

Effect of Transformational Leadership on Employees' Performances Through Job Satisfaction Within Public Sectors in Uae

Shaikha Alshehhi, Abuelhassan E. Abuelhassan, Mohammed Nusari

Abstract: The study aims at providing findings of empirical if the leadership that can be transformed influences link between the performance of employees and their satisfaction job. These empirical findings exist on the basis of 24 PS samples in UAE. . It had targeted the ministry of justice of the four emirates, the judicial departments of the three emirates, the ministry of health of the seven emirates, and the ministry of community development of all the emirates as well as the department of Islamic affairs and the endowments of all the seven emirates of the UAE. The selected sample was considered representative enough in that the researcher (i) distributed 565 questionnaires for the UAE public employees (ii) 113 questionnaires for the managers and (iii) the processes was based on ratio of 1 manager to 5 employees as appropriate research procedures. The subsequent survey evaluated the link of all the variables of the model proposed, which includes CFA and SEM via AMOS. Multivariate analysed results show: (1) Transformational leadership affect job satisfactions positively and significantly at significant level of ($\beta=0.33, t=6.35, p < 0.001$). (2) TL positively influences the performance of employees ($\beta = 0.39, t = 8.13, p < 0.001$) (3) Satisfaction of job positively impacts the performance of employees ($\beta = 0.47, t = 10.68, p < 0.001$). (4) TL positively influences job satisfaction, affecting employees' performances at significant level of ($\beta = 0.18, t = 6.92, p < 0.001$).

Index Terms: Transformational Leadership, Employees' Performances, Job Satisfaction, Public Sector, UAE.

I. INTRODUCTION

Many methods for improving employee's performance Organizations have long sought ways to improve the performances of employees [1-3] for better organizational outcomes. Organizations process socially assuming HR as a prime factor of organization resources to accomplish benefits and to influence effectiveness of the organization [4-7]. A scenario of 21st century filled with competition, globalization benefits are up to the capabilities and skills of a person being able to handle diversified and top level strategies of business [8]. Theories are developed by scholars for assisting the employees' performance [2]. There is a variety of theories, but consensual processes of leadership

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can motivate the employees to improve their performance [2, 9,10].

To accomplish the organizational goals, managers and employees need to cooperate. Hence it is important to study satisfaction of job [7,11,12]. It also impacts the work culture, behaviour and attitude of the employees [7,13].

Diversity in managing the workforce leads to success of business, globally [8, 14, 15]. In a scenario of economy that changes quickly, and globalised market, change in the demands of investors and customers and increase in product, the competition in the market is an organization's norm [16]. It has investigated how leadership of transformation has affected satisfaction of job of employees to estimate the extent of link of leadership of transformation and satisfaction of job. The studies previously show different opinions of research personells. All links show results in a different way as effects of various mechanisms of organizations' goal. This is an attempt to accomplish: (1) To examine transformational leadership affects job satisfactions. (2) For examining how transformational leadership affects employees' performances. (3) For examining how job satisfaction affects employees' performances. (4) For examining how transformational leadership affects employees' work through the mediating role of job satisfaction

II. LITERATURE REVIEW

A. Employees performances

Employees performances is an assessment tool to measure whether an employee performs a job well and has been studied as a significant part of human resources management, and as part of organizational and industrial psychology. The main reason of practice of HRM highlights the performance of the firm [17,18]. The productivity and profitability can be increased depends on the employee's performance in the company [19]. Even though examination of performance is important for management of performance [20,21], the steps go forward to the policy, practice, and features of design of the organization communicating for improving the performance of the employees [22-24]. Work evaluation is the major issue in virtual organization which is geographically distributed [19,25]. It portrays an approach of configuration to



HRM which is strategic that presents arguments the HR activities' patterns are important for accomplishing the objectives of organizations [25-27].

