



**The College of Graduate Studies and the College of Business and Economics
Cordially Invite You to a
DBA Dissertation Defense**

Entitled

*IMPACT OF LEADERSHIP STYLES ON THE PERFORMANCE OF VIRTUAL TEAMS IN THE UAE
GOVERNMENT SECTOR: ASSESSMENT OF TRANSACTIONAL AND TRANSFORMATIONAL
LEADERSHIP STYLES*

by

Nama Salmeen Mabrouk Omar Alameri

Faculty Advisor

Dr. Ananth Chiravuri, Department of Business Administration
College of Business and Economics

Date & Venue

10:45 AM

Sunday, 12 May 2019

Room 2021, H3 Building

Abstract

The widespread availability of computers and internet access motivated organizations to acknowledge much the potential roles of virtual teams in reducing operation cost, increasing productivity, and creating flexible work environments. Virtual teams continue to gain roots in many firms parallel with promoting their globalized and internationalized operations by staffing multiple experts located remotely in different parts of the world to plan, design and implement tasks. Based on existing relevant literature, this study contributes a unique insight as to how the challenges surrounding virtual team performance might be addressed. This study aimed at investigating the effect of transformational and transactional leadership styles on the virtual teams' performance in the UAE Government sector context, along with considering the interactive effect of key virtual team contextual factors, as cohesion, trust, creativity, and team empowerment. The study incorporated quantitative research method for collecting and analyzing the required data. A sample of 346 participants involved in completing the survey questionnaire, whereas 344 forms were satisfactory and employed for quantitative analysis and tested research hypotheses. The obtained findings indicated that both transformational and transactional leadership styles had significant effects on virtual team performance, while transformational style had a stronger impact. Concerning moderator effects, team cohesiveness and team creativity significantly affected the impact of leadership style on virtual team performance. Team empowerment was only significant for transformational leadership, while team trust was not significant for both forms of leadership styles. The findings were also in a good agreement with arguments discussed by relevant extant literature. Both transactional and transformational styles are best suited to organizations for improving the performance of their virtual teams. Chiefly, transformational style registered a stronger presence to work better in an organisational environment of higher team empowerment than a transactional one. The study suggested further studies regarding the potential impact of HR training elements on the research model, along with other internal and external factors of virtual team performance to gain some insights into various sets of factors shaping commitments of virtual teams to work performance.

Keywords: Leadership styles, Transactional leadership, Transformational leadership, Virtual teams, Virtual leadership, and Virtual teams' performance.