

# Journal of Human Resource and Leadership (JHRL)

## **The Role of Leadership Style in Improving Employee Satisfaction and Performance in Etisalat**

Sultan Al Zaabi, Mouza Al Kaabi, Raya Al Falasi and Maryam Ahmed



**The Role of Leadership Style in Improving  
Employee Satisfaction and Performance in  
Etisalat**



Sultan Al Zaabi, Mouza Al Kaabi, Raya  
Al Falasi, Maryam Ahmed  
Hamdan Bin Mohammed Smart University

**Article History**

---

*Received 20<sup>th</sup> February 2023*  
*Received in Revised Form 5<sup>th</sup> March 2023*  
*Accepted 16<sup>th</sup> March 2023*



**Abstract**

**Purpose:** study the impact of leadership styles on employee satisfaction and organizational performance in Emirates Telecommunication Corporation (Etisalat),

**Methodology:** primary data was gathered from interviews with Etisalat staff, while secondary data was gathered from the Etisalat website and online articles.

**Findings:** Although Etisalat has both transactional and transformational leadership styles it appears that the satisfactory job terms of the company's departments vary, whereas some are very satisfied, but others have reached a medium level of satisfaction. It has been concluded that leadership plays a critical role in inspiring employees, and lack of leadership guidance discourages their creativity

**Unique Contribution to Theory, Practice and Policy:** The study recommends that Etisalat should build a balanced leadership style that focuses on employee productivity and mental health. It also recommends that employees need to be provided with a comprehensive platform to participate, communicate, and interact with their colleagues and managers.

**Keywords:** *Leadership, Leadership Styles, Transactional Leadership, Transformational Leadership, Employee Satisfaction, Performance, Etisalat, UAE, GCC.*

©2023 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)

## **INTRODUCTION**

Leadership has a more significant influence on how workers feel about their jobs. The role of leaders in today's enterprises has changed, and the effectiveness of any organization is determined by the leadership styles used by its leaders. When the correct leadership style is applied, employee happiness and performance improve. At the same time, the firm's profits will increase.

We chose to study the impact of leadership styles on employee satisfaction and performance at Etisalat since Etisalat is one of the Gulf Cooperation Council's largest telecommunications firms (Bello and Othman, 2019). This topic appealed to us because it underlines the need to continue growth and development. The theoretical aspects of the effect of leadership styles on employee satisfaction and performance at Etisalat will be discussed in this study. In addition, we will give recommendations to fill in the gaps based on the findings.

The aim of the research is to study the impact of the role of leadership style in improving employee satisfaction and performance in Etisalat, Knowing the types of leadership in Etisalat, and employee opinions about leadership in Etisalat.

## **LITERATURE REVIEW**

In the present business world, where every economic aspect is being affected by global crisis events, leadership qualities have become obligatory to run and manage a business. Leadership is an attitude that helps in communal control, which all successful organizations try to develop among their managers (Obeidat & Zyod, 2015). This quality maximizes the efforts of the followers or subordinates directed toward accomplishing an organizational goal. Mohamed Dirir Rage has stated that the specific build of leadership varies significantly. Over the last few years, the administration has been concerned with individual traits, personal behavior, interpersonal authority, factors based on situation, and an amalgamation of these.

It is a social influence that a person shows and gets the help of other personnel to achieve a common objective. It is based on any person's role in influencing followers to accomplish the organization's goals (Rage, 2019). Leaders are receptive to the individual interests of inferiors, provided those interests are comparative to the value of the job done by the team members. As a leader, an individual must influence subordinates to align with the organizational standards and inspire them to do what is predictable and instructed. Many aspects contribute to being a good leader. As we can recognize the different leadership styles and choose the most relevant leadership styles that suit a specific organization, transactional leadership continues to be one of the best for telecom companies (Sougui et al., 2015).

