated from both sides regardless the unexpected factors.

In the UAE, there is a significant relationship between employees and managers that the employees receive positive evaluations from their supervisors. The factors such as education, nationality, gender, race, years of service with the organization, age, and average pay do not have a significant affect in relationship between the subordinates and superiors (Colin Butler, 2009) nor have negative impact in the employees' evaluation.

2.5 Encouraging Creativity

Creativity is defined as the production of useful ideas (Amabile, 1988) and can either be a part of employee's job requirement or beyond them (Unsworth, 2001). He added that a creative employee may come up with several valid suggestions for designing the work flow, as a part of his or her job requirement. Some researchers (Amabile, 1988; Young, 2002) suggest that the creativity is a process in which employees develop useful solutions to meet challenges and solve work related problems in the course of goal oriented behavior. Other researchers regard creativity as pertaining to the characteristics of an individual. (Evans, 1991) states that creative individuals have the characteristics of awareness and sensitivity to problems, good memory, and a high degree of adaptability.

Creativity is a process that leads to change and there are many people challenging the assumption that leaders can do anything to foster creativity. It is to be happened or occurred in organizations, managers need to support and promote the creativity, as they perceive and most knowledgeable about which employee should be creative and they have considerable influence over the context within which creativity can occur (Shalley, 1991).

Although a number of studies have investigated the impact of leaders on creativity that the ability to make or add on existence something new, whether a new solution to a problem or a new method (Kramer, 2004). (Tierney, 1999) found that effective leader member exchange (LMX)

relationships are positively associated with employees' creativity. (Amabile. e.t 2004) states that a positive relationship between supportive leadership and creativity, and a negative relationship between controlling leadership and employees' creativity. He added that no entrepreneur or enterprise can continue to hold a place of leadership unless it recognizes that modern business operates and improves without change which creates new problems, risk, and opportunities.

From the researcher's leadership definition, it is obvious that leaders can influence employees' creativity (Mumford, 2002). Leaders must encourage employees' motivation to solve problems and enable considerable employees' latitude. (Carson, 1993) suggests that when individuals know the importance of creativity in their job, they are more likely to actually be creative.

According to (Zahi Yaseen, 2010) It can be obviously discussed that the effective leaders have to set high expectations for the followers. He added that leaders in some of the Arab countries consistently encourage, support, and reinforce their followers to think and be more creative in order to enhance the working process and achieve the organization goals and objectives with the high expected performance. In the other words, the higher the expectation the leaders have of their followers, the more likely their followers will adopt, accept, and think about the expectation of their leaders.

One of the key roles of an effective leader lies in his or her ability to insert high confidence among his or her followers (Eden, 1992). If leaders believe that every follower has the ability to think and make a positive contribution at work, by demonstrating this belief, either consciously or unconsciously, they should positively influence their followers' work engagement.

(Kelley, 1998) states that effective leaders should be able to make his followers think and be creative to fulfill their tasks higher than the expectation. Kelley suggested that such followers would have a direct positive effect on his / her work performance. Moreover, (Dvir & Shamir, 2003) argued that followers possessing the positive characteristics would also be expected to be more proactive and perform above the leaders' expectation.

Thus, high creativity of the employees could further induced by the leader to give more discretion to act and support for individual initiatives (Bass, 1985) and to enhance feelings of responsibilities (Deci and Ryan, 1985; Zhou and Oldham, 2001) as well as to emphasize on the importance of subordinates' contributions of ideas for building organizational success (Vera and Crossan, 2004).

2.6 Informal Talk

Supervisors may be the primary driver in initiating friendly environmental behavior towards their subordinates. Some

supervisors, on the other hand, may be reserved socially and emotionally with subordinates (Kramer, 1996). Subordinates can populate on the quality of their relationship with the boss.

(Hofstede, 1980) argued that leadership culture was assertive, challenging, and ambitious or caring and nurturing a leader's personal relations with his/her employees is based on formal or informal conditions between supervisor and subordinate.

Thus, this may establish trust between subordinates and leaders that begins with the supervisor and depends on the degree of relationship between two parties. Strong networks of informal relationships enhance leader's activities. In times of conflict these informal relationships help to resolve problems (Kotter, 1990). Little understanding of relationships leads to the little satisfaction. People want open communication channels and a system of common understanding. Communication behavior such as eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, 2002).

Human relations in a leader structured organization often appear some turbulent. Intense leadership development begins with the family and gifted leaders need as peer relationships based on initiative, competition, and rivalry (Zaleznik, 1977).

It is critical for both supervisors and subordinates to engage in an open communication to share their views on the job design and process. Supervisors should bear in mind that individual subordinates may have their own ways of doing their job on a daily basis as well as performing tasks to the documented departmental design. Excellent relations on a daily basis helps identify unique inefficiencies inherent leadership styles such as managing by walking around. Agreement on job requirements, therefore, is obtained through a continuous consultation between supervisors and subordinates (Chiu et al., 1997).

2.7 Being Cheerful

One of the key factors to have successful relationship in an organization is the employees' mellowness and cheerfulness (Ivancevich & Matteson, 1999) that is resulted from an effective leadership. (Laub, 1999) proposed that workers would have higher job satisfaction in an organization if they feel that there is relationship between them and their managers in terms of having limited fun during the short break, hilarity, and cheering each other. Thus, the consequence of such relationship would satisfy employees and would perform to greater success for the organization.

The researchers found that production increased when human relations moves positively within the organizations

(Judge et al., 2001). Valuing employees by thanking them is a key component of an effective leadership.

3. RESEARCH METHODOLOGY

The researcher in this paper has used the qualitative approached methodology to address and analyze the finding from interview questions. This method is a growing area of methodological choice for academic students and researchers from different fields and areas.

The qualitative research is used due to its characteristics, which relate to understanding some aspect of social life, and its methods which (in general) generate words, rather than numbers, as data for analysis. The primary characteristics of this design are combinations of data and theory of different theoretical groups; Researches Center, Construction Company, Health, and Oil fields to maximize the similarities and differences of information from different fields, which provided the relevant data. This data was prepared via a descriptive and was prepared for analysis through the specific qualitative application to provide accurate analysis of data. This application is used to aid the researcher to analyze the raw data and findings with high degree of accuracy. NVIVO is one of the ways to provide such accuracy.

Table 1. Positions and Fields of Respondents

Identifiers	Positions	Education	Organization Field
Respondent 1	Deputy Director of Nursing	Master Degree in public Health	Health
Respondent 2	Senior Engineer Planning	Executive MBA	Oil Industry
Respondent 3	Section Head	Unknown	Researches Center
Respondent 4	Senior Project Manager in	Unknown	Constructions

By using this search facility in this study that assets facilitating interrogation of the data. This kind of interrogation of data is important in terms of gaining an overall impression of the respondents' opinions. According to (Brown et al. 1990) suggest, "the existence of multiple synonyms would lead to partial retrieval of information". Therefore, despite of the possibility to search for some specific terms, the way the respondents express the similar

opinions and ideas that may causes panics to the researcher and makes the process difficult to recover all responses.

Table (1) illustrates the positions and the fields of the respondents in their organizations. The interviewees do not agree that their identifications be mentioned in the study; therefore, each interviewee is referred to respondent that illustrated in table 1 from one to four.

3.1 Data Collection

The data has been collected from diversified cultural organizations and the interviewees are UAE nationals and other Arab nations. The data was gathered from the health, oil industry, constructions, and research fields. Managers were interviewed in order to assist the researcher for gaining information from different aspects. The researcher has scheduled the interviews with different genders and different levels of management asking them that an interview will be conducted for the purpose of the study and explained the expectation of the researcher and what level of participation is required in order to assure that they are interested to participate in an interview.

The questions of protocol were similar that to identify the similarities and differences between the four organizations in terms of leadership ordinary activities. Moreover, the journals have been investigated in order to enhance the literature review and to support the information gathered by interviewees.

According to (Morrow and Smith, 2000), the use of a journal adds rigor to qualitative inquiry as the investigator is able to record the reactions, assumptions, expectations, and identify the biases about the research process.

