

**THE MODERATING EFFECT OF ORGANIZATIONAL
CULTURE ON THE RELATIONSHIP BETWEEN
LEADERSHIP STYLES AND QUALITY MANAGEMENT
PRACTICES IN PUBLIC HOSPITALS
IN SAUDI ARABIA**

MOHAMMAD FALEH ALHARBI

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
July 2012**

**THE MODERATING EFFECT OF ORGANIZATIONAL CULTURE ON THE
RELATIONSHIP BETWEEN LEADERSHIP STYLES AND QUALITY
MANAGEMENT PRACTICES IN PUBLIC HOSPITALS
IN SAUDI ARABIA**

By

MOHAMMAD FALEH ALHARBI

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis. Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRACT

The effectiveness of quality management initiatives resulting in sustainable competitive advantage and enhanced business performance has been a major subject of interest for business and academia alike. The quality management literature frequently cites the importance of leadership, but little research has been done to evaluate the linkages between leadership styles and quality management practices. This study examined the relationships between leadership styles (transformational, transactional, and laissez-faire), and quality management practices in Saudi public hospitals. The study also examined the moderating effect of organizational culture on these relationships. This study adapted and integrated a Deming-based quality management model with a multi-dimensional leadership model. It tied the foregoing to the organizational culture to reveal how organizational culture is related to leadership styles and quality management practices. A quantitative research design was adopted to collect data, test hypotheses, and answer the research questions. A cross-sectional survey method was used to conduct this study. A survey package was sent to 182 public hospitals in Saudi Arabia, and 140 were returned, giving a response rate of 77 percent. Results of the study revealed that the transformational leadership style has a significant, positive relationship with quality management practices. However, the transactional and laissez-faire leadership styles were found to significantly and negatively relate to quality management practices. Furthermore, the results showed that organizational culture has a moderating effect on the relationship between leadership styles and quality management practices. Based on the results, it is recommended that hospitals recruit leaders with transformational style, and also hospital directors may opt for a quality management approach that is suitable to the existing organizational culture or they may attempt to modify the existing culture.

Keywords: Quality Management Practices, Leadership styles, Organizational culture, healthcare Sector, Saudi Arabia

ABSTRAK

Keberkesanan inisiatif pengurusan kualiti yang menentukan kelangsungan daya saing yang mapan dan peningkatan prestasi perniagaan telah menjadi keutamaan dalam bidang yang berkaitan dengan perniagaan dan akademik. Literatur kajian berkaitan pengurusan kualiti kerap menyebut kepentingan kepimpinan, tetapi hanya sedikit penyelidikan dilakukan untuk menilai hubungan antara gaya kepimpinan dan amalan pengurusan kualiti. Kajian ini bertujuan untuk menentukan hubungan antara gaya kepimpinan (gaya kepimpinan transformasional, gaya kepimpinan transaksional, dan gaya kepimpinan *laissez-faire*), dengan amalan pengurusan kualiti di hospital awam Arab Saudi. Kajian ini juga meneliti kesan moderasi budaya organisasi terhadap hubungan tersebut. Selain itu, kajian ini turut menyesuai dan menggabungkan model pengurusan kualiti berasaskan Deming dengan model kepimpinan pelbagai dimensi. Model ini mengaitkan budaya organisasi dan mendedahkan kaitan antara budaya organisasi dengan tingkah laku kepimpinan dan amalan pengurusan kualiti. Reka bentuk kuantitatif digunakan untuk mengumpul data, menguji hipotesis, dan menjawab soalan-soalan kajian. Kaedah tinjauan rentas telah digunakan untuk menjalankan kajian ini. Sejumlah 182 set soal selidik telah diagihkan ke hospital awam di Arab Saudi, yang mana 140 daripadanya telah dikembalikan. Ini memberikan kadar respons sebanyak 77 peratus. Dapatan kajian mendedahkan bahawa gaya kepimpinan transformasional mempunyai kaitan signifikan dan positif dengan amalan pengurusan kualiti. Walau bagaimanapun, gaya kepimpinan transaksional dan *laissez-faire* mempunyai hubungan yang signifikan dan negatif dengan amalan pengurusan kualiti. Selain itu, dapatan turut menunjukkan bahawa budaya organisasi mempunyai kesan moderasi separa terhadap hubungan antara gaya kepimpinan dengan amalan pengurusan kualiti. Berdasarkan dapatan, kajian ini mencadangkan agar hospital merekrut pemimpin yang mempunyai gaya transformasional, pengarah hospital juga boleh memilih satu pendekatan pengurusan kualiti yang sesuai dengan budaya sedia ada dalam organisasi atau cuba membuat penambahbaikan terhadap budaya pengurusan kualiti sedia ada.

Kata kunci: Amalan kualiti pengurusan, Gaya kepemimpinan, Budaya organisasi, Sektor penjagaan kesihatan, Arab Saudi

ACKNOWLEDGEMENTS

All praises are due to Allah, without His help this thesis would have been impossible to accomplish.

I would like to express my thanks and appreciation to a number of people who have directly or indirectly assisted and supported me during my studies. Hence, I would like to take this opportunity to show my gratitude to those who have assisted me in a myriad of ways. Firstly, I would also like to express my heartfelt thanks to my supervisor, Prof. Dr. Rushami Zien Yusoff ,for his guidance, patience, and faith in me. Thank you for your helpful advice and support. Thank you for your guidance and relaxed, thoughtful insight. You always foster my academic growth by challenging and inspiring me to reach deeper, to learn more, to expand my viewpoint, and to think critically. I also would like to express my sincere appreciation and thanks to my defence committee members, Dr. Fais Ahmad and Dr. Haim Hilman Abdullah, for their time, assistance and advice, and most importantly, for their understanding during the completion process of my thesis, which helped me to continue on the right track. My appreciation and thanks also go to all my friends, who have contributed to the completion of this thesis. I want to specially thank Dr. Abdulhameed Alenezi and Dr. Hamoud Alshammari for their help and support.

