



The Relationship Between Leadership Functions and Performance Continuity in UAE Public Organizations: Moderating Role of Technology Business Analytics

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ABSTRACT

Performance continuity is a major challenge for several organizations. In this regard the leadership plays a significant role. Thus, the purpose of the current research is to identify the role of leadership behaviors including challenging the process, inspiring a shared vision, and enabling others to act over performance continuity in UAE public sector organizations. Furthermore, the study also examined the moderating role of technology business analytics over the relationship between challenging the process, inspiring a shared vision, enabling others to act, and performance continuity in UAE public sector organizations. For the said purpose primary research has been conducted and the data has been collected from adopted instruments. The findings of the study revealed that challenging the process, inspiring a shared vision, and enabling others to act has a significant impact over performance continuity. Likewise the moderating role of technology business analytics over the relationship between challenging the process, inspiring a shared vision, enabling others to act, and performance continuity has also been found significant. The study enriched social exchange theory with the help of system theory to support the moderating role of technology business analytics. The study is significant for the academicians as well as practitioners to understand the leadership behavior required to enhance performance continuity.

Keywords: leadership, sustainability, performance continuity

INTRODUCTION

Performance Continuity has become an issue that lives in the hearts and minds of most organizations, the twenty-first century not only requires greater productivity and effectiveness on the side of management organizations, but it also entails that crisis managers pay more attention to the issue of continuity of business and the role of organizational performance in development. From the Perspective of organizational performance enterprises mostly prefer management in order to attain continuity of businesses (Asad, Altaf, Israr, & Khan, 2020). Continuity of business is perhaps the most serious challenge that faces the process of development in both industrialized and developing countries (Alharthi & Khalifa, 2019). The term continuity of business is employed in its narrowest sense in order to tackle the issue of service delivery in developing countries (Keradjaan, Tewal, Lengkong, & Sendow, 2021).

The benefits of emergency preparedness and business continuity developing and implementing emergency preparedness and business continuity programs require that organizations invest time and money to varying degrees and occasionally sacrifice convenience. the functional method involves that, leadership functions happens according on five significant actions, ability to adapt the change, being committed to the organization and organizational vision, setting the direction, establishing organizational mission (Alharthi & Khalifa, 2019).

A business continuity helps the local management to know exactly what is needed to be done to safeguard employees, secure buildings, and protect customer information in the event of a catastrophic incident (Elliott, Swartz, & Herbane, 2010). Not many organizations are aware of the fact how crucial a business continuity plan is to their operating business and internal affairs (Niemimaa, Järveläinen, Heikkilä, & Heikkilä, 2019). The resources and staff involved in business continuity is limited, especially when it comes to smaller organizations (Elliott, Swartz, & Herbane, 2010). The business continuity plans in UAE ensure that the organization has a plan to facilitate a speedy and cost effective, recovery of core business minimization of the adverse, local management in UAE organization, protect customer information process, specific identification of the organization's infrastructure.

Leadership is important for success and continuity of performance while foreseeing the future, innovation (Asad, Shabbir, Salman, Haider, & Ahmad, 2018), leading (Asad, et al., 2021), and much more functions that resides beyond the traditional management (Asad, Haider, & Fatima,

2018). Therefore, the current aims to investigate the three core functions of leadership that helps in achieving continuity of performance while considering technology business analytics playing the role of a moderator.

This is a special research study in the situation that it incorporates the variables in a model. Analysis proves that performance of the selection of department of economic development unit in Sharjah - UAE performs of excellent example of public organization in UAE. In addition, the result will increase the knowledge of public organizations matters in UAE and will contribute to generalize the theories and assumptions related to the proposed model.

LITERATURE REVIEW

Performance continuity is to keep the business going, whilst another frequently used term in this context refers to the future proofing of organizations. The practice for continuity of performance management continuity of performance is a holistic management process that identifies potential threats to an organization and impacts to business operations that those threats if realized might cause and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholder's reputation brand and value creating activities.

