

The Leadership Style of Baqala Managers in Qatar: Basis for Leadership Training

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Abstract

The utilization of leadership styles can enable employees to increase their work performance and reach organizational goals. The objective of this study is to investigate the leadership styles of baqala managers in Qatar. This study utilized the quantitative descriptive research design, wherein a survey questionnaire was given to baqala managers to describe their leadership styles. The results of this study showed that most of the baqala managers in Qatar are 24-34 years old, male, and finished a secondary level of education. It was found that the most utilized leadership style is Democratic, with the highest weighted mean of 3.07. This type of leader provides a motivational factor and encourages the employees to be part of the decision-making process. Overall, the level of utilization from most to least used leadership styles is Democratic, Situational, Bureaucratic, Laissez-faire, and Autocratic. Specifically, the leadership styles dominantly used by age are Democratic for those who are 24-34 and 45-54 years old, Situational for those under 24, and 35-44 years old, and Bureaucratic for 55-64 years old managers. While based on level of education, those who finished a Bachelor's Degree dominantly use Democratic style, and Situational for the remaining others. It is recommended that baqala managers maintain an open management style that involves their employees in business operations.

Keywords: Autocratic; Baqala; Bureaucratic; Democratic; Laissez-faire; Leadership style; Manager; Situational

1. Introduction

1.1 Background of the Study

The importance of leadership styles is continuously seen throughout businesses, especially with the development of a competitive market. Leadership style is viewed as a combination of the leader's characteristics, traits, and behaviors that are used when handling groups of people (Al Khajeh, 2018; Al-Khaled & Chung, 2014; Iqbal, et al., 2015). The utilization of these leadership styles by managers can enable their employees to increase their work performance and reach organizational goals.

Leadership styles are present in private and public sectors. Qatar's economic sector is predominantly composed of small businesses. Out of the 25,000 private sector businesses currently registered in Qatar, more than 96% are classified as small and medium-sized enterprises (Qatar Development Bank, 2020). This includes small supermarkets, grocery stores, and convenience stores, which are locally known as "baqala" in the Middle East. Baqalas are retail stores usually located in residential areas. It is where customers can easily buy simple household essentials such as groceries, food ingredients, and other household goods.

There are several issues that come with a manager's leadership style. One of these issues is the inexperience and lack of knowledge of managers in terms of leadership. Good leadership reduces absenteeism, enables the business to satisfy more customers, and makes the organization more efficient therefore, the absence negatively affects overall business performance (Fiaz et al., 2017). Improper management can hinder the procedures and workflow of the business and its employees. This does not only affect the aforementioned aspects, but also the company's reputation and rate of customer satisfaction.

A superior's role is to integrate all of an organization's activities. It is given much more significance than that of other executives in an organization, since coordinating the abilities of the employees is their responsibility in order to achieve the organization's objectives. Organizational trust is an important part of professional relationships, as it has a positive impact on employees' commitment and participation (Dahmardeh & Nastiezaie, 2019). If trust is absent in an organization, it will be a source of workplace tension, which does not bode well for a business as it will only lead to inefficiency and demotivation. Motivation is important to all industries and can impact the number of sales a company performs (Jain et al., 2012). Therefore, motivated employees will, in turn, create a successful company.

Employees' individual differences can also influence the leadership styles of managers. Employees react differently based on their individual differences. This means that in decision-making, multiple perspectives are considered, which may confuse the manager. This may result in more complex organizational problems and may affect the type of leadership style the manager uses to organize these decisions into one (Oerlemans & Bakker, 2018).

Ultimately, managers may struggle to find and implement a compatible type of leadership style for the business and its staff. Leadership styles positively impact business longevity and are associated with a business's ability to succeed (Amer, 2017). Testing for the most effective one can cause multiple changes in the management, which may lead to confusion and incompatibility. There is the ambiguity of purpose and definition evident within the set of standards. Flexibility and adaptability in the workplace are important, although constant changes may lead to inefficiency rooted in managerial inconsistency. There is a sense of unity of purpose and direction as everyone strives towards achieving a similar objective.

1.2 Theoretical Framework

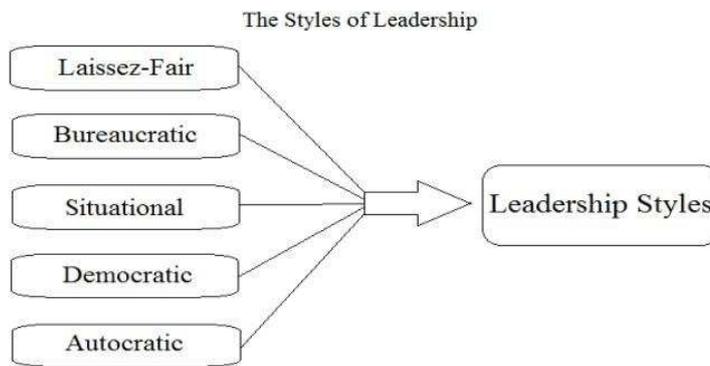


Figure 1: The Styles of Leadership (Muhammad Khan, et al., 2015)

Figure 1 presents the theoretical framework used in the study. It shows the different leadership styles. There are various leadership styles, the most common styles of leadership are laissez-faire, bureaucratic, situational, democratic, and autocratic (Khan et al., 2015).