Last but not the least, I would like to express my sincere appreciation and thanks to all my family member, mother, brothers, sisters, my wife, and my children. My mother's love and sincere prayers have been the major source of fuel for me. No words can describe my real feelings toward my brother, Alhomaidi, who takes care of the

family, including me. He is a great man in every sense of the word. I feel indebted to him for the rest of my life. Another important person to me is my brother, Turki, who has been supportive of me in many ways. Finally, my appreciation and gratitude goes to my wife, Riham, my sons Rayan, Ziad, and Haitham, and my daughter, Rana. My wife has been a constant source of support and encouragement and has made an untold number of sacrifices for the entire family, and specifically for me to continue my studies. Hence, great appreciation and enormous thanks are due to her, for without her understanding, I am sure this thesis would never have been completed.

TABLE OF CONTENTS

	Pages	
CERTIFICATE OF THESIS WORK	ii	
PERMISSION TO USE	ii	
ABSTRACT	iii	
ABSTRAK	iv	
ACKNOWLEDGEMENTS	v	
TABLE OF CONTENTS	vii	
LIST OF TABLES	xii	
LIST OF FIGURES	xv	
CHAPTER ONE: INTRODUCTION		
1.0	Introduction	1
1.1	Background	1
1.2	Problem Statement	8
1.3	Research Questions	14
1.4	Research Objectives	15
1.5	Significance of the Study	16
1.6	Scope of the Study	18
1.7	Operational Definitions	19
1.8	Definition of Terms	20
1.9	Organization of the Thesis	21
CHAPTER TWO: LITERATURE REVIEW		
2.0	Introduction	23
2.1	Quality Management	23
2.1.1	Quality Management Definitions	23

2.1.2	Principles of Quality Management Practice	25
2.2	Leadership	37
2.2.1	Leadership Definitions	37
2.2.2	Major Theories of Leadership	38
2.2.2.1	Trait Theory	39
2.2.2.2	Behavioural Theory	41
2.2.2.3	Contingency Theory	47
2.2.2.4	New Leadership Theory	48
2.2.2.4.1	Transactional Leadership Dimensions	49
2.2.2.4.2	Transformational Leadership Dimensions	50
2.2.2.4.3	Laissez-Faire Leadership Dimensions	51
2.2.2.4.4	Transactional and Transformational Leadership	52
2.2.2.4.5	Rationale for Using Bass's Model of Leadership	52
2.3	Leadership Styles and Quality Management Practices	54
2.4	Organizational Culture	62
2.4.1	Organizational Culture Dimensions	64
2.4.2	The Four Major Culture Types	66
2.4.2.1	Clan Culture	66
2.4.2.2	Adhocracy Culture	66
2.4.2.3	Hierarchy Culture	67
2.4.2.4	Market Culture	68
2.5	Organizational Culture and Quality Management Practices	74
2.6	Organization Culture and Leadership Style	80

2.7	Summary	84
CHAPTER THREE: THEORETICAL FRAMEWORK		
3.0	Introduction	85
3.1	Theoretical Framework	85
3.2	Research Hypotheses	90
3.3	Summary	97
CHAPTER FOUR: RESEARCH METHODOLOGY		
4.0	Introduction	98
4.1	Research Design	98
4.2	Population and Sample Selection	99
4.3	Respondents	104
4.4	Instruments	105
4.4.1	Leadership Styles	106
4.4.2	Quality Management Practices	159
4.4.3	Organizational Culture	116
4.5	Justification for Using Self-Administered Questionnaire	121
4.6	Content Validity	122
4.7	Pilot Study	123
4.8	Data Collection	125
4.9	Data Analysis Techniques	126
4.10	Summary	128
CHAPTER FIVE: DATA ANALYSIS AND FINDINGS		
5.0	Introduction	129

5.1	Survey Instrument Response Rate and Data Collection Process	129
5.2	Data Screening	130
5.2.1	Data Inspection	130
5.2.2	Missing Data	130
5.2.3	Means and Standard Deviations	132
5.3	Goodness of Measures	133
5.3.1	Reliability Test	133
5.3.2	Exploratory Factor Analysis	134
5.3.2.1	Factor Analysis on Quality Management Practices	138
5.3.2.2	Factor Analysis on the Leadership Styles	144
5.3.2.3	Factor Analysis for the Organizational Culture	149
5.4	Test of Differences	155
5.5	Correlation Analysis	158
5.6	Regression	160
5.6.1	Regression Analysis Assumptions	161
5.6.1.1	Normality Assessment	161
5.6.1.2	Linearity	164
5.6.1.3	Homoscedasticity	164
5.6.1.4	Independence of Error Term	165
5.6.1.5	Multicollinearity Test	166
5.6.2	Hypotheses Testing	167
5.7	Summary	200

CHAPTER SIX: DISCUSSION AND RECOMMENDATIONS

6.0	Introduction	201
6.1	Summary of the Study Results	201
6.2	Discussion	216
6.2.1	Leadership Styles and Quality Management Practices	216
6.2.2	Organizational Culture, Leadership Styles, and Quality Management Practices	220
6.3	Implications for Research	226
6.3.1	Managerial Implication	226
6.3.2	Theoretical Implications	229
6.4	Limitations	230
6.5	Recommendations for Future Research	231
6.6	Summary	233
	REFERENCES	234
	APPENDIX A	248
	APPENDIX B	263

LIST OF TABLES

		Pages
Table 4.1	Hospitals and Beds in All Health Sector in Saudi Arabia	99
Table 4.2	Distribution of the Hospitals within the Sample	103
Table 4.3	Variables and Items of the Leadership Styles	107
Table 4.4	Theoretical constructs, measurement scale, and reliabilities	110
Table 4.5	Variables and Items of the Quality Management Practices	113
Table 4.6	Variables and Items of the Organizational Culture	118
Table 4.7	Reliability Analysis of the Research Pilot Study	124
Table 4.8	Data Analysis Techniques Used in this Research	127
Table 5.1	Response Rate of Hospitals	130
Table 5.2	Reliability Results	134
Table 5.3	Quality Management Practices Dimensions and Number of Items	139
Table 5.4	Exploratory Factor Loading for Quality Management Practices	139
Table 5.5	Leadership Styles Dimensions, Sub-Dimension and Number of Items	145
Table 5.6	Exploratory Factor Loading for Leadership Styles	145
Table 5.7	Organizational Culture Dimensions and Number of Items	150
Table 5.8	Exploratory Factor Loading for Organizational Culture	150
Table 5.9	Scores on Quality Management Practices Variable by Leadership Group Membership	157