Etisalat is one of the largest telecommunications companies in the Gulf Cooperation Council and one of the highest revenue generators in the United Arab Emirates. There are five main leadership styles, which are participative, autocratic, transformational, transactional, and laissez-Faire, leaders in Etisalat have utilized those that are most effective. Most managers in the company have selected the transactional and transformational styles. Such as the success demonstrated by Mr. Khalifa in the ICT sector has shown leadership styles that comprise both transformational and transactional. Without the function of these styles, the operations that Mr. Khalifa has commenced would not turn up. Many aspects contribute to being a good leader. As we can recognize the different leadership styles and choose the most relevant leadership styles that suit a specific organization, transactional leadership proves to be one of the best for

telecom companies (Sougui et al., 2015). Transformational leaders usually inspire and stimulate team members to achieve a great goal. Such leaders generally pay attention to the developmental needs of the team members or the individual followers. They change the awareness issues by helping them look at their problems differently. Such leaders can inspire team members by showing them the path toward achieving group goals (Robbins & Coulter, 2007).

The transactional leadership style is considerably connected to the performance of an organization, and faith in leadership mediates the association between the leader and the team positively. The leader and subordinate association beneath the transactional leadership style is influential. The foundation of belief is the conditional rewards presented by leaders to their subordinates. It has also been found that there are many optimistic associations between leadership style of transactional and employee participation of employees (Baskoro, 2021). All leaders want to change the current state of things but use different methods.

As the appreciation for achievement is initiated to pick up the arrangement of knowledge sharing by employees, the transactional leadership style has become a substitute applied in the business for better progress and development in the Malaysian Telecommunication Sector (Sougui et al., 2016). While working as a team, transactional leaders showcase an effective leadership style where it is visible that they function with their employees as superiors to introduce them with rewards, provide them some extraordinary assignments so that they can deliver their skills, and bring out a culture of collaboration between that of the leaders and employees. When the employees feel appreciated, they bring out the best knowledge they possess to achieve the organizational objectives. (Sougui et al., 2015).

Etisalat's transactional leadership style has turned out to be a substitute applied in the business for better progress and development in the company (Sougui et al., 2016). When the employees feel appreciated, they bring out the best knowledge they possess to achieve the organizational objectives. The company is also focused on Managing and motivating remote teams to be genuine and empathetic with the employees, especially during the COVID -19 pandemic period—the leaders' team at Etisalat comprised Eng. Saleh Al Abdooli, the Chief Executive Officer; Hatem Bamatraf, the chief technology officer; Khalifa Hassan, the chief strategy officer; the top legal and regulatory officer, Khamal Shehadi, and Serkan Okandan happens to be the chief financial officer of the company. With the leadership and hard work of the team, the company has reached the epitome of success in the business world, even in this moment of crisis (Agwu, 2021).

## **RESEARCH METHODS**

### **Etisalat Background**

With over 135 million users, Etisalat is a global telecom corporation and one of the most critical operators in the Middle East and Africa. The headquarters of Etisalat is in Abu Dhabi, United Arab Emirates. Since 1976, Etisalat has been a telecommunications service provider in the United Arab Emirates, owned and operated by the UAE government. Etisalat focuses on cutting-edge technology and skilled people resources, and the firm has created an advanced telecom infrastructure and a cutting-edge and dependable operator (Etisalat Telecommunications | Analysis, 2017). Hatem Dowidar is the Chief Executive Officer of Etisalat Group. He joined the Etisalat Group as Group Chief Operating Officer in September

2015 and was promoted to Chief Executive Officer, International in March 2016 (UAE and service, 2019).

### **Interviews**

The research method is interviewing, and the type of research is qualitative. We conducted eight interviews with Etisalat company, two with management and six with employees, because interviews are the most effective tool for qualitative research. The topic of the study was discussed with them. The interview questions were all the same. The interviews lasted anything from 20 to 30 minutes. The replies were written down and summarized when the interviews were concluded. The results are then analyzed using data analysis. The following is a list of interview questions.

