

The Influence of Leadership Dynamics and Workplace Stress on Employee Performance in the Entrepreneurial Sector and the Moderating Role of Organizational Support

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ABSTRACT

Employee performance is crucial to the success of organizations, particularly in the entrepreneurial sector. Various factors, such as abusive supervision, job stress, turnover intention, and agile leadership, play a significant role in determining performance outcomes. **This study aims to** evaluate how perceived organizational support moderates the effects of these factors on employee performance in public firms in the UAE. Data were gathered from a valid sample of 211 respondents. The analysis employed measurement and structural model assessments using Smart PLS version 4.0. **The results** validated the internal consistency reliability, convergent validity, and discriminant validity of the latent constructs. Structural equation modeling indicated significant effects of agile leadership, abusive supervision, and job stress on employee performance. **Furthermore**, perceived organizational support was found to significantly moderate the relationships between agile leadership and employee performance, abusive supervision and employee performance, and job stress and employee performance. Based on these findings, several policy recommendations were made for public sector firms in the UAE, particularly highlighting the importance of supportive leadership practices in enhancing employee performance within the entrepreneurial sector.

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1. INTRODUCTION

In the contemporary environment, organizations are working in a competitive environment where the performance of their employees has been regarded as a critical factor towards success or failure. The term performance has been considered as a specific work activity where the job performance is a stage of a realization that occurs as an outcome of the individual's work [1]. For this reason, performance is concerned with the work; as a result, it is defined as what to do and how to accomplish a task. Meanwhile, it is regarded as a personal ability of the employee to perform those activities which can actively contribute towards the organization's development [2]. Despite extensive research on employee performance, a significant gap exists in understanding

how specific leadership behaviours and organizational Stress affect performance in public sector firms, particularly in the UAE. This study addresses this gap by examining the interplay between abusive supervision, job stress, turnover intention, and agile leadership on employee performance. Aligning with the UN's Sustainable Development Goals (SDGs), particularly Goal 8: Decent Work and Economic Growth, this research underscores the importance of fostering a supportive work environment to enhance employee performance and organizational success [3].

The primary objective of any organization is to enhance employee performance, with leadership playing a crucial role. Effective leadership from top management ensures efficient resource use [4]. Leadership drives financial and non-financial success by providing strategic direction for implementing organizational strategies. Leadership's impact on organizational performance has been well-documented over the past decades [5]. Upper echelons theory posits that critical leaders influence organizational outcomes. Leaders shape organizational performance through their behaviours and strategic choices directly and indirectly [6]. Additionally, leaders are vital in policy formulation, resource allocation, and creating competitive advantages. Intangible assets such as leadership, competence, and skills significantly contribute to organizational success [7].

Agile leadership, a less studied but promising area, is based on principles that can bring significant benefits. These principles include the ability to handle changing market dynamics, viewing the organization as an adaptive system, and fostering a problem-solving approach [8]. Job stress, which encompasses all threats affecting employees, reflects the mismatch of demands and resources at the workplace, leading to negative outcomes [9]. The JD-R model, a well-regarded framework for understanding occupational stress, covers interactive and environmental factors. Stress, defined as negative affect resulting from workplace conditions can have detrimental effects on both individuals and organizations.

Additionally, employee turnover intention refers to the inclination or likelihood of leaving the organization [10]. In this context, an employee's intention to leave the organization has been extensively studied in both recent and past research. However, the concept of employee turnover intention is associated with two different perspectives on productivity [11]. In this regard, new employees could develop superior skills, expertise, knowledge, and capabilities to increase productivity in similar work settings [12]. In the contemporary environment, employee turnover intention is a complex phenomenon for researchers and HR managers to overcome [13].

More specifically, the title of employee turnover intention would be regarded as harmful due to its impact on lowering employee morale and productivity dynamics. This is because turnover intention is not only a strong indicator of turnover but also reflects the employees' response in psychological perspectives like job anxiety or stress. Consequently, both employees and their organization find departures undesirable, leading to mutual disappointment. In light of this discussion, this research has established the following objectives: (1) To study the impact of Abusive supervision on employee performance in public sector entities of UAE. (2) To study the impact of Job Turnover intention on employee performance in public sector entities of UAE. (3) To study the impact of Job Stress on employee performance in public sector entities of UAE. (4) To study the impact of Agile Leadership on employee performance in public sector entities of UAE.

