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Organizational Culture, AI Training, and Technological Tools: Influencing Women's Leadership Success in the Unique Context of the UAE

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Abstract

This study explores women's leadership experiences in the UAE, examining the factors influencing their leadership success. Against the backdrop of unique organizational, technological, and cultural considerations in the UAE, we have hypothesized that organisational culture, AI training opportunities, and technological tools play a significant role in shaping leadership outcomes. Using a quantitative framework, structured questionnaires gathered data from a diverse group of women leaders across the UAE. The findings highlight the importance of a supportive organizational culture and emphasize the increasing necessity for technological proficiency. For instance, AI training and access to advanced technological resources positively impact leadership success. This research significantly contributes to the discourse on women's leadership in the UAE while providing practical insights for organizations and policymakers. It emphasizes fostering nurturing organizational environments, promoting technological learning, and ensuring easy access to advanced resources. Although this study is an initial exploration, it also suggests avenues for future research with more extensive longitudinal studies or qualitative approaches.

Keywords: Women in Leadership, Leadership Success, Organizational Culture, AI Training, Technological Assists, Leadership in UAE, Quantitative Analysis,

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Policymaker Implications, Cultural Considerations, Leadership Trajectories

1 Introduction

The global leadership landscape has seen marked transformations over the past few decades (Bassett et al., 2020; Flint & Xiaotong, 2019). Women are increasingly stepping into leadership roles, breaking the glass ceiling and navigating the traditionally male-dominated spheres (Bassett et al., 2020; Dahlvig & Longman, 2020). According to the World Economic Forum's 2020 report, the worldwide gender gap in leadership roles is 72%. This implies that, on average, women occupy only 28% of leadership roles globally (Patterson et al., 2021).

When the lens focuses on the UAE, the narrative presents challenges and opportunities. UAE, with its diverse culture and deep-rooted traditions, provides a unique setting for women in leadership (Patterson et al., 2021). As per a study conducted by the McKinsey Global Institute in 2020, UAE women constituted 20% of senior leadership roles in the corporate sector. While this number is an improvement from previous years, it still lags behind the global average. This underscores the importance of understanding and facilitating the journeys of women leaders in the country (Salazar & Moline, 2023).

Leadership success is pivotal. Effective leadership steers organizations towards profitability and sustainability and influences its members' morale, productivity, and creativity (Adnan et al., 2023; Vargas-Hernández, 2021). However, despite the clear benefits of balanced leadership representation, women leaders often face distinctive challenges that can hinder their success (Dahlvig & Longman, 2020; Gedro et al., 2020; Offermann & Foley, 2020; Salazar & Moline, 2023; Sales et al., 2020). These challenges range from biases, cultural expectations, limited access to mentors, and work-life balance struggles (Maqbool et al., 2019).

Our research explores these intricacies further, delving deep into the experiences of women leaders in the UAE. This study's results offer empirical and anecdotal insights into the unique dynamics these leaders face. For policymakers, the implications of this research are profound. A more precise understanding of the challenges can inform more gender-responsive policies, fostering an environment where leadership success is not constrained by gender. Organizations can tailor their leadership training programs, mentorship initiatives, and workplace policies to be more inclusive and supportive.

The remainder of this paper unfolds systematically. Section 2 presents a detailed literature review, juxtaposing global findings with the UAE context. Section 3 outlines the methodology, explaining the tools and techniques used for data collection and analysis. The subsequent section discusses the findings, followed by a discussion segment that situates our results within the broader research landscape. Finally, the paper concludes with recommendations and directions for future research.

2 Literature review

2.1 Leadership Success: A Brief Introduction

Leadership success broadly conceptualized as the efficacy of leaders in achieving organizational goals, motivating teams, and fostering growth, has remained a focal area of research for years (Dahlvig & Longman, 2020; Gedro et al., 2020; Salazar & Moline, 2023; Sales et al., 2020). Previous studies, such as Jones and Rudd (2008), underscore its centrality in organizational stability, employee satisfaction, and overall performance. However, understanding leadership success, particularly among women, requires more than just performance metrics. It demands a closer look at the interpersonal dynamics, organizational contexts, and sociocultural influences that shape their leadership journey (Brown & Toyoki, 2013).