Managers:

1. There are many different leadership styles. Which style do you adopt?
2. In your opinion, what is the advantage and disadvantage of transactional leadership?
3. How do you define employee satisfaction?
4. As a manager, how do you improve employee satisfaction? Can you give examples?
5. What is the best character trait a manager or you should have?

Staff:

1. What is your opinion on the leadership style used in your workplace?
2. How does your manager inspire you? Can you give examples?
3. How does your manager influence your job satisfaction? Can you give examples?
4. What would improve your overall satisfaction rate at work?
5. What keeps you motivated to perform efficiently?

### **DATA ANALYSIS**

Interview questions were conducted with eight employees from different departments at Etisalat. The questions were divided into two categories: Managers and Employees according to the following designation:

- Managers:

1. Director of Human Resources:

- He has 15 years of professional experience in the field of human resources, and was appointed Head of Human Resources in 2019, he was the Head of the Training Section before that. His responsibilities include planning for the recruitment of the best assets for Etisalat, training, and managing all their administrative requirements and responsibilities.

2. Sales and Marketing Director:

- He has 12 years of professional experience in marketing and was appointed to this post in 2017. The Sales and Marketing Director is responsible for promoting Etisalat's products and packages to its target consumers, so he contributes to making profits for Etisalat.

- Managers' Questions:

- *Question One: There are many different leadership styles. Which style do you adopt?*

The director of Human Resources pointed out that his choice of leadership style is situational; he uses different types depending on the situation. Most of the time, he uses the transactional style because it aligns with the company's customer-focused direction.

However, when the need arises, he uses the authoritative style when he needs to deal with tasks that fall behind due to the underperformance of his subordinates.

The Sales and Marketing Manager chiefly uses the delegative style to lower the pressure of responsibilities his type of work demands by trusting his workers to do the job right.

- *Question Two: In your opinion, what is the advantage and disadvantage of transactional leadership?*

Both directors agree on the strong point of the transactional leadership style in striking a balance between satisfying customer needs and keeping the employee motivated by giving more incentives to those executing more applications.

They also agreed on the disadvantage of the transactional style of being dependent on monetary incentives against staff performance, which falls short when staff wants other things.

- *Question Three: How do you define employee satisfaction?*

Both directors' theory about the meaning of employee satisfaction differs a little. While the Director of Human Resources focused on the presence of an internal drive within employees to perform without external factors, the Sales and Marketing Director talked about the external factors that give employee satisfaction, which he stressed are important since happy employees make happy customers.

- *Question Four: As a manager, how do you improve employee satisfaction? Can you give examples?*

The manner that both directors use to satisfy their employees differs. The director of Human Resources keeps his employees satisfied by meeting their needs, which could be achieved by meeting tangible needs like nominating an employee for an award or intangible needs like praising staff performance. Conversely, the Sales and Marketing Manager improves staff satisfaction by involving his employees with the truth of the matter, especially when the company faces some challenges that may affect staff packages, such as the hit on business due to Covid-19.

- *Question Five: What is the best character trait a manager or you should have?*

Both directors have unique ideas about the best trait any manager should have. The Human Resources Director relies on the flexibility needed to meet the needs of staff and customers alike. At the same time, the Sales and Marketing director puts his money on honesty, theorizing that the more employee knows about the truth of the matter, the less likely he is to be frustrated.

- Employees:

1. Customer Service Agent.

Four years of working in the call center

Has won an award as the best customer service agent in 2019

Responsible for handling questions and concerns with speed and professionalism

2. Customer Service Agent.

Two years of working in the customer service department

Resolving customer complaints and drafting status reports on customer service issues.