In the organizations, to evaluate the employee's performance performing at various branches at different places or working at home by using the systems and evaluating the loyal nature and behavioural role, it is difficult to examine and analyse the employees' performance working at different places with different environments [19]. Believing in the performance of employees being fruitful for good results is common since years [28]. The intensity of interest in the field has risen very lately, but scholars are arguing employees can together contribute in providing a competition of benefits which cannot be retaliated to by competitors. On meeting the four needs, HR can be a source of giving rise to benefits of competition [29]. 1) Value should be added to the processes of performance of the firm, as performance level is important. 2) Skills demanded by the firm should be unique as performance of humans is distributed. 3) Investment of human capital amalgamated with employees is not possible to be copied. The HR of a firm replaced by advanced technologies or anything else as a substitution if they are providing benefits of competition [29]. Although technologies that save labour make returns limited for investment in HC, the shift that continues to serve economy and automation levels in a lot of industries create substitution forms which are not of much probability.

More recent studies suggested fresh technology presented by organizations could illicit resistivity through norms of organization [30]. Griffin and Neal [31] combination of performance theories, individually [32,33]. Along with climate of organization theories [34,35]; and developed an outline to investigate opinions of organizational safety.

B. Transformational Leadership

Various studies have given an apt definition for transformational leadership stating its role in augmenting the concern of employees and strengthening the perception level [36]. It can have a direct impact on employees' work performance [37-41]. Such leaders led to generation of new ideas and have an understanding of the situation by creating awareness and letting everyone realize the common goals [7, 42]. Bass [43] states the constituent elements of TL, i.e. charismatic behaviours and attributed charisma [7]. It also consists of intellectual stimulation and the degree to which the leader can take risk and find solutions to it [7,44], determined the impact of TL on job success as well as satisfaction with one's career role, which was presented with a positive impact. The study results are in line with that of the findings of various other studies [45-47].

Other focused on studying the relation that is presented within TL, work performance and SQ, especially with respect to retail banks [7,48].

C. Job Satisfaction and Employee Performance

Job satisfaction of employees often includes such elements as: the job itself, the relationship with the supervisor and co-workers, management beliefs, future opportunity, work

environment, and compensation.

Leader's charisma or inspiration was found to be having no effect on the job satisfaction. Lok and Crawford [49] examined the effects of organisational culture and leadership styles on job satisfaction in samples of Hong Kong and Australian managers. A study investigated a sample of 360 employees from 39 academic teams and the Results showed that TL was positively related to followers' job satisfaction at individual as well as team levels of analysis and to objective team performance. the relation between individual perceptions of supervisors' TL and job satisfaction was mediated by trust in the supervisor as well as trust in the team.

Based on above literature review, the following hypotheses are formulated.

H1: There is a positive relationship between transformational leadership and job satisfaction

H2: There is a positive relationship between transformational leadership and employees' performances

H3: There is a positive relationship between job satisfaction and employees' performances

H4: Job satisfaction positively affects the relationship between transformational leadership and employees' performances

III. RESEARCH METHOD

The proposed model can be seen in Fig.1 below. A 22-items questionnaire was developed for this study, whereas Transformational Leadership was measured using the transformational leadership scale (ELS) proposed by Brown et al. [50]. Individual respondents were asked to indicate their agreement or disagreement regarding the transformational conduct of their immediate supervisors. While Employee job satisfactions were measured by using 3 items. The employee's performance was measured by using five-item scale for in-role job performance that was developed by Podsakoff and MacKenzie's [51]. Janssen, and Van Yperen [52] also adopted this five- item scale. In line with existing literature in the field of study, a multi-item Likert scale was applied [53]. The variables were measured using the 7-point Likert Scale, with 7 being 'Strongly Agree' and 1 being 'Strongly Disagree', Validated instruments were adapted from related previous studies to measure the variables of this study. The survey was conducted among 24 public organizations in the UAE. The study had targeted the ministry of justice of the four emirates namely, Sharjah, Ajman, Umm Al Quwain and Fujairah of the UAE, the judicial departments of the three emirates namely, Abu Dhabi, Al Ain and Al Gharbia of the UAE. Further, the ministry of health of the seven emirates, as well as the department of Islamic affairs, and the endowments of all the seven emirates of the UAE and finally, the ministry of community development for all the emirates of the UAE.

