



The Correlation Between Transformational Leadership and Employee Innovation in the Customs Department in the Emirate of Dubai

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ABSTRACT

Transformational leadership is as an emerging theory in managerial leadership unlike traditional leadership, where a leader works with his team members by persuading them along with sharing responsibilities leading to achievement of unexpected results beyond their capabilities. Management leaders intends to implement transformational leadership style, yet they are unaware that it is not enough. Therefore, strategic issues like management of knowledge and organizational learning must be managed through transformational leadership for consulting firms in order to develop organizational innovation. The research focused on identifying the correlation between transformational leadership and employee innovation., A quantitative approach relying on a questionnaire was conducted. The study sample consisted of 371 employees who were selected through quota sampling from Dubai Customs. The results showed that the relative weight of transformational leadership amounted to 80.34%, with a mean value of 4.02 and a standard deviation of 0.34, and the relative weight of employee innovation was 67.99%, with an average of 3.40 and a standard deviation of 0.86. The Pearson correlation coefficient between transformational leadership and employee innovation $R=0.269$, which means that there is a correlation between transformational leadership and employee innovation at Dubai Customs in the United Arab Emirates. In addition, employee innovation was fundamentally affected by the independent variable (transformational leadership) and in a statistically significant manner. Furthermore, the findings showed the adjusted coefficient of determination was 0.166, which means that 16.6% of the change in employee innovation was due to the influence of the independent variable (transformational leadership). The study may help Dubai Customs in developing its employees creativity by developing the transformational leadership of its leaders, and helps it discover strategic elements for this purpose like management of knowledge and organizational learning.

Keywords: transformational leadership, employee innovation, Dubai Customs, United Arab Emirates

INTRODUCTION

Transformational leadership is an idea that caters to a wide range of micro-leadership's qualities to inspire the followers for more concise efforts to influence all institutions and cultures as a team (Deschamps et al., 2016). Leaders play a vital role in accelerating change in transitional phases, while subordinates and their leaders remain connected during the transition process (Ng, 2017). Transformational leadership goes beyond providing incentives to perform at the required level (Asad, Asif, Bakar, & Sheikh, 2021), and advances to the development and encouragement of subordinates intellectually and innovatively (Khan, Asad, Khan, Asif, & Aftab, 2021), as well as transforming the self-interests of individuals as an essential part of the organization's ultimate mission (Bao & Ge, 2019). Through transformational leadership, subordinates will have mutual respect and trust towards their leaders, and they will try to perform at a higher level than expected (Blanchard, 2018), as well as creating commitment and encourages them to produce more output and solve problems creatively (Parker et al., 2016; Adangabe & Boateng, 2022).

During this era of challenges, employee innovation plays a key role in ensuring the sustainability of organizations and the most crucial factor that serves as the backbone, revolves around the concept of leadership that ensures bringing innovations (Asad, Asif, Bakar, & Sheikh, 2021). Leaders can influence their subordinates, defining ideas, develop specific goals, and encourage innovation (Le & Lei, 2019; Almheiri & Omar, 2022). Transformational leadership may directly influence employee innovation, however, previous research has reported that it can affect various organizational outcomes, such as employee well-being (Kosseck et al., 2018; Alnuaimi, Ismail & Packeer, 2021).

The impact of transformational leadership on employee organizational innovation (Castro & Guimaraes, 2020) has attracted the researchers, which results in strengthened employee goal-based subordinates' behaviors, promotes organizational change, inculcates respect and trust, and has also been found to help them produce results beyond their expectations (Fapohunda, 2019). A study by Jensen and Bro (2018) highlighted that transformational leadership is such a process of leadership which aims to access the implied as well as specific motives of the subordinates, then understand their wants and provides their unique strengths to accomplish a calculated transformation so that the subordinates would feel more confident, admirable, and respectful towards the director (Asif, Asad, Bhutta, & Khan, 2021). Sosik and Jung (2018) stated that a leader having a clear focus and a string judgement about the mission of the institution and goals, and follows the required

behaviors that are capable of reflecting such traits, which increase the appreciation and faith of the followers over their leaders. Peker et al. (2018) identified that success and failure of the organization is strongly linked with the transformation process. Studies by Degl'Innocenti et al. (2017) and Gandolfi and Stone (2018) pointed out that consulting firms must be innovative in order to create robust, knowledge-based, and research-based findings to support their customers, become more prosperous (Sattar, Alarifi, & Asad, 2021). Thus, leadership consists of four components, namely charismatic role model, individual thinking, inspirational motivation, and intellectual stimulation (Asad, et al., 2022). Using charisma, the leader instills admiration, respect, and loyalty, as well as emphasizing the importance of having a collective sense of the message (Ardi et al., 2020; Zhang et al., 2018). Previous studies have found that when employees trust their organization, they will view the external environment as safe place (Boyaci et al., 2018; Singh & Desa, 2018).