Table 5.10	Analysis of Variance Testing Difference between the Three Different Leadership Styles on the Dependent Variable: Quality Management Practices	158
Table 5.11	Cohen's Guideline of Correlation Strength	159
Table 5.12	Summary of Correlations of Variables	159
Table 5.13	Statistic Values of Skewness and Kurtosis	163
Table 5.14	Durbin-Watson Statistical Value	166
Table 5.15	Tolerance Value and the Variance Inflation Factor (VIF) Test	167
Table 5.16	Results of Hierarchical Regression Analysis of Quality Management Practices on Leadership Styles in Clan Culture	169
Table 5.17	Results of Hierarchical Regression Analysis of Quality Management Practices on Leadership Styles in Hierachal Culture	170
Table 5.18	Results of Hierarchical Regression Analysis of Quality Management Practices on Leadership Styles in Market Culture	171
Table 5.19	Results of Hierarchical Regression Analysis of Quality Management Practices on Leadership Styles in Adhocracy Culture	172
Table 5.20	Results of Hierarchical Regression Analysis of Quality Management Practices on Transformational Leadership Style in Clan Culture	174
Table 5.21	Results of Hierarchical Regression Analysis of Quality Management Practices on Transformational Leadership Style in Hierachal Culture	176
Table 5.22	Results of Hierarchical Regression Analysis of Quality Management Practices on Transformational Leadership Style in Market Culture	178
Table 5.23	Results of Hierarchical Regression Analysis of Quality Management Practices on Transformational Leadership Style in Adhocracy Culture	180

Table 5.24	Results of Hierarchical Regression Analysis of Quality Management Practices on Transactional Leadership Style in Clan Culture	183
Table 5.25	Results of Hierarchical Regression Analysis of Quality Management Practices on Transactional Leadership Style in Hierarchy Culture	185
Table 5.26	Results of Hierarchical Regression Analysis of Quality Management Practices on Transactional Leadership Style in Market Culture	187
Table 5.27	Results of Hierarchical Regression Analysis of Quality Management Practices on Transactional Leadership Style in Adhocracy Culture	189
Table 5.28	Results of Hierarchical Regression Analysis of Quality Management Practices on Laissez-Faire Leadership Styles in Clan Culture	192
Table 5.29	Results of Hierarchical Regression Analysis of Quality Management Practices on Laissez-Faire Leadership Styles in Hierarchy Culture	194
Table 5.30	Results of Hierarchical Regression Analysis of Quality Management Practices on Laissez-Faire Leadership Styles in Market Culture	196
Table 5.31	Results of Hierarchical Regression Analysis of Quality Management Practices on Laissez-Faire Leadership Styles in Adhocracy Culture	198
Table 6.1	Hypotheses Summary	211

LIST OF FIGURES

		Pages
Figure 2.1 Basic Leadership Approaches	39	
Figure 2.2 Managerial Grid Model	45	
Figure 2.3 A Model of the Full-Range Leadership Development Theory	50	
Figure 2.4 Proposed Theory of Quality Management Underlying the Deming Management Method	58	
Figure 2.5 Four Quadrants Representing the four Organizational Culture Types	65	
Figure 2.6 The Competing Values of Leadership, Effectiveness, and Organizational Theory	70	
Figure 2.7 The Competing Values of Total Quality Management	73	
Figure 3.1 Theoretical Framework	87	
Figure 4.1 Levels of Healthcare Services Provided in the Ministry of Health	100	
Figure 4.2 Sample Unit within the Organizational Chart for the MOH Hospitals	105	
Figure 5.1 Scree plot of Quality Management Practices	143	
Figure 5.2 Scree plot of Leadership Styles	148	
Figure 5.3 Scree plot of Organizational Culture	153	
Figure 5.4 Leadership Styles of the Sample Population	156	
Figure 5.5 Normal Probability Plots (P-P plots)	163	
Figure 5.6 Linearity	164	
Figure 5.7 Homoscedasticity test	165	
Figure 5.8 Organizational Culture (Clan, Hierarchy, Market, and Adhocracy) Moderates Leadership Styles and Quality	168	

Management Practices

Figure 5.9	Organizational Culture (Clan, Hierarchy, Market, and Adhocracy) Moderates Transformational Leadership Style and Quality Management Practices	173
Figure 5.10	Significant Interaction Between Clan Culture and Transformational Leadership Style in Predicting Quality Management Practices	175
Figure 5.11	Significant Interaction Between Hierarchical Culture and Transformational Leadership Style in Predicting Quality Management Practices	177
Figure 5.12	Significant Interaction Between Market Culture and Transformational Leadership Style in Predicting Quality Management Practices	179
Figure 5.13	Significant Interaction Between Adhocracy Culture and Transformational Leadership Style in Predicting Quality Management Practices	181
Figure 5.14	Organizational Culture (Clan, Hierarchy, Market, and Adhocracy) Moderates Transactional Leadership Style and Quality Management Practices	182
Figure 5.15	Significant Interaction Between Clan Culture and Transactional Leadership Style in Predicting Quality Management Practices	184
Figure 5.16	Significant Interaction Between Hierarchy Culture and Transactional Leadership Style in Predicting Quality Management Practices	186
Figure 5.17	Significant Interaction Between Market Culture and Transactional Leadership Style in Predicting Quality Management Practices	188
Figure 5.18	Significant Interaction Between Adhocracy Culture and Transactional Leadership Style in Predicting Quality Management Practices	190
Figure 5.19	Organizational Culture (Clan, Hierarchy, Market, and Adhocracy) Moderates Laissez-Faire Leadership Style and Quality Management Practices	191

Figure 5.20	Significant Interaction Between Clan Culture and Laissez-Faire Leadership Style in Predicting Quality Management Practices	193
Figure 5.21	Significant Interaction Between Hierarchy Culture and Laissez-Faire Leadership Style in Predicting Quality Management Practices	195
Figure 5.22	Significant Interaction Between Market Culture and Laissez-Faire Leadership Style in Predicting Quality Management Practices	197
Figure 5.23	Significant Interaction Between Adhocracy Culture and Laissez-Faire Leadership Style in Predicting Quality Management Practices	199

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter underlines the background of the study, followed by the problem statement, research questions, objectives, significance, and scope of study. Then, definitions and concepts used in the study is offered. Finally, the organization of the remaining chapters is also offered at the end of this chapter.