Laissez-Faire Leadership

Laissez-faire leadership is a style wherein the manager provides the employees with as much freedom as possible. The integrity of the business is up to the employees themselves as they must run workplace operations on their own, which can be destructive if the employees lack the ability to be independent (Khan et al., 2015). This style of leadership is especially effective if the employees are tremendously competent and experienced. Furthermore, Laissez-faire leaders are seen as passive as they rely on their employees. Laissez-faire leaders do not take charge of their leadership and maintain a low profile

(Kleefstra, 2019). These kinds of leaders perceive people as unmanageable and impulsive, hence they do not bother understanding their employees and work with any given structure. Additionally, this kind of leader avoids situations wherein they have to make decisions, practice their responsibility, and use their authority (Wong & Giessner, 2016).

Bureaucratic Leadership

The bureaucratic leadership style states that the leader does what the process or policy states, and if not, they obey the directions of those above them. This type of leadership loses the interest or the motivation of the worker since they do what is expected and nothing more. This type of leadership avoids favoritism and makes sure that their best possible outcome can be achieved. However, the fault is that this leadership does not operate efficiently and in accordance with the established goals (Arshad et al., 2021). In this approach, leaders tend to produce unfavorable results in an inefficient manner. On the other hand, this type of leadership was also seen to be one of the most effective and sensible ways of managing huge organizations. Bureaucratic leadership uses a methodical procedure and organizational structure to keep everything in order in large institutions, such as the government (Abun et al., 2021). Furthermore, a bureaucratic leader should keep his or her personality apart from his or her position in order to achieve formalization (Qaisi, 2015).

Situational Leadership

Situational leadership is defined as a leadership style where the decision-making is made on the spot. The leader changes their style based on the situation given to them and no planning is made beforehand (Rao, 2017). All decisions are according to the leader's stock knowledge and consideration of their employees. This also means that the manager should be able to have a wider range of behaviors that can be applied to their subordinates (Ghazzawi et al., 2017). Moreover, situational leaders also have the qualities of being good communicators. These types of leaders can quickly respond to given situations and can give out innovative ideas when the situation is not that easy (Shonhiwa, 2016). A situational leader evaluates the capability and commitment of their members to complete their assigned duties. Assessment is done in order for the manager to adapt according to the evaluation of the employees. Additionally, these leaders are thoughtful, big-picture thinkers who can solve an array of problems when they arise. They can assess whether their team members are feeling confident or insecure, motivated, or unwilling and whether they can handle a task on their own or if they need additional support.

Democratic Leadership

Another style of leadership is democratic leadership where the leader encourages the employees to be part of the decision-making process. In this leadership style, the leader must always inform their employees about the effects of their decision-making and problem-solving responsibilities (Fatima et al., 2017). Here, the employees are more likely to demonstrate high performances, organizational citizenship, and a variety of other beneficial traits. This not only improves job satisfaction by including employees or team members in the process but also aids in the development of people's skills (Bhatti et al., 2012). This gives the employees more creativity and enables them to make better outcomes. However, a disadvantage of the democratic leadership style is that it is time-consuming and has no optimal solution. In democratic leadership, there must be a motivational factor. Leaders in this style of leadership influence their employees with the use of participation and empowerment (Sharma & Singh, 2013). Employees are motivated by being empowered to lead themselves while having the manager guide with a free hand. Furthermore, democratic leaders believe in the skills that their employees have. They place trust in the ability of each member to complete important tasks. Sharma & Singh also mentioned that democratic leaders are analytical in what strategies to exercise whenever there are environmental changes that affect the company. This leadership style is most efficient when teamwork and quality are prioritized rather than speed of production.

Autocratic leadership

Finally, autocratic leadership is defined as a leadership style where most of the decision-making is made by the leader, with little to no input from the surrounding members. In the autocratic leadership style, decisions are made without the need for the approval of members, and managers do not compromise or explain their behavior (Akor, 2014). Managers in this leadership style do not trust their members to complete crucial functions (Dyczkowska & Dyczkowska, 2018). They assign fixed jobs to their members and have severely strict deadlines. This style is favorable in settings where decisions need to be made without consulting a large number of people, such as corporations and military groups in order to guarantee that needed objectives are attained. This style is most practical when a decision has to be made immediately and with no notice (Jaafar et al., 2021). This is when the leader makes the decision for the whole group and does not take his/her employees' input into consideration. Consequently, autocratic leadership could cause contentious behavior, guarded communication, low productivity, and a lack of creativity in the group (Dolly & Okpokwasili, 2018). Thus, the autocratic leadership style is effective only in certain situations and is not the best to use to maintain relationships between subordinates and managers.

1.3 Research Questions

The objective of this study is to investigate the leadership styles of baqala managers in Qatar. Specifically, this research aims to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 age,
 - 1.2 sex; and
 - 1.3 level of education?
2. What is the level of utilization of the following leadership styles by the respondents?
 - 2.1 Laissez-Faire;
 - 2.2 Bureaucratic;
 - 2.3 Situational;
 - 2.4 Democratic; and
 - 2.5 Autocratic?
3. Based on the profile of the respondents, what type of leadership is used dominantly in terms of:
 - 3.1 age and
 - 3.2 level of education?