Challenging the Process (CP)

Indications search for chances to modify the condition quo. And considering that leaders recognize that threat taking involves blunders and failures, they take the unavoidable frustrations as learning possibilities. Leaders venture out. Those who lead others to effectiveness approve and look for difficulty. Each and every single personal-best leadership situation our experts picked up entailed some sort of obstacle (Van Vugt & Smith, 2019). Not one person stated he or she obtained an individual best through always keeping factors the same. Trainee innovators Challenge the Process by searching for options and by experimenting, taking risks, and profiting from errors (Gurley et al., 2016).

Innovators are actually leaders-- they want to step out into great beyond. The work of innovators is modification, and the status quo is unacceptable to all of them (Baltaci & Balci, 2017). They seek possibilities to introduce, develop, and strengthen. Yet leaders need not constantly be the producers or makers (Belrhiti et al., 2016). In simple fact, it's just as probably that they're certainly

not. At times a dramatic external activity drives an organization into a substantially brand-new state (Wisniewski, 2019). Therefore, forerunners must continue to be ready for obtaining ideas from anyone and anywhere. The forerunner's major payment resides in identifying and assisting excellent tips and in wanting to challenge the system to get brand new products, devices, methods, and services taken on (Van Rooij, 2017).

Modification may be difficult; therefore, forerunners should also make an environment in which folks are mentally sturdy-- through which they feel accountable of adjustment (Alberto et al., 2019) Part of making an emotionally sturdy staff is actually being sure that the magnitude of change isn't mind-boggling (Asad, et al., 2021). Innovators deliver energy and generally technique modification by means of little wins and incremental actions (Berkovich & Bogler, 2019). Little triumphes, when overdone top of one another, create confidence that also the best problems could be met. In therefore doing they enhance dedication to the lasting future. Extraordinary factors don't acquire performed in huge surges forward. They get carried out one action each time (Hashmi et al., 2018).

The leader's major contribution remains in acknowledging and assisting really good tips and agreeing to challenge the system to get new products, methods, bodies, and services taken on (Fernandez et al., 2019). Leaders are early supporters and adopters of advancement. Forerunners understand properly that advancement and problem entail testing, danger, and even failure. Experiments don't regularly exercise as considered. When they try one thing brand new, individuals often make oversights. As opposed to trying to deal with blame for oversights, innovators pick up from all of them and motivate others to perform the exact same (Salacuse, 2017).

Inspiring a Shared Vision (ISV)

One of the essential process locations effective forerunners shows is Inspire a Shared Vision. A mutual dream may be described as an objective or purpose that a leader and his/her crew function and set up in the direction of together (Alemu, 2016). In *The Leadership Challenge*, Kouzes and Posner (2007) tell our team that checking out recent is very important to aid our company identify why our team love certain traits and know why creating things a lot better in the future is necessary (Talan, 2016).

By analyzing and comprehending the past, our company are much better capable to think of a dream for the future and influence others to discover their parts in making this future (Waldfoegel et al., 2016). Inspiring a shared vision assists workers view a deeper definition in their day-to-day job, instead of sensation as if they are actually doing regular duties that don't bring about the much bigger picture (Abel et al., 2017).

This aspect needs to be underscored because, in some way, with all the discuss the years about the importance of vision, a lot of leaders have actually reached the unlucky verdict that they as people should be visionaries (Anam et al., 2018). With leadership advancement specialists prompting them along, they've needed to impersonating emissaries from the future, delivering the headlines of exactly how their markets and associations will certainly be enhanced. Negative concept! This is actually certainly not what constituents want (Popescu & Predescu, 2016). Yes, forerunners must ask, "What is actually brand new? What is actually following? What is actually better?" - however they cannot show solutions that are only theirs. Constituents really want dreams of the future that show their own desires. They intend to listen to exactly how their goals will come true and their hopes will certainly be actually satisfied. Our team draw this conclusion coming from our latest analysis of almost one thousand actions to our leadership evaluation, "The Leadership Practices Inventory" (Grotens et al., 2018).