The remainder of this paper is organized as follows: Part II presents a Literature Review, describing the key variables and their theoretical foundations, including Abusive Supervision, Job Stress, Turnover Intention, and Agile Leadership. Part III details the Research Methodology and Conceptual Framework, including the sample of 211 respondents from public sector firms in the UAE and outlining the data collection and analysis procedures, such as descriptive statistics, multivariate assumption testing, and structural equation modeling. Part IV discusses the Results, presenting findings from the measurement and structural models and providing an in-depth analysis of the relationships between the studied variables. This section also includes policy implications derived from the research findings. Finally, Part VI concludes the paper by summarizing the key insights and discussing their impact on theory and practice.

2. LITERATURE REVIEW

Extensive research has examined the relationship between various organizational factors and employee performance. In this context, abusive supervision, job stress, turnover intention, and agile leadership are particularly significant. Aligning with the UN's Sustainable Development Goals (SDGs), particularly Goal 8: Decent Work and Economic Growth, this research underscores the importance of fostering a supportive work environment to enhance employee performance and organizational success.

2.1. Abusive Supervision and Employee Performance

Recent and past studies have explored the connection between abusive supervision and employee performance. Abusive supervision has gained much attention in the Western Academy of Management. However, there needs to be more debate over the stated topic and its link to employee performance in the Chinese economy. Considering the stated research gap, they collected data from 338 employees and 128 supervisors from 6 electronic manufacturing companies in the Beijing province. The study findings show that in Chinese organizations, trust in supervisors significantly mediates the relationship between abusive supervision and employee performance. However, the abusive supervision tends to reduce the employee performance in China [14]. Examine the impact of abusive supervision on employee performance while adding the role of supervisor over-attributions in the model. The study findings indicate that a lower level of supervisor-rated employee performance is related to supervisor-biased attributions to employee conscientiousness, resulting in employee-rated abusive supervision.

H1: There is a significant impact of abusive supervision on the employee performance.

2.2. Job stress and Employee Performance

The nexus between job stress and employee performance has gained both theoretical and empirical attention. For example, Basit and Hassan have examined the relationship job stress and employee performance [15]. A questionnaire comprises of 26 items of the study variables have been developed for which the data have been collected on the five-points likert scale. The study's findings show that job stress related factors entitled time pressure and role ambiguity create a negative influence on the employee performance. However, lack of motivation has no significant link with the employee performance. Moreover, increasing the time pressure and role ambiguity can only boost a reduction in the employee performance. Goswami has examined the trends in employee performance as determined by the job stress [16]. The author claims that among several, inability to meet the job-demands, mismatch with the job profile, relationship with the co-workers, and several other organizational factors are the key contributors. The study findings through z-test reflect that factors like fear about the job, anger, and anxiety are among the key factors of stress which further reduce the employee performance. Examines the relationship between job stress, employee performance and job satisfaction. Several research hypotheses have been developed and tested through empirical analysis. The study's findings confirm that job stress is negatively and significantly linked with the employee performance [17].

H2: There is a significant impact of job stress on the employee performance.

2.3. Turnover intention and Employee Performance

Turnover intention is among the significant predictors of employee performance and its adverse impact. For this purpose, Soelton have considered the title of turnover intention and its link with employee performance in the heavy equipment transportation service industry [18]. The study's findings reflect that turnover intention and job insecurity are significantly and negatively linked with employee performance. The research gap by proposing a model for employee turnover intention among Chinese joint ventures. Moreover, the authors have also examined the critical antecedents of turnover intention and their linkage with employee performance. Data was collected from 247 employees as tested for the hypothetical relationship. All the hypotheses have been tested through LISREL. The empirical findings indicate that turnover intention has a significant negative impact on employee performance. Furthermore, perceived organizational support often mediates the relationship between turnover intention and employee performance. Determine the direct relationship between employee turnover intention and employee performance [19]. Moreover, the study further explores the mediating role of employee happiness. Using the SEM technique, the analysis was conducted on a sample of 722 usable questionnaires. The findings reveal a significant negative relationship between turnover intention and employee performance.