2. Methodology

2.1 Research Design

This study utilized the descriptive design of the research. Descriptive research is a type of research that has the aim of describing a phenomenon and its characteristics by focusing on what has occurred (Nassaji, 2015). In this study, the phenomenon that was investigated is the leadership style of small-scale business managers in Qatar. The descriptive research design is the most compatible with the objective of the study and in gathering the necessary data needed to accomplish it. The quantitative method was also used during data collection through survey questionnaires and the analysis of results. Quantitative method is a type of method that uses standardized questionnaires that are delivered to people by various types of sampling (Mashizha, 2014). The quantitative data gathered through this research can aid in validating original findings and help describing the phenomenon being studied.

2.2 Research Locus and Sample

This study was conducted at Doha, State of Qatar. There was a total of one hundred male small scale business managers in Qatar who were chosen as respondents in this study. The researchers applied the quota and purposive sampling technique to select the respondents. Quota sampling is a technique that has a target number of respondents, guided by some evidence of characteristics such as sex, race, or population of interest (Etikan & Bala, 2017). While purposive sampling is a technique wherein the intentional selection of participants is based on the individual's characteristics, experience, and knowledge that is relevant to the study being conducted (Etikan et al., 2015). The researchers purposely selected the respondents based on the individual's occupation as a baqala manager since it is only with the knowledge and experience of one will they be able to answer the survey questionnaire reliably. This combined sampling technique involves the identification and selection of individuals or groups of individuals that are proficient and well-informed with a phenomenon of interest within a given quota. After acquiring the respondents' consent, proper protocols were observed in obtaining the consent of authorities and respondents in performing this research.

2.3 Research Instrument

A self-made survey-questionnaire was developed to meet the objective of this study. It has closed-ended questions and is based on primary and secondary sources. The researchers followed several steps for the purpose of using a valid instrument. The first part of the instrument includes the letter to the respondents, the second part is the demographic profile of the respondents, the third part contains the various types of leadership styles: Laissez-Faire, Bureaucratic, Situational, Democratic, and Autocratic.

2.4 Development and Validation of the Instrument

STEP 1 – Content Validation

In this stage, a pre-research was conducted to get the necessary data which was also included in the questionnaire. The questions were based on the theoretical framework of leadership styles.

STEP 2 – Face Validation

The test items were examined and judged to see if they are valid for measuring the variable being studied. The questionnaire was checked by the experts in the field and revised based on the recommendations of the validators.

STEP 3 – Final Administration

The respondent questionnaires were facilitated to the selected small scale business managers in Qatar during the months of April to August 2022.

2.5 Data Gathering Procedure

The data were collected in the following manner: First, the number of respondents was determined through quota and purposeful sampling techniques. Second, baqala managers in Qatar were selected. It was ensured that they had adequate English comprehension, only then were the instructions thoroughly explained, along with the purpose of the questionnaire, and they were asked if they would be willing to participate in the study. Once the respondents had no more questions, completely understood, and agreed, they signed and answered the questionnaire with the researcher's assistance, such as translating the words that the respondents had trouble understanding into simpler terms. The third step is the actual administration of the questionnaire to the respondents, followed by its retrieval. The data was then tallied and analyzed.

2.6 Statistical Treatment of Data

This study used percentage, frequency, and weighted mean as the statistical tools applied to the collected data to determine the answers posted in this study. Percentage and frequency were used to calculate the demographic profile of the respondents. Weighted mean was used in determining the most utilized leadership styles of the small-scale business managers, as well as identifying the type of leadership style dominantly used by the baqala managers.

3. Results

Baqalas are retail stores usually located in residential areas. It is where customers can easily buy simple household essentials such as groceries, food ingredients, and other household goods. The objective of this study is to investigate the leadership styles of baqala managers in Qatar.

Table 1. *The demographic profile of the respondents in terms of age*

Age	Frequency	Percentage
under 24 years old	11	11%
24-34	43	43%
35-44	28	28%
45-54	13	13%
55-64	5	5%
Total	100	100%

Table 1 shows the demographic profile of the respondents in terms of age. 43 or 43% of the respondents are 24-34 years old. 28 or 28% of the respondents are 35-44 years old. 13 or 13% of the respondents are 45-54 years old, 11 or 11% of the respondents are under 24 years old, and 5 or 5% of the respondents are 55-64 years old. Good leaders are usually middle-aged as leadership is developed with age and experience. It is found that the managers are generally 26-55 years old (Luthans et al., 2019). This is in a similar range presented in this study wherein the table shows that baqala managers are often younger on average given that over half of the respondents are between 24-44 years old.

Table 2. *The demographic profile of the respondents in terms of sex*

Sex	Frequency	Percentage
Male	100	100%
Female	0	0%
Total	100	100%

Table 2 shows the demographic profile of the respondents in terms of sex. 100 or 100% of the respondents are Male. Data shows that there are no female Baqala managers. The result manifests that the business and management sector is one of the most male-dominated industries. As early as 2015, the managerial positions are composed of 61% men and 39% women, wherein women are significantly underrepresented in positions of power (Kroska & Cason, 2019). Additionally, in countries like the United Arab Emirates, men are regarded as superior by the populace especially in a business environment (Barhem et al., 2022). Furthermore, the portrayal of entrepreneurial leadership is dominantly influenced by men in leadership roles which may lead to conflicting identities for the women in business (Tlaiss & Kauser, 2019). Therefore, it is to be expected that the majority of small-scale business managers in Qatar are male.