The data tell our company that what forerunners fight with many is actually interacting a picture of the future that makes others in-- that talks to what others experience and view. Friend Blanton, a major plan manager at Rockwell Collins, discovered this lesson firsthand (Thien, 2019). Blanton asked his staff for some reviews on his leadership, and the huge a large number of it was favorable and supporting. He received some strong advice coming from his group about how he can be actually much more effective in inspiring a shared vision (Wesche & Sonderegger, 2019).

One of his straight records said to him, "You would certainly profit by helping us, as a team, to understand exactly how you got to your vision (Mestry, 2017). The only visions that take grip are actually shared outlooks-- and you are going to develop them just when you pay attention extremely, extremely carefully to others, value their hopes, and join to their demands (Love, 2018). The ideal innovators are actually able to take their people in to the future because they interact in the oldest kind of research study: They observe the individual condition.

One of the crucial practice regions effective innovators demonstrate is actually Inspire a Shared Vision. A communal dream can be defined as a point objective or even purpose that a forerunner and his or her staff establish and operate in the direction of all together. The second-highest need of a leader, that he or she be actually progressive, used merely to the innovator job (Janssens et al., 2018). Perhaps that is actually why thus handful of forerunners appear to have actually created a habit of appearing ahead; scientists who study execs' work activities predict that simply 3% of the normal service forerunner's time is actually spent hiring and imagining. The data tell our company that what innovators battle along with a lot of is corresponding a graphic of the future that takes others in-- that communicates to what others find and believe.

Enabling Others to Act (EOA)

An allowing forerunner is passionate about locating means to definitely interact folks in working with the problems that affect their organizations and themselves (Wisniewski, 2019). The objective is actually to uncover techniques to inspire every person to become focused participants in moving constructively on the targets that will create a variation to the crew's outcomes. Making it possible for leaders are actually consistently testing their own incentive and enhancing recognition on how their individual and behavior effect on others (Van Rooij, 2017).

Count on and respect plays a significant component in the enablers deal with to working along with others. Functioning as a team is actually liked as this gives an effective car for demonstrating value to everybody entailed. The atmosphere may sound a bit too "warm and comfortable and cosy" which it can be when whatever is going to planning, having said that, enablers are not frightened to constructively confront people that underachieve or even are actually dysfunctional and thereby adversely impact on the results of the crew.

The enablers drive is actually to enlist every person to become associated with an useful process of teamworking to achieve agreed goals in which they are actually self-motivated to play a complete component. The Enemy of Enabling It seems that in almost every newspaper, journal, headlines program on digital or the internet, blog, that you connect with there is some reference to how badly individuals have been alleviated when participated in federal government, organization, neighborhood politics, or in communities generally (Şahin, 2018).

Cooperation is the master skill set that permits teams, alliances, and other partnerships to perform properly (Aggestam & Johansson, 2017). Thus, forerunners interact all those who need to create

the project work and, somehow, all those that need to deal with the outcomes. In today's "online" company, collaboration can't be restrained to a tiny group of loyalists. Leaders make it feasible for everybody to do extraordinary job. At the exact center of teamwork is dependent on (Kalinovich & Marrone, 2017). Leaders assist produce a trusting temperature (Berkovich & Bogler, 2019). They know that shared regard is what sustains phenomenal efforts. When leadership is actually know as a relationship based on count on and assurance, folks take dangers, make changes, and keep organizations, programs, and movements active. Without trust and assurance, folks carry out not take dangers (Horvat & Filipovic, 2018). Without dangers, there is no change. Creating an environment where individuals are included and feel vital goes to the soul of enhancing others (Salacuse, 2017). It's practically the procedure of turning elements right into leaders themselves-- making folks capable of following up on their personal campaign. When they experience a feeling of individual electrical power and possession, leaders recognize that individuals do their greatest (Alberto et al., 2019).

A permitting leader is passionate concerning discovering techniques to actively engage folks in functioning on the issues that influence their organizations and themselves (Aggestam & Johansson, 2017). Thus, forerunners engage all those who should produce the job work and, in some way, all those who need to stay along with the end results (Salacuse, 2017). It's generally the process of switching constituents into forerunners themselves-- making people qualified of acting on their personal effort. Leaders understand that folks do their absolute best when they really feel a feeling of individual energy and possession (Fernandez et al., 2019). The job of innovators is bring in folks believe sturdy, competent, educated, and attached.