The researcher distributed 565 questionnaires for the UAE public employees and



113 questionnaires for their supervisors; based on ratio of 1 manager to 5 employees. The valid questionnaires of employees returned were 462 questionnaires out of 565 questionnaires that had been distributed which covered (82%) questionnaires of the survey. The valid questionnaires of managers returned were 88 out of 113 questionnaires that had been distributed for the survey, which covered (78%) questionnaires of the survey. The responding sample for the employees was 462 observation (n = 462) consisting of 65.0% male and 35.0% female. Most of the participants of the public employees surveyed, ranged from 25 to 35 years old. As table 4.1 presents, that 35.3 % of the respondents were aged between 25 years and 30 years, and 31.5 % of the respondents were aged between 35 years and 36 years, which

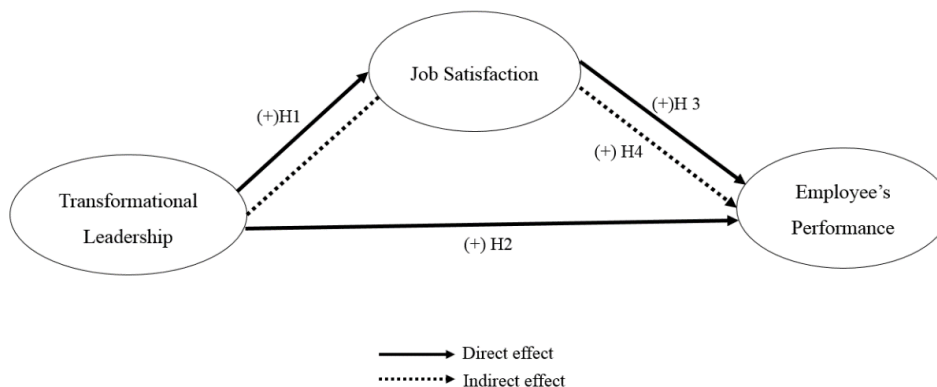
is just a year gap. More than 45% of the respondents of the surveyed population, possessed bachelor's degree and 29% the respondents of the surveyed population possessed diploma respectively. The possessions of postgraduate degree among emirates had just been mere nine percent (9%) of the total population of the targeted survey. Surprisingly, the highest job tenure for those employees had been revealed as ranging from 6 years to 10 years, which is more than 36% as shown in table below. On the other hand, the second highest tenure had been revealed as ranging from 11 years to 15 years, which is almost 28% as shown in table below. Table 1 below shows the details of the demographic factors of the current study including gender, age, education, and tenure of employees.

Table 1 Demographic Details

Employees' details (N = 462)	Frequency	Percentage %
Gender		
Male	301	65.0
Female	161	35.0
Age (in years)		
Less than 25	86	18.6
25-35	163	35.3
36-45	141	31.5
Over than 45	72	15.6
Education		
Less than high school	68	14.7
Diploma	135	29.2
Bachelor	212	45.9
Post-Graduation	42	09.1
Tenure		
Less than one year	33	07.14
1-5	94	20.04
6-10	166	36.00
11-15	127	27.50
More than 15	42	09.10

This study is comprised of 3 constructs (transformational leadership, job satisfaction, and employee performance) and

demographic variables (gender, age, education, tenure) as close ended questions. In the following section the empirical results and analysis are presented and explained.



research model

Figure 1: Proposed



IV. EMPIRICAL RESULTS AND DATA ANALYSIS

In this section, the research result of the regression analysis is presented. first the descriptive statistics and correlation of the study is presented and described. second the results of the direct relationships and the indirect relationship of the hypotheses from the independent variables to dependent variables explained.

A. Descriptive statistics

The mean and SD of the study variables are presented in Table 3. The measurement was in accordance with Likert's scale with variables (transformational leadership, job satisfaction and employee's performance) that are significant (p < 0.01). The means of the items suggest that the respondents had a positive attitude toward transformational

leadership and job satisfaction. This means that the employees' perceptions of the study variables are reasonable.

B. Measurement Assessment Model and Confirmatory Factor Analysis (CFA)

Table 2 shows the overall model fit of this study, indicates that RAMSEA, CFA, TLI and other indicators are acceptable [54], GFI and AGFI are also fit. The Absolute fit indices show that the chi-square is not significant (p value should be > 0.5). Although the chi-square is not significant, the model still fits because Chi-Square statistic nearly always rejects the model when large samples are used. The chi-square sensitive to sample size >200 [55], and the sample size for this study is 462.