Table 3. The demographic profile of the respondents in terms of level of education

Level of Education	Frequency	Percentage
Primary Education	2	2%
Secondary Education	40	40%
Undergraduate of Bachelor's degree	12	12%
Bachelor's degree	37	37%
Master's Degree	8	8%
Doctorate Degree	1	1%
Total	100	100%

Table 1.3 shows the demographic profile of the respondents in terms of level of education. 40 or 40% of the respondents have Secondary as their highest level of educational attainment. 37 or 37% of the respondents have Bachelor's as their highest level of educational attainment. 12 or 12% of the respondents have Tertiary as their highest level of educational attainment. 8 or 8% of the respondents have Master's as their highest level of educational attainment. 2 or 2% of the respondents have Primary as their highest level of educational attainment, and 1 or 1% of the respondents have Doctorate as their highest level of educational attainment. The majority of baqala managers had only completed primary school, had finished secondary education or with a university degree (Isaga, 2015, Belás et al., 2015, Gong & Yang, 2019). The results of this study are similar, seeing that most baqala managers did not attain post-graduate degrees, and therefore do not have a high level of educational attainment.

Table 4. The level of utilization of the Laissez-Faire style by the baqala managers

Laissez-Faire	WM	VI
1. I avoid making decisions.	2.18	Rarely
6. I provide my employees with as much freedom as possible.	3.11	Often
11. I do not bother knowing my employees.	2.43	Rarely
16. I do not use my authority.	2.35	Rarely
21. I allow my employees to run the business on their own.	2.79	Often
Overall Weighted Mean	2.57	Often

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 4 shows the level of utilization of the Laissez-Faire style by the respondents. The statement 'I provide my employees with as much freedom as possible.' got the highest weighted mean of 3.11, which is verbally interpreted as Often. It is followed by the statement 'I allow my employees to run the business on their own', which has a weighted mean of 2.79 and is verbally interpreted as Often. It is followed by the statement 'I do not bother knowing my employees.' with a weighted mean of 2.43, and is verbally interpreted as Rarely. It is followed by the statement 'I do not use my authority.' with a weighted mean of 2.35, and is verbally interpreted as Rarely. And lastly, the statement 'I avoid making decisions.' got the least weighted mean of 2.18 which is verbally interpreted as Rarely. The overall weighted mean of the level of utilization of the Laissez-faire style by the baqala managers, is 2.57, and is verbally interpreted as Often. These results signify that the baqala managers often engage in laissez-faire practices in handling their employees, especially in terms of providing freedom to their staff. Managers tend to give little to no direction to their employees and are regarded as "hands-off" leaders (Khan et al., 2015). This indicates that the managers think of their employees as reliable and deem them trustworthy in a state of independence that they do not apply their

power in position anymore. However, the findings also imply that the managers still make the final decisions and rarely avoid them, which means that they do not give complete control of the business to their employees and do not practice this characteristic often.

Table 5. The level of utilization of the Bureaucratic style by the baqala managers

Bureaucratic	WM	VI
2. I make decisions that I think produce the best possible outcome.	3.17	Often
7. I avoid favoritism.	2.87	Often
12. I am not good at communicating with my employees.	2.00	Rarely
17. I separate my personality from my work attitude.	3.05	Often
22. I use a step-by-step procedure in giving tasks.	3.16	Often
Overall Weighted Mean	2.85	Often

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 5 shows the level of utilization of the Bureaucratic style by the respondents. The statement '*I make decisions that I think produce the best possible outcome.*' got the highest weighted mean of 3.17, which is verbally interpreted as Often. It is followed by the statement '*I use a step-by-step procedure in giving tasks.*' got a weighted mean of 3.16 which is verbally interpreted as Often. In addition, the statement '*I separate my personality from my work attitude,*' garnered the weighted mean of 3.05 and is verbally interpreted as Often. Furthermore, the statement '*I avoid favoritism.*' got a weighted mean of 2.87 which is also verbally interpreted as Often. And lastly, the statement '*I am not good at communicating with my employees.*' got the least weighted mean of 2.00 which is verbally interpreted as Rarely. The overall weighted mean of Table 5, which discusses the level of utilization of the Bureaucratic style by the respondents, is 2.85, and is verbally interpreted as Often. The findings suggest that the baqala managers often practice the bureaucratic style in managing their employees, especially in making decisions that they think will produce the best outcome. The managers simply follow through a methodical process and do not stray from what must be done. In contrast with the statement of Al Khajeh (2018) that those with this leadership style do not communicate well, the table shows that the managers rarely have difficulties with communication which means that the respondents openly communicate with their employees and rarely practice this Bureaucratic style characteristic. Additionally, since the managers often separate work and personal aspects of their lives, while also avoiding biases or favorites, indicates that they have established a high level of professionalism in the work environment (Qaisi, 2015).