H3: There is a significant impact of turnover intention on employee performance.

2.4. Agile Leadership and Its Impact on Employee Performance in the Entrepreneurial Sector

Agile leadership refers to a leadership style that helps remove roadblocks for employees so they can perform effectively and productively. In this regard, it is inferred that agile leadership and employee performance are directly connected, and the same has been regarded in various available studies. For example, Turan claim that the agile leadership style can be helpful for both the employees and the organization in tracking critical environments [20]. For this purpose, their study has examined the nexus between agile leadership and employee performance. The study findings reveal that both agile leadership and employee performance are

connected. Yalçın and Özgenel aim to examine the effect of agile leadership on teachers employee performance and professional development. Data was collected from 575 respondents and tested using the ANOVA, t-test, correlation, and regression analysis. The study findings show that agile leadership positively determines the teachers attitude toward professional development and performance [21].

This literature review aligns with the UN's SDGs by emphasizing the importance of decent work and economic growth, particularly in public sector reforms [3], [22]. Furthermore, the agile leadership style is particularly relevant in the entrepreneurial sector, where flexibility, adaptability, and responsiveness are crucial for business success. Implementing agile leadership can help entrepreneurs navigate dynamic markets, innovate, and foster a productive work environment, thereby contributing to sustainable development goals (SDGs), especially Goal 8: Decent Work and Economic Growth, and Goal 9: Industry, Innovation, and Infrastructure [23].

H4: There is a significant impact of agile leadership on employee performance.

Figure 1 covers the conceptual framework of the study, showing the relationships between the variables of interest.

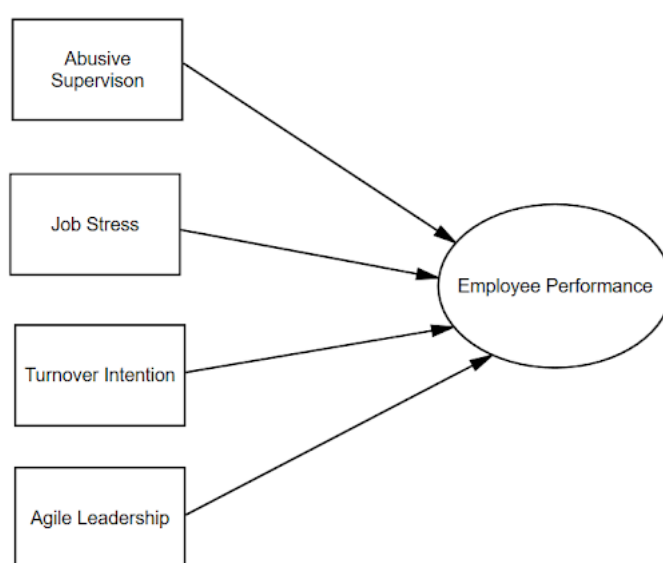


Figure 1. Conceptual Framework of the Study

Figure 1 presents the conceptual model illustrating how abusive supervision, job stress, turnover intention, and agile leadership influence employee performance. Each independent variable is hypothesized to directly impact employee performance, represented by the arrows pointing toward the "Employee Performance" node. The model sets the foundation for examining the interplay of these variables within the context of public sector firms in the UAE [24].

3. METHODOLOGY

The present study employs a deductive research approach, which is characterized by the formulation of hypotheses derived from existing theories and their subsequent empirical testing. To gather the necessary data for this research, a survey questionnaire was meticulously designed and administered to a representative sample. This structured approach ensures the research remains methodical and allows for rigorous testing of the predefined hypotheses. The survey questionnaire's development involved a comprehensive review of existing literature to identify pertinent items for the variables under investigation. These items were carefully adapted, with slight modifications, to ensure their relevance and applicability to the specific context of this study. This adaptation process was crucial to maintaining the validity and reliability of the measures for the targeted population. As detailed in Table 1, the variables were measured using a Likert scale ranging from strongly disagree to strongly agree. This scaling method provides a nuanced approach to capturing respondents'

attitudes and perceptions, facilitating precise data analysis. By employing this methodology, the study aims to produce robust, generalizable findings that significantly contribute to the existing body of knowledge in the field. The rigorous design and thorough literature grounding ensure that the study's outcomes are both reliable and relevant to contemporary academic and practical discussions. The integration of theoretical and empirical work ensures that the study remains grounded in scholarly rigor while addressing practical implications, thereby bridging the gap between theory and practice. By integrating theoretical foundations with empirical evidence, the study maintains scholarly rigor while addressing practical implications, thereby effectively bridging the gap between theoretical concepts and real-world applications. This comprehensive approach underscores the study's commitment to advancing both theoretical understanding and practical solutions in the field.