One of the most important steps for transformation towards economy, is novelty or innovation in organizations which varies with sectors respectively. However, studies have found that the public sectors are less innovative than the private sectors (Mekpor & Dartey-Baah, 2017; G. Tortorella & Fogliatto, 2017), where the private sector considers innovation an important aspect for its survival and sustainability (Al-Malki & Juan, 2018; Wipulanusat, Panuwatwanich, & Stewart, 2017). Indeed, there is a large disparity in performance and innovation between the private sector and the public sector is generally a global phenomenon, which includes the United Arab Emirates in particular (Rabelo, Holland, & Cortina, 2019; Tourigny, Han, Baba, & Pan, 2019). At the global level, perhaps the question revolves around the relationship between transformational leadership and employee innovation and the extent of its impact, by identifying transformational leadership and revealing its impact. Therefore, this study aims at examining the impact of transformational leadership on employee innovation in the Customs Department in the Emirate of Dubai in the United Arab Emirates.

REVIEW OF LITERATURE

Previous leadership theories combine behavioral theories, and attitude theories to form transformational leadership (Samimi et al., 2020). The most commonly used theory i.e. transformational leadership (Sulaiman, Rana, & Shabbir, 2020; Majali, Alkaraki, Asad, Aladwan, & Aledeinat, 2022) is supposed to be the most influential practice in the current era (Fadhel, Aljalahma, Almuhanadi, Asad, & Sheikh, 2022), and the most efficient in meeting the challenges

of this age (Broome & Marshall, 2020). It is a leadership theory through which the leader works with the team to determine the required change (Asad & Kashif, 2021), create a vision to guide the change through inspiration (Allam Z. , Asad, Ali, & Malik, 2022), and implement the change with the committed members of the group. It is an integral part of the complete leadership model. Transformational leadership occurs when a leader's behaviors influence subordinates and inspire them to perform beyond their perceived capabilities (Burns Jr, 2017; Lee et al., 2019). By implementing such a procedure, attempts for enhancing the efficiency and performance were made the organization, through transformation of values of the employees (Yavuz, 2020). This leadership style improves the self-interest of the employees which is crucial for the success of the organization (Groves & LaRocca, 2011).

According to Buil et al. (2019), among the most recent approaches used currently is the transformational leadership where the leader inspires his fellow members to set no boundaries for their capabilities which yields unanticipated results (González et al., 2018). This leadership is entrusted to provide the best services or products through efficient utilization of the resources by provision of clear support to the employees demands (Boamah et al., 2018). The practice of such a leadership style improves motivation level of employees and certainly improves their thinking about performance (Zahra, Majeed, Mahmood, & Asad, 2012; Buil et al., 2019). The transformational leadership framework acts as a model which should be applied (Asad, Asif, Bakar, & Sheikh, 2021), because it incites optimism by focusing on the psychological, emotional, and innovative needs of the subordinates (Asad, Shabbir, Salman, Haider, & Ahmad, 2018), which is positively reflected on the organization's performance (Asad, Asif, Khan, Allam, & Satar, 2022), and strategic and financial success (Hildenbrand et al., 2018).

In addition to this, it mirrors the leader's qualities how he is able to create a sense of loyalty, dedication and to be goal oriented in his subordinates (Sosik & Jung, 2018; Allam Z. , Asad, Ali, & Malik, 2022), and practices the appropriate behaviors that reflect these characteristics (Asad, Asif, Bakar, & Altaf, 2021), which increases the admiration and confidence of the subordinates towards their leader (Piccolo et al., 2018). This behavior reflects the leader's ability to display his high expectations for others (Sulaiman & Ahmed, 2017) and the use of symbols to express the important goals in simple ways (Allen, 2020).