The techniques of data collection were ranged from interviews and articles that were conducted by former studies. The researcher has conducted the face to face structured interview with four managers from above mentioned entities and theoretical literatures to support the finding of interview and the interviewees' voice has been recorded. The average time per an interview was based on the available time of interviewees but the average was between 36 to 45 minutes. All interviews' voice has been recorded using a recording digital device. All interviews have headed their voice to ensure that the information given was correct. Two of respondents have reviewed their transcripts before being processed for data analysis but respondents 2 and 3 haven't (Table I). The ages of respondents is ranged between 35 to 43 years. The interview time was between 36 to 38 minutes and all subject requirements have been covered.

This data was adapted by using the qualitative method. However, due to the fact that a small sample size was used that limited the precise finding and results of data which caused a persistent problem in extending the research.

The researcher has relied on journal and typically prepared the open ended questions on extensively formal interviewing, and analyzing documents. According to (Kahn and Cannell, 1957) describe interviewing "as a conversation with a purpose". (Patton, 2002) puts interviews into three general categories; the formal interview, the general interview, and open ended interview but each has to be involved during conversation.

Interviewers were involved personal interaction and they knew that cooperation is essential. The interviewers' language is Arabic but English was preferred by all interviewers and participation was narratives from participants because of the experience and/or familiarity with the local language or because of a lack of skills in English proficiency and that's why interviewees might had good reason not to be truthful in their given information (Douglas, 1976).

3.2 Analysis

The analysis of interview transcripts and field notes is based on an inductive approach geared to identifying patterns in the data by means of thematic codes. This concept depends upon the nature of the research, and especially on the chosen qualitative analytical approach.

Qualitative data analysis consists of identifying, coding, and categorizing patterns or themes found in the data. Before the data is analyzed, the researcher has transcribed all respondents' interviews entries notes. This process allowed the researcher to become acquainted with the data (Reissman, 1993).

3.2.1 Listening

Listening is an important part of organization success. A leader has to listen to employees in order to enhance the organization relationship which is basically improves the performance. The listening is an essential part of the communication that covered 52.47% that gives more opportunity to identify the problems and provides the solution. Thus, it is one of the leadership features relates the leader's attitudes and behaviors with the employees' performance at work environment. A leader should appreciate followers if he listens to their opinions, ideas, and thoughts. They may have a new idea to improve working process; they may have new opinion to change the process that may enhance the overall procedures and their opinions become as an awesome action. So, the employee's name should be recorded in the organization history. A good leader has to record all employees' ideas and opinions and filter them in order to select the best and inject them in the next phase of his business plan.

Employees think listening is the first priority in organization relationship because it is one of the techniques to share information. They respect and trust their superiors when he/she listens to them, they feel he appreciates them, and they have their value in the organization but a leader has to understand the employees' psychology and mentality because some of them don't like to talk in front of other or between a group of employees due to the way and the environment they grown up. Thus, in such situation it is important that a leader understand the employees' moral and personal characteristics in order to empower and delegate them.

Communication is basically based on speaking and listening that is more important than speaking. It is the way people receive the message and translate it to action either positive or negative. Thus, listening is the factor that enhances the relationship by understanding the message properly. Most of the actions and decisions are made in improper way because people don't listen carefully and the way they understand the contents of the message causes them to make mistakes.

Moreover, some people believe that facing each other such as sitting in the public place with family and friends and paying attention to each other (listener and speaker) create kind of relaxation for both sides. This situation breaks the border and eliminates the limitation between them. This means that the organization in a healthy environment.

However, some employees would like to talk openly about the mismanagement and the way the managers organize process. Thus, some of managers don't like to listen about such issues and the way they manage the working process; unclear procedures, lack of team work, cooperation, and the way the resources disorganized.

3.2.2 Communicating the Vision and Mission

This topic is fabulous topic in all organizations either in private or public sector. Participating employees in understanding the concept of organizations vision and mission is considered as a roadmap to achieve the goals and objectives. This directs employees to know where the company wishes to go and how it will hit that target.

The benefit of communicating vision and mission in organizations creates trust and enhances the relationship between the employees and managers, different levels of hierarchy, and creates a cooperative environment. A 39.23% from four respondents' finding was coded under communicating the vision and mission. This is due to the importance of knowing this feature to all people in an organization. Thus, every individual knows the direction and has a roadmap to achieve the required duties independently due to the clear direction. The short written concept of a clear vision and mission directs employees to know exactly what the superior's expectations. They will be very conscious for the managers' wants and requirements by will understand the meaning of vision and mission in depth.

Based on all participants that represent a 16% to communicate the vision and mission with employees and it should be the highest priority in the organizations. It is not necessary to communicate the vision and mission only when a meetig is conducted. Nowadays the technology links people worldwide. It is very convenient to pass the message via an email or by writing the vision and mission on the poster and fix it on the different locations within the organizations such as in the corridors, entrance, and elevators. A 7.19% of participants states that the vision and mission should be communicated in the different ways of communications. The understanding point of this group is that the vision is a basic factor that to be communicated with all employees in order to make them feel that they are part of the organization. A 12.87% of the participants states that employees have an effective contribution in the success of organization by achieving the required work based on the goals and objectives that derived from a clear communicated vision and mission.

3.2.3 Influencing the Process

A leader is a person who influences followers. In this section 6 references has been coded with a total of 16.51%. Some of respondents with the 3.4% agreed that a leader should be able to influence employees properly that to enhance their achievement. To influence others a leader requires skills (4.41% of responses) with regard to the culture and how a leader learn and implement those skills because some people supposed to be influenced all times. The leader's influence should not be only by words and talks but also actions are required that in order to influence employees to be more confident. A leader should act in a way to attract followers whose always observe leaders' actions.

Moreover, influencing the process would have a positive impact on the organizations and employees will be confident and will trust the leader but leaders should be aware of that employees should not always be influenced. It requires practice and depends on the situation, scenarios and tasks employees given. Influencing process should be aligned with the organization policy and procedures and it should be ethical and meet the criteria of culture accordingly.

3.2.4 Team Work

With regard to the NVIVO team work descriptive section, a 45.79% was included in 23 codes. One of the respondents' concerns is the tasks duplications that due to disorganizing resources or shortage of manpower in a section of organizations in which sometimes people do the similar tasks.   Moreover, a 5.18% stated that some team players help their colleagues because the team will achieve the same goals, objectives that to expedites the work process when a group of people come together to do the same tasks and solve problems for specific goals.

As shared concept by different respondents at a (6.37%), the employees should be initially involved in the team and they should be provided their clear responsibilities and tasks. A leader's responsibility is to make employees feel that they are part of the team and he should listen to their ideas carefully, encourages them, and advise them to the proper roadmap and direct them that the tasks is the team shared responsibility.

Thus, combination of similar ideas raised in the descript, a (11.04%) of responses in team work section stated that working together as one team should be supported by team work language and as a leader's responsibilities is to organize all resources and ensure that all needs are performed. This indicates that a leader talks about the dedicated team, as one group and one achievement. A leader should consider that he is one of the team members and inspire them and the output is as the potential efforts completed by of all team members and not only by one person as a leader.

On the other hand, some participants' responses at a (5.74%) stated that some leaders encourage employees and seniors to meet out of work place and have informal relationships that to break the barriers and the layer of ice and to have a chance to talk openly, approach new people and experts, and to shorten the distance of work environment to contribute and share in different aspects and also share work problems to tackle it from different perspectives. This can be truth and performed when some people work independently and lonely (1.72%).

3.2.5 Encouraging Creativity

As the researcher has read through this section of each participant, in which 19 references have been coded with the total of 41.83% of which 4.94% stated that the creativity is important but it requires some other issues and criteria to be combined such as hard working and discipline in order to be completed. In addition, only 1.87% stated that creativity is essential that breaks the daily routine and provides new challenges and ideas as flavors that enhance the organization activities. However, an effective leader should be able to instruct his clear requirements to the employees. This has a positive impact on the employees' performance for that the employees will come with new ideas when they know exactly about an organization's needs.

On the other hand, only 5.61% of the participants' responses had concerns about the rules. A 4.11% illustrated that employees should show their challenges and background to the managers and do not consider the rules as stagnates so, by this way managers can identify and evaluate their new idea and creativity.