1.1 Background

Throughout the world, the healthcare sector is struggling to provide quality healthcare to citizens while managing costs (Walston, Al-Harbi, & Al-Omar, 2008). Healthcare organizations recognize the need to provide quality services if they want to survive as a healthcare provider that is intended to meet the physical, psychological, and social needs of people seeking care (Raja, Deshmukh, & Wadhwa, 2007). According to Khan (2011), quality is the focus of most organizations as it is considered to be the main competitive and business practice; quality management has become a strategic tool to achieve superior performance and competitiveness. Top management support is essential and the most important factor for quality management in providing a clear direction to employees' satisfaction (Ng, Goh, & Eze, 2010). Antonaros (2010) argue that leadership is about the skills, abilities, behaviour, and knowledge necessary for the success of quality initiatives, which is significant given the number of organizations striving to weave quality programs into their overall strategic orientation. Additionally, Anderson, Rungtusanatham, Schroeder, and Devaraj (1995), Laohavichien, Fredendall, and

The contents of
the thesis is for
internal user
only

REFERENCES

Adam, E. E. (1994). Alternative quality improvement practices and organization performance. *Journal of Operations Management*, 12(1), 27-44.

Ahire, S., Golhar, D., & Waller, M. (1996). Development and validation of TQM implementation constructs. *Decision Sciences*, 27(1), 23-56.

Ahmed, A. (2009). Staff suggestion scheme (3Ss) within the UAE context: Implementation and critical success factors. *Education, Business and Society: Contemporary Middle Eastern Issues*, 2(2), 153-167.

Al-Ahmadi, H., & Roland, M. (2005). Quality of primary health care in Saudi Arabia: a comprehensive review. *International Journal for Quality in Health Care*, 1-16.

Al-Ammaj, F. H. (2000). An Investigation of Leadership Style and Organizational Commitment Among Saudi Public Employees. PhD. Dissertation, Mississippi State University, United States.

Allport, G. W. (1961). *Pattern and growth in personality*. New York: Holt, Rinehart and Winston.

Al-Mailam, F. F. (2004). Transactional versus transformational style of leadership-employee perception of leadership efficacy in public and private hospitals in Kuwait. *Quality Management in Healthcare*, 13(4), 278.

ALTouri, M. H. (1998). The evaluation of quality performance in Saudi Arabian Hospitals. Unpublished Ph.D. dissertation, University of Wales, Swansea, United Kingdom.

Amos, T., & Ristow, A. (1999). *Human Resource Management: Small Business Management Series*. Cape Town: Juta.

Anderson, J., Rungtusanatham, M., & Schroeder, R. (1994). A theory of quality management underlying the Deming management method. *Academy of management review*, 19(3), 472-509.

Anderson, J., Rungtusanatham, M., Schroeder, R., & Devaraj, S. (1995). A Path Analytic Model of a Theory of Quality Management Underlying the Deming Management Method: Preliminary Empirical Findings. *Decision Sciences*, 26(5), 637-658.

Anderson, R. D., Jerman, R. E., & Crum, M. R. (1998). Quality management influences on logistics performance. *Transportation Research Part E: Logistics and Transportation Review*, 34(2), 137-148.

Ansari, M. A. (1990). *Managing people at work: Leadership styles and influence strategies*. New Delhi: Sage Publications Pvt. Ltd.

Antonaros, R. A. (2010). continuous quality improvement, total quality management, and leadership. PhD dissertation, School of Business and Technology, Capella University, Minneapolis, USA.

Antony, J., Leung, K., Knowles, G., & Gosh, S. (2002). Critical success factors of TQM implementation in Hong Kong industries. *International Journal of Quality and Reliability Management*, 19(5), 551-566.

Avolio, B. J. & Bass, B. M. (2006). *Multifactor leadership questionnaire* (3rd ed.). Menlo Park, CA: Mind Garden, Inc.

Avolio, B. J. (1994). Total quality and leadership. In B. M. Bass & B. J. Avolio (Eds.),

Improving organizational effectiveness through transformational leadership (pp. 121–145). Thousand Oaks, CA: Sage.

Avolio, B. J., & Bass, B. M. (1991). *The full range of leadership development*. Center for Leadership Studies, Binghamton, NY.

Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, 6(2), 199-218.

Avolio, B. J., & Bass, B. M. (2004). *Multifactor leadership questionnaire, manual and sampler set* (3rd ed.). MindGarden: Redwood City, CA.

Awan, H., Bhatti, I., Qureshi, A., & Bukhari, S. (2009). Critical total quality management factors and financial performance of the firm. *International Journal "Total Quality Management & Excellence"*, 37(3), 399-405.

Babbie, E. R. (1973). *Survey research methods*. Wadsworth Belmont, CA.

Badri, M. A., Davis, D., & Davis, D. (1995). A study of measuring the critical factors of quality management. *International Journal of Quality and Reliability Management*, 12(2), 36-53.

Baron, R.M. & Kenny, D.A. (1986). The Moderator-Mediator variable distinction in Social Psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.

Bass, B. (1998). *Transformational leadership: Industrial, military, and educational impact*. Lawrence Erlbaum Associates Mahwah, NJ.

Bass, B. M. (1974). The substance and the shadow. *American Psychologist*, 29(12), 870-886.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press New York.

Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational dynamics*, 18(3), 19-31.

Bass, B. M., & Avolio, B. J. (1995). *MLQ multifactor leadership questionnaire* . Redwood City. CA: Mind Garden.

Bass, B. M., & Avolio, B. J. (1997). *Full range leadership development: Manual for the Multifactor Leadership Questionnaire*. Palo Alto, CA: Mind Garden.

Bass, B., & Avolio, B. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications, Inc.

Bass, B., & Avolio, B. (1999). *Training full range leadership: A resource guide for training with the MLQ*. Palo Alto, CA: Mind Garden.

Bass, B.M., & Avolio, B.J. (1993). Transformational leadership: A response to critiques. In M.M. Chemers & R. Ayman (Eds.). *Leadership theory and research: Perspectives and direction* (pp.49–88). San Diego, CA: Academic Free Press.

Berrio, A. A. (2003). An organizational cultural assessment using the competing values framework: A profile of Ohio state university extension. *Journal of Extension*, 41(2), 206-223.