Novelty prompts the rise of a novel thought, cycle, item, or administration that can be embraced by the association's workers or forced by chiefs (Asad, Asif, Allam, & Sheikh, 2021), which

prompts an adjustment of the association's current circumstance, processes, or outputs (Rasheed et al., 2017). In addition, employee innovation in organizations is a change (Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019), but any change that occurs in an organization cannot be considered as innovation (Tidd & Bessant, 2018). There are changes that occur in the organization unintentionally, because of the adjustments which are needed because of the changes in the surroundings of the organizations where they are operating (Dhir, 2019; Asad, Asif, Bakar, & Altaf, 2021). thus, it is critical to differentiate between radical innovation and incremental innovation (Allam Z. , Asad, Ali, & Ali, 2021; Khan S. N., Asad, Fatima, Anjum, & Akhtar, 2020). Invention which is the part of radical innovation is basically the presentation of an entirely new idea while compromising its applicability, whereas incremental innovation is the implementation of new idea while keeping the practices less changed (De Jong & Hartog, 2007).

Moreover, the term innovation alludes to abstract and unique thoughts without considering the everyday issues (Erez et al., 2019). Judgement of the innovative ideas is dependent over the uniqueness of the idea regardless of the advantages they give to the consumer or the organization (Lu et al., 2019). Employee innovation is the application of ideas (Damer, Al-Znaimat, Asad, & Almansour, 2021), and the problem does not lie in the organization's lack of innovative suggestions, but incapability of the implementation of such ideas (Kremer et al., 2019). Thus, understanding the innovation by the employees is critical as far as its application understanding is concerned (Santoro et al., 2020).

The underlying grouping of employee innovation was called innovation in production strategies, items, sources of supply, markets, techniques for business association, and it additionally included other classes like technology (Bilal & Sulaiman, 2021) and managerial innovation (Lin et al., 2020). Additional elements were added to this classification, which is employee assistant innovations (Asad, Ahmad, Haider, & Salman, 2018) i.e., community service programmers (McDonald et al., 2019). Other researchers have distinguished between two constructs of innovation (Ullah, et al., 2021), namely product innovation and employee innovation (Escrig, 2019). Additionally, employee innovation can be categorized into exploitation or exploration (Cui et al., 2019).

Worker advancement is essential to organizations, particularly in testing conditions as it targets the success of an institution in a dynamic market (Fan et al., 2019; Fakhari, Din & Omar, 2022). Organizations measure the innovation of their employees by measuring the product sales portions

they have achieved, or by new services they have provided (Arundel et al., 2019). Employee innovation can be defined as the ability to generate value, new products, services, and useful and unique ideas different from those produced previously in order to achieve better productivity goals and better performance (Awan et al., 2019; Fakhari, Din & Romle, 2021). It can be concluded that the innovation process (Khalil, Asad, & Khan, 2018), which is an employee-based process, including the capability of creating useful and unlimited actions, which is certainly superior, compared to previously done practice as it brings some betterment in the output of the institution (Vredegoor, 2018).

Research Framework and Hypothesis Development

For competing organizations have to innovate (AYDIN, 2018; Salehzadeh, 2017), and they need to understand that their survival relies upon their capacity to adjust to changes in their current circumstance. Ancona and Caldwell (1987) claimed that leadership which is transformational is supportive towards innovation, which ensured the continued existence of organizations. in order to cope with the changing environment it is critical for the services organizations to be innovative (Raziq et al., 2018; Sousa & Rocha, 2019). Furthermore, service based organizations have also to be innovative because of enhancement in the knowledge based activities (Asif, Asad, Kashif, & Haq, 2021), only this feature can help such organizations to be successful in the fierce competition (Degl'Innocenti et al., 2017; Gandolfi & Stone, 2018). Hence, the top management of the service organizations needs to be transformational, only then innovation can be driven in the organizations. another issue is that one sided influence i.e. only the transformational leadership is insufficient as it has to be from employees as well as from leaders, thus a correlation is required from both the sides (Iddy & Alon, 2019; Koloniari & Fassoulis, 2017). Therefore, strategic factors need to be managed for innovation to evolve, and leadership in consulting firms should be transformational and should only lead to such innovative strategies which covers management on knowledge and innovation based on knowledge management (Farooq, 2019; Nurdin & Yusuf, 2020).