Furthermore, the performance was another part of discussions that the respondents have related the creativity to the employees' performance. A 2.96% of the responses mentioned that managers should give the employees a chance to be creative by providing those opportunities and encourage them to think, to come with new ideas, and to perform better than the usual. Therefore, the managers should assign the employees to various tasks and authorize them to participate in meetings, seminars, exhibitions, and conferences in order to experience the update in the markets and deal with professionals face to face.

In some events such as conducting an informal talk can be considered as one way to discuss some issues with employees and get the responses, ideas, and how employees contribute and share discussions. This is considered as evaluating the employees' creativity during the informal talk that can be used to assess employees' skills and contributions.

3.2.6 Informal Talk

This section describes the time that a leader talks to the employees informally. a 41.32% has been coded to cover this part. Participating and talking informally with employees creates kind of respect and trust between managers and employees.

However, some people believe that informal talk between a manager and employees causes that a leader lose his/her respect in the organizations. This is may be sometimes truth, if the level of informal talks and the contents of conversation include words that exceed the limitation, then, the disrespect will happen. However, it is important to know that any one will lose the respect if the content of conversation is disrespectful.

Informal talk enhances the relationship within all organization due to the long time spent by personnel in the organization. It encourages employees to communicate freely because they feel relax during such events. They will be opens to talk and they may include the personal needs and issues. Shared reference codes that cover 3.23% state that a leader with his/her behavior can control informal talks even during the coffee breaks or a meeting or while a manager walks around at the workplace.

On the other hand, shared ideas by different participants with a 10.54% agrees that a manager should have informal talks, friendly atmosphere, and make employees feel that they are important, and they are part of the team (see team work section) but culture restrictions, traditions, and values have the highest priority in such situations. However, seriousness in some situations is important but not all times particularly when a manager has stress, he/she should not show such situation to his employees. The manager's stress may affect negatively on the employees and consequently the overall organization will have stressful environment.

Informal talk events can be conducted between different managerial and/or supervisory levels by which they may come with a new idea but it should not be considered and undertaken as daily bases. In such events some work issues could be discussed by using the managerial skills but the personal issues should not be involved that may impact negatively the working relationship.

3.2.7 Being Cheerful

Cheeriness and seriousness are two different and opposite factors. Cheeriness causes an environment such as happiness, enjoyment, motivation, and encouragement at workplace. These factors enhance the workplace relationship and rationally have direct impacts on the employees' outcome. While seriousness causes stress and tension, that in turn lead to employees' fear and tension and decreases their outcomes and organization productivity.

An effective leader should cheer and gets excited in his entire organization and should not be serious all the time. Some situations in which a leader should be cheerful with followers are: participating annual meeting with all employees due to organization high annual revenue, a new production line is being conducted, Company Independence Day, and the Ideal Employee's Day. These situations are important for a leader / manager to be delightful and in such occasions employees feel happy and cheerful.

However, in some situations a leader should be serious and should take actions seriously such as conducting a formal meeting with subordinates, negative discipline of an employee, the time when productions and outcomes down, and the time when one of the employees causes kind of hassle in the organization. In such situations a leader should not cheer, should be serious, and has to take an action.

The seriousness makes employees consider that they will be punished by superior in case of mistakes and this punishment will affect their positions in the future and will affect the employees' productivity and finally the employee will leave the organization. Thus, a manager must take into account that his/her success and the success of the organization is basically depends on the employees' satisfaction at work environment. Therefore, the cheeriness and joke are important at the work place.

Joking with employees extenuate stress and tension and enhance the relationship between employees and managers. This relationship should involve taking care of each other at work place and sometimes share fun such as soccer game, meeting at the public places, and having dinner in order to change the work ambience. The successful work relationship causes a healthy environment between all people in an organization that makes people

happy and encourages them to stay at work for a longer time in order to do their tasks and duties.

However, continuous joking and cheeriness occur by managers make employees feel that the manager is not serious person, they will not trust him, and he will lose his personality. Thus, employees think that a manager with such personal features has no meaningful goals and objectives because there is no decisive decisions, serious advices, and businesslike directions for employees are conducted in order for them to take the earnest responsibility into their account to achieve the organization goals and objectives. Therefore, the limitation from the aspect of business wise relationship between the employees and managers is a must and a successful manager should be able to have sort of strain and prosperity or the technique of pull and push in dealing with all employees. Saying jokes and be serious depend on the culture, traditions, person mentality, and situations that may happen during the break or office working time.

Culture has an important role in dealing with people and particularly when there are two genders facing each other either during meetings, break time, and/or daily working time. In the Arab nations, it is not a common phenomenon between female and male to say joke either at work environment or at the public place. It creates kind of discomfort environment for female particularly the religious and the conservative women.

The cheeriness is a feature that doesn't exist with everyone. Some people are very optimistic of being cheerful that has two healthy dimensions; mental and physical. A cheerful person creates a healthy environment with colleagues and friends and makes them to have fun, laugh, enjoy life and relax. Moreover, he/she doesn't stay for a long time lonely in the office without talking to other. So, they move around and refresh the blood circulation which is required for every individual person.

4. DISCUSSIONS

This section sets out the results of the interviewees' responses, the assessment of descriptive from seniors to identify the basic characteristics that describe the ordinary leadership and how that can influence and boost employees' moral. This part is followed the finding and analysis as previously have been discussed and aspects of the responses under different headings

This will be followed by a critical discussion of the findings and the linkages to the literature review and research in order to ascertain whether this data supports or contradicts the existing information.

4.1 Descriptive

This section of the research defines the descriptive finding by interviewees. As noted in the previous chapter, the research comprised of 4 participants and a

Structured interview comprised of (5) similar questions to in order to reduce the biases and find the similarity and differences. The structured interview method was used for the data collection in order to ensure that there was 100% data collected properly and accurately form the allocated experienced seniors.

4.2 Analysis

This section of the research is specialized for the results of the finding under the several elements: a) listening b) communicating the vision and mission c) influencing the process d) team work e) encouraging creativity f) informal talk and g) being cheerful

The different part of the analysis section above (3.2) of the respondents' interviews was coded using a NVIVO to provide descriptive and also to create a series of code displays which help to explain the relationships between the different features in this study. It should be noted at the number of 4 interviewees is considered insufficient for the responses to have better meaning and validity under the analysis carried out in the previous chapter (Malhorta, 2009; Saunders et al, 2009).

In order to ensure that each variable was analyzed to its greatest extent, the researcher only analyzed one feature at a time and where a relationship between features was examined the researcher ensured to sort the differences and similarities by all interviewees.

4.2.1 Listening

The interview comprised of 7 ordinary daily leadership features. The first feature, listening, was consisted of 5 questions that to identify the importance of listening for leadership during daily working time. Based on the findings and descriptive analysis, that covered a 52.47%, which stated that listening is an important factor to understand the concept and the meaning of a leader's message sent.

According to (Thom, 1996) stated that an effective leader requires two essential skills; listening and asking questions if they want the success. A leader has to listen to employees to understand their needs and requirements and based on that it builds the trust and enhances the relationship between leaders and his followers. According to (Cohen, 1988) when leaders take the time to listen, they build trust and commitment that in turns creates an environment for success. It helps people to identify problems and find a solution.

4.2.2 Communicating Vision and Mission

The second feature was communicating the vision and mission. This part of the research was basically how an effective manager communicates these two important factors in organizations. A 39.23% of the responses coded under this feature. Due to the importance of topic, the vision and mission should be clearly defined and passed to all organization but it is not necessary that all employees accept it because it may not be clear for them. A clear vision is not always completely agreed on by all followers and it doesn't have to be (Bennis, 2002)., the concept of vision, mission, goals, and objectives is as a roadmap to place the organizations in a good market position. It builds trust and enhances the relationship between employees and managers.

It is important for every individual to know the organization direction in order to fulfill the required tasks and actions. It is obvious that some organizations do not communicate the vision and mission and such managers think that it is sort of secrecy and not necessary for operation level of management to know it. Leadership requires a vision which means that a leader should completely understand where he want to lead his organization and should know about the big picture of where the leader wants to be (Young, 2002).