Table 1. Reliability and Convergent Validity

Scale Item (Adapted)		Measurement	Source
Job Stress: In this organization			
1.	There is a significant amount of work and a fear of having very little time to complete it.	Strongly disagree to strongly agree (1 to 5)	Shukla & Srivastava
2.	Feeling so burdened, even a single day without work seems unfavorable.		
3.	There is a perception that individuals rarely take leave.		
4.	Many people in the office are exhausted by the company’s demands.		
5.	The job makes them nervous.		
6.	The impact of this job on employees is significant.		
7.	Often, this job becomes a significant burden.		
8.	When individuals think about their job, they feel a tightness in their chest.		
9.	Employees feel guilty when they take leave.		
Turnover intention			
1.	There is an intention to leave the organization.	Strongly disagree to strongly agree (1 to 5)	Khatri, Fern, and Budhwar
2.	There is an intent to make a genuine effort to find another job over the next few months.		
3.	Quitting is often contemplated.		
Agile Leadership: In this organization, the supervisor/Leader			
1.	Always share responsibilities with members of the company.	Strongly disagree to strongly agree (1 to 5)	Perker
2.	Has the ability to recognize problems to make decisions.		
3.	Always ready to face all challenges in the changing business environment.		
Abusive Supervision: The supervisor/Leader			
1.	Ridicules the employees.	Strongly disagree to strongly agree (1 to 5)	Mitchell & Ambrose,
2.	Tells the employees that their thoughts or feelings are stupid		
3.	Gives the employees the silent treatment		
4.	Puts the employees down in front of others.		
5.	Invades the privacy.		
6.	Reminds the employees of my past mistakes and failures.		

Employee Performance		
1.	Tasks are performed attentively and correctly.	Strongly disagree to strongly agree (1 to 5)
2.	Tasks are completed as per the specifications and standard.	
3.	Materials and tools meet the set criteria and standards.	
4.	Quality inspection is conducted prior to the delivery of goods or services.	
5.	Products or services meet the expectations of customers.	
6.	The units of output meet organizational expectations.	
7.	The units of output under the employees responsibility correspond to their skills and ability.	
8.	values the employees contributions to its well-being.	
9.	Considers the employees goals and values.	
10.	Considers the general satisfaction at work.	
11.	Is willing to help the employees when they need a special favor	

Table 1 presents the scale items and their corresponding measurements for the key study variables, including Job Stress, Turnover Intention, Agile Leadership, Abusive Supervision, and Employee Performance. Each variable is measured using a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree". The table also lists the sources from which the scale items were adapted, ensuring the reliability and validity of the measurements [25].

Table 2. Response Rate

Details	Frequency	%
Total questionnaire as distributed	228	100
Total questionnaires received	223	90.87
Total Questionnaires not returned by the respondents	5	2.19
Questionnaires with the invalid/missing responses	12	5.26
Final & Valid Response Rate	211	92.54

As per the information above in Table 2, 228 questionnaires were initially distributed among the top-level managers, with one questionnaire assigned to each public firm. Out of these the researcher along with the team members, was able to collect 223 questionnaires. In this regard, a total number of five questionnaires were not returned by the respondents, which is regarded as non-response. The detailed investigation of the collected copies showed 12 questionnaires with some missing or invalid responses. Consequently, such questionnaires were also dropped from the final sample. In this regard, it is found that the present study has achieved a valid sample of 211 questionnaires with no missing responses, showing a response rate of 92.54%. As per the research contribution of Mugenda and Mugenda, a 50% response rate is considered adequate, 60% is good, and 70% is perfect. However, the present study has achieved a valid response rate of approximately 93%, which can be regarded as good enough for applying the various statistical techniques under the data analysis approach [26].

For empirical estimations, the study considers the measurement model and structural model, for which details are given in Figure 2.