Table 2: Goodness-of-fit indices for the measurement model

Fit Index	Admissibility	Result	Fit (Yes/No)
X ²		241.485	
DF		202	
P value	>.05	.030	No
X ² /DF	1.00 - 5.00	1.195	Yes
RMSEA	<.08	.021	Yes
GFI	>.90	.956	Yes
AGFI	>.80	.945	Yes
NFI	>.80	.960	Yes
PNFI	>.05	.839	Yes
IFI	>.90	.993	Yes
TLI	>.90	.992	Yes
CFI	>.90	.993	Yes
PGFI	>.50	.763	Yes

Note: X² = Chi Square, DF = Degree of freedom, GFI = Goodness-of-fit, NFI = Normed fit index, IFI = the increment fit index, TLI = Tucker-Lewis coefficient Index, CFI = Comparative-fit-index, RMSEA = Root Mean Square Error of Approximation, SRMR: Standardized Root Mean Square Residual, PNFI = Parsimony Normed Fit Index, AGFI = Adjusted Goodness of Fit Index

As shown above in Table 2, the measurement Model 241.485, df= 202, p < .03; χ²/ df= 1.195, AGFI = 0.945; CFI yielded a fairly good fit with to these collected data (χ² = .993; NFI = .960, RMSEA = 0.021).

Table 3: Loading, cronbach's Alpha, CR and AVE

2nd-order construct	1st-order Construct	Item	Factor Loading (above 0.5)	M for Item	SD for Item	M for variable	SD for variable	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
TL	IM	IM1	.87	3.91	1.59	4.16	1.20	0.80	0.80	0.58
		IM2	.89	3.92	1.60					
		IM3	.78	3.91	1.58					
		IM4	.80	3.90	1.59					
	IS	IS1	.76	4.10	1.61					
		IS2	.84	4.13	1.58					
		IS3	.85	4.16	1.58					
		IS4	.73	4.10	1.59					
	IC	IC1	.74	3.90	1.59					
		IC2	.89	3.91	1.60					
		IC3	.78	3.93	1.60					
		IC4	.85	3.89	1.61					



IIB	IIB1	.82	4.03	1.66					
	IIB2	.78	3.97	1.67					
	IIB3	.82	3.99	1.66					
JS	JS1	.82	4.05	1.52	4.17	1.17	0.8	0.8	0.6
	JS2	.81	4.04	1.53					
	JS3	.85	4.00	1.54					
EP	EP1	.80	3.19	1.22	4.25	1.30	0.8	0.8	0.6
	EP2	.79	3.17	1.23					
	EP3	.78	3.18	1.21					
	EP4	.81	3.18	1.21					

Note: Note:M=Mean; SD=Standard Deviation, α = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted

CR= $(\sum K)^2 / ((\sum K)^2 + (\sum 1-K^2))$, AVE= $\sum K^2 / n$. where K= factor loading of every item, n= number of item in a model

Key: TL: Transforstional Leadership, IM: Inspirational Motivation, IS: Intellectual Stimulation, IC: Individualized Consideration, IIB: Idealized Influence Behavior, JB: Job Satisfaction, EP:Employee's performance.

criteria was implemented to evaluate the discriminant validity. This validity describes the varied concepts with distinct measurements. The data for the correlation matrix (Tables 4) aided in evaluating the constructs that overlapped each other. If not, then the validity was found to be certain.

Table 4: Results of discriminant validity by fornell-larcker criterion for the model

	Factors	Correlations of Constructs					
					1	2	3
		Means	SD	AVE	TL	JB	EP
1	TL	4.16	1.20	0.58	0.78		
2	JB	4.17	1.17	0.61	0.33	0.78	
3	EP	4.25	1.30	0.63	0.39	0.47	0.78

Note: Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: TL: Transforstional Leadership, JB: Job Satisfaction, EP:Employee's performance.