As researcher's evaluation of respondents' descriptive is that the concept of vision and mission should spread out for all employees from the first day of employment and a new employee should be directed and told about vision and mission. It is very healthy environment when all employees know about this topic. In addition, a committee or human resource department should prepare brochure for the new employee and provide them during the orientation phase of employment.

4.2.3 Influencing the Process

The finding of this feature was explained in chapter three of this study. In fact the respondents could collaborate more but due to language barriers, a short message was sufficient. However it is apparent that the most popular reason for such managers is due to their experience with different people from different countries (multicultural). This part of study has 6 references that coded with a total of 16.51%. The respondents agreed that a leader should have power to be able to influence employees. According to (Greenberg, 2011) a legitimate power covers a relatively narrow range of influencing other and process. A leader should have skills to influence others (4.41% of responses) and has to implement his skills to support others. (Greenberg, 2011) states that leaders are typically in a position to know the level of their skills, talents, experience, and information they have.

Influencing other at work environment is an important feature that comes through long experience and by dealing with different people and different culture. Many managers could not continue their assignment as manager or director due to the disability to manage his attitude and behaviors with organizations.

4.2.4 Team Work

This crucial part of existing study is to explore the meaning of team work ordinary working day in terms of the benefits, encouraging team work, and inspiration at work environment. The four questions sought to extent the meaning of this feature in a leader.

As it was explained in chapter (3) a 45.79% as the total respondents code was illustrated in the descriptive analysis. The correspondents' views were different in terms of working together, duplication in tasks assigned to employees, shortage in manpower. This is due to the disorganizing the resources in different departments of an organization. It is important to understand that some team players help their colleagues and work with them closely because the team will achieve the same goals. (Colin, 2010) states that it is important for the leaders and followers to work closely together and share the information, responsibilities, job design, and process.

A leader's responsibility is to make employees to work and make them feel that they are important body in the organization and he has to encourage them, and advise them to the proper directions with a good behavior. A leader has to articulate that what behaviors are required in the different scenarios and what will be rewarded to the subordinates in term of his or her behavior (Shamir, & Chen, 2003).

Team work is a fundamental concept for a success and without unity the success will be changed to the failure. So, to have success a leader should consider that his employees are the basic for his success and without team work and without the subordinates, no work will be achieved.

4.2.5 Encouraging Creativity

Creativity should be encouraged by leaders in organizations and it requires fuels as a support conducted by others that can help to proceed the process. An effective leader is a leader who is able to support employees in order to be successful in creating new thoughts, ideas, and several valid suggestions for redesigning the process, and improve the existing procedures. Creativity should be a part of the employees' job requirements (Unsworth, 2001) in order for employees to experience challenges and improve their performance. Creativity just as crucial is how ideas link to an action. Without creativity, there would be no progress, and world would be forever repeating the same patterns.

An effective manger should ask employees questions to encourage freethinking and expression. Challenging employees to explain their reasoning leads to self-confident and creative thinkers. Managers should ask employees for instance about the project they managed and organized and ask them to explain why they dislike specific work and system process. This is one of the ways by which a manager would discover employees' awareness of problems and the ability of employees' creativity. (Evans, 1991) states that creative individuals have the characteristics of awareness and sensitivity to problems, good memory, and a high degree of adaptability.

In addition, to enhance creative thinking and performance, a leader must provide employees with opportunities to develop their intellectual thoughts in order to be able to solve organizations' issues and problems. Creators must identify a problem, must be motivated to solve it, and must know at least some facts about the problem. Problem finding represents problem identification, problem definition, and so on. According to (Amabile, 1988; Young, 2002) suggest that the creativity is a process in which employees develop useful solutions to meet challenges and solve work related problems with new challenges.

The NVIVO application has recorded 19 references which have been coded with the total of 41.83% involved in this section. Some of the respondents (1.87%) stated that creativity is essential that breaks the daily routine and provides new challenges and ideas to enhance the organization activities. This is truth for people who work daily and face the same environment. Sometimes a simple break in routine can help us to think outside the box. We, as seniors, everyday stare at the same people; this can be a drag on our ability to think differently. Sometimes the best ideas come to us when we are tired, for instance at 3 am while doing our school project.

An effective manger should ask employees questions to encourage freethinking and expression. Challenging employees to explain their reasoning leads to self-confident and creative thinkers. Managers should ask employees for instance about the project they managed and organized and ask them to explain why they dislike specific work and system process.

4.2.6 Informal Talk

As people work together they develop some important formal and informal relationships with each other. However, some people believe that informal talk between a manager and employees cause that a leader loses his/her respect in the organizations. All people are of different personalities and natures, their thinking, perception, and view point are also different. They cannot understand each other until and unless they effectively communicate. (Hofstede, 1980) argued that leadership culture is assertive,

challenging, and ambitious or caring and nurturing a leader's personal relations with his/her employees is based on formal or informal relationship between supervisor and subordinate.

Little understanding of relationships leads to the little satisfaction. People want open communication channels and a system of common understanding. Communication behavior such as eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, 2002).This situation may build trust between subordinates and leaders that begins with the supervisor and depends on the degree of relationship between two parties. Strong networks of informal relationships enhance leader's activities and organization as well. In times of conflict these informal relationships help to resolve organizations problems (Kotter, 1990).

4.2.7 Being Cheerful

Working for a long time every day causes sort of tension between employees and managers. A good superior-subordinate relationship in any organizations enhances the organization success (Ivancevich & Matteson, 1999). In such environment an effective leadership should use his skills to create a cheerful environment. The fundamental concept of being cheerful in an organization is having relationship between the superiors and subordinates. However, this cheeriness supposed to be limited if the relationship conducted between two different genders particularly in the Islamic/Arab regions due to the culture and traditional aspects.

Different regions have different aspects of culture and traditions. For instance, in UAE, two decades ago female were not allowed to work in the male environment while in other Islamic part such as Lebanon it was unfair if female was prohibited working aside male. It doesn't mean the female wouldn't be happy but it is the way of traditions and culture of society even female or/and male assure that it is important to be cheerful but female with the Neqab or/and Hijab was not allowed to laugh with male in work environment. Culture is an ongoing process, and requires active involvement (Ronnau, 1994). Moreover, women enjoyed no rights and they were treated no better than a commodity. So, what is the role of effective leader?

An effective leader's responsibility is to create and environment in which all people, as one group, cheer up and smile with regardless to the culture or traditions. It is rational that if people are happy and cheerful then, the work satisfaction will be high that will impact several factors such as; some employees may extend their working hours to do their tasks and some other would stay due to some of their colleagues work in the office for late hours. According to (Laub, 1999) proposed that workers would have higher job satisfaction in an organization if they feel

that there is superior-subordinate relationship within the organizations. Some situations in which a leader should be cheerful with followers are: participating annual meeting with all employees due to organization high annual revenue, a new production line is being conducted, Company Independence Day, and the Ideal Employee's Day. These situations are important for a leader / manager to be delightful and in such occasions employees feel happy and cheerful.

5. CONCLUSION

This paper began with a brief review of leadership features concepts. The literature revealed that effective leadership in an organization is critical. Seven leadership ordinary activities have been investigated and that were as attempts to conclude that no single characteristic can distinguish leaders from non-leaders. A leader also has to act consciously with regard to the situations because the different situations and cultures require specific way to deal with. Moreover, from the research could not be predicted which leadership activity would be more effective in certain situations.

It is important to know that a leader is required in any organization to direct employees toward the goals and objectives and this will require communications either for directing and advising employees or to inform them about the vision and mission but unfortunately not all organizations communicate these two valuable factors.

A manager should influence the employees at work environment that is an important feature but a manager should put in his count that the traditions and cultures have a crucial role while dealing with different people from different nations (multicultural). By knowing culture very well a manager can encourage employees to create an effective team.

Building a team is not easy job that comes through time and the way a leader influences other by is behaviors and attitudes. Team work is a fundamental concept that causes the success of organizations and leaders as well. When a leader builds an effective team he/she has to encourage the team members to be creative.

Creativity is coming with a new idea for something exists or it doesn't which will be as innovation. A manager should try to involve his employees in different activities such conferences and meeting professionals. This is one of the ways that a manager will encourage his members to find the update in the world and will make them to think intellectually.