3. Marketing/Sales Agent.

Seven years of working as a sales agent

Responsible for developing and maintaining positive business and customer relationships

4. Marketing/Sales Agent.

Four years of working as a marketing coordinator

Responsible for planning marketing campaigns to promote and sell products

5. Technical support employee.

Four years of working as a support specialist

Assigned in technical areas of customer service and explore troubleshoot customers' issues with utmost professionalism and courtesy

6. HR Officer.

Three years of working as the administrative assistant

Responsible for maintaining the employee's database and processing payroll updates

● Employees' Questions:

- *Question One: What is your opinion on the leadership style used in your workplace?*

Although all interviewees are satisfied with the rewards leadership style, they suggested that leaders should improve their relationship with employees through emotional support as it significantly affects their mental health. Customer service employees highlighted a vital area: transactional leadership has a gap in building a strong relationship between employees and managers. This is a crucial issue that influences the satisfaction of both sides.

- *Question Two: How does your manager inspire you? Can you give examples?*

Employees' answers were almost the same, where they mentioned that the character traits of the managers are what inspires them the most. The characteristics mentioned in the responses to the survey were honesty, great communication, and is an excellent coach.

Surprisingly, all interviewees had the same point: they get inspired by managers with good traits and characteristics because they learn from them, making them perform better.

- *Question Three: How does your manager influence your job satisfaction? Can you give examples?*

Interviewees had different views on how their managers influence their job satisfaction. The sales agent said he could communicate freely with his manager and know that his manager would support him in all circumstances. At the same time, customer service employees discussed that their job satisfaction comes when managers plan monthly meetings to discuss work issues to help them improve their performance.

- *Question Four: What would improve your overall satisfaction rate at work?*

Interviewees stated that managers have flexibility in leadership to build strong relationships with employees. Employees would like to spend more time with their managers to receive moral support to enhance their mental health and ensure a non-stressful work environment.

- *Question Five: What keeps you motivated to perform efficiently?*

Regarding motivation, interviewees had different responses; the majority agreed that the rewarding style is the primary source of inspiration because they know that their hard work will be paid off. At the same time, technical support employees stated that a good working environment and relationship between colleagues is the best motivation.

## **DISCUSSION**

According to the literature review and interviews with Etisalat company, views have similarities and superficial differences in discussing the impact of TQM practices on employee satisfaction and performance. The literature review showed that leadership plays the most important and sensitive role in controlling what happens in the organization and has the most incredible power in success or failure. Therefore, leaders must follow an attitude to effectively understand and lead the organization and employees by considering all aspects. Each leader follows a specific leadership style. In addition, it was also mentioned in the literature review that the transactional and transformational methods in Etisalat turned into an alternative applied in business to achieve better progress and development in the company.

On the other hand, according to interviews with Etisalat managers and employees, the company follows both approaches. In the transformational style, the leader needs to emotionally improve his relationship with the employees, which will be great mental support. In addition, the transactional style is part of one leadership style that focuses on supervision, organization, and performance.

According to the literature review, when a manager shows the right path to achieving a dream, job satisfaction increases the job satisfaction level of the company's employees. Looking at the employee's problem may change awareness problems. Moreover, the basis of the manager's belief is the key to happiness. Relationships between managers and employees should be flexible, which may provide them with moral support for their mental health.

On the other hand, interviews with Etisalat employees revealed that consensus employees receive inspiration from their managers. Where they see them as an example, but at the same time Show some employees that they need the manager to be closer to them. In terms of the work environment, they work more comfortably. There is a difference in job satisfaction views regarding the company's departments. Some have high job satisfaction, and some have medium job satisfaction.



For example, according to the sales agent, they also need moral support, not just material help. And the customer service employee has said that the transactional leadership style does not benefit all employees, as managers need to improve and strengthen their relationships with their employees. Hence, the level of job satisfaction is medium. On the contrary, the human resources employee and the technical support employee have agreed that they accept the type of management and consider it excellent. Their job satisfaction level is high.

### **Conclusion**

In conclusion, Etisalat uses both transformational and transactional leaders. At the same time, there is a difference in job satisfaction views regarding the company's departments. Some have high job satisfaction, and some have medium job satisfaction. Employees acknowledged the significance of these leaders' styles in the research because they inspire and drive change. The survey's findings suggest that leadership is crucial for improving employee and organizational performance.