This study, which used the Average Variance Extracted (AVE) to test convergent validity, showed that all AVE values, ranging from 0.58 to 0.63 were higher than the recommended value of 0.50. Table 4.3 shows that the correlations between the factors ranging from 0.33 to 0.470 are smaller than the square root of the average variance extracted estimates which are in the range of 0.78.

Construct reliability

The reliability of each core variable in the measurement model (construct reliability) was evaluated by using the individual Cronbach's alpha coefficients.. The Cronbach's alpha coefficient values were recorded between 0.82 to 0.88. The composite reliability (CR) values were between 0.80 to 0.87, which exceeded 0.7 (Table 3).

As shown in Table 3 their means fall between 3.90 and 3.92 for inspirational motivation, between 4.10 and 4.16 for intellectual stimulation, between 3.89 and 3.93 for individualized consideration, between 3.97 and 4.03 for idealized influence behaviour, between 4.00 and 4.05 for Job Satisfaction, and between 3.17 and 3.19 for employee performance respectively. Furthermore, the standard deviation of each of the items fall between 1.58 and 1.60, between 1.58 and 1.61, between 1.59 and 1.61, between 1.66 and 1.67, between, 1.52 and 1.54, and between 1.21 and 1.23 respectively. Finally, the Cronbach's alpha (α) for each of second order constructs; TL, JS and EP are 0.80, 0.82, and 0.87 respectively.

Convergent validity

Convergent validity was tested using the Average Variance Extracted (AVE). A convergent validity refers to "the extent to which two or more attempts to measure the same concept are in agreement" [56]. According to Fornell and Larcker [57], there are two criteria. First, all factor loading must be significant more than 0.5. Second, the "average variance extracted" (AVE) for all variables has to be over than 0.5. "in this study, the results showed that all AVE values, ranging from 0.58 to 0.63 were higher than the recommended value of 0.50 [58]. The convergent validity for all constructs has therefore successfully fulfilled, exhibiting adequate convergent validity (see Table 3).

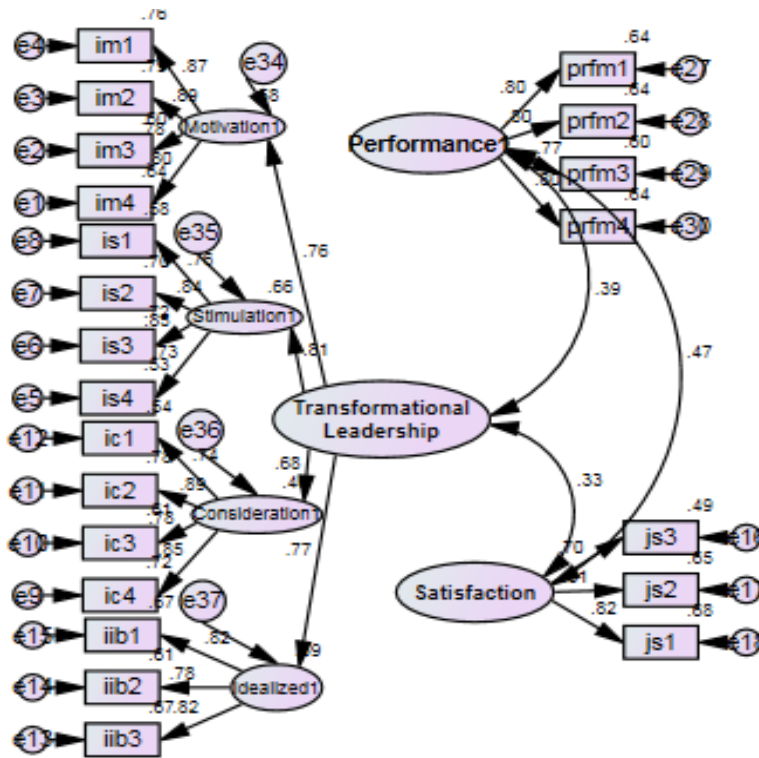
Indicator reliability was tested using factor loading. The results show high loading on constructs which indicate that the associated indicators seem to have much in common, and this is captured by the construct [59]. Factor loadings greater than 0.50 are considered to be very significant [54]. The loadings for all items exceeded the recommended value of 0.5 as shown in Table 3. In addition, the results indicate that all the composite reliability (CR) values ranging from 0.80 to 0.87 were higher than 0.7, which confirm that the construct reliability is fulfilled as shown in Table 3.