Finally, the searching tools in NVIVO allow the researcher to interrogate the data at a particular level. This can, in turn, improve the rigor of the analysis process by validating some of the researcher's own impressions of the data. However, the software is less useful in terms of addressing issues of validity and reliability in the thematic ideas that emerge during the data analysis process and this is due to the fluid and creative way in which these themes emerge.

6. END SECTIONS

6.1 Appendices

<Internals\\AL003> - § 5 references coded [9.08% Coverage]

Reference 1 - 2.32% Coverage

Performance is based on relationship and commitment towards the work. If you start listening to the employees, sure they are going to improve the performance of the company and improves the communication between the employees.

Reference 2 - 1.48% Coverage

By talking and listening to the employees, it gives more opportunity to understand the problems in the organization and will help to solve them.

Reference 3 - 3.09% Coverage

There should be a policy of 'no blame culture', so people can relax when they are approaching us otherwise they will not say anything. They are looking for improvement, usually when employees approach, ask them how to improve, what they think about the problems how he can improve and solve the issue.

Reference 4 - 0.98% Coverage

Some managers don't like to listen; they feel embarrassed when I criticize the way they manage.

Reference 5 - 1.21% Coverage

Once you listen and try to do something and the employees start trusting you, then every time they give good solution.

<Internals\\AL013> - § 9 references coded [15.83% Coverage]

Reference 1 - 3.87% Coverage

It's extremely important, I think if you believe in teamwork then you need to listen to your team.

Because if you are working as a leader of subordinates means you are working in a team environment where it is so important to aaah aaaahhh to drive your team and the only way you can incentivize them is to listen to them and to give them importance and to give their views importance and therefore I think it's extremely important.

Reference 2 - 0.64% Coverage

You cannot be a good leader or a manager unless you are a good listener.

Reference 3 - 1.57% Coverage

Aaaah yes it will; aaaam to some extend or I would say to a large extend it will. But you would also need to draw lines: between when we want or need to listen? And then act.

Reference 4 - 1.52% Coverage

Listening should reach to a certain conclusion it should become a plan, become some action points that improves your team; improves your objectives; improves your vision.

Reference 5 - 0.94% Coverage

And as a leader you need to have that much insight and depth that you understand your team in that level.

Reference 6 - 1.91% Coverage

Some of the key people in your department that you also want to listen to but you can't. They wouldn't be speaking in a larger group they might rather have more open conversation when they are doing it one on one.

Reference 7 - 1.07% Coverage

I think you need to do a bit of everything to make your division/ department or whatever you are manager of successful.

Reference 8 - 2.75% Coverage

Leaders are only leaders when they empower their teams to do things and they only empower their teams to do things if they give them the motivation to identify problems and to find solutions. So the discussion shouldn't be just about the problem identification; it should be around problem solving as well.

Reference 9 - 1.57% Coverage

So as a leader you need to empower your team to do both things. Not just identifying problems and moaning about them but also creatively innovatively finding solutions to them

<u>\<Internals\\AL018\></u> - § 7 references coded [11.67% Coverage]

Reference 1 - 0.52% Coverage

she stated that listening is very important to build the trust.

Reference 2 - 2.87% Coverage

She considers listening skill is as the first priority in her relationship with the employees and subordinate. The listening skills make the subordinates respect the managers, and it builds the trust between superior and subordinates and makes them comfortable. It is one of the techniques to share information and concerns that related to the job.

Reference 3 - 0.93% Coverage

She added that leaders can't establish trust if leaders and subordinates don't listen to each other effectively.

Reference 4 - 1.25% Coverage

listening is one of the ways to respect each other because it is required to sit in the front of the person and talk face to face with the eye contacts

Reference 5 - 1.16% Coverage

Leaders have to listen and give subordinates feedback. It is a challenge based on the situation, in which the topics or issues are discussed.

Reference 6 - 2.44% Coverage

if subordinates share a project, listening will be more important in order to have positive results. This depends on the person who a leader talks with because the way they

communicate is different and this relies on the message, tone voice, and body language that may affect the communication.

Reference 7 - 2.50% Coverage

She added that each person has his/her own talent and the way of thinking. If a leader wants to get new ideas from employees, he has to give them clear required instructions otherwise they will misunderstand leader's requirements and they may come with different ideas that will be vague and ambiguous.

<u>\<Internals\\AL019\></u> - § 8 references coded   [15.84% Coverage]

Reference 1 - 4.05% Coverage

Listening is the most important part in our working environment and our personal life. As in our first stage of our life and during the pregnancy of women, the first sense that created is the listening part. Listening plays a big role in our life. Of course, when we sit with someone we have to listen carefully otherwise we will not understand the contents and the meaning of the discussions, and then we will take a wrong action and based on that the decision will be made improperly.

Reference 2 - 0.67% Coverage

So, always listening is a crucial and it is a very important device in our life.

Reference 3 - 1.51% Coverage

Of course listening is the main skill to receive the message from a person. It basically builds relationships between two persons and it improves the existing relations between them.

Reference 4 - 2.79% Coverage

If we imagine that an employee comes to my office to discuss some relevant work issues and "I don't listen, then he/she will take disadvantages about my characters that I am not a good listener nor a successful manager or leader". Listening to employees as much as possible that gives the listener an opinion or idea to make a decision.

Reference 5 - 1.36% Coverage

The best way to listen to an employee is that we have to make her/him relax and have fun and sit comfortably to listen to what you say that will help the listening.

Reference 6 - 1.68% Coverage

As she/he is relaxed and facing you, there won't be border and limitation between both the listener and the speaker. This will help the listener to listen carefully and she will be happy to listen more.

Reference 7 - 1.70% Coverage

The challenge to listen to subordinate depends on the characters of people. Each person has his own way and characters to talk; therefore, a common ground between the leaders and subordinates is required.

Reference 8 - 2.08% Coverage

It means the subordinates would feel like sitting at home or public place and talking to the leader face to face. Thus, when the relationships between leaders and subordinates reach to this stage, then organizations may conduct a healthy environment.

<u>Internals\\AL003</u> - § 5 references coded [15.78% Coverage]

Reference 1 - 4.49% Coverage

In certain cases we have to be serious like in case of emergency or important meetings. But most of the time we don't have to be serious and the more important thing is even if we have a lot of stress don't show it your employees because if you are stressed and you show it to your employees, everybody will be stressed and the whole organization will be stressed for no reason. Sometime we are exaggerating and it is only for ourselves.

Reference 2 - 1.97% Coverage

When we joke with employees, we ease up their stress because we are the boss and he is scared to approach us and if we ease up the stress he will start feeling comfortable and do things right.

Reference 3 - 1.87% Coverage

Most of the time if you apply stress on the employees or be too serious with him, the employee will try to do something and he will fail, hence keep it simple and make them have fun.

Reference 4 - 2.92% Coverage

I like my people to come to work and they have fun, they shouldn't be pushed to come to work. The only way to do like that is by joking with them, building a friendly atmosphere, applying no blame culture, showing them they are important by making them feel they are part of the team.

Reference 5 - 4.53% Coverage

I usually give small examples like 'Imagine Governor Sheikh Khalifa meets you and asks about your mother's health and you would be thinking such a great personality enquiring about my mother's health' this will increase the stamina and morale and the employees will work double hard'. Appreciating by tapping his shoulder, make the employee feel that we care about them and they will work hard and care about the company and its performance.

<u>Internals\\AL013</u> - § 2 references coded [1.91% Coverage]

Reference 1 - 1.34% Coverage

Of course it will have an impact if I am happy and positive manager that's what I will graft in my subordinates and definitely they will fear me less.

Reference 2 - 0.56% Coverage

Good but I don't think being happy all the time is good either.

<u>Internals\\AL018</u> - § 8 references coded [16.07% Coverage]

Reference 1 - 2.65% Coverage

The levels of Joking at work environment depend on the situations and type of discussion. We sometimes say jokes with our team members in order to break the routine of our work environment during our informal meeting and before we say any joke, we have to know that what kind of joke to be said in that specific situation

Reference 2 - 1.23% Coverage

We have to consider limitation when we say a joke around. We cannot say jokes all the time due to the limitations between the managers and employees.