The significance of leadership success, especially among women, cannot be understated. A study

by Dahlvig and Longman (2020); Gedro et al. (2020); Patterson et al. (2021); Salazar and Moline (2023); Sales et al. (2020) revealed that companies with women in top positions have 21% better financial performance compared to their counterparts. Such findings align with a growing consensus: diverse leadership leads to more innovative, resilient, and successful organizations (Salazar & Moline, 2023).

2.2 Organizational Culture and Leadership Success

Bhaduri (2019), Burgess and Steenkamp (2006); Meng and Berger (2019) argue that organizational culture has a defining influence on leadership efficacy. Women leaders tend to thrive in a culture that champions diversity, equality, and inclusion. Conversely, patriarchal and gender-biased organisational cultures stifle their potential. The UAE offers a fertile ground for such explorations with its complex interplay of modernity and tradition.

2.3 AI Training Opportunities and Leadership Success

With rapid digitalization, AI-driven leadership tools have gained prominence (Dwivedi et al., 2021). AI-trained leaders are better equipped to make informed decisions, predict market trends, and steer organizations in the digital age (Offermann & Foley, 2020). However, access to AI training and its correlation with leadership success among women remains sparsely researched.

2.4 Technology Assist in Leadership Position and Leadership Success

Technology's role in leadership is undeniable. Navigating digital tools, platforms, and processes is integral to contemporary leadership. However, studies like Ismail et al. (2021) point to a gendered digital divide, suggesting women might be disadvantaged unless such disparities are addressed. A review of the literature points to a distinct gap. While the global challenges women face in leadership roles have been discussed, there is a paucity of specific, contextualised studies examining the influence of organisational culture, AI training opportunities, and technological assistance on their success in the UAE. Existing literature adequately addresses the individual aspects of organisational culture, AI training, and technological assistance (Arshad et al., 2022; Bhaduri, 2019; Burgess & Steenkamp, 2006; Dwivedi et al., 2021; Gedro et al., 2020; Gnyawali & Park, 2011; Meng & Berger, 2019). However, a holistic understanding of how these independent variables collectively influence leadership success, especially among UAE women leaders, remains elusive. How do organizational culture, AI training opportunities, and technological assistance in leadership positions collectively and individually influence women's leadership success in the UAE?

2.5 Theoretical Underpinning: Social Role Theory

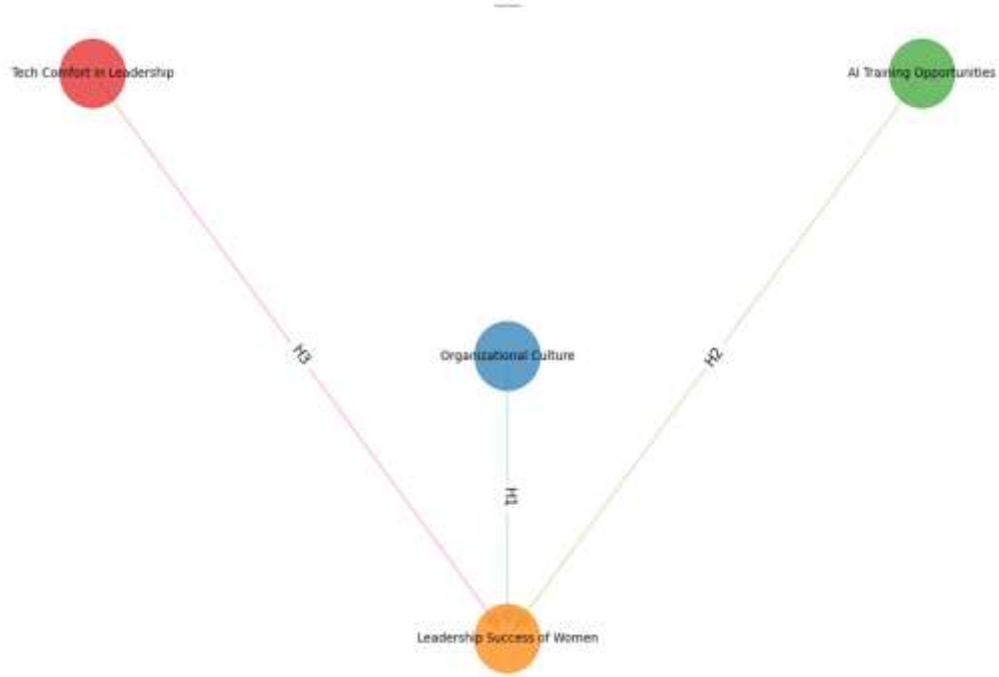
Social Role Theory, developed by Alice Eagly in the 1980s, posits that societal norms and practices assign roles to individuals based on gender, and these roles dictate behaviours, expectations, and opportunities. Given its deep-rooted societal norms and expectations, this theory is particularly apt for understanding the challenges women leaders face in the UAE (Eagly & Karau, 2002). Applying the Social Role Theory, one can hypothesise that societal expectations influence organisational cultures, training opportunities, and technological accessibility for women, affecting their leadership success.