Underpinning Theories

The Five Practices of Exemplary Leadership Theory was built by James, Posner, Glover, and Predovic, (1987). It possesses considerable overlap along with the four practices of transformational leadership. This evidence-based theory carries that there are actually five universal methods of management. They feature: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart (Cheng et al., 2018). The five functions of leadership as stated by the theory are the following:

- " Leaders Model the Way by locating their vocal and specifying an instance" (Kouzes and Posner, 2008). Without this integrity, fans will be considerably even more resistant to the innovator's attempts to influence.
- " Leaders Inspire a Shared Vision by picturing the future and hiring others in a popular vision" (Kouzes & Posner, 2008). These leaders are actually capable to present their followers just how this sight is actually for the common good and they encourage their elements to go after the future probability with each other. This suggests the leader isn't the one along with all the concepts. Instead the forerunner is an early adopter of brand new ideas and ready to take the chance of breakdown in the interest of a brand-new concept or a better way.
- " Leaders Enable Others to Act through nourishing partnership and boosting others" (Kouzes and Posner, 2008). This is actually the technique of enabling others by the leader rejecting to become the hold-up of decision making however providing others the electrical power to function and decide. They look for to teach and equip their followers to enhance their total capability, specifically in locations that allow all of them to make prudent choices for the organization (James, Posner, Glover, & Predovic, 1987).

Another important theory that has been used to cater technology business analytics is system theory. Systems theory opposes reductionism and promotes holism. Rather than reducing an entity (e.g. the human body) to the properties of its parts or elements (e.g. organs or cells), systems theory focuses on the arrangement of and relations between the parts which connect them into a whole. It emphasises interdependences, interconnectedness and openness as opposed to independence, isolation and closeness. This enables the discovery of emergence, as new attributes of interacting entities that are generated by their analysis as a whole that would not become evident if the parts would be analysed independently.

Finally, the overall model is evolved with the help of social exchange theory. Despite its name, it is not a single theory but is better understood as a family of conceptual models (Loganbill, Hardy, & Delworth, 1982). In this regard, all social exchange theories share a number of common features. All social exchange theories treat social life as involving a series of sequential

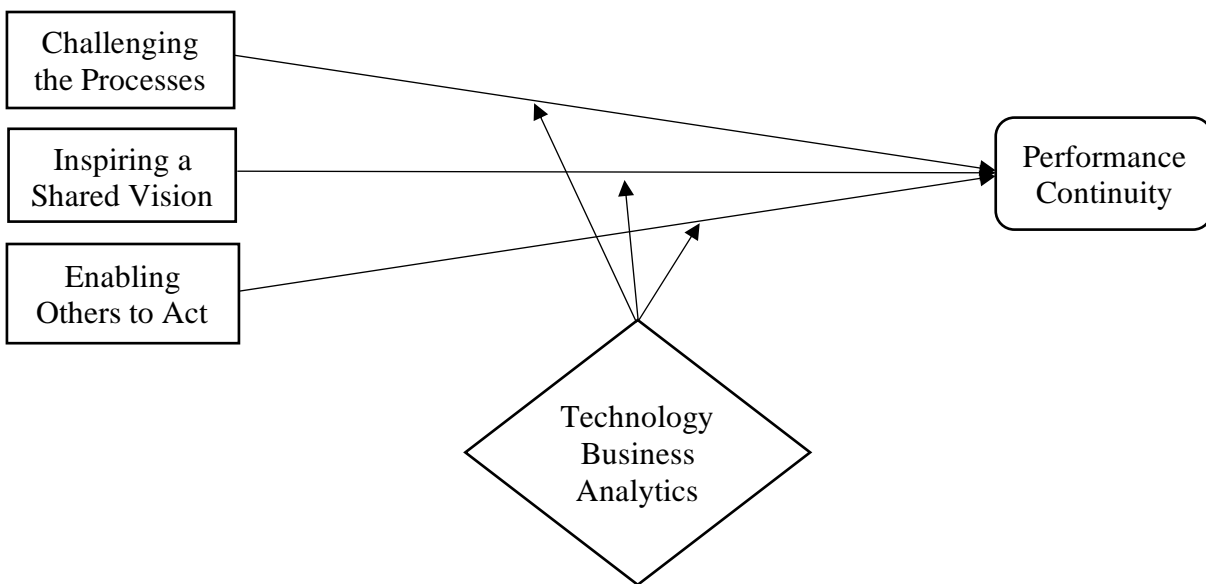
transactions between two or more parties (Cropanzano & Mitchell, 2005). Resources are exchanged through a process of reciprocity, whereby one party tends to repay the good (or sometimes bad) deeds of another party .