C. Structural Model Assessment

The CFA measurement model was compared with the goodness-of-fit of the structural model, where the values were reported as values are recorded as $X^2/df = 1.195$, CFI =

0.99, and RMSEA = 0.021. This further concludes that there is relation between the hypothesized model and the observed data.



Chi-square= 241.485
 df=202
 p=.030
 Relative Chi-square = 1.195
 CFI=.993
 RMSEA=.021
 GFI=.956
 AGFI=.945
 NFI=.960
 PNFI=.839
 IFI=.993
 TLI=.992
 PGFI=.763

Figure 2: Research structural model results

D. Hypotheses Tests

Structural equation modelling via AMOS was implemented for the current study (Figure 2 and Table 5) Moreover, all four hypotheses are supported. Transformational leadership positively affect job satisfactions and employee's performance, hence, H1 and H2 are accepted ($\beta = 0.33$, $p < 0.001$), and ($\beta = 0.39$, $p <$

0.001)respectively. In addition, job satisfactions have positive significant effect on employee's performance, so H3 is supported ($\beta = 0.47$, $t = p < 0.001$). Moreover, job satisfactions mediate the positive relationship between transformational leadership and employee's performance, so, H4 is accepted ($\beta = 0.18$, $p < 0.001$).

Table 5: Structural path analysis result

#	Hypothes is	Relationship	Estimate B (path coefficient)	S.E	C.R (t-value)	P	Decision
1	H1	TL→ JS	0.33	0.052	6.346	**	Supported
2	H2	TL→ PE	0.39	0.048	8.125	**	Supported
3	H3	JS→ PE	0.47	0.044	10.682	**	Supported

***p<.001, S.E = Standard Error, C.R = Critical Ratio

Key: TL: Transforstional Leadership, JB: Job Satisfaction, EP:Employee's performance.

Table 6: Inderct Structural path analysis result

i	Hypothe	Relations	Estimate	S.E	C.R	p	Decision
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sis	hip	B (path coefficient)	(t-val ue)	Uppe r	Lower		
H4	TL→ JS→ PE	0.18	0.02 6	6.92 1	0.00 4	0.18 0.081	Supported

S.E = Standard Error, C.R = Critical Ratio

Key: TL: Transformational Leadership, JB: Job Satisfaction, EP:Employee's performance

V. DISCUSSION AND IMPLICATIONS

A. Discussion

In this empirical study, the proposed model was analysed, which addressed the effect of transformational leadership on employees' performances through job satisfaction within the United Arab Emirates (UAE) Public Sectors. The variance explained for the model is given in Figure 2. Where transformational leadership can explain 11% of the variance in of job satisfaction. While, transformational leadership and job satisfaction explain 28% of the variance in employees' performance, according to Cohen and Levinthal [60] the two values of the Coefficient of Determination R^2 are substantial.

Outcome of Objective 1: The main aim was to evaluate the impact of the TL on the job satisfaction level of the employees (H1). This study showed that transformational leadership positively affect job satisfactions. The result indicates that the path from transformational leadership to job satisfactions is positive and significant ($\beta = 0.33$, $t = 6.35$, $p < 0.001$). This result supported hypothesis (H1) (Table 5).

The result of the current study supports job satisfactions and is consistent with results of previous research works, that focused on assessing the effect of the leadership quality on the success as well as satisfaction rate of career and job in the views of Pakistan. It was thus reported that the TLs have exhibited a positive impact on the employees job satisfaction level.

As well as this, the result of the current study is consistent with the study results of [45-47], and with the study result of [48], who studied the relationships among transformational leadership, team performance and service quality in retail banks, and indicated that among different dimensions of transformational leadership, only intellectual stimulation is significantly related to team leader job satisfaction. Moreover, the result of the current study is consistent with the study results of [7] who explored the effect of transformational leadership characteristics on followers' job satisfaction by using survey method and found a result of positive effect between transformational leadership characteristics and job satisfaction. In addition, the result of the current study is consistent with the study results of [49] who examined the effects of leadership styles on job satisfaction in samples of Hong Kong and Australian managers and indicated a consideration leadership style, to have positive effects on job satisfaction, with the effects being more positive amongst Hong Kong managers.