In contrast, employees' opinions vary according to each employee's position in the company and how they feel about the working environment. Highlighting the gaps in the current study, transactional leadership has the potential to discourage creativity because employees are not allowed to come up with new ideas. Contrary to this, sales and customer support employees might also benefit from a leadership style that supports their mental health and emotional intelligence support. As indicated by the interviews, these employees also demonstrate a higher need for managers to provide them with higher guidance.

### **Recommendations**

Based on the study findings and examination of current leadership styles and dynamics, Etisalat must carefully consider that each department leader must adopt a balanced leadership style according to the situation. Managers and leaders in the organization need to be aware of multiple leadership styles that they can use to ensure that they can develop a higher level of understanding of which leadership style to use in which scenario. As a result, the first recommendation is to build a balanced leadership style that focuses on employee productivity and mental health.

Building a healthy work environment will encourage employees to learn more from each other and increase employee satisfaction. The second recommendation is that employees need to be provided with a comprehensive platform to participate, communicate, and interact with their colleagues and managers. Taking this into account would help ensure an increased understanding of what financial or non-financial factors motivate employees and, hence, improve the organizational environment in a relevant manner.

Third, Etisalat needs to ensure that they can reintroduce the Executive Mentorship Program for the employees in the company, which would help ensure that the company can develop considerably strong leadership skills and enhance autonomy and responsibility among the employees. Providing employees with an executive mentorship program would also help ensure that the organization can demonstrate a more robust and diverse front to the organization's stakeholders (Bello and Othman, 2019).

## REFERENCES

- Agwu, M.O., 2021. Corporate Social Responsibility and Non--Financial Organizational Performance in Etisalat Telecommunication Company United Arab Emirates.
- Baskoro, B.D., 2021. The nexus of transactional leadership, knowledge sharing behavior, and organizational creativity: empirical evidence from construction workers in Jakarta. *Journal of Work-Applied Management*.
- Ismail Bello & Muhammad Fuad Othman. "Multinational corporations and sustainable development goals: Examining Etisalat Telecommunication intervention in Nigeria's basic education." *International Journal of Educational Management* 34.1 (2019): 96-110.
- Obeidat, B.Y. and Zyod, D.S., 2015. The associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A theoretical model. *Journal of Social Sciences (COES&RJ-JSS)*, 4(2), pp.848-866.
- Rage, M.D., 2019. LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE AT TELECOMMUNICATION COMPANIES IN MOGADISHU-SOMALIA. *EPR International Journal of Research and Development (IJRD)*, 4(3).
- Robbins, S.P. and Coulter, M., 2007. Principles of management. Translated by Seyyed Mohammad Arabi and Mohammed Ali Hamid Rafiee and Behrouz Asrari Ershad, Fourth Edition, Tehran: Office of Cultural Studies.
- Sougui, A.O., Bon, A.T. and Hassan, H.M.H., 2015. The impact of leadership styles on employees' performance in telecom engineering companies. *Australian Journal of Basic and Applied Sciences*, 8(4), pp.1-13.
- Sougui, A.O., Bon, A.T., Mahamat, M.A. and Hassan, H.M.H., 2016. The impact of leadership on employee motivation in Malaysian telecommunication sector. *Galore International Journal of Applied Sciences and Humanities*, 1(1), pp.59-68.
- UAE, E. and service, M., 2019. Etisalat's Success in the UAE - 3861 Words | Essay Example. [online] Free Essays. Available at: <<https://ivypanda.com/essays/etisalat/>> [Accessed 23 March 2022].
- Ukessays.com. 2017. Etisalat Telecommunications | Analysis. [online] Available at: <<https://www.ukessays.com/essays/marketing/according-to-the-official-website-of-etisalat-marketing-essay.php>> [Accessed 23 March 2022]

## Appendices

### Interview scripts

#### Interview1 (Director of Human Resources)

**Q1: There are many different leadership styles. Which style do you adopt?**

**A1:** I don't limit myself to one style, I do as the situation requires. For the most part, I follow the transactional style since it aligns with Etisalat's vision. We are a customer-based industry, where customer satisfaction defines our very existence, hence we need to improve our operations and services to satisfy their needs.