As leaders hunt for possibilities to transform the circumstances (Sudha & Shahnawaz, 2020). They search for cutting-edge methods to enhance the organization. In doing this, they practice and take risks. And because forerunners know that risk taking involves failings and oversights, they allow the inevitable frustrations as knowing chances. Forerunners venture out. Those who lead others to greatness accept and find problem. Each and every personal-best leadership occasion we picked up included some type of obstacle. No person claimed she or he accomplished an individual finest by maintaining points the very same (Zafar & Mehmood, 2019). Student innovators Challenge the Process by searching for chances and through exploring, taking dangers, and learning from oversights. While staff member performance management is traded for performance measurement; a yearly metric-centric picture of what was actually expected and what was actually obtained. This measurement is typically highly steered by a very subjective, piecemeal photo of personal performance (Gachugu et al., 2019). Traditional yearly customer reviews offer some useful relevant information, including worker strengths and weak spots, but without further activity it's worthless.

Among the key process regions effective innovators/leaders illustrate is Inspire a Shared Vision (Hashim et al., 2019). A mutual vision may be determined as an end goal or even purpose that an innovator and his/her team function and develop towards with each other. In the Leadership Challenge, Kouzes and Posner (2013) tell our team that looking at recent is necessary to assist us recognize why our company appreciate certain traits and recognize why creating points a lot better down the road is essential. Through studying and understanding the past, we are actually a lot better able to envision a dream for the future and encourage others to discover their functions in developing this future. Inspiring a shared vision assists employees see a much deeper definition in their daily work, instead of feeling as if they are actually doing routine jobs that don't add to the larger photo (Al Mansoori et al., 2018). While performance continuity might consist of: components, products, outcomes, influence and can also be actually connected to economic climate, productivity, effectiveness, cost efficiency or equity. Lebas (1995) consider performance as interpretative and very subjective, certainly not the very least, being associated with the cost product lines, which stresses the uncertain nature of the concept (Para-González et al., 2018).

An allowing leader is passionate regarding finding methods to actively engage people in working with the problems that impact their companies and on their own (Girma, 2016). The goal is actually to find ways to inspire every person to become fully committed attendees in relocating constructively on the goals that will make a variation to the crew's results. Enabling innovators are constantly checking their very own inspiration and enhancing awareness on just how their individual and behavior effect on others. They have confidence in their capability coupled along with the humility to recognize that they possess much to find out. Rely on and regard plays a considerable part in the enablers deal with to collaborating with others. Functioning as a staff is actually chosen as this delivers an effective car for illustrating market value to every person entailed. Performance continuity is attained when all initiatives are actually focused towards obtaining the collection objectives and appointment client's satisfaction. Objectives and customer satisfaction can easily not having said that be actually precisely gauged (Khalili, 2017). An additional detailed meaning of performance is given through Brumbach (1988), which pertains to both practices and results. "Performance means both results and practices. Behaviors are actually rising from the entertainer and become the performance of a theoretical principle right into a concrete activity (Almutairi, 2016).