Table 6. The level of utilization of the Situational style by the baqala managers

Situational	WM	VI
3. I make on-the-spot decisions.	2.82	Often
8. I assess what my employees feel.	3.29	Always
13. I am able to communicate well with my employees.	3.23	Often
18. I change my style based on the situation given to me.	2.94	Often
23. I give tasks based on the capabilities and commitment of my employees.	3.03	Often
Overall Weighted Mean	3.06	Often

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 6 shows the level of utilization of the Situational style by the respondents. The statement ‘I assess what my employees feel.’ got the highest weighted mean of 3.29, which is verbally interpreted as Always. It is followed by the statement ‘I am able to communicate well with my employees.’ got a weighted mean of 3.23 which is verbally interpreted as Often. It is followed by the statement ‘I give tasks based on the capabilities and commitment of my employees.’ got a weighted mean of 3.03 which is verbally interpreted as Often. It is followed by the statement ‘I change my style based on the situation given to me.’ got a weighted mean of 2.94 which is also verbally interpreted as Often. And lastly, the statement ‘I make on-the-spot decisions.’ got the least weighted mean of 2 which is verbally interpreted as Often. The overall weighted mean of Table 6, which discusses the level of utilization of the Situational style by the respondents is 3.06, and is verbally interpreted as Often. The results imply that the baqala managers often apply the situational style in approaching their management especially in communicating with employees. This means that the managers evaluate and check up on their staff to establish a good relationship with them, and to provide them with tasks accordingly. These leaders can identify what their subordinates need and then adapt to their own styles to match those necessities with things such as commitment and level of motivation (Shonhiwa, 2016). Additionally, the leaders often make on-the-spot choices and respond to any given immediate situation. Oftentimes, these managers have no time for pre-planning and change their pace with the changing circumstances (Rao, 2017).

Table 7. The level of utilization of the Democratic style by the baqala managers

Democratic	WM	VI
4. I include my employees in decision-making	3.06	Often
9. I motivate my employees.	3.23	Often
14. I make sure there is open communication.	3.13	Often
19. I adopt the appropriate strategies needed by the company.	3.00	Often
24. I place a lot of trust in my employees to complete difficult tasks.	2.92	Often
Overall Weighted Mean	3.07	Often

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)
1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 7 shows the level of utilization of the Democratic style by the respondents. The statement ‘I motivate my employees.’ got the highest weighted mean of 3.23, which is verbally interpreted as Often. It is followed by the statement ‘I make sure there is open communication.’ got a weighted mean of 3.13 which is verbally interpreted as Often. It is followed by the statement ‘I include my employees in decision-making.’ got a weighted mean of 3.06 which is verbally interpreted as Often. It is followed by the statement ‘I adopt the appropriate strategies needed by the company.’ got a weighted mean of 3.00 which is also verbally interpreted as Often. And lastly, the statement ‘I place a lot of trust in my employees to complete difficult tasks.’ got the least weighted mean of 2.92 which is verbally interpreted as Often. The overall weighted mean of Table 7, which discusses the level of utilization of the Democratic style by the respondents is 3.07, and is verbally interpreted as Often. The findings indicate that the business managers often utilize the democratic style in leading the employees, especially in trusting and motivating them to accomplish tasks. The leaders motivate the employees by encouraging and directing them loosely. This makes the subordinates feel in control of the succeeding events such as promotions which then inspires them to work more diligently (Fatima et al., 2017; Bhatti, 2012). Baqala managers allow the employees to be involved in the business as much as possible, and guide them accordingly. Additionally, the managers apply the necessary strategies according to the company’s needs. When changes in markets, preferences, and other significant factors occur, the leaders, together with their subordinates, analyze how to adapt to these environmental changes, which suggests that the managers try to keep an active and open workplace (Sharma & Singh, 2013).

Table 8. The level of utilization of the Autocratic style by the baqala managers

5. I make decisions on my own.	2.75	Often
10. I do not trust my employees.	1.88	Rarely
15. I do not communicate at all with my employees.	2.02	Rarely
20. I lead my team with a strict approach.	2.88	Often
25. I assign jobs with strict deadlines to my employees.	2.66	Often
Overall Weighted Mean	2.44	Rarely

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 8 shows the level of utilization of the Autocratic style by the respondents. The statement ‘I lead my team with a strict approach.’ got the highest weighted mean of 2.88, which is verbally interpreted as Often. It is followed by the statement ‘I make decisions on my own.’ got a weighted mean of 2.75 which is verbally interpreted as Often. It is followed by the statement ‘I assign jobs with strict deadlines to my employees.’ got a weighted mean of 2.66 which is verbally interpreted as Often. It is followed by the statement ‘I do not communicate at all with my employees.’ got a weighted mean of 2.02 which is also verbally interpreted as Rarely. And lastly, the statement ‘I do not trust my employees.’ got the least weighted mean of 1.88 which is verbally interpreted as Rarely. The overall weighted mean of Table 8, which discusses the level of utilization of the Autocratic style by the respondents is 2.44, and is verbally interpreted as Rarely. This means that the managers hardly practice autocratic leadership in managing their employees. As it is the only leadership style that did not reach an overall weighted mean of “Often”, it is considered to be the least utilized leadership style among the five. However, the managers still often practice having the only say in decision-making, leading the group with a strict approach and giving strict deadlines. Autocratic leaders tend to assign fixed jobs and deadlines to their subordinates and only consider their own input important. Even though this may be advantageous to big corporations, to small businesses like baqalas, it is not favored (Dyczkowska & Dyczkowska, 2018). It is also said that this type of leader does not trust their employees and does not communicate with them (Akor, 2014). But since the managers rarely comply with these statements according to the results, this means that the managers put trust and still openly communicate with their subordinates.