Berson, Y., & Linton, J. (2005). An examination of the relationships between leadership style, quality, and employee satisfaction in R & D versus administrative environments. *R and D Management*, 35(1), 51-60.

Bin Saeed, K. (1999). Perceptions on the Influence of Cost Issues on Quality Improvement Initiatives: A survey of Saudi Health Care Managers. International Journal for Quality in Health Care, 11(1), 59-65.

Black, A., & Porter, J. (1996). Identification of the critical factors of total quality management. *Decision Sciences, 27*, 1-21.

Blake, R. R., & Mouton, J. S. (1975). An overview of the grid. *Training and Development Journal, 29*(5), 29-37.

Bodla, M. A., & Nawaz, M. M. (2010). Comparative Study of Full Range Leadership Model among Faculty Members in Public and Private Sector Higher Education Institutes and Universities. *International Journal of Business and Management, 5*(4), 208-218.

Bourque, L. B., & Fielder, E. P. (2003). *How to conduct self-administered and mail surveys*. Sage Publications, Inc.

Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology, 1*(3), 185-216.

Bryman, A. (1992). *Charisma and leadership in organizations*. Sage Publications, London.

Bryman, A., & Cramer, D. (1994). *Quantitative data analysis for social scientists*. Routledge: London and New York, NY.

Burke, W., & Litwin, G. (1992). A causal model of organizational performance and change. *Journal of Management, 18*(3), 523-545.

Burns, J. M. (1978). *Leadership*. Harper and Row, New York.

Cambell, R. J. (2008). Change management in health care. *Health Care Manager, 27*(1), 23-39.

Cameron, K. S., & Quinn, R. E. (2005). *Diagnosing and changing organizational culture: Based on the competing values framework*. Jossey-Bass Inc Pub, New York.

Cameron, K.S. (1997). "Techniques for making organizations effective." In Druckman, D., Singer, J. and Van Cott, H. (Eds.) *Enhancing Organizational Performance*. Washington, D.C.: National Academies Press. (39-64).

Carlson, D. S., & Perrewe, P. L. (1995). Institutionalization of organizational ethics through transformational leadership. *Journal of Business Ethics, 14*(10), 829-838.

Caroseli, M. (1991). *Total quality transformations*. Amherst, MA: Human Resource Development Press.

Cassell, C., & Symon, G. (1994). *Qualitative methods in organizational research: A practical guide*. Sage Publications Ltd, London.

Chang, S. C., & Lee, M. S. (2007). A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *The Learning Organization, 14*(2), 155-185.

Chen, C. C., Chen, X. P., & Meindi, J. R. (1998). How can cooperation be fostered? The cultural effects of individualism–collectivism. *Academy of Management Review, 23*, 285-304.

Chen, L. Y. (2004). Examining the effect of organization culture and leadership behaviors on organizational commitment, job satisfaction, and job performance at small and middle-sized firms of Taiwan. *Journal of American Academy of Business, 5*(1/2), 432-438.

Chowdhury, M., Paul, H., & Das, A. (2007). The impact of top management commitment on total quality management practice: An exploratory study in the thai garment industry. *Global Journal of Flexible Systems Management*, 8(1/2), 17-29.

Coakes, S. J. & Steed, L. G. (2007). *SPSS analysis without anguish: version 14.0 for Windows*. Milton, Queensland: John Wiley & Sons Australia Ltd.

Coakes, S. j., & Steed, L. G. (2003). *SPSS analysis without anguish*. Sydney: John Wiley & Sons.

Cohen, J. (1988). *Statistical power analysis for the behavioural sciences*, (2nd ed.). Hillsdale, New Jersey: Lawrence Erlbaum Associates Publishers.

Cohen, J., Cohen, P., West, S. G., and Aiken, L. (2003). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences* (3rd edition). Mahwah, NJ: Lawrence Erlbaum Associates.

Cooper, D. R., & Schindler, P. S. (2003). *Business Research Methods* (8th ed.) McGraw-Hill, New York.

Crosby, P. (1979). *Quality is free: The art of making quality certain*. New American Library, New York.

Damanhouri, A. M. (2002). Considering Total Quality Management in Ministry of Health Hospitals in Jeddah City in Saudi Arabia. Ph.D. dissertation, Aberystwyth University, Wales, United Kingdom.

Davies, H., Nutley, S., & Mannion, R. (2000). Organisational culture and quality of health care. *Quality in Health Care*, 9(2), 111.

Dean , J., & Bowen, D. (1994). Management theory and total quality: improving research and practice through theory development. *Academy of management review*, 19(3), 392-418.

DeBaylo, P. W. (1999). Ten reasons why the Baldrige model works. *Journal for Quality and Participation*, 24-29.

DeBerry, S. L.(2010) using transformational leadership to change organizational culture in a government agency. PhD dissertation, School of Business and Technology, Capella University, Minneapolis, USA.

Deming, W. (1986). *Out of the crisis*. Massachusetts Institute of Technology, Center for Advanced Engineering Study, Cambridge, MA.

Deming, W.E. (1982). *Quality Productivity and Competitive Position*. Massachusetts Institute of Technology, Center for Advanced Engineering Study, Cambridge, MA.

Denison, D. R., & Spreitzer, G. M. (1991). Organizational culture and organizational development: a competing values approach. *Research in organizational change and development*, 5(1), 1-21.

Detert, J., Schroeder, R., & Mauriel, J. (2000). A framework for linking culture and improvement initiatives in organizations. *Academy of management review*, 25(4), 850-863.

Doherty, A. J., & Danylchuk, K. E. (1996). Transformational and transactional leadership in interuniversity athletics management. *Journal of Sport Management*, 10(3), 292-309.

Douglas, T. J., & Fredendall, L. D. (2004). Evaluating the Deming Management Model of Total Quality in Services. *Decision Sciences*, 35(3), 393-422.

Dow, D., Samson, D., & Ford, S. (1999). Exploding the myth: do all quality management practices contribute to superior quality performance. *Production and Operations Management*, 8(1), 1-27.

Elenkov, D. S. (2002). Effects of leadership on organizational performance in Russian companies. *Journal of Business Research*, 55(6), 467-480.

Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case. *Journal of Management Development*, 27(7), 708-726.

Ettorre, B. (1996). Is the Baldrige still meaningful?. *Management Review*, 85, 28-43.