Reference 3 - 2.40% Coverage

Joking hourly or daily will impact our relationship at our work environment. Jokes impact the work environment positively. It encourages and motivates the employees and enhances the relationship between employees and leaders, subsequently, it builds trust between the followers and leaders.

Reference 4 - 2.15% Coverage

We should not be always serious and we have to have breaks every once in a while. We may call this situation as "ice break" in which some talks and work related activities can be conducted that isolate employees from work environment for a short time interval.

Reference 5 - 0.76% Coverage

This concept encourages subordinates and motivates them to be more effective and productive.

Reference 6 - 2.25% Coverage

Saying jokes is benevolent, but it depends on the circumstances, such as where the joke can be told and what scenarios the jokes are told in. If we discuss work issues, challenges, and discuss about an employee's performance or about an action plan we should be scenarios.

Reference 7 - 2.94% Coverage

On the other hand, having a short break with our employees saying jokes may reduce the stress and tension. So, employees after such a short break will be comfortable and relaxed to continue their routine activities. In all situations, saying jokes at the work environment should be limited particularly when there is a mix up between two different genders.

Reference 8 - 1.69% Coverage

A leader will lose his personality if he/she always joke with her/his employees and subordinates will not trust leaders because everything will be normal and a leader will have a lack of respect and trust.

<u>Internals\\AL019</u> - § 5 references coded [15.57% Coverage]

Reference 1 - 0.82% Coverage

She considers joking is as energy that refreshes employees' mind and power and pushes them forward.

Reference 2 - 3.43% Coverage

She likes joking during working hours with the employees such as talking about relationships and work environment. This is conditional if the managers and employees are from the same gender then talking about personal life is reasonable. This would break the routine of work between the managers and employees. She considers that this phenomenon is one of the characteristics of an effective and successful leader

Reference 3 - 5.48% Coverage

She is optimistic most of the time depends on the time available to cheer with employees in work environment. She relates "cheering" to the life time and the short age of people. She stated that life is too short and we should cheer up and live in nice life.

It is not good idea to be cheerful for most of the time but it is good for sometimes, for instance, if people sit for a long time at one place then they would be tired and they may get backache or problems in their body so, they have to change their sitting position or walk around to activate their blood circulation. It is similar concept that leaders cannot be always cheerful with the employees.

Reference 4 - 0.97% Coverage

Optimism is one way to enhance work environment and that would have positive impact in the organization productivity.

Reference 5 - 4.87% Coverage

Optimistic people would think and work better. They would feel that employees around them are happy and they live in a healthy environment. They would feel relax in the work environment. This is as an environmental influence that energizes employees and enhances their psychology to work in a happy environment. She emphasized that most of employees hate to live and work with serious people all the time and seriousness is not a good phenomenon at work environment because it creates bad mood for everybody. The seriousness and cheeriness are useful in certain time but not all time.

<Internals\\AL003> - § 3 references coded [4.82% Coverage]

Reference 1 - 1.37% Coverage

Yes, it is very important to communicate the vision and mission. They should partially participate in putting the vision and mission.

Reference 2 - 1.54% Coverage

Communicating vision and mission should be part of every meeting especially in the beginning and part of every campaign which involves all the people.

Reference 3 - 1.91% Coverage

Vision and mission should be translated depending on their qualification like a helper, semi-skilled, technician, the operators, the engineers a different message should be given to them

<Internals\\AL013> - § 3 references coded [5.34% Coverage]

That communication can go through personal meetings with all employees in the auditorium or sending an email or having a specific email help desk that's assigned for just getting the questions on that having a special email phone line, hot line available to answer any question about the mission/vision.

Reference 2 - 0.81% Coverage

We have the employee orientation; were all new employees go through the induction program.

Reference 3 - 1.81% Coverage

Well the strategic vision, goals and direction is all derived from the mission of the company so everything flows down from the mission, so at many steps I think the mission is automatically reinforced.

<Internals\\AL018> - § 4 references coded [16.00% Coverage]

Reference 1 - 5.01% Coverage

She states that "I think communicating the vision and mission should be the first step that be conducted with any employees who join an organization". They have to understand the organization vision and mission because when they start knowing the purpose and the meaning of the vision then they have to implement the mission to achieve that vision. In SKMC, we communicate the vision and mission with our employees in different ways to understand what we want, where we want to go, and how we want to reach our destination and usually this is communicated with our employees from the beginning they join us.

Reference 2 - 3.42% Coverage

Thus, communicating the vision and mission with the employees is one of our policies in which an orientation is conducted from the beginning of recruiting employees, she said. At the time when the employees join our organization they are invited for a presentation in order to involve them with the vision and mission, then, the hospital provides them a small booklet in which the vision and mission are described.

Reference 3 - 1.71% Coverage

Moreover, to keep employees totally involved in the SKMC vision and mission, the management provides them a small card attached to their personal ID card, on which the vision, mission, and values are defined

Reference 4 - 5.86% Coverage

In addition, the SKMC management has created an intranet via which the vision, mission, and values are depicted. So, all employees are involved in the vision, mission, and values via different sources.

The employees' job description leads employees to be involved in the vision and mission but not in all goals and objectives due to the nature of tasks assigned to the

departments and the divisions in the hospital. The way their job description is prepared that relatively correlated to the Key Performance Indicator (KPI). This, in part, is linked to the vision and mission even the employees are not directly involved to the vision but the KPI leads them to achieve the organization goals and objectives.

<u>\<Internals\\AL019></u> - § 6 references coded [12.87% Coverage]

Reference 1 - 2.01% Coverage

A leader has to communicate the vision and mission to all employees. They are a part of overall organization that would not be able to achieve goals and objectives without these people. The achievement in an organization depends on employees.

Reference 2 - 1.04% Coverage

If these employees do not understand the definition of vision and mission, then, how the company will fulfill the objectives.

Reference 3 - 0.99% Coverage

The vision must be told to all employees and they have to understand it very well in order to go on the right direction

Reference 4 - 1.64% Coverage

It is obvious that understanding the vision and mission will influence employees to produce more and work in the professional way. The clear vision would clarify the work process for the employees.

Reference 5 - 2.38% Coverage

The vision and mission can be communicated in the several ways. A leader and his follower may meet together, it can be sent to the employees via an email. In this case, the vision will be known for all employees and that would be discussed if a meeting is being held by the organization.

Reference 6 - 4.81% Coverage

The interviewee has her private business for which her employees have been informed about the vision, mission, goals, objectives, and the way they have to achieve the vision. They were told how to do their talks and responsibilities. The vision has been discussed during some meetings that have been held and all employees have participated in the brainstorming process in order to find out if there is a gap that was missed and not figured out during the planning process. So, every individual employee in my private business knows what to do and how to do the allocated tasks.

<u>\<Internals\\AL003></u> - § 4 references coded [8.57% Coverage]

Reference 1 - 1.14% Coverage

We should not be like in a status quo situation, we should always encourage our employees to think and perform.

Reference 2 - 1.50% Coverage

Yes, I do believe in technical issues there are rules and procedures which should be followed but most of these rules are put by the human beings.

Reference 3 - 1.82% Coverage

So I discuss with them all the issues and give them a chance to start working outside the box and it encourages them to give out more ideas and encourage them to perform better.

Reference 4 - 4.11% Coverage

Our employees are with lot of ideas. We can identify depending on their background, their capabilities, their qualifications and also the way they talk and interpret the problems. Creative people, don't take the rules as stagnates instead they start challenging with those things and we can assess their creativity. In our organization, we have an idea gathering forum to understand their creativity.

<u>\<Internals\\AL013></u> - § 7 references coded [11.86% Coverage]

Reference 1 - 1.56% Coverage

You got to encourage them during their work…Give them the ability and delegate with responsibility and then let them come with some ideas then see whether those are workable.

Reference 2 - 1.34% Coverage

Some can be really ambitious ideas but there not practical. So as a manager you've got to choose between what's practical and what's creative as well.

Reference 3 - 2.02% Coverage

By delegating by learning by sending the staff on seminars/ conferences, to make sure they are in touch with the latest development in their key areas and then allowing them the room to think and make decisions on their own.