Table 9. Summary of the level of utilization of the following leadership styles by the baqala managers

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 9 shows the overall level of utilization of the five leadership styles. The Democratic style is the most utilized with an overall weighted mean of 3.07. This is followed by the Situational style with 3.06, Bureaucratic style with 2.85, Laissez-faire with 2.57, which are all verbally interpreted as Often. The Autocratic style is the least utilized with an overall weighted mean of 2.44, which is the only one verbally interpreted as Rarely. This implies that the leadership styles mostly used by baqala managers are those that are engaging and open to employees, such as the Democratic and Situational styles. The leadership styles that are least used are ones that are either too strict and limited, such as Bureaucratic and Autocratic, as well as the

style that is too loose in authority such as Laissez-faire. In a similar study regarding leadership style utilization, which includes only Autocratic, Democratic, Laissez-faire, and Bureaucratic style, it is found that the managers also used Democratic the most, followed by Bureaucratic, Laissez-faire, and had Autocratic leadership style as the least utilized also based on weighted mean (Akor, 2014). Excluding the Situational style, all results are alike which suggests that small-scale business managers have a balance of employer-employee involvement. The findings indicate that democratic leaders, who are more open to their employees, as well as customers, are most deployed in small businesses as it scored the highest with a mean of 3.07. Managers may more effectively encourage their subordinates' unique ideas and creative thinking because they have better access to all staff members. This then causes employees to feel motivated to complete tasks since their efforts and performance are likely to be seen and praised (Dyczkowska & Dyczkowska, 2018). This type of empowering behavior from the manager influences employee satisfaction and commitment, which consequently results in greater business performance, and therefore leads to greater customer satisfaction (Namasivayam et al., 2014). This implies that having a democratic baqala manager can help strengthen and motivate employees, and provide better customer service at the same time.

Table 10. The leadership style dominantly used based on age

Age	Leadership Style	WM	VI
>24	Laissez-Faire	2.29	Rarely
	Bureaucratic	2.82	Often
	Situational	3.04	Often
	Democratic	2.84	Often
	Autocratic	2.00	Rarely
24-34	Laissez-Faire	2.66	Often
	Bureaucratic	2.90	Often
	Situational	3.07	Often
	Democratic	3.11	Often
	Autocratic	2.47	Rarely
35-44	Laissez-Faire	2.57	Often
	Bureaucratic	2.81	Often
	Situational	3.15	Often
	Democratic	3.12	Often
	Autocratic	2.53	Often
45-54	Laissez-Faire	2.40	Rarely
	Bureaucratic	2.75	Often
	Situational	2.92	Often
	Democratic	2.99	Often
	Autocratic	2.35	Rarely

55-64	Laissez-Faire	2.84	Often
	Bureaucratic	2.96	Often
	Situational	2.88	Often
	Democratic	2.80	Often
	Autocratic	2.88	Often

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 9 shows the leadership style that is dominantly used based on age. The respondents of ages under 24 use the Situational style the most with a weighted mean of 3.04 (Often), followed by the Democratic style with 2.84 (Often), Bureaucratic style with 2.82 (Often), Laissez-faire style with 2.29 (Rarely), and Autocratic style as the least used with 2.00 (Rarely). The respondents of ages 25-34 use the Democratic style the most with a weighted mean of 3.11 (Often), followed by the Situational style with 3.07 (Often), Bureaucratic style with 2.90 (Often), Laissez-faire style with 2.66 (Often), and Autocratic style as the least used with 2.47 (Rarely). The respondents of ages 35-44 use the Situational style the most with a weighted mean of 3.15 (Often), followed by the Democratic style with 3.12 (Often), Bureaucratic style with 2.81 (Often), Laissez-faire style with 2.57 (Often), and Autocratic style as the least used with 2.53 (Often). The respondents of ages 45-54 use the Democratic style the most with a weighted mean of 2.99 (Often), followed by the Situational style with 2.92 (Often), Bureaucratic style with 2.75 (Often), Laissez-faire style with 2.40 (Rarely), and Autocratic style as the least used with 2.35 (Rarely). Finally, the respondents of ages 55-64 use the Bureaucratic style the most with a weighted mean of 2.96 (Often), followed by Situational and Autocratic style both with 2.88 (Often), Laissez-faire style with 2.85 (Often), and Democratic style as the least with 2.80 (Often).