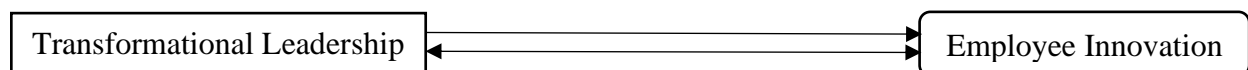


Figure 1: Research Framework

Transformational leadership is built on the positive aspects of previous leadership theories. Those who have developed this concept have focused a lot over linking the traditional theories that covers

the leadership traits with the behavioral theories (Samimi et al., 2020). thus, transformational leadership which is most popular theory in the current changing environment is the appropriate approach for coping with the challenges of the current world (Broome & Marshall, 2020). Accordingly, the current research propose the following hypothesis:

H₁: There is a strong positive correlation between transformational leadership and employee innovation at Dubai Customs in the United Arab Emirates.

H₂: Transformational leadership has a statistically significant effect on employee innovation at Dubai Customs in the United Arab Emirates.

Research Methodology and Data Analysis

A descriptive analytical method was followed to achieve the objectives of this study. The study population consisted of 4500 workers at Dubai Customs in the United Arab Emirates. The study sample consisted of 371 employees selected by the quota sampling from the groups that made up the study population and it that was determined according to Krejcie and Morgan (1970). Based on the nature of the research and the goals it seeks to achieve, the researcher resorted to collecting primary data. through questionnaires as a main tool for research. The data for the research were not derived from any secondary source and was distinctive for this research only.

likert-5 format was used to ask questions. The Likert 5 questionnaire style has been used in social science studies for a long time and proved to be a suitable style for measuring human perceptions. SPSS Version 25 techniques are used for statistical data analysis, which is used in management and social science studies. The survey instrumentation has been adapted from previous studies to measure The Correlation Between Transformational Leadership and Employee Innovation in the Customs Department in the Emirate of Dubai. The items have been collected, integrated then adapted from many related previous rigid academic articles

The reliability of the variables and to assess their internal consistency was done through Cronbach's alpha. As a pre-test reliability and validity approach, the analysis conducted pilot research. The pilot team consists of twenty-eight volunteers who were hired to test the viability of the survey. Cronbach's alpha reliability tests obtained using the equipment SPSS 25. Cronbach's' Alpha is over 0.7, which is considered satisfactory.

Table 1 depicts the correlation coefficient between each transformational leadership domain clause, along with an employee's innovation domain clauses, which verifies that the indicated correlation coefficients are at a significant level of $0.05 \geq \alpha$, thus, the constructs were valid for they were measured for.

Table 1: Correlation coefficient between each of the questionnaire's constructs and the total score for the axis.

#	First Construct :Transformational Leadership	Peason's Correlation Coefficient	Sig.
1	Managers act with sensitivity to the feelings of employees	0.698**	0.000
2	Managers lead by example ,rather than mere veral commands	0.865**	0.000
3	Managers respect employees 'personal feelings	0.625**	0.000
4	Managers set a good example for employees to follow	0.750**	0.000
5	Managers insist on only the best performance	0.734**	0.000
6	Managers have a clear understanding of where the company is headed	0.352*	0.044
7	Inspires other managers by sharing their plans for the future	0.516**	0.000
8	Managers have ideas that challenge employees to re-examine some of their basic assumptions about work	0.768**	0.000
#	Second Construct : Employee Innovation	Pearson's coefficient of correlation	Sig.
1	I am constantly involved in developing new products in my business.	0.439**	0.003
2	I contribute to the development of new product market groups in the business I work for	0.957**	0.000
3	I develop new project ideas in the work I work on.	0.926**	0.000
4	I am looking to develop new markets for my business.	0.978**	0.000
5	I am keen to develop more cost-effective production processes in the company	0.951**	0.000

The Cronbach's Alpha Coefficient was used to verify the reliability of the study's questionnaire. The results show that the value of the Cronbach's alpha coefficient was high for each construct, ranging between 0.702-0.797, while it reached 0.817 for all items of the questionnaire. Thus, reliability is high and is statistically significant.

Table 2: Cronbach's alpha coefficient, compound reliability and mean difference to measure the questionnaire reliability.

Study Variables	Number of Items	Cronbach's Alpha Coefficient	Composite Reliability	Concluded mean difference.
Independent Variable:	8	0.819	0.821	0.500

Transformational Leadership				
Dependent Variable: Employee Innovation	5	0.902	0.833	0.510

The statistical software package for social sciences (SPSS 25) that deals with the reliability of the survey, building the acquired consistency by measuring the Cronbach's alpha value for the experimental group test, and examining the data through different techniques used in data cleaning was used for the analysis of the recorded data.. The software also evaluate reliability such as the alpha scale, the Cronbach coefficient used to build the reliability of which is accepted to create an internal structure above 0.65, along with descriptive statistics for the search variables, the mean value and the standard deviation used to understand and interpret the opinion of the respondent.