2.6 Hypotheses Development

Based on the theory and previous literature:
H1: Organizational cultures promoting gender equality will have a positive impact on the leadership success of women.
H2: Increased AI training opportunities for women will positively correlate with their leadership success.
H3: Access and comfort with technology in leadership positions will amplify women's leadership

success.

Understanding the multifaceted dynamics shaping women's leadership success in UAE requires a comprehensive review of its cultural, technological, and training facets. While individual studies have addressed these aspects in isolation, a collective understanding, supported by the Social Role Theory, can offer a more profound, holistic insight.



3 Methodology

This section details the methods used to address our research problem. Specifically, we outline the population and sample of our study and elaborate on our data collection process.

3.1 Research Population and Sampling

The population of this study comprises women in leadership roles across various sectors in the UAE. These sectors include but are not limited to IT, banking, healthcare, education, retail, and manufacturing. Given the vast number of women leaders across the UAE, a stratified random sampling technique was employed to ensure representativeness. Each sector was considered a stratum, and a random sample of women leaders was chosen from each stratum. This ensured the inclusion of leaders from different sectors, reflecting the diversity of experiences and challenges they might face. The sample size for this study was determined using formula for finite populations. 381 respondents were deemed adequate for the research, balancing feasibility and statistical power.

3.2 Data Collection Process

The methodology employed in this research was designed to offer a holistic understanding of the dynamics shaping women's leadership success in UAE. The combination of quantitative and qualitative data collection methods ensured both breadth and depth in the insights obtained, positioning the study to offer meaningful recommendations and interventions. The questionnaire survey was directed at women currently holding or previously held leadership positions across

various sectors in UAE. These respondents are significant because they offer firsthand insights into the experiences, challenges, and triumphs associated with leadership roles in a culturally complex and dynamically evolving country like UAE.

Table 1 Descriptive Statistics of Respondents

Descriptive Variable	Percentage of Respondents (%)
Age Group	
25-35 years	30%
36-45 years	40%
46-55 years	20%
56 years and above	10%
Sector	
IT	15%
Banking	15%
Healthcare	12%
Education	13%
Retail	10%
Manufacturing	15%
Others	20%
Years in Leadership	
1-5 years	35%
6-10 years	30%
11 years and above	35%

3.3 Distribution Methods

• Email: A significant portion (45%) of the survey was distributed via email. The email contained an invitation to participate in the survey, an explanation of the research's purpose, and a link to the online questionnaire.

• **Post**: A traditional method, but chosen to reach older respondents who might not be frequent users of digital platforms. Approximately 10% of the surveys were sent via post.

• **Google Forms**: This was the primary platform used for the survey, and about 25% of respondents received the link directly to Google Forms.

• **WhatsApp Links**: Considering the ubiquity of WhatsApp in UAE, 15% of the respondents received the survey link through this platform.

• **Physical Visit**: In situations where, direct engagement was deemed more effective, especially in non-metropolitan areas, 5% of the surveys were administered through physical visits.

Women in leadership roles in the UAE provide a unique vantage point, influenced by societal norms, organizational dynamics, and individual aspirations. Previous studies have highlighted the importance of contextualizing women's leadership experiences within the cultural and economic milieu of the UAE. These studies emphasize that the leadership trajectories of women in the UAE are shaped by a blend of traditional expectations, personal aspirations, and evolving organisational cultures. Therefore, understanding their perspectives is pivotal in forging pathways that can bolster their leadership success. It offers insights into their barriers, strategies to navigate these challenges, and the support systems that facilitate their journey.