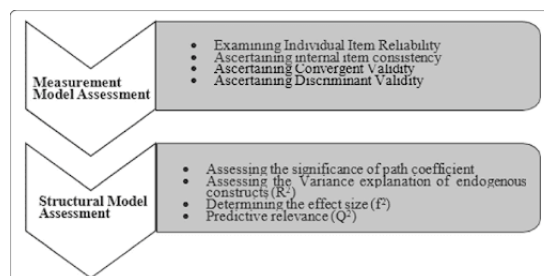


Figure 2. Two Step Approach

Figure 2 illustrates the framework for assessing both the measurement model and the structural model within the study. The Measurement Model Assessment includes examining individual item reliability, ascertaining internal item consistency, convergent validity, and discriminant validity [27]. These steps ensure that the measurement model accurately reflects the constructs being studied. The Structural Model Assessment involves evaluating the significance of path coefficients, the variance explanation of endogenous constructs (R^2), effect size (f^2), and predictive relevance (Q^2). This comprehensive framework is crucial for validating the relationships among constructs and ensuring the robustness of the research findings [28].

The structural model assessment involves evaluating the relationships among the constructs within the model to validate the research hypotheses and the robustness of the findings. This includes assessing the significance of path coefficients, which represent the strength and direction of the relationships between constructs in the structural model. These are evaluated for significance using statistical tests to determine if the relationships are not due to random chance. Additionally, assessing the variance explanation of endogenous constructs (R^2) indicates the amount of variance in the endogenous constructs that is explained by the exogenous constructs. Higher R^2 values suggest that the model has strong explanatory power. Furthermore, determining the effect size (f^2) measures the impact of a specific predictor construct on an endogenous construct, helping to understand the practical significance of each predictor in the model. Lastly, predictive relevance (Q^2) is an indicator of the model's predictive relevance, evaluated using the Stone-Geisser criterion. If Q^2 is greater than zero, the model has predictive relevance, suggesting that it can accurately predict the data points outside the sample used for model estimation.

4. RESULTS AND DISCUSSION

This study assesses the measurement and structural models, confirming the reliability and validity of latent variables using Cronbach's alpha and composite reliability. Results show significant impacts of abusive supervision, job stress, and agile leadership on employee performance, as detailed in Table 5, Figures 3 and 4.

4.1. Assessment of the Measurement Model

In the available literature on empirical estimations, the two-step approach entitled measurement model and structural model has much significance. In the available literature on empirical estimations, the two-step approach entitled measurement model and structural model has much significance [6], [15], [20]. More specifically, the term measurement model helps examine the reliability and validity of the latent variables under observation in research. Considering the reliability of the latent constructs, the Cronbach alpha and composite reliability have been regarded as the most cited measures in the available studies. More specifically, the term Cronbach alpha has been considered the lower bound, whereas composite reliability is the upper bound for internal reliability consistency in the model [29].

Additionally, the values of these measures should be at least above 0.70 and less than 0.95 to avoid issues like indicator redundancy, which can further compromise the content validity in the model [30]. Considering the internal consistency reliability of the selected latent constructs, the findings have been reported under Table 3, where Figure 3 provides the measurement model input diagram layout. As per the given finding in Table 3, the values of Cronbach alpha for the variables ABS, AGL, EMP, JST, and TIN have been found to be above 0.70, respectively. These values are clearly above the threshold level of 0.70 but lower than 0.95, confirming the internal consistency reliability of the latent variables. Moreover, the values for the composite reliability of these variables are above the threshold level, accordingly. Hence, both of the measures for internal consistency and reliability are in the acceptable range [31].

On the other hand, the measurement model's findings also provide an outlook on convergent validity, which can be justified through average variance extracted or AVE. It is believed that the values of the latent constructs in terms of AVE should be above 0.50 to claim a convergent validity in the model for the given variables of interest. As per the findings in Table 3, the relative AVE values for the variables ABS, AGL, EMP, JST, and TIN are 0.640, 0.924, 0.662, 0.609, and 0.737. These values are clearly above the defined rule of thumb of 0.50 [32]. Therefore, this study infers that convergent validity also exists. Additionally, the findings in Figure 4 provide the relative loadings of the items as linked with the individual latent constructs. It was found that the loadings for selected items were reasonably above 0.50 [33].