As such, offering bonuses to employees who push themselves to finish up more applications pays off, for both our customers and employees alike. However, some situation requires me to be authoritative, especially when some employees fall behind their target due to their underperformance.

**Q2: In your opinion, what is the advantage and disadvantage of transactional leadership?**

**A2:** Transactional leadership suits our company policy very well, since we need to strike a balance between our customer satisfaction and keeping our staff motivated.

One disadvantage of this style I can think of occurs when staff look for none-monetary incentives, because in this case the transactional style fails.

**Q3: How do you define employee satisfaction?**

**A3:** It is the state of mind where employees are driven to perform their jobs fully from internal forces without outside intervention.

**Q4: As a manager, how do you improve employee satisfaction? Can you give examples?**

**A4:** Satisfaction as a result happens when the person concerned has needs that need to be met, hence I satisfy my employee by making sure their needs are met, whatever they might be as long as the company policy allows it. For instance, one employee might need to arrive later than usual for a period, in this case I can enforce flextime and allow the employee to arrive later, in exchange for working extra hours towards the end of his shift.

**Q5: What is the best character trait a manager or you should have?**

**A5:** Any manager should be flexible without having to bend company rules and regulations. When you are dealing with processes, you can be strict. But people, whether they are customers or employees are not things, they have needs, some of which might not be accounted for in the company police. In that case, flexibility has to come into play.

### Interview2 (Sales and Marketing Director)

**Q1: There are many different leadership styles. Which style do you adopt?**

**A1:** I prefer the delegative leadership style, because as a marketing manager I can't be running all the ends myself, I'm at the end but one man. I have to delegate some of my duties to my subordinates to make sure our processes flow smoothly without any delays.

**Q2: In your opinion, what is the advantage and disadvantage of transactional leadership?**

**A2:** We are customer focused company, so transactional style works for employees; the more applications they execute the better their rewards will be. This style also works greatly in banks and real estate business.

The style, however, can be disadvantaged if it focused on one type of rewards, I mean you don't always have to reward employees with cash, adding allowances would be a good idea.

**Q3: How do you define employee satisfaction?**

**A3:** It's when employees get what they expect from the company, in term of monetary and none-monetary incentives, which is important because happy employees make happy customers, and we are customer centered as I mentioned earlier.

**Q4: As a manager, how do you improve employee satisfaction? Can you give examples?**

**A4:** I can't always satisfy my workers' needs, namely due to external hurdles. But I make sure to involve them on what is going on, the more they understand what and why things are happening around them, the less likely they are to feel dissatisfied.

So, when Covid-19 first broke out, our business, like many others, was hit badly. While other businesses laid off their workers, we made sure to retain them, but at the behest of lowering the incentives. They understood because they were involved in the details; best not to hide such things from your employees if you want them to trust you.

**Q5: What is the best character trait a manager or you should have?**

**A5:** Honesty, at least this is how I manage my teams. I'm always honest with them, never make any promises I cannot keep just because they want to hear some positive things to make them work effectively. Misleading your subordinates can backfire severely on any manager.

### Interview3 (Customer Service Employee)

**Q1: What is your opinion on the leadership style used in your workplace?**

**A1:** The leadership style used by our manager is the transactional leadership style, it's a strict style to follow because either we get rewarded or punished based on the performance we deliver. I am comfortable with this style because rewarding is based on metrics and not managers' preferability or feelings.