Everitt, B. S. And Dunn, G. (1983). *Advanced Methods of Data Exploration and Modelling*. Heinemann Educational Books, Ltd., London.

Feigenbaum, A. (1983). *Total Quality Control Handbook*. New York, McGraw-Hill.

Feigenbaum, A. (2007). The international growth of quality. *Quality Progress*, 40(2), 36.

Fiedler, F. E. (1967). *A theory of leader effectiveness*. McGraw-Hill, New York.

Fiedler, F. E., & Chemers, M. M. (1974). *Leadership and effective management*. Glenview, IL: Scott: Foresman and Company.

Fink, A. (2003). *The survey handbook*. Sage Publications, Inc., Oaks, CA.

Fisher, C., Barfield, J., Li, J., & Mehta, R. (2005). Retesting a model of the Deming management method. *Total Quality Management & Business Excellence*, 16(3), 401-412.

Fleishman, E.A. (1957) .‘A Leadership Behavior Description for Industry’ . In Stogdill, R.M. and Coons, A.E. (eds) *Leader Behavior: Its Description and Measurement* .Columbus, OH: The Ohio State University Bureau of Business Research., 120–133.

Flynn, B. B., & Saladin, B. (2001). Further evidence on the validity of the theoretical models underlying the Baldrige criteria. *Journal of Operations Management*, 19(6), 617-652.

Flynn, B. B., Schroeder, R. G.& Sadao, S., (1995). Relationship between JIT and TQM: practices and performance. *Academy of Management Journal*, 38(5), 1325-1360.

Flynn, B., Schroeder, R., & Sakakibara, S. (1994). A framework for quality management research and an associated measurement instrument. *Journal of Operations Management*, 11(4), 339-366.

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382-388.

Gabor, A. (1990). *The man who discovered quality*. New York: Random House.

GAO. (1991). *Management Practices: US Companies Improve Performance through Quality Efforts*, DC.GAO/NSIAD-91-190. U.S. Government Printing Office: Washington, DC.

Garvin, D. A. (1991). How the Baldrige Award really works. *Harvard Business Review*, 69(6), 80.

Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2003). *Organization: Behavior Structure Processes*. New York: McGraw-Hill Companies, Inc.

Goetsch, D & Davis, K. (2011). *Quality Management for Organizational Excellence*:

Introduction to Total Quality. Upper Saddle River, NJ: Prentice Hall.

Hackman, J., & Wageman, R. (1995). Total quality management: Empirical, conceptual, and practical issues. *Administrative Science Quarterly*, 40(2).

Hair, J. F., Black, C. W., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th ed.). Upper Sadle River, New Jersey: Prentice Hall.

Hair, J. F., Black, W.C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis* (5th ed.) Upper Sadle River, New Jersey: Prentice Hall.

Hammad, A., Kysia, R., Rabah, R., Hassoun, R., & Connelly, M. (1999). *Guide to Arab culture: Health care delivery to the Arab American community*. Dearborn, MI: Arab Community Center for Economic and Social Services.

Handfield, R., Ghosh, S., & Fawcett, S. (1998). Quality-Driven Change and Its Effects on Financial Performance. *Quality Management Journal*, 5(3), 13-33.

Hartog, D. N., Van Muijen, J. J., & Koopman, P. L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70(1), 19-34.

Hawkins, P. (1997) Organizational culture: Sailing between evangelism and complexity. *Human Relations*, 50, 417- 440.

Helfrich, C.D., Li, Y. F., Mohr, D. C., Meterko, M., & Sales, A. E. (2007). Assessing an organizational culture instrument based on the Competing Values Framework: exploratory and confirmatory factor analyses. *Implement Science*, 2(13).

Hellriegel, D., Jackson, S.E., Slocum, J., Staudé, G., Amos, T., Klopper, H.B., Louw, L. & Oosthuizen, T. (2004). *Management*, (2nd ed.). Cape Town: South Africa: Oxford University Press.

Hildebrandt, S., Kristensen, K., Kanji, G. & Dahlgaard, J.J. (1991) Quality culture and TQM. *Total Quality Management*, December, 1-15.

Hill, S., & Wilkinson, A. (1995). In search of TQM. *Employee Relations*, 17(3), 8-25.

Hill, W. A. (1973). Leadership style: Rigid or flexible?. *Organizational Behavior and Human Performance*, 9(1), 35-47.

Ho, D. C. K., Duffy, V. G., & Shih, H. M. (1999). An empirical analysis of effective TQM implementation in the Hong Kong electronics manufacturing industry. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 9(1), 1-25.

Hofstede, G. (1991). *Cultures and Organizations: Software of the Mind: Intercultural Cooperation and its Importance for Survival*. Cambridge, England: McGraw-Hill.

Hofstede, G. (2007). Asian management in the 21st century. *Asia Pacific Journal of Management*, 24(4), 411-420.

Hofstede, G., Neuijen, B., Ohayv, D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 35(2).

House, R. J. (1971). A path goal theory of leader effectiveness. *Administrative science quarterly*, 16(3), 321-339.

Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of applied psychology*, 78(6), 891-902.

Hoy, W. K., & Miskel, C. G. (1996). *Educational administration: Theory, research, and*

practice. McGraw-Hill, New York, NY.

Hughes, R. L., Ginnett, R.C., & Curphy, G. J. (1999). *Leadership: enhancing the lesson of experience*. Boston: McGraw-Hill.

Hussey, J., & Hussey, R. (1997). *Business Research: A practical guide for undergraduate and postgraduate students*. Macmillan, Basingstoke.

Iaquinto, A. L. (1999). Win a quality award and lose your competitive advantage. *Strategic Change*, 8(2), 95-101.

Idris, F., & Ali, K. (2008). The impacts of leadership style and best practices on company performances: Empirical evidence from business firms in Malaysia. *Total Quality Management & Business Excellence*, 19(1), 165-173.

Ingersoll, G., Kirsch, J., Merk, S., & Lightfoot, J. (2000). Relationship of organizational culture and readiness for change to employee commitment to the organization. *Journal of Nursing Administration*, 30(1), 11.

Ivancevich, J. M., & Mattheson, M. T. (1993). *Organizational Behavior and Management*. Burr Ridge, IL: Richard D. Irwin: Inc.