Findings Related to Objective 2: The second objective of

this study was to examine the effect of transformational leadership on employees' performances. This objective was achieved by testing hypothesis (H2), which states that transformational leadership positively affect employees' performances. The result indicates that transformational leadership has a positive and significant influence on employees' performances ($\beta = 0.39$, $t = 8.130$, $p < 0.001$). This result supported hypothesis 2 (see: Table 5). The result of the current study supports the long-held views of scholars who argued that transformational leadership practice has a direct, and positive impact on employees' performances [37-41].

Findings Related to Objective 3: The third objective of this study was to examine the effect of job satisfaction on employees' performances. This objective was achieved by testing the hypothesis (H3). This current study found that Job satisfaction has a positive effect on employees' performances ($\beta = 0.47$, $t = 10.68$, $p < 0.001$). This impact is supported by previous studies [62-74], and is explained by the fact that when employees are satisfied, this inevitably lead to enhancing employees performance.

Findings Related to Objective 4: The fourth objective of this study was to examine the effect of transformational leadership on employees' performance through the mediating role of job satisfaction. This objective was achieved by testing the hypothesis (H4). This current study found that job satisfaction mediates positively the relationship between transformational leadership on employees' performance at significant level of ($\beta = 0.18$, $p < 0.001$). The mediation models were measured by employing AMOS. The study adopted the four steps as specified by (, as well as the study used a nonparametric resampling procedure (Bootstrapping) as an additional mediating test [75]. To meet the four steps of, the results first have to support Hypotheses 2,1 and 3 (see the previous section 4.6.2); the first step the paths from transformational leadership (independent variable) to employee's performance (dependent variable) is significant. The second step, the paths from transformational leadership (independent variable) to job satisfaction (mediator variable) is significant. The third step, the paths from job satisfaction (mediator variable) to employee's performance (dependent variable) is significant. The first three steps were supported see Table 5.

B. Implication for Research and Practice



This research adds empirical model to the literature in this field. Furthermore, this is the first study in the UAE's public sector, which investigated the three variables. This study incorporates three-second order constructs; transformational leadership, employee performance and job satisfaction in one research model.

The findings of this study showed that job satisfaction mediates between transformational leadership and employee performance. This study reinforces our understanding of role of transformational leadership style and job satisfaction in enhancing employee performance.

This indicates that transformational leadership positively affects the employee's performance and employee's performance will enhance if organizations also adds in promoting job contentment among their employees. This research finding indicates job satisfaction effects as mediator have partial effect, which means that there are other variables, which have an impact on transformational leadership and employee performance association.

VI. LIMITATIONS AND SUGGESTIONS FOR FUTURE WORK

The current study analyses the impact of Transformational leadership on the job satisfaction and performance level of the employees. This finding can be utilized during the future analytical studies in this area like transactional leadership, compensation, contingent reward, employee empowerment, and trust. Most of these antecedents said to have been found to be positively related with job satisfaction.

As questionnaire method was used, the data compilation part is also referred as a limitation in the current study. Hence, it is suggested that other data collection methodologies should also be implemented in the future studies. In comparison to the cross-sectional study in the present study, the future studies are suggested to be conducted by using the longitudinal study methodology. Other parameter like respondent's reluctance and their subjective opinions should also be considered as partial limitations in such studies. Comparative analysis between public and private sectors in UAE can be performed.

VII. CONCLUSION

This study provides empirical findings whether job satisfaction affects the relationship between transformational leadership and employees' performance. The sample of the study was 24 publicly sectors in UAE. The findings in this paper suggest that transformational leadership positively related to employees' performances with or without job satisfaction as mediator. The results document that job satisfaction is positively related to employees' performances. Transformational leadership and job satisfaction of firms contributed positively to the studies employees' performances, which suggest that this is an important factor that helps broaden knowledge of employees' performances in UAE public sectors.

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