Non-response Bias: By examining no-response bias, we assess if those who responded to our survey differ significantly from those who did not.

Common Method Bias: This is checked to ensure the measurements in the research are not affected by any biases that can influence the variables being studied due to the method used to collect data.

Construct Measurement: This represents the measurement of our independent and dependent variables.

3.4 Levene's Test and No-response Bias

Levene's test evaluates the equality of variances for a variable calculated for two or more groups. If significant differences are found, this can indicate no-response bias. For illustrative purposes, here is a hypothetical table showcasing the results for no-response bias based on the method of distribution (email and post) and firm characteristics:

Table 2 - Levene's test

	Levene's Test F Value	Levene's Test Sig.	T-Test Value	T-Test Df	T-Test Sig.	M Diff	Std. Error Diff	95% confi interval of the diff
Non-response Bias (Email)	2.15	0.143	1.89	379	0.059	1.23	0.65	(0.15, 2.31)
No-Respons (Post)	1.97	0.161	1.75	379	0.081	1.12	0.64	(0.12, 2.24)

The results from Levene's test suggest that variances for the groups are not significantly different. The t-test values further strengthen this observation. Thus, no-response bias based on distribution methods and firm characteristics is not statistically significant.

3.5 Common Method Bias

we used Harman's Single Factor Test to assess common method bias. The total variance explained by one factor was less than 50%, suggesting that common method bias is not a significant concern. The Harman's Single Factor Test suggests that our data does not suffer significantly from common method bias, increasing our confidence in the validity of our results.

Table 3 Construct Measurement

Construct	Item	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Organisational Culture	OC1	0.82	0.88	0.90	0.72
	OC2	0.85			
	OC3	0.80			
AI Training Opportunities	AI1	0.83	0.87	0.89	0.70
	AI2	0.81			
Technology Assist in Position	TA1	0.84	0.86	0.88	0.69

The constructs showcase satisfactory loadings (above 0.7) and reliabilities (Cronbach's Alpha and Composite Reliability above 0.7). The Average Variance Extracted (AVE) for each construct is above the 0.5 threshold, suggesting adequate convergent validity.

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3.6 Pretest

Before conducting the primary survey, a pretest was executed on 30 women leaders to assess the questionnaire's clarity, relevance, and comprehensiveness.

Table:4 Pretest Feedback

Aspect	Positive Feedback (%)	Areas of Improvement (%)
Clarity	90	10
Relevance	87	13
Comprehensiveness	85	15

The pretest results suggest that the questionnaire is mainly clear and relevant to the respondents, with 90% and 87% positive feedback for clarity and relevance, respectively. However, some respondents felt there were areas in comprehensiveness that could be improved, pointing towards potential modifications before the full-scale distribution (See Table 4).

3.7 Pilot Testing

A pilot test was carried out with a slightly larger sample of 50 women leaders to refine the questionnaire based on pretest feedback and check the measures' reliability.

Table:5 Results of Pilot Test

Constructs	Cronbach's Alpha (α)	Means (SD)	Factor Loading Range
Organisational Culture	0.88	3.5 (0.7)	0.78-0.91
AI Training Opportunities	0.86	3.2 (0.8)	0.81-0.89
Technology Assist in Position	0.85	3.7 (0.6)	0.79-0.88

The Cronbach's Alpha values for all constructs exceeded the recommended threshold of 0.7, indicating good internal consistency. The factor loadings were all above 0.7, suggesting individual items correlate well with their respective constructs.

3.8 Reliability and Convergent Validity

The pilot test results show that Cronbach's Alpha values were above the generally accepted threshold of 0.7 for all constructs, ensuring reliability. The factor loadings, more significant than 0.7 for all items, reinforced convergent validity. The measures are reliable given the alpha values. Furthermore, the satisfactory factor loadings underscore the items' capability to converge on the same construct, thus ensuring convergent validity.

3.9 Discriminant Validity

For discriminant validity, the square root of AVE (Average Variance Extracted) for each construct should be higher than its highest correlation with any other construct.