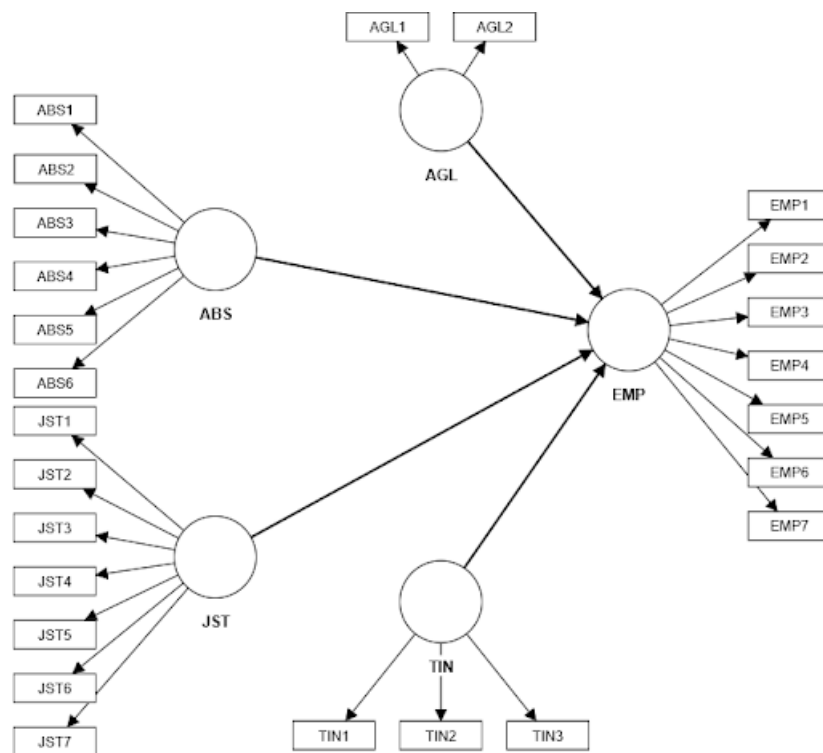


Figure 3. Measurement Model Input

Figure 3 shows the structural equation model (SEM), which depicts the complex relationships among abusive supervision (ABS), job stress (JST), turnover intention (TIN), agile leadership (AGL), and employee performance (EMP). The model includes multiple indicators for each latent construct, demonstrating these variables direct and indirect effects on employee performance [24]. The arrows indicate the hypothesized paths, visually representing the study's analytical framework. Figure 3 is essential for understanding the mediating and moderating effects of the research [34].

Table 3. Reliability and Convergent Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	(AVE)
ABS	0.888	0.891	0.914	0.640
AGL	0.919	0.967	0.960	0.924
EMP	0.915	0.920	0.932	0.662
JST	0.881	0.918	0.912	0.609
TIN	0.824	0.852	0.894	0.737

Table 3 presents the reliability and validity metrics for the study variables, including abusive supervision (ABS), agile leadership (AGL), employee performance (EMP), job stress (JST), and turnover intention (TIN). The metrics encompass Cronbach's alpha, composite reliability (rho_a and rho_c), and average variance extracted (AVE) [35]. Cronbach's alpha values span from 0.824 to 0.919, demonstrating high internal consistency for all variables. Composite reliability values (rho_a and rho_c) exceed 0.8 for all constructs, demonstrating strong construct reliability. The AVE values are all above the threshold of 0.5, indicating good convergent validity [36].