"Leaders Inspire a Shared Vision through envisioning the future and getting others in a typical vision" (Kouzes and Posner, 2008). These innovators are capable to present their followers exactly how this sight is for the typical really good and they motivate their components to pursue the potential probability with each other. "Leaders Encourage the Heart through acknowledging payments and celebrating worths and victories" (Kouzes and Posner, 2008). The researcher expecting that leadership functionality has a relationship with Organization Performance Continuity, the researcher is also expecting that the well and effective Technology Business Analytics will increase the relationship between leadership functionality has a relationship with Organization Performance Continuity. As Technology Business Analytics defined as refers to the skills, technologies, practices for continuous iterative exploration and investigation of past business performance to gain insight and drive business planning (Krishnamoorthi & Mathew, 2018).



METHODOLOGY

This research design is an empirical survey based on a single cross-sectional investigation, for which the most adequate instrument is a questionnaire. The advantage of using a cross-sectional method is reflected in the cost of the project, as we can use the information to provide insights upon completion of the study, without a significant waiting period (as compared with a longitudinal study).

The study is very specific to economic development unit in Sharjah- UAE. A specific sample size will be collected from selected location. The data will be collected by using direct collect and web-based survey, available to participants in an online format. Approximately 357 employees participated in the survey anonymously, having the option to withdraw or refrain consent. The survey consisted of many questions. The instrument was adopted from the prior studies yet, the reliability and validity of the instrument was confirmed. The items for performance continuity were taken from (Alharthi & Khalifa, 2019), the items for technology business analytics were adopted from (Sun, Strang, & Firmin, 2017), the items for challenging the process, inspiring a shared vision, and enabling others to act were adopted from (Abu-Tineh, Khasawneh, & Omary, 2009). In order to check the relationships, smart PLS has been used.

ANALYSIS

The purpose of the study was to understand the moderating role of technology business analytics over the relationship between challenging the process, enabling others to act, inspiring a shared vision and performance continuity. For the purpose pre established instruments were used yet it was important to check the reliability and validity of the instruments, as the instruments are being used in the context of UAE. For the said purpose initially item loadings have been analyzed and items having loading value above 0.7 were kept in the model. The results of item loading for all the items are mentioned in table 1:

Table 1: *Item Loadings*

Description of Items	Challenging the Process	Enabling Others to Act (EOA)	Inspiring the Shared Vision (ISV)	Performance Continuity (PC)	Technology Business Analytics (TBA)
CP1	0.741				
CP4	0.751				
CP5	0.899				
CP6	0.822				
EOA1		0.835			
EOA2		0.847			
EOA3		0.709			
EOA4		0.880			
EOA5		0.828			

ISV1			0.853		
ISV2			0.852		
ISV3			0.845		
ISV5			0.835		
PC1				0.805	
PC2				0.733	
PC3				0.766	
PC4				0.861	
PC5				0.804	
PC6				0.822	
PC7				0.785	
TBA2					0.836
TBA3					0.829
TBA4					0.830
TBA5					0.787

From Table 1 it is evident that all the items have sufficient item loadings and are quite safe to keep in the model. After ensuring the item loadings next step is to check Cronbach's alpha, composite reliability and Average Variance Extracted in order to ensure the content validity of the instrument used to collect the data. The calculated values are above the threshold levels as mentioned in Table 2.

Table 2: Reliability and Validity

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Challenging the Process	0.817	0.880	0.649
Enabling Others to Act	0.880	0.912	0.675
Inspiring a Shared Vision	0.869	0.910	0.717
Performance Continuity	0.904	0.924	0.636
Technology Business Analytics	0.839	0.892	0.674

The calculated values of reliability and validity for all the variables are above the threshold levels. After ensuring the reliability and validity, discriminant validity has also been checked to be sure that the items used to measure each variable are capable of measuring the same variable. The results of discriminant validity are mentioned in Table 3.

Table 3: Discriminant Validity

	Challenging the Process	Enabling Others to Act	Inspiring a Shared Vision	Performance Continuity	Technology Business Analytics
Challenging the Process	0.806				
Enabling Others to Act	0.624	0.822			
Inspiring a Shared Vision	0.466	0.417	0.846		
Performance Continuity	0.624	0.652	0.663	0.798	
Technology Business Analytics	0.623	0.687	0.525	0.783	0.821

From the Table 3 it is evident that the discriminant validity is established. After having that the instrument is reliable in all aspects, direct relationships have been analyzed using a bootstrapping

sample of 5000. The results of the direct relationship between independent variables and the dependent variable are mentioned in Table 4.