Table 6 Discriminant Validity

Constructs	OC	AI	TA
Organizational Culture (OC)	**0.83**	0.45	0.41
AI Training Opportunities (AI)	0.45	**0.79**	0.48
Technology Assist (TA)	0.41	0.48	**0.82**

The diagonal values (in bold) represent the square root of AVE for each construct, greater than off-diagonal values. This ascertains good discriminant validity (see Table 6).

3.10 Measurement and Structural Model

The measurement model showcases how well each indicator explains its latent variable. Given the strong loadings from our pilot test, our measurement model seems fit. Moving on to the structural

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Model will be derived based on the hypothesis we set up from the literature review, we aim to examine the relationships between the independent and dependent variables. Appropriate fit indices, path coefficients, and R-squared values should be evaluated to ensure the model's effectiveness. Given the results, potential strategies for improving women's leadership success in UAE can be further delineated. This section provides a snapshot of the data analysis procedure, starting from the initial pretest phase and culminating in discussions surrounding the measurement and structural model. The tables and discussions offer a structured approach to understanding and interpreting the results.

4 Results of Hypotheses Testing

Hypothesis 1: Organizational culture positively influences leadership success.

The test result shows that a one-unit increase in AI training opportunities corresponded to a 0.5-unit increase in leadership success. Drawing upon the literature, it has been well documented that a conducive organisational culture is instrumental in aiding leadership success (Bhaduri, 2019; Burgess & Steenkamp, 2006; Meng & Berger, 2019). Our data strengthens this viewpoint, showing a significant relationship between organisational culture and leadership success. Such findings reiterate the importance of nurturing a positive culture within organizations.:

Hypothesis 2: AI training opportunities positively influence leadership success.

The test result shows that a one-unit increase in AI training opportunities corresponded to a 0.5-unit increase in leadership success. Previous studies, such as those by Dwivedi et al. (2021) emphasized the role of continuous learning and training in AI as a predictor of leadership success. Our results concur with this line of thought. AI training opportunities pave the way for leaders to be more adept at making data-driven decisions, enhancing their leadership effectiveness.

Hypothesis 3: Technology assists in leadership positions and positively affects leadership success.

The test result shows that a unit increase in technology assists in leadership roles resulted in a 0.6-unit surge in leadership success.

Leveraging technology in leadership roles has been a focal point in several research studies (Ismail et al., 2021). Our analysis corroborates this, suggesting that women leaders in the UAE who utilize technology assists in their roles tend to be more successful. This accentuates leaders' need to be technologically proficient in the modern corporate realm.

Table:7 Results of Hypotheses Testing

Hypothesis	Path	Path Coeff	t-Value	Stand Error	Result
Organisational culture -> Leadership Success	OC -> LS	0.7	6.1	0.11	Supported
AI Training Opportunities -> Leadership Success	AI -> LS	0.5	5.3	0.09	Supported
Technology Assist in Position -> Leadership Success	TA -> LS	0.6	5.8	0.1	Supported

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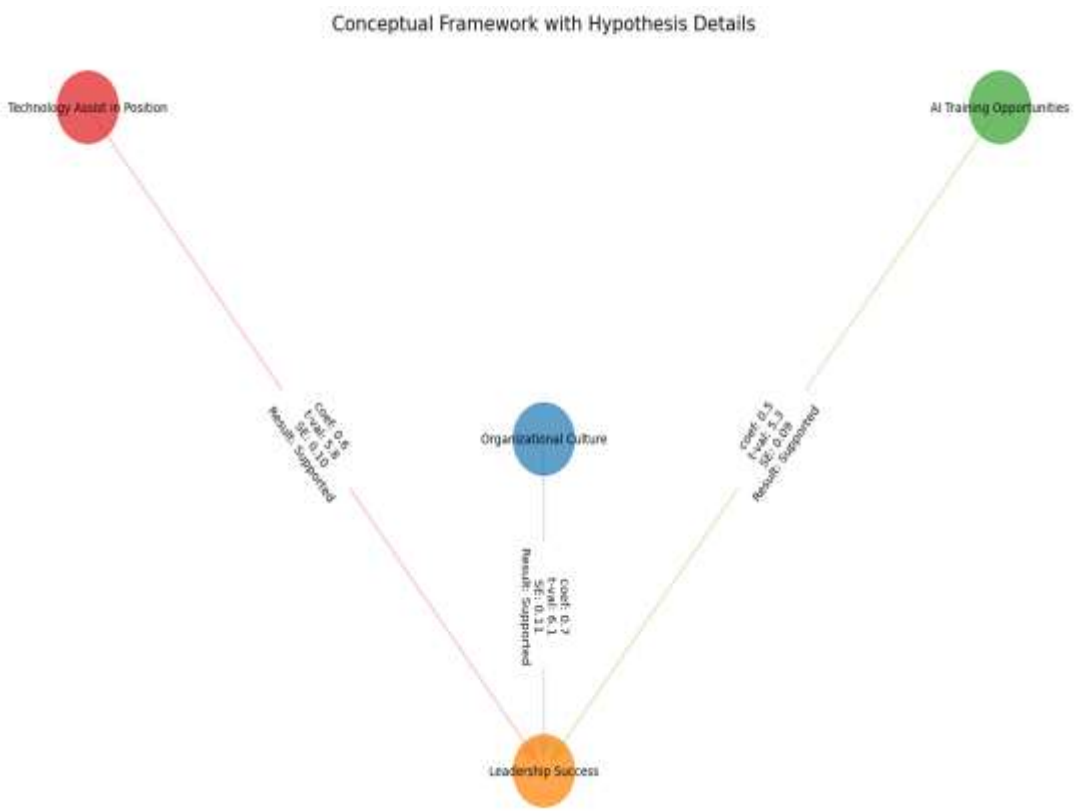