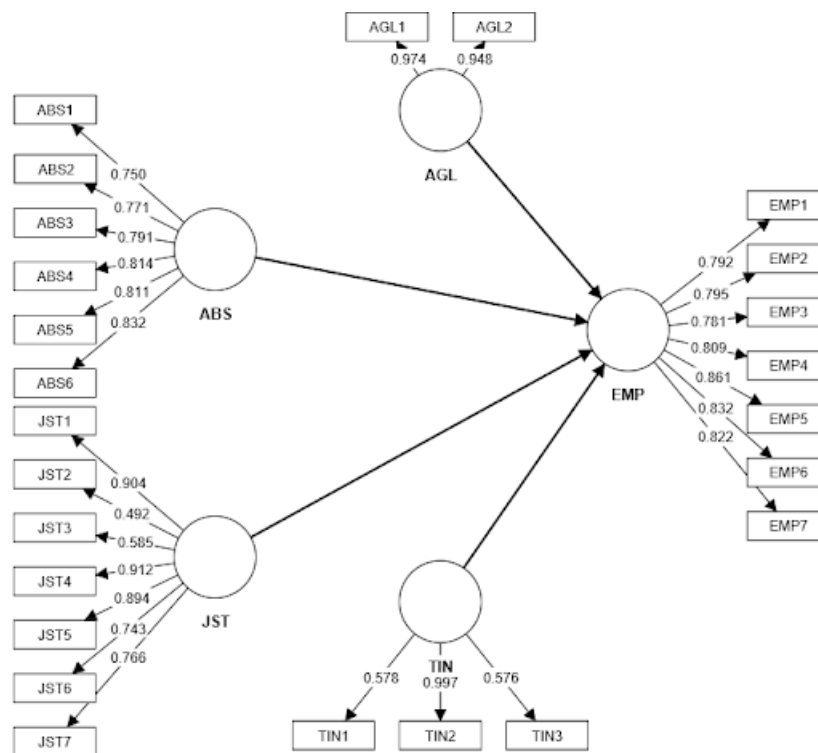


Figure 4. Measurement Model Output

In addition, based on Figure 4, the present study examined the trends in discriminant validity of the latent constructs using Smart PLS version 4.0. This involves evaluating whether a construct in the model is distinct from others. Fornell and Larcker recommend comparing the AVE of each construct with its squared inter-construct correlation to assess shared variance. However, recent studies have found this metric inadequate [37]. Henseler suggest using the heterotrait-monotrait (HTMT) ratio of correlations, which defines the average item correlations across constructs relative to the geometric mean of the average correlations for items measuring the same construct. High HTMT values indicate potential discriminant validity issues. Henseler recommend a threshold value of 0.90, with values exceeding this indicating issues, and a more conservative threshold of 0.85 for distinct constructs. Bootstrapping can further assess if HTMT values deviate significantly from 1.00 or the lower threshold [38]. The present study's findings use HTMT ratios to analyze discriminant validity.

Table 4. Reliability and Convergent Validity

Variables	ABS	AGL	EMP	JST	TIN
ABS					
AGL	0.082				
EMP	0.831	0.042			
JST	0.376	0.099	0.197		
TIN	0.087	0.520	0.056	0.119	

The results under Table 4 indicate that the relative HTMT ratio between variables such as ABS, AGL, EMP, JST, and TIN is less than the stated threshold level of 0.90. Therefore, it is inferred that there is sufficient evidence for discriminant validity among these latent constructs of the model.

4.2. Analysis of the Structural Model

The direct relationships between the variables have been covered in Table 5 through coefficients, standard deviation, T-values, and relative p-value, respectively. The findings reveal that ABS significantly impacts employee performance among public firms in the UAE [39]. More specifically, the t-value of -4.645 has been

achieved through the standard deviation of 0.031, leading towards a p-value of 0.000, which is highly significant at 1%. It shows a negative and significant impact of higher abusive supervision on employee performance among the public entities of the UAE. It shows that more ABS does not indicate employee performance as it adversely impacts the employee's performance factor, which is not a good indication of better organizational outcomes [40]. Considering the negative and significant relationship between ABS and EMP, several related channels and mechanisms with associated factors can be expressed. For example, ABS) can be characterized by the employer's use of hostile verbal and non-verbal behaviours at the workplace, along with the exertion of power for detrimental purposes [41]. Such behavioural outcomes can harm employee performance (EMP) within public firms in the UAE. Moreover, factors like ABS may contribute to heightened psychological stress among the employees working in public firms because such continuous exposure to negative behaviours from supervisors and top-level management creates higher anxiety among the employees while creating a hostile work environment. Meanwhile, the upward shift in the employees stress levels has the potential to negatively impact their cognitive abilities and decision-making capabilities, creating a negative impression on the EMP of the employees at public firms in the UAE [42].