Ivancevich, J. M., Szilagyi, A. D., & Wallace, M. J. (1977). *Organizational behavior and performance*. California, CA: Goodyear Pub. Co.

Jabnoun, N., & Sedrani, K., (2005). TQM, culture, and performance in UAE manufacturing firms. *The Quality Management Journal*, 12 (4), 8-20.

Jackson, S. (1990). Calling in the gurus. *Director*, 44(3), 95-101.

Janis, R. S. (2003). An Examination of Bass's (1985) Leadership Theory in the Project Management Environment. PhD. Dissertation, Nova Southeastern University. United States.

Jung, D. I., & Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of organizational Behavior*, 21(8), 949-964.

Jung, J., & Hong, S. (2008). Organizational citizenship behaviour(OCB), TQM and performance at the maquiladora. *International Journal of Quality & Reliability Management*, 25(8), 793-808.

Jung, J., Su, X., Baeza, M., & Hong, S. (2008). The effect of organizational culture stemming from national culture towards quality management deployment. *The TQM Magazine*, 20(6), 622-635.

Juran, J. (1989). *Juran on leadership for quality: an executive handbook*. New York, Free Pr.

Juran, J. M. (1994). The upcoming century of quality. *Quality Progress*, 27(8), 29-38.

Karuppusami, G., & Gandhinathan, R. (2006). Pareto analysis of critical success factors of total quality management. *The TQM Magazine*, 18(4), 372-385.

Kent, A., & Chelladurai, P. (2001). Perceived transformational leadership, organizational commitment, and citizenship behavior: A case study in intercollegiate athletics. *Journal of Sport Management*, 15(2), 135-159.

Khan, M.A. (2010). Evaluating the Deming Management Model of Total Quality in Telecommunication Industry in Pakistan – An Empirical Study. *International Journal of Business and Management*, 5 (9), 46-59.

Khan, M.A. (2011). Total quality management and organizational performance-moderating role of managerial competencies. *international journal of academic*

research, 3(5), 453-458.

Kim, U., Triandis, H. C., Kagitcibasi, C., Choi, S. C., & Yoon, G. (1994). *Individualism and collectivism: Theory, method and applications*. Newbury Park, CA: Sage Pres

Kirkpatrick, S. A., & Locke, E. A. (1991). Leadership: Do traits matter. *Academy of Management Executive*, 5(2), 48-60.

Kotter, J.P. and Heskett, J.L. (1992). *Corporate Culture and Performance*. Free Press, New York.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30, 607-610.

Lagrosen, Y., & Lagrosen, S. (2005). The effects of quality management-a survey of Swedish quality professionals. *International Journal of Operations and Production Management*, 25(10), 940.

Lakhal, L., Pasin, F., & Limam, M. (2006). Quality management practices and their impact on performance. *International Journal of Quality and Reliability Management*, 23(6), 625-646.

Lakshman, C. (2006). A theory of leadership for quality: Lessons from TQM for leadership theory. *Total Quality Management & Business Excellence*, 17(1), 41-60.

Laohavichien, T., Fredendall, L., & Cantrell, R. (2009). The Effects of Transformational and Transactional Leadership on Quality Improvement. *Quality Management Journal*, 16(2), 18.

Latham, J. (2008). Building bridges between researchers and practitioners: A collaborative approach to research in performance excellence. *Quality Management Journal*, 15(1), 8.

Lau, R., Zhao, X., & Xiao, M. (2004). Assessing quality management in China with MBNQA criteria. *International Journal of Quality and Reliability Management*, 21(7), 699-713.

LeBrasseur, R., Whissell, R., & Ojha, A. (2002). Organizational learning, transformational leadership and implementation of continuous quality improvement in Canadian hospitals. *Australian Journal of Management*, 27(2), 141.

Levy, P. (2006). *Industrial / organizational psychology: Understanding the workplace* (2nd ed.). Boston, MA: Houghton Mifflin Company.

Lewis, W. G., Pun, K. F., & Lalla, T. R. (2006). Exploring soft versus hard factors for TQM implementation in small and medium-sized enterprises. *International Journal of Productivity and Performance Management*, 55(7), 539-554.

Lim, B. (1995). Examining the organizational culture and organizational performance link. *Leadership & Organization Development Journal*, 16(5), 16-21.

Lord, R. G., De Vader, C., & Alliger, G. (1986). A meta-analysis between personality traits and leadership perceptions: An application of validity generalization procedures. *Journal of Applied Psychology*, 71, 402-410.

Mann, R. D. (1959). A review of the relationships between personality and performance in small groups. *Psychological Bulletin*, 56(4), 241-270.

Masi, R.J. and Cooke, R.A. (2000) .Effects of transformational leadership on subordinate motivation, empowering norms, and organizational productivity. *International Journal of Organizational Analysis*, 8(9), 16-47.

Mathew, J. (2007). The relationship of organisational culture with productivity and quality. *Employee Relations*, 29(6), 677-695.

Matthews, G., Deary, I. J., & Whiteman, M. C. (2003). *Personality traits*. Cambridge University Pr.

Mauro, J., & Mauro, N. (1999). The Deming leadership method: A behavioural and technical approach. *Cross Cultural Management*, 6(4), 3-4.

Mele, C., & Colurcio, M. (2006). The evolving path of TQM: towards business excellence and stakeholder value. *International Journal of Quality and Reliability Management*, 23(5), 464-489.

Metri, B. (2006). Total Quality Transportation Through Deming's 14 Points. *Journal of Public Transportation*, 9(4), 35-46

Metri, B. A. (2005). TQM critical success factors for construction firms. *Management*, 10(1), 61-72.

Milakovich, M. E. (1990). total quality management for public sector productivity improvement. *Public Productivity And Management Review*, XIV(1), 195-215.

Ministry Of Health. (2006). *Annual health report in 1427 H*. Kingdom of Saudi Arabia: Ministry Of Health.

Ministry of Health. (2007). *Health Statistical Year Book*. Saudi Arabia: Ministry Of Health.

Morgan, C., & Murgatroyd, S. (1994). *Total Quality Management in the Public Sector: An International Perspective*. Buckingham :Open University Press,

Motwani, J. (2001). Measuring critical factors of TQM. *Measuring Business Excellence*, 5(2), 27-30.