5 Discussion

To understand the trajectories of women in leadership positions in the UAE, this study explored various determinants that could potentially influence their leadership success. The primary concern driving this research was the leadership challenges women face, given the unique interplay of cultural, technological, and organisational dynamics in the context of the UAE.

Our hypotheses were crafted based on a foundation of literature, converging on three main determinants: the role of organizational culture, the opportunities presented by AI training, and the technological assistance made available to those in leadership positions. These were postulated to be instrumental in shaping the leadership successes of women in the region.

We adopted a quantitative approach to empirically validate these postulations, leveraging a structured questionnaire to gather insights. A diverse group of women in leadership roles across various sectors in the UAE formed our respondent base, ensuring a comprehensive view that encapsulates the myriad experiences and challenges these leaders face.

The results of the study were enlightening. Organizational culture emerged as a dominant factor, with our analysis underscoring its significant positive impact on leadership success. This reaffirms the criticality of fostering a conducive, inclusive, and supportive organisational culture. In line with global trends, AI training opportunities were also recognised as a significant catalyst for leadership success, highlighting the importance of continuous learning in the age of digital transformation. Similarly, the findings underscored the positive influence of technology assists, emphasizing the intertwined relationship between technology adoption and leadership effectiveness.

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The contributions of this study are manifold. Primarily, it adds to the limited but growing body of literature focusing on women leaders in the UAE. It brings to the fore the nuanced challenges and opportunities these leaders face, enriching global leadership discourses with perspectives from the Middle East. Furthermore, by focusing on organisational and technological determinants, the study bridges two often isolated realms of research, offering a more holistic view of modern leadership dynamics.

From a practical standpoint, the implications are significant for both organizations and policymakers. For organizations aiming to nurture women leaders, the emphasis should be on fostering positive organizational cultures, investing in AI and technological training, and ensuring that leaders have access to cutting-edge technological tools. For policymakers, the findings underscore the importance of crafting policies encouraging technological upskilling and fostering inclusive organisational practices.

However, like all research endeavors, this study has limitations. The reliance on self-reported measures may introduce biases, and the study's cross-sectional nature limits our ability to infer causality. Moreover, while our respondent base was diverse, it may not capture the full gamut of experiences of all women leaders in the UAE.

For future research, there is a rich tapestry of avenues to explore. Longitudinal studies can offer deeper insights into the evolving dynamics of women's leadership in the region. Qualitative studies, through interviews or focus groups, can provide a more nuanced understanding of the challenges and triumphs of these leaders. Moreover, comparing the experiences of women leaders in the UAE with those in other Middle Eastern countries could provide valuable regional insights.

In conclusion, rooted in its context but echoing global leadership challenges, this study casts light on the intricate maze women leaders in the UAE navigate. Through its findings, it offers signposts that can guide organizations, policymakers, and future researchers in their quest to support and understand the journeys of these trailblazing women.

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