Table 5. Direct Relationships Between the Variables

Directions	Coefficients	Standard deviation (STDEV)	T-values	P values
ABS ->EMP	-0.144	0.031	-4.645	0.000
TIN ->EMP	0.043	0.044	0.960	0.337
JST ->EMP	-0.265	0.066	-4.015	0.000
AGL ->EMP	0.787	0.046	17.166	0.000

In addition, the finding under Table 5 also determines the coefficient and relative t-statistics for exploring the impact of turnover intention on employee performance. The coefficient value is positively insignificant (i.e., $\beta=0.043$, standard deviation=0.044, T-value=0.960, p-value=0.337) [43]. The stated results reveal that although the turnover intention is positive towards employee performance, this impact is insignificant at a 1% or 5% significance level. Therefore, it is inferred that TIN has no significant effect on EMP among the public firms in the UAE. Hence, H2 is not supported [44].

The results clearly demonstrate that job stress (JST) has a detrimental effect on employee performance (EMP) in the UAE public sector. The coefficient of JST on EMP is -0.265, with t-statistics of -4.015 and a p-value of 0.000, indicating a highly significant negative effect. This finding underscores the urgent need for interventions to mitigate job stress and improve employee performance [45].

Furthermore, agile leadership (AGL) has a positive impact on employee performance. The coefficient for AGL is 0.787, with a standard deviation of 0.046, a t-value of 17.167, and a p-value of 0.000, indicating a highly significant positive effect. This means an increase in agile leadership boosts employee performance by 0.787. Agile leaders excel in adapting to business environment shifts, guiding team members efficiently, and ensuring alignment with organizational objectives [46]. This promotes collaboration, open communication, and a culture of teamwork and idea-sharing, enhancing performance outcomes. Empowering employees with decision-making independence fosters a sense of ownership and responsibility, motivating them to perform their tasks effectively [47].

5. MANAGERIAL IMPLICATIONS

Based on these findings, several policy suggestions are proposed:

- **Addressing Abusive Supervision:** Implement mandatory leadership training programs for supervisors and managers, focusing on positive leadership practices and effective communication. Establish confidential reporting mechanisms to allow employees to report abusive supervision incidents safely.
- **Reducing Job Stress:** Introduce flexible work arrangements, such as telecommuting, flexible hours, reduced workweeks, job-sharing, and work-from-home options. Implement stress management programs to promote a healthier work-life balance.
- **Promoting Agile Leadership:** Establish a fund to support agile leadership development initiatives, including training programs, workshops, and coaching for managers and executives.

6. CONCLUSION

This study has empirically examined the influence of abusive supervision, turnover intention, job stress, and agile leadership on employee performance among the public firms of UAE. A detailed investigation of the collected data has confirmed the presence of the reliability and validity of the latent constructs. The SEM findings under Smart PLS reveal the arevealicant impact of abusive supervision, agile leadership and job stress on employee performance in the public firms of UAE. Based on the conclusions given, the following policy suggestions have been provided.

This study examined the influence of abusive supervision, turnover intention, job stress, and agile leadership on employee performance in UAE public firms. The data confirmed the reliability and validity of the constructs, and SEM analysis via Smart PLS revealed significant impacts of abusive supervision, agile leadership, and job stress on employee performance. Based on these findings, several policy suggestions are proposed. Firstly, to address abusive supervision, it is recommended that public sector organizations implement mandatory leadership training programs for supervisors and managers, focusing on positive leadership practices and effective communication. Confidential reporting mechanisms should also be established to allow employees to report abusive supervision incidents safely. Secondly, to reduce job stress, public firms in the UAE should introduce flexible work arrangements, such as telecommuting, flexible hours, reduced workweeks, job-sharing, and work-from-home options, along with stress management programs to promote a healthier work-life balance. Thirdly, to promote agile leadership, it is suggested that a fund be established to support agile leadership development initiatives, including training programs, workshops, and coaching for managers and executives.

7. DECLARATIONS

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7.2. Author Contributions

Conceptualization: AA; Methodology: RA; Software: FH ; Validation: FH and RA; Formal Analysis: FH and AA; Investigation: RA; Resources: FH; Data Curation: AA; Writing Original Draft Preparation: RA and FH; Writing Review and Editing: AA and RA; Visualization: RA; All authors, AA, RA, FH, have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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