Reference 4 - 2.57% Coverage

It's very important, creativity is very important but equally important is discipline and hard work. You can be as creative as you want but if you are not disciplined and you're not hard working, you won't be able to carry out whatever vision or creation you've imagined something to be.

Reference 5 - 0.52% Coverage

So creativity is important but alone it cannot do anything

Reference 6 - 0.56% Coverage

A creative person usually is someone who comes up with an idea.

Reference 7 - 3.29% Coverage

But if you really think about them and encourage them they really have some sound ideas thinking through a lot of things. They see the same issue but with another dimensional thinking, they should be encouraged to talk and should be encouraged to have a voice because if they are heard they might really have an out of the box solution for some problems of the world.

<u>\<Internals\\AL018></u> - § 5 references coded [9.73% Coverage]

Reference 1 - 1.28% Coverage

She thinks that by giving the employees tasks and projects, the employees will think and come with creative ideas, opinions, recommendations, and feedback.

Reference 2 - 2.50% Coverage

She added that each person has his/her own talent and the way of thinking. If a leader wants to get new ideas from employees, he has to give them clear required instructions otherwise they will misunderstand leader's requirements and they may come with different ideas that will be vague and ambiguous.

Reference 3 - 1.87% Coverage

Creativity is essential because it takes employees out of the daily routine and gives new challenges and ideas for the organizations. She considers the creativity and new ideas are as flavors that enhances the work environment.

Reference 4 - 0.93% Coverage

By assigning employees to various tasks they will be evaluated with regard to their individual project outcomes.

Reference 5 - 3.15% Coverage

This drives employees to think and come with new ideas related to their given duties and tasks in the project. Therefore, they are assigned for projects and during the implementation and evaluation stages, they are assessed weather they come with new ideas or not. Based on their shared information and ideas the employees are evaluated on their successful and achievable results.

<Internals\\AL019> - § 3 references coded [11.67% Coverage]

Reference 1 - 3.23% Coverage

The way to get people to think is to ask them questions and ask them to do some creativity related to given projects. This situation would make employees to search for an answer. To know the meaning of creativity, we have to define it. It is defined as finding and doing things by a person that other cannot do. This person is able to do a fantastic job and bringing something new for work

Reference 2 - 0.77% Coverage

We, as a leader should lead a team and recognize the creative people by assigning them tasks.

Reference 3 - 7.67% Coverage

The employees by this way will be recognized. For instance, if there is one person doing his tasks or he is leading a group in the different manners then the leader will know that employee is different from others in the way he/she create new idea for leading and/or achieving his tasks. He may controls or leads others as on a planned way or leading other to do better things by his way of creativity. As an example to encourage creativity is that; for instance, if a child doing his homework for which you may give him the answers directly or you may provide him some hints that make him to think, creative, initiative, and to solve the questions.

Initiative is one of the leadership characteristics. A leader should be always initiative and he has to be the first to do things right and he has to always start with something to attract followers to his actions and his initiatives, which, in turn, lead to creativity.

<Internals\\AL003> - § 2 references coded [3.55% Coverage]

Reference 1 - 2.14% Coverage

The only time I have to influence in the process, when I see a deviation from the main scope. There is a scope and everybody is following them but sometimes some employees misinterpret the ideas or the scope.

Reference 2 - 1.41% Coverage

I only put in the idea, give them the benefit out of it and will ask them to implement it and I acknowledge the result of implementation.

<Internals\\AL013> - § 5 references coded [9.44% Coverage]

Reference 1 - 1.87% Coverage

Because everybody is following a certain process then you begin to trust that process but if you don't find people following the process at the same time then you may find that the process lacks the integrity.

Reference 2 - 1.51% Coverage

I like processes and I like documented processes and I like auditing of processes because human beings are by nature clever animals who like to find gaps where possible.

Reference 3 - 1.09% Coverage

Managers need to educate and train their staff about the processes they should give clear instructions to all their staff.

Reference 4 - 1.56% Coverage

And they should be transparent to their teams about any new processes. It shouldn't be just used with one group of people; it should be shared across the board with everyone.

Reference 5 - 3.40% Coverage

If any new process comes it should be shared with everyone because it impacts everyone at the end of the day. So a good manager makes sure that all his employees know about the processes and know that if there is any issue with their processes who they should go to. And they should be approachable for any questions that might come along with the implementation of a new process.

<Internals\\AL018> - § 3 references coded [8.70% Coverage]

Reference 1 - 2.45% Coverage

She thinks influencing the process would have a positive impact on employees that would encourage them and would enhance the level of trust between leaders and followers. She states that influencing followers at work environment depends on the situation, scenarios, and the project they are given.

Reference 2 - 5.08% Coverage

Influencing is a significant skill by which the leaders enhance organizations, but it should not always be conducted. This situation can be evaluated based on the several dimensions such as legal, culture, and ethics related to the hospital working environment where a leader will approach to the stage in which he has to avoid influencing the employees all the time.

Influencing employees should be practiced and conducted safely and carefully that to avoid any damaging talks with the employees and to preclude harming them mentally that will have a negative impact on their work relationship in the organization

Reference 3 - 1.17% Coverage

Influencing process should be aligned with our hospital policy and it should be ethical and meet the criteria of the UAE culture accordingly.

<Internals\\AL019> - § 3 references coded [7.81% Coverage]

Reference 1 - 1.67% Coverage

The interviewee states that a leader is a person who influences other to think or work properly and as a leader influence them to think in the better way so they will achieve the goals in a better way.

Reference 2 - 1.73% Coverage

He believes in goals and encourages followers to be more confident in work process. People are not only influenced from the leader's words but also from his energy and efforts that associated with his words.

Reference 3 - 4.41% Coverage

A leader to influence other that requires skills and it depends on people and subordinates a leader manages in an organization. Thus, some people are required to be influenced all times and other is sufficient if a leader speaks to them once from the beginning; this depends on the personality and the features of the followers. Some employees in the different situations can do their job properly, but some cannot and the leader's responsibilities to influence them in the right way and encourage them to do their tasks properly.

<Internals\\AL003> - § 8 references coded [15.32% Coverage]

Reference 1 - 0.98% Coverage

I believe informal talk is trying to participate with the employees and gives you more respect.

Reference 2 - 2.35% Coverage

Some leaders believe that they lose respect where as I would like to see it the other way round, informal talk gives a lot of respect and employees start trusting you not only in the office time but even outside the office time.

Reference 3 - 1.40% Coverage

You can control them, by your behavior and attitude. Yes I do encourage a lot of coffee meetings and this is one of my leadership style.

Reference 4 - 1.83% Coverage

I do believe management by 'walking around', once you walk around your workplace and discuss with your employees or just to say 'hi, how are you' employees will feel differently.

Reference 5 - 3.88% Coverage

In certain cases we have to be serious like in case of emergency or important meetings. But most of the time we don't have to be serious and the more important thing is even if we have a lot of stress don't show it your employees because if you are stressed and you show it to your employees, everybody will be stressed and the whole organization will be stressed for no reason.

Reference 6 - 1.97% Coverage

When we joke with employees, we ease up their stress because we are the boss and he is scared to approach us and if we ease up the stress he will start feeling comfortable and do things right.

Reference 7 - 0.96% Coverage

I like my people to come to work and they have fun, they shouldn't be pushed to come to work.

Reference 8 - 1.95% Coverage

The only way to do like that is by joking with them, building a friendly atmosphere, applying no blame culture, showing them they are important by making them feel they are part of the team.

<Internals\\AL013> - § 3 references coded [3.64% Coverage]

Reference 1 - 0.88% Coverage

No its hardly work related it's usually personal its small talk not the professional work related.

Reference 2 - 1.01% Coverage

Which school your kids go to? If one of the subordinates wife's is expecting I ask: when is the daughter/son due?

Reference 3 - 1.76% Coverage

Very general talk, just to break the ice and make subordinates feel more at ease at work. This informal relationship makes employees happier and they feel cared about and it levitates their moral.

<Internals\\AL018> - § 6 references coded [14.38% Coverage]

Reference 1 - 3.69% Coverage

The informal talk sometimes is important and a must between employees and the leaders. They have to have such situations but with limitation due to our national culture. It should not be opened as daily routine tasks due to the big number of employees. This event cannot be always conducted for every individuals but it can be managed in the team building base to have lunch or coffee out of work environment under the umbrella of hospital family.