**How does your manager inspire you? Can you give examples?**

**A2:** I'm always being surprised by how my manager inspires us to do better not only at work but also in our lives. One of the things that inspired me is that he is creating monthly goals to be achieved, which pushed me into delivering more. Another thing is how he managed to make us feel like we are a family by planning team-building workshops and activities to build strong trustworthy relationships that fuel better collaboration and trust in the team.

**Q3: How does your manager influence your job satisfaction? Can you give examples?**

**A3:** My manager is improving our team issues by planning monthly meetings to discuss areas of improvement and issues we are facing in our tasks to think of a solution. Our suggestions and complaints are heard, and actions are taken immediately.

**Q4: What would improve your overall satisfaction rate at work?**

**A4:** In my view, if we had flexibility in using more than one leadership style because certain styles might suit specific business functions and teams. It's always better to try different styles and approaches to observe how employees respond.

**Q5: What keeps you motivated to perform efficiently?**

**A5:** Continuous support from my manager and colleagues motivates me to perform efficiently. A good environment is a key to success since it promotes employee wellbeing, productivity, and growth.

#### Interview4 (Customer Service Employee)

**Q1: What is your opinion on the leadership style used in your workplace?**

**A1:** The transactional leadership used in our department doesn't work for all employees. Because in this style managers do not focus on working conditions, such as an employee's relationship with their manager, which can be crucial drivers of engagement and satisfaction.

**How does your manager inspire you? Can you give examples?**

**A2:** My manager is offering service opportunities, encouraging us to introduce new ideas and building out our career paths. Another thing is that he can see instability and uncertainty not as a barrier but as an enabler. For instance, when we face a get an issue with customers, he suggests new ideas to ensure that customers are satisfied.

**Q3: How does your manager influence your job satisfaction? Can you give examples?**

**A3:** Relationships of employee and manager plays a significant role in the employee job satisfaction. When the manager is supportive, honest, and has effective communication, employees will be satisfied because they will ensure fairness in dealing.

**Q4: What would improve your overall satisfaction rate at work?**

In my condition, I think having more training and workshops would be better. Continuous enhancement of employee's skills is important to achieve the goals set.

**Q5: What keeps you motivated to perform efficiently?**

**A5:** My motivation to perform my work efficiently is that I know that there's a reward that'll be achieved because of my hard work.

### Interview5 (Marketing/Sales agent)

**Q1: What is your opinion on the leadership style used in your workplace?**

**A1:** Despite the work pressures that we face daily, our leadership seeks to satisfy us through the bonuses and rewards offered to us, which facilitates and relieves us of the obstacles and pressures we face at work.

**Q2: How does your manager inspire you? Can you give examples?**

**A2:** Our leaders constantly tend to praise our work when it's well-deserved and honestly criticize when we lack performance, which gives us a heads up and gets us back on track, so I believe the thing that inspires me "honesty is the best policy".

For example, regardless of our bond with the manager, it never gets in the way of them being brutally honest about our performance

**Q3: how does your manager influence your job satisfaction? Can you give examples?**

**A3:** when our managers listen and meet our needs is when we are satisfied the most, being able to communicate with your manager and knowing they will be there for you and meet our expectations for the sake of our satisfaction

**Q4: What would improve your overall satisfaction rate at work?**

**A4:** receive moral support and show interest on how we are feeling at least once a month and put initiatives and arrange workshops that can help us learn how to manage our work-related emotions

**Q5: What keeps you motivated to perform efficiently?**

**A5:** the appreciation and the bonuses we receive is what keeps me motivated the most as I can witness my performance outcomes instantly which accomplishes self-satisfaction and keeps me motivated

### Interview6 (Marketing/Sales agent)

**Q1: What is your opinion on the leadership style used in your workplace?**

**A1:** Although it might seem efficient to the majority in the workplace, I have always mentioned to show more of the emotional support because mental health is what keeps us going on and providing effectively.