Table 3: Data screening results

Category	Count	Percentage
Compiled cases	392	100%
Incomplete cases	13	3.30%
Primary cases for analysis	379	96.7%
Asynchronous checking	4	1.05%
Univariate assay	1	0.26%
Multivariate screening	3	0.80%
Cases cleared for analysis	371	94.60%

A. Respondents' Demographics

The male category has the highest proportion of respondents in the sample with a frequency of 279 and 75.2%, and the age group 21-30 years has the highest frequency of 146 and a share of 39.4%. which was analysed via the demographic profile of the respondents. The majority of respondents belong to the bachelor group with a frequency of 237 and a share of 63.8%, and the majority of the respondents are married with a frequency of 345 and a percentage of 93.0%, and the majority of the respondents belong to the Middle-level management group, numbering 187 and percentage of 50.4%, the majority of the respondents belong to the group of medium income level with a frequency of 213 and with a percentage of 57.4%.

Table 4: Distribution of the Demographic variables analysis in the study samples

	Count	Percentage
Gender		
Male	279	75.2%

Female	92	24.8%
Total	371	100%
Age		
21 to 30	146	39.4%
31 to 40	131	35.3%
41 to 50	63	17.0%
Fifty and above	31	8.4%
Total	371	100%
Education level		
High School	11	3.0 %
Diploma	101	27.2 %
Bachelor's degree	237	63.8 %
Master's degree	21	5.7 %
Doctor of Philosophy	1	%0.30
Total	371	%100
Marital Status		
Unmarried	26	7.0 %
Married	345	93.0 %
Total	371	100.0 %
Operational Level		
Operational management	124	33.4 %
Middle-level management	187	50.4 %
High-level management	60	16.2 %
Total	371	100.0 %
Income Level		
Low	32	8.6%
Medium	213	57.4%
High	126	34.0%
Total	371	100.0%

Specialty	Count	Percentage	Specialty	Count	Percentage
Security and safety	31	8.4 %	Environment quality	11	3 %
Statistics	37	%10	General services	3	0.8 %
Business management	22	%5.9	Public health	17	4.6 %
Communications	3	0.8 %	Finance	19	5.1 %
Risk management	3	0.8 %	Law	9	2.4 %
Economics	4	1.1 %	Logistics	37	10 %
Law and Commerce	1	0.3 %	Accounting	89	24 %
Insurance	7	1.8 %	Human resources	4	1.1 %
Customs clearance	22	5.9 %	Information systems	16	4.3 %
Accounting audit	4	1.1 %	Engineering	17	4.6 %

Nutrition	15	4 %	Total	371	100 %
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Table 5: Mean and relative weight of transformational leadership constructs

	First construct: Transformational leadership	Mean	Standard deviation	Relative weight	Test value	p-value	Item order	Level of impact
1	Managers act with sensitivity to the feelings of employees	3.81	0.60	76.17	25.75	0.00	8	High
2	Managers lead by 'doing', rather than just saying	3.92	0.45	78.49	39.32	0.00	6	High
3	Managers show respect for employees' personal feelings	3.89	0.66	77.90	25.98	0.00	7	High
4	Managers set a good example for employees to follow	4.03	0.43	80.54	45.56	0.00	4	High
5	Managers insist on only the best performance	4.11	0.45	82.21	47.68	0.00	3	High
6	Managers have a clear understanding of where the company is headed	4.19	0.46	83.72	49.70	0.00	1	High
7	Inspires other managers by sharing their plans for the future	4.16	0.63	83.29	35.59	0.00	2	High
8	Managers have ideas that challenge employees to re-examine some of their basic assumptions about work	4.02	0.46	80.38	43.06	0.00	5	High
9	Transformational leadership as a whole	4.02	0.34	80.34	57.27	0.00		High

It is clear from table 5 that accumulatively, the relative weight of the construct of transformational leadership reached 80.34%, with a mean of 4.02 and a standard deviation of 0.34. As for the items of the construct of transformational leadership, the sixth item (managers have a clear understanding of what the company is heading towards) ranked first with a relative weight of 83.72 %, while the first item (managers act about the feelings of employees) ranked last with a relative weight of 76.17%. That is attributed to the managers' awareness of the concept of transformational leadership and the aims of the organization that are consistent with it.