Table 11. The dominantly used leadership style by the baqala managers based on age

Age	Leadership Style	WM	VI
>24 years old	Situational	3.04	Often
24-34 years old	Democratic	3.11	Often
35-44 years old	Situational	3.15	Often
45-54 years old	Democratic	2.99	Often
55-64 years old	Bureaucratic	2.96	Often

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

The results mean that the selected managers under 24 years old, as well as those who are at ages 35-44, mostly utilized the Situational style. Those who are at ages 24-34 and 45-54 mostly utilized the Democratic style. Which would imply that younger leaders tend to provide more freedom and puts a lot of importance to a reciprocated relationship with employees. In a study regarding millennials in a workplace, it is found that the younger leaders use a two-way-communication strategy and demonstrate high levels of participative leadership styles (Chou, 2012). While those who are 55-64 years old mostly utilized the Bureaucratic style which may indicate that the older managers lead with a stricter technique compared to the younger leaders. In a different study concerning the Baby Boomers generation, it is found that because of a

tighter upbringing, these individuals tend to focus on themselves more and seek perfectionism through following exact policies and making firm choices on their own (Bako, 2016). This explains the implied correlation between the choice of leadership styles and age.

Table 12. The leadership style dominantly used based on level of education

Level of Education	Leadership Style	WM	VI
Primary Education	Laissez-Faire	3.10	Often
	Bureaucratic	3.10	Often
	Situational	3.60	Always
	Democratic	3.10	Often
	Autocratic	3.00	Often
Secondary Education	Laissez-Faire	2.66	Often
	Bureaucratic	2.56	Often
	Situational	2.91	Often
	Democratic	2.89	Often
	Autocratic	2.32	Rarely
Undergraduate of Bachelor's Degree	Laissez-Faire	2.82	Often
	Bureaucratic	2.62	Often
	Situational	2.98	Often
	Democratic	2.87	Often
	Autocratic	2.57	Often
Bachelor's Degree	Laissez-Faire	2.43	Rarely
	Bureaucratic	2.97	Often
	Situational	3.22	Often
	Democratic	3.30	Always
	Autocratic	2.44	Rarely
Master's Degree	Laissez-Faire	2.28	Rarely
	Bureaucratic	2.98	Often
	Situational	3.30	Always
	Democratic	3.18	Often
	Autocratic	2.68	Often

Doctorate Degree	Laissez-Faire	2.40	Rarely
	Bureaucratic	3.40	Always
	Situational	3.80	Always
	Democratic	3.20	Often
	Autocratic	2.40	Rarely

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

1.00-1.75 (Never); 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 10 shows the leadership style that is dominantly used based on the highest level of education the respondents attained. The respondents who finished Primary Level use the Situational style the most with a weighted mean of 3.60 (Always), followed by Laissez-faire, Bureaucratic, and Democratic style, all with 3.10 (Often), and Autocratic style as the least with 3.00 (Often). The respondents who finished Secondary Level use the Situational style with a weighted mean of 2.91 (Often), followed by the Democratic style with 2.89 (Often), Laissez-faire style with 2.66 (Often), Bureaucratic style with 2.56 (Often), and Autocratic style as the least with 2.32 (Rarely). The respondents who finished Tertiary Level use the Situational style the most with a weighted mean of 2.98 (Often), followed by the Democratic style with 2.87 (Often), Laissez-faire style with 2.86 (Often), Bureaucratic style with 2.62 (Often), and Autocratic style as the least with 2.57 (Often). The respondents who finished a Bachelor's Degree use the Democratic Style the most with a weighted mean of 3.30 (Always), followed by Situational style with 3.22 (Often), Bureaucratic style with 2.97 (Often), Autocratic style with 2.44 (Rarely), and Laissez-faire style as the least with 2.43 (Rarely). The respondents who finished a Master's Degree use the Situational style with a weighted mean of 3.30 (Always), followed by Democratic style with 3.18 (Often), Bureaucratic style with 2.98 (Often), Autocratic style with 2.68 (Often), and Laissez-faire style as the least with 2.28 (Rarely). Finally, the respondent who finished a Doctorate Degree uses Situational style the most with a weighted mean of 3.80 (Always), followed by Bureaucratic style with 3.40 (Always), Democratic style with 3.20 (Often), and Laissez-faire, as well as Autocratic style as the least with 2.40 (Rarely).

Table 13. The dominantly used leadership style by the baqala managers based on the level of education

Level of Education	Leadership Style	WM	VI
Primary Education	Situational	3.6	Always
Secondary Education	Situational	2.91	Often
Undergraduate of Bachelor's degree	Situational	2.98	Often
Bachelor's degree	Democratic	3.3	Always
Master's Degree	Situational	3.3	Always
Doctorate Degree	Situational	3.8	Always

Legend:

WM (Weighted Mean) ; VI (Verbal Interpretation)

11.00-1.75 Never; 1.76-2.50 (Rarely); 2.51-3.25 (Often); 3.26-4.00 (Always)

Table 11 shows the summary of the dominantly used leadership style by the baqala managers based on the level of education. The results show that the selected managers who have either Primary, Secondary, Tertiary, Master's, or Doctorate as their highest level of education, mostly utilized the Situational style. Finally, those who finished with a Bachelor's Degree mostly utilized the Democratic style. All of which are

still consistent with the overall results of the study having Democratic and Situational as the highly utilized styles. There are very limited studies that discuss the relationship between level of education and leadership but generally, these studies point out that when the level of education is high, leadership tends to be more effective (Green et al., 2011).