**Q2: How does your manager inspire you? Can you give examples?**

**A2:** being clear with your employees isn't something that all managers tend to do, I'm very grateful for my manager for the clarity we have among us comparing to my previous bad experience.

For example: in my previous workplace I have been told if I got this certain task done, I will get promoted which obviously did not happen due to unclear reasons.

**Q3: how does your manager influence your job satisfaction? Can you give examples?**

**A3:** when our managers reward us in the hectic days

Regardless of what might go wrong, our manager understands and tend to show more compassion instead of being mean by encouraging us which helps a lot.

**Q4: What would improve your overall satisfaction rate at work?**

**A4:** although I'm pleased and satisfied to where I stand at the moment, it wouldn't hurt to have a balance between the emotional support and bonuses system.

if our managers showed more emotional support rather than only monetary, a healthy and a free-stressed mind is what achieves the ultimate satisfaction

**Q5: What keeps you motivated to perform efficiently?**

**A5:** the urge to become the best at what we do and show my appreciation to such leaders is what keeps me motivated to do my best, in addition to that my work environment is one of the reasons I tend to perform efficiently and effectively



### Interview7 (Technical support employee)

#### **Q1: What is your opinion on the leadership style used in your workplace?**

**A1:** The leadership style used is pretty unique. As an employee in Etisalat company, I like the bonus award. The company uses a transactional leadership style. It is the best approach as there is joy in finishing a given task and knowing a reward is coming along.

#### **Q2: How does your manager inspire you? Can you give examples?**

**A2:** Inspiration from my manager derives primarily from his character and leadership principles. He is an honest and trustworthy manager. He makes excellent decisions even at times of crisis.

At the breakout of COVID-19, everyone had the fear of losing their job, however, my manager was able to balance retaining of the employees which was a high risk and at the same time handling great threat of loses in the company.

#### **Q3: How does your manager influence your job satisfaction? Can you give examples?**

**A3:** My job satisfaction comes from my relationship with the manager. He is accommodating and relational with all workers.

His presence is unlike my previous managers. My new manager is wise in handling everyone who fails to complete tasks in time and the punctual ones.

#### **Q4: What would improve your overall satisfaction rate at work?**

**A4:** Despite the good pay by the company, having a consistency in working hours gives a generally good improvement in job satisfaction. Inconsistency causes an inconvenience in everyone's schedule outside the assigned tasks.

#### **Q5: What keeps you motivated to perform efficiently?**

**A5:** Being rewarded even when I am working under exhaustion at times, even ending up failing to meet the deadline, has motivated me to perform efficiently. I love getting rewarded. The joy of the bonus makes me feel valued and increases my productivity.

### Interview8 (HR officer)

**Q1: What is your opinion on the leadership style used in your workplace?**

**A1:** The leadership style used is an amazing one. Contrary to pressure and stress that is always there at work places the reward that comes on the accomplishment of tasks serves as a great motivation to employees.

**Q2: How does your manager inspire you? Can you give examples?**

**A2:** My manager is an excellent coach to me. He has a remarkable ability to handle complaints and has a quick reflex in acting upon them.

At one time, complaints arose from one of the offices in Abu Dhabi due to poor network and mobile services, which put the company at risk of losses, but the manager handled the situation in 24 hours.

**Q3: How does your manager influence your job satisfaction? Can you give examples?**

**A3:** Serving praises. And critics appropriately at the right time gives satisfaction in my job.

At one time, I failed to complete a takeaway task during my leave, but my manager administered critics correctly, which influenced me to avoid this mistake again. I admired the way my manager handled my negligence in the right way.

**Q4: What would improve your overall satisfaction rate at work?**

**A4:** Equality in treatment to all employees could improve the satisfaction rate at work. Lack of justice from different heads results in poor performance by employees.

**Q5: What keeps you motivated to perform efficiently?**

**A5:** Being trusted by both my manager and the employees, good communication between the employees and the managers, and having a positive working environment all gives me great motivation for efficient performance.