Table 4: *Direct Effects*

	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Challenging the process -> Performance Continuity	0.304	0.307	0.094	3.234	0.001
Inspiring a Shared Vision -> Performance Continuity	0.398	0.391	0.077	5.176	0.000
Enabling Others to Act-> Performance Continuity	0.402	0.400	0.189	2.116	0.034

The calculated values from a sample of 254 respondents from public organizations in UAE shows a significant relationship between challenging the process and organization performance continuity ($\beta = 0.304$; $t = 3.234$; $p = 0.001$). This confirms that challenging the process is one of the most important key factors in successful organizational performance continuity (Dauda, 2013). Bayne (2019) argued that the leaders search for opportunities to change the continuity performance in the organization. Similarly, inspiring a shared vision shows a significant relationship with organization performance continuity ($\beta = 0.398$, $t = 5.176$, $p = 0.000$). Hence, Passionate leaders believe that with a shared vision they can make a difference in organization performance continuity (Hao, He, & Long, 2018). Leadership researchers consider that creating a shared vision is a vital factor for attaining employees in any business or organization they encourage a shared vision to a shared future continuous performance in the organization. Likewise, the relationship between Enabling Others to Act and organization performance continuity is significant ($\beta = 0.402$, $t = 2.116$, $p = 0.034$). It is so because empowering leaders encourage their employees of organization to take on more responsibility and engage all leaders in the organization's performance continuity procedures, practices, and the evaluation process which results in a sense of continuous performance.

After confirming the direct relationships, the next step was to identify the moderating impact of technology business analytics. The findings for the moderating variable are mentioned in Table 5.

Table 5: Moderating Effects

	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Modelling the way * Technology Business Analytics -> Performance Continuity	0.540	0.543	0.207	2.597	0.029
Encouraging the Heart * Technology Business Analytics -> Performance Continuity	0.477	0.490	0.195	2.435	0.031

The findings from Table 5 revealed that technology business analytics has a significant moderating impact over the relationships between challenging the process and organization performance continuity ($\beta = 0.615$; $t = 2.175$; $p = 0.040$), Inspiring a Shared Vision and organization performance continuity ($\beta = 0.518$; $t = 2.181$; $p = 0.039$), and Enabling Others to Act and organization performance continuity ($\beta = 0.375$; $t = 2.625$; $p = 0.025$). prior researchers also suggested that when technology is applied in business analytics then they enable others to act which results in them performing continuous performance in organization (Granstrand, 1998; Espejo, Schuhmann, Schwaninger, & Bilello, 1996).

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study has presented more significant indication to increasing the importance of the moderating role of technological business analytics on the relationship between challenging the process, inspiring a shared vision, enabling others to act and organizational performance continuity. The findings from this study assist the fundamental theoretical assumptions.

This research addressed the theoretical gap by adding the moderating role of technological business analytics ability for organization performance continuity. Hence more attention must be given to Kouzes and Posner's (2013) leadership model in UAE organizations as this model was predictable by many researchers as the representation of highly efficient leadership functions as well as it can aid as a basis for organization leaders to assess their leadership strength along with the weakness in performance continuity.

Furthermore, this study also provides theoretical, methodological, and empirical assistance for the moderating role of technology business analytics between challenging the process, inspiring a

shared vision, enabling to act and organization performance continuity. Likewise, the findings from this research provide some vital practical implications to public organizations and leaders.

Despite significance of the study, there were certain limitations in this study that need to be recognized. The sample in the study has been small, while it was the representation of the UAE leaders in public organizations only. Even though the leader's and the significant other's perspective were not integrated, due to the nature of the study, hence the use of valid and reliable instruments for technology gather from the leaders provides some vigor of the organizational performance continuity.

Even though this is a small-scale study with a quantitative research design in public organizations comparable to all private organizations may find this study of UAE public organizations' practices of performance may be more useful and appropriate. Therefore, future researchers are guided to conduct qualitative studies to explore new issue that act as hurdle in performance continuity.

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