4. Discussion

This study describes the leadership styles of baqala managers in Qatar. From its overall utilization, dominant styles used, and the respondents' age and highest level of educational attainment. The data gathered from the survey are from baqala managers. Respondents are adults with ages ranging from below 24 to 64 years old, with a majority of managers who are aged 24-44 and the least who are 55-64 years old. It was also found that the usual age range for managers is 26-55 years old (Luthans et al., 2019). This supports that the managers are in prime and younger years since the majority of the baqala managers are under 50 years of age. This study once again proved that the business and management world is indeed male-dominated, as all 100% of the respondents are male. Most managerial positions are composed of men (Kroska & Cason, 2019). It is well established that most of the baqala managers in Qatar are male. In terms of the highest educational level, most of the baqala managers attained secondary education. Most of the managers graduated from either secondary education or with a university degree (Belás et al., 2015). This would imply that an individual can pursue being a baqala manager in Qatar with or without a high-level degree of education.

This study found that the most used style of leadership is the Democratic, followed by the Situational, Bureaucratic, Laissez-Faire and Autocratic styles, respectively. Interestingly, both Democratic and Situational leader styles are theoretically the best leadership styles as these both include the employees in business processes such as making decisions and asking for opinions (Iqbal et al., 2015). The Laissez-faire, which is also the 2nd least utilized style, is also characterized as providing freedom to employees. However, this leadership style is up to the extent that the manager becomes passive and does not take charge anymore. On the other hand, both Bureaucratic and Autocratic are the opposites of Situational and Democratic in a sense that these two styles do not allow much freedom and involvement to the employees as stated in the theoretical framework. Similarly, it was found that non-autocratic leadership was preferred in most cases, as strict approaches such as the two aforementioned leadership styles, limit the openness of the work environment (Rast et al., 2012). This means that the managers usually use unconfined styles when it comes to managing employees and values openness and involvement in the workplace.

Specifically, the findings show the dominantly used leadership style on each specific demographic profile of the respondents. Based on the age of the respondents, Democratic type of leadership is the most utilized styles. This is associated with a study regarding leadership and age gaps. It is said that millennials, ages 24 to 41 years old, prefer a respectful and united relationship between authority and subordinates (Bako, 2016). They seek flexibility in both their job description and working conditions which are all consistent with the characteristics of the Democratic leadership style. While those who are part of generation X, 42-57 years old, have the tendency to be honest, capable, and fair, and involves balancing personal life and work. Additionally, this generation seeks recognition for its work and values giving feedback to their leaders through involvement and reflection on different leadership decision-making circumstances (Al Asfour, 2014). However, the study of Bako (2016) suggested that the generations of the Baby Boomers (58-76 years old) prefer to share responsibilities and keep a collaborative relationship, which is a contradiction to the findings of this study that those who are 55-64 years old mostly use the Bureaucratic style.

Moreover, based on the highest level of educational attainment of the managers, Situational style is dominantly used by those who finished either Primary, Secondary, Tertiary, Master's, or Doctorate Degree, while those who finished a Bachelor's Degree mostly use the Democratic style. The Situational and Democratic styles are still in line with the general level of utilization.

5. Conclusions

It is concluded that 24-44 years old is the most prominent age of baqala managers comprising half of the total population of the study, which means that the baqala managers in Qatar are at their prime and young ages. In terms of sex, male is obviously the prominent, making up the totality of the respondents indeed proving that business is still a male dominated industry. As for the level of education, the majority of baqala managers had completed had finished secondary education

Moreover, it is concluded that the most prominent leadership style of the baqala managers is the Democratic style. A type of leadership that is balanced, open, and adaptive. It is well established that the managers do not lead with a strict approach and make sure that their employees are involved in the business as much as they can allow. The managers also do not restrict themselves to limited policies and can adjust well to change in any given situation. Aside from these, an open communication between the managers and employees is maintained which helps keep the work relationship in a mutual respect.

It is previously indicated that based on age, the prominently used leadership style is Democratic style by the 24–44-year-old managers. This is where the managers do not see their employees as someone below them but as someone they must cooperate with, having the same implications from the overall utilization of leadership styles. It is different from those of the older ages of 50 years old and above given that they might follow a more traditional and strict approach when it comes to management.

Furthermore, the results of the most utilized leadership style based on level of education is somehow isolated. Only those who graduated a Bachelor's Degree prominently utilized the Democratic style while those who finished the other 5 levels of education resulted in Situational style. Taking up everything into account, the results suggest that whatever level of formal education the managers have attained, it does not affect their choice of leadership styles.

Based on the findings of the study, it is recommended that Baqala managers maintain the use of Democratic style, an open management style that involves their employees in business operations. It is also recommended that baqala employees should willingly cooperate with their managers. Since most of the baqala managers are utilizing the Democratic style, the baqala employees should provide essential ideas and make sure to contribute and communicate openly with their managers. This will help create a symbiotic relationship between them, and help optimize work results.

Furthermore, it is recommended that future researchers who will be investigating the same phenomenon to use other statistical treatment on the data such as Regression Analysis, Analysis of Variance, and T-Test for further exploration on the correlation of the variables, as this current study is only limited to describing the leadership styles of the baqala managers. Finally, it is recommended to use this study as a basis for leadership training for baqala managers to develop their management competencies and broaden their knowledge on leadership styles. This will also help them evaluate their leadership styles, management strategies, and adapt to what may be the most appropriate to the work environment.

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