Reference 2 - 3.21% Coverage

In the informal talk events some issues of work may be discussed from different managerial levels and they may come with new ideas. This type of informal talks should not be conducted as daily bases with all ranking levels due to hospital ranking policy, in which we have several junior levels in between each position; therefore, we cannot set up an informal talk for everybody to share.

Reference 3 - 1.73% Coverage

In addition, there are some national aspects such as our traditions, our values, and our culture restrictions that limit us from the participations in such informal talks and events and we have to respect it.

Reference 4 - 1.98% Coverage

Although conducting the informal talk is one of the managerial skills and it is an important phenomenon between subordinates and managers, it is important to say that the personal issues should not be discussed in such event from both sides

Reference 5 - 1.07% Coverage

She emphasized that sharing the personal issues is not acceptable and may have negative impacts on our formal work relationships.

Reference 6 - 2.69% Coverage

It is not important to discuss the personal issue with employees or/and mangers because it will not add anything on the organization policies. We build our relationship as one family, as one team, working together in one organization, but our relationships should be based on limitation of our culture, traditions, and values.

<Internals\\AL019> - § 3 references coded [11.62% Coverage]

Reference 1 - 8.40% Coverage

Informal talk "breaks the ice" and it makes the employees to communicate with managers in the relaxed situation. In such situations the employees would feel free to talk to their managers during the informal talks. This situation would make employees feel that his manager is as a friend and as one of his brothers. This would enhance the relationship between employees and managers and would lead the employees to be more effective, to fulfill the tasks successfully, and to have better performance, which, in turn, would impact the organization productivity positively.

The relationship between employees and subordinates should be as ongoing process in which sometimes the personal issues could be discussed. She stated that we work every day in our office together for more than seven / eight hours and we spend our time at work more than that in our house. So, involving colleagues in social issues should be part of our job but we have to be careful to avoid sharing all social issues with our employees.

Reference 2 - 2.39% Coverage

However, if a manager look for a creativity and success of the organization then the small talk between subordinates and mangers is crucial. The skilled managers should make balance in the way they talk to employees. The managers should not always open the door for jokes and small talks.

Reference 3 - 0.82% Coverage

She considers joking is as energy that refreshes employees' mind and power and pushes them forward.

<Internals\\AL003> - § 4 references coded [8.06% Coverage]

Reference 1 - 1.58% Coverage

When the work is done among the teams, it is more efficient and can avoid duplication of the job because sometimes a lot of people are doing the same job.

Reference 2 - 2.64% Coverage

Most of the time, some of the team player are much better than others and they can help others, if they do it individually , everybody will be doing their own part and keep silence instead if they work in a team they will achieve the same target and succeed

Reference 3 - 2.12% Coverage

I encourage teamwork, usually in our plant in a monthly or quarterly basis we do a teamwork exercise out of the work environment, a leadership exercise which shows the benefit of the leadership and teamwork

Reference 4 - 1.72% Coverage

We have a lot of employees, who usually prefer to work alone than as a team, but this sought of exercise, have converted them and we are getting the benefit out of it.

<Internals\\AL013> - § 8 references coded [14.34% Coverage]

Reference 1 - 1.31% Coverage

Teamwork is amazing there are so many minds that are trying to work towards the same issue, the same way everybody looks at it in a different way.

Reference 2 - 1.23% Coverage

It's incredible how when minds come together they could really solve problems. Teamwork is very important for problem solving and growth.

Reference 3 - 2.86% Coverage

They are encouraged to go and meet outside their work environment and have informal relationships or they are both assigned to different tasks and get the chance to talk and mingle and form a bond and break those layers of ice. I think so many opportunities are there so that way it is encouraged and has its benefits.

Reference 4 - 2.64% Coverage

In formal setting is whenever we start a new project I involve my team from the start of the project. I try and make each member of the team fell important/valued. I always encourage their input I listen to them and I also give them the feeling that as a team we are all responsible for results.

Reference 5 - 0.99% Coverage

I provide the purpose/ goal and build my team with a shared responsibility towards that common purpose or goal.

Reference 6 - 2.87% Coverage

I tend to encourage teamwork amongst my peers, subordinates and seniors I try to encourage other people to go and move outside the barriers of what they do and approach new people within the team they might not be experts within the issues within a certain assignment but they may tackle it from a different perspective.

Reference 7 - 1.07% Coverage

Uummm well by involving them, showing them the big picture explaining to them where we are heading and what is our goal.

Reference 8 - 1.37% Coverage

Also by giving them attention, recognizing them, listening to them, valuing their input, and encouraging I think will inspire and boost their motivation.

<Internals\\AL018> - § 7 references coded [13.09% Coverage]

Reference 1 - 0.40% Coverage

She states there is no success without teamwork.

Reference 2 - 1.66% Coverage

Each team player has different perspectives, different levels of talents, and different ideas. By combining these criteria, the team can precede all tasks together and achieve the organizational goals.

Reference 3 - 2.45% Coverage

She considers that this is the fundamental idea of a team and a team player. It is important to encourage employees at work environment as one team that is supported by team work language and using the word "we" instead of "I" that absolutely has a positive influence and encourages the team work.

Reference 4 - 1.33% Coverage

The leader should start and play a role of team player and not as a manager; a team leader should express his feeling for the group and talk to them as word "we"

Reference 5 - 3.20% Coverage

This indicates that a leader talks about the dedicated team, as one group, and not only about one person. She stated that " I work with a team as a team member and not as a leader even I am one of the seniors in the hospital but I don't try to take the role of a leader and I assign my subordinates to lead the group members and give them the opportunity to take the team leader's role".

Reference 6 - 1.53% Coverage

A leader should consider that he is one of the team members. This will make subordinates to feel confident and work together to achieve one goal. A leader should inspire his followers.

Reference 7 - 2.53% Coverage

Then, leaders should look at the output that the potential efforts completed by of all team members and not only by one person as a leader. If you're in a management role, then one of your most important responsibilities is to ensure that members of your team have everything they need to work comfortably.

<Internals\\AL019> - § 4 references coded [10.30% Coverage]

Reference 1 - 1.37% Coverage

Team work is an interesting topic and a lot of benefits are involved in the team work. In a team, there are some efforts associated by people during a specific time.

Reference 2 - 2.38% Coverage

For instance, if a leader has some tasks that to be done during an hour with one person's efforts, a team of five people will complete that in a shorter time and it may take team members to complete it within just 15 to 20 minutes and also this will affect work productivity positively.

Reference 3 - 1.30% Coverage

A leader has to do more and to be a good example for the employees. A leader should listen, encourage, make other to think, and influence them to work more.

Reference 4 - 5.25% Coverage

A project will be led by a leader / manager and tasks will be achieved by the leader and team members who have different talents and skills. Each team member will do specific task within the project. The role of a leader is to illustrate a good employee's performance to other, motivate, and recognize him between his colleagues. This situation will have a positive impact on overall organization. The employees will be influenced, motivated, and encouraged to put their potential efforts in the next project. In this scenario a leader will establish a competition between employees in order to enhance all employees' performances.

6.2 About the Authors

Abdulraheem Ali Alhosani, an Emirati father of two, has dedicated his professional career to being a young graduate who joined the government public sector in 1993. He always reiterates his commitment to Social Responsibility towards his Country, Family, Career, and most importantly, his loyalty towards his employers and subordinates. Abdulraheem has shown his struggles in his career and educational journey and has independently developed his skills and qualifications since 1990. He joined Abu Dhabi Higher Colleges of Technology at the advent of technology in the UAE, starting his BSc in Engineering Management and Applied Science after completing his Higher Diploma in Electronics Engineering. He holds a Masters Degree in Business Administration from UAE University and is now pursuing a Doctor of Business Administration from Abu Dhabi University. He was a PhD

candidate student at George Washington University (GWU) doing his Engineering Management (2008–2010) and he has completed some of the accredited requirements. However, for the personal and family issues, he left the GWU and joined the Abu Dhabi University in 2013.

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