Table 6: Mean and relative weight of employee's innovation construct

No.	First construct: Transformational leadership	Mean	Standard deviation	Relative weight	Test value	p-value	Item order	Level of impact
1	I am constantly involved in developing new products in my business	4.00	0.37	80.00	51.38	0.00	1	high
2	I contribute to the development of new product market groups in the business I work for	3.20	1.05	64.10	3.76	0.00	4	medium
3	I develop new project ideas in my work	2.99	0.97	59.89	-0.11	0.91	5	medium
4	I am looking to develop new markets for my business	3.31	1.16	66.25	5.20	0.00	3	medium
5	I am keen to develop more cost-effective production processes in the company	3.49	1.28	69.70	7.31	0.00	2	high
6	employee innovation as a whole	3.40	0.86	67.99	8.92	0.00		medium

It is clear from table 6 that the accumulative relative weight of employee innovation construct was 67.99 %, with an average of 3.40 and a standard deviation of 0.86. As for the items of employee innovation construct, the first item (the organization has an effective training plan to improve the personal skills of employees) ranked first with a relative weight that reached 80%, while the third item (the organization provides training programs for personal traits) ranked last with a relative weight of 59.89%.

First hypothesis: *A strong positive correlation between transformational leadership and employee innovation at Dubai Customs in the United Arab Emirates.*

Table 7 summarizes the correlation matrix between all variables. The measures show that all relationships are significant with a probability value of 0.01 for the independent variable (transformational leadership) and the dependent variable (employee innovation).

Table 7: Correlation Matrix

Employee innovation		
0.269	Correlation coefficient (Pearson's)	Transformational leadership
<.001	Indication level	
371	Number of responses	

Table (7) shows that Pearson's correlation coefficient between transformational leadership and employee innovation $R=0.269$, which shows that there is a correlation between transformational leadership and employee innovation at Dubai Customs in the United Arab Emirates.

Second hypothesis: *Transformational leadership has a statistically significant effect on employee innovation at Dubai Customs in the United Arab Emirates.*

The multiple regression model in table 8 shows that employee innovation, which is the dependent variable, is fundamentally affected by transformational leadership and in a statistically significant manner, the adjusted coefficient of determination is 0.166, which means that 16.6% of the change in employee innovation was due to the influence of the independent variable (leadership. transformational) and the remaining 83.4% was due to other factors affecting employee innovation.

Table 8. *Simple regression analysis results of the impact of transformational leadership on employee innovation*

Dependant variable	Independent variable	β regression coefficient		t-test	Significance level	F value	Significance level
Employee innovation	Transformational leadership	Constant value	1.524	6.015	0.000	73.22	0.000
		Transformational leadership	0.538	8.559	0.000		

*** Impact on employee innovation = 1.524 + 0.538 (Transformational leadership)**

DISCUSSIONS, CONCLUSIONS, AND FUTURE RECOMMENDATIONS

The motivation behind this study, was to examine the relationship between transformational leadership and employee innovation in the customs administration in the Emirate of Dubai. The results showed that 16.6% of the change in employee innovation was due to the influence of the

independent variable (transformational leadership) and the remaining 83.4% was due to other factors affecting employee innovation. The transformational leadership variable in the customs administration in Dubai has a weak impact on employee innovation, as it is a predictor of positive, low-impact relationships with innovation in the customs administration. The impact of transformational leadership in Dubai Customs raises the level of innovation among employees there, but in a small way, which shows that there are other strategic factors that need support and are more influential than transformational leadership in the innovation of employees of the customs administration in Dubai, and these factors include knowledge management and learning in organizations, Which is consistent with the proposals of the theoretical framework and previous studies.

from practical point of view, the results of this study show a satisfactory positive feeling to adapt the application of the effect of the independent variable (transformational leadership) on the dependent variable (employee innovation), in Dubai Customs in the United Arab Emirates, and based on the results of this research there is a need to further conduct research for producing such research with the same conceptual framework in other societies to generalize the conceptual framework and to establish the link. Furthermore, there is a great need for conducting qualitative study using interviews or observation techniques to unveil that how these relationships occur and how these links can be further strengthened.

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