Motwani, J. G., Mahmoud, E., & Rice, G. (1994). Quality Practices of Indian Organizations:: An Empirical Analysis. *International Journal of Quality & Reliability Management*, 11(1).

Murphy, K., & Davidshofer, C. (1998). *Psychological testing: Principles and applications (4th Ed)*. Englewood Cliffs, NJ: Prentice Hall.

National Institute of Standards and Technology(NIST). (2009). *Malcolm Baldrige National Quality Award 2009 Health Care Criteria for Performance Excellence*: Gaithersburg, MD.

Nelson, D. L., & Quick, J. C. (1995). *Organizational behavior: Foundations, realities, and challenges*. South-Western Pub.

Ng, P. K., Goh, G. G., & Eze, U. C. (2010). Leadership: An Exploratory Study on Leadership in a Semiconductor Manufacturing Firm's Performance. *International Journal of Business Management Science* , 3(2), 231-250.

Northouse, P. G., (2001). *Leadership theory and practice*, 2nd ed. Thousand Oaks, CA: Sage Publications.

Northouse, P. G. (1997). *Leadership: Theory and practice*. Thousand Oaks, CA: Sage.

Oqbonnan, E., & Harris, L. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *The International Journal of Human Resource Management*, 11(4), 766-788.

O'Reilly, C., Chatman, J., & Caldwell, D. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management Journal*, 34(3), 487-516.

Øvretveit, J. (2000). Total quality management in European healthcare. *International*

Journal of Health Care Quality Assurance, 13(2), 74 – 80.

Ovretveit, J. (2005). *The leader's role in quality and safety improvement: A review of research and guidance (4th ed)*. Stockholm, Sweden: Association of County Councils.

Pallant, J. (2001) *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS. Version 10*. Buckingham: Open University Press.

Pallant, J. (2003). *SPSS survival manual: A step by step guide to data analysis using SPSS for Windows (1st ed.)*. Australia: Allen & Unwin.

Pannirselvam, G. P., & Ferguson, L. A. (2001). A study of the relationships between the Baldrige categories. *International Journal of Quality and Reliability Management*, 18(1), 14-34.

Peterson, R.S., Smith, D.B., Martorana, P.V., & Owens, P.D. (2003). The impact of chief executive officer personality on top management team dynamics: One mechanism by which leadership affects organizational performance. *Journal of Applied Psychology*, 88, 795–808.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, (1), 107-142.

Powell, T. (1995). Total quality management as competitive advantage: a review and empirical study. *Strategic Management Journal*, 16(1), 15-37.

Prajogo, D. I., & McDermott, C. M. (2005). The relationship between total quality management practices and organizational culture. *International Journal of Operations and Production Management*, 25(11), 1101.

Puffer, S. M. & McCarthy, D. J. (1996). A framework for leadership in a TQM context. *Journal of Quality Management*, 1(1), 109-130.

Quazi, H. A., & Padibjo, S. R. (1998). A journey toward total quality management through ISO 9000 certification-a study on small-and medium-sized enterprises in Singapore. *International Journal of Quality and Reliability Management*, 15(4), 489-508.

Quinn, R. E., & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29(3), 363-377.

Rabbani, F., Jafri, W., Abbas, A., Pappas, G., Jahan, F., Syed, NA, Syed, I. A., Brommels, M., & Tomson, G. (2009). Culture and quality care perceptions in a Pakistani hospital. *International Journal of Health Care Quality Assurance*, 22(5), 498-513.

Rad, A. (2006). The impact of organizational culture on the successful implementation of total quality management. *The TQM Magazine*, 18(6), 606-625.

Rahman, M. N. A., & Tannock, J. D. T. (2005). TQM best practices: Experiences of Malaysian SMEs. *Total Quality Management & Business Excellence*, 16(4), 491-503.

Raja, M., Natha, P., Deshmukh, S., & Wadhwa, S. (2007). Quality award dimensions: a strategic instrument for measuring health service quality. *International Journal of Health Care Quality Assurance*, 20(5), 363-378.

Rao, S. S., Luis, T., & Solis, E. (1997). Does ISO 9000 have an effect on quality

management practices? An international empirical study. *Total Quality Management & Business Excellence*, 8(6), 335-346.

Reitz, H. J. (1981). *Behavior in organizations*. Homewood, IL: Richard d Irwin.

Remenyi, D., Williams, B., Money, A. & Swartz, E. (1998). *Doing research in business and management: an introduction to process and method*. Sage Publications Ltd.

Robbins, S. P. (1994). *Essentials of organization behavior*. Prent Hall, E. Cliffs, NJ, 202-226.

Ruggieri, A., & Merli, R. (1998). Critical factors for the implementation of total quality management in Italy: An empirical analysis. *Total Quality Management*, 9(4), 210-212.

Rungtusanatham, M., Forza, C., Filippini, R., & Anderson, J. C. (1998). A replication study of a theory of quality management underlying the Deming management method: insights from an Italian context. *Journal of Operations Management*, 17(1), 77-95.

Ryan, S. (2004). The spirit of leadership and a commitment to quality transform SSM health care system. *Journal of Organizational Excellence*, 23(3), 15-21.

Sahney, V., & Warden, G. (1991). The quest for quality and productivity in health services. *Frontiers of Health Services Management*, 7(4), 2-40.

Salaheldin, S. I. (2009). Problems, success factors and benefits of QCs implementation a case of QASCO. *TQM Journal*, 21(1), 87-100.

Samson, D., & Terziovski, M. (1999). The relationship between total quality management practices and operational performance. *Journal of operations management*, 17(4), 393-409.

Saraph, J., Benson, P., & Schroeder, R. (1989). An instrument for measuring the critical factors of quality management. *Decision Sciences*, 20(4), 810-829.

Saunders, M., Lewis, P., & Thornhill, A. (2000). *Research methods for business studies* (2nd ed.). Harlow: Prentice Hall.

Schein, E. (1985). *Organizational culture and leadership*. San Francisco: Jossey.

Schein, E. (1996a). Culture: The missing concept in organizational studies. *Administrative Science Quarterly*, 41(2), 229-240.

Schein, E. (2004). *Organizational culture and leadership*. San Francisco: Jossey-Bass.

Schmele, J., & Foss, S. (1989). The Quality Management Maturity Grid. *Journal of Nursing Administration*, 19(9), 25-34.

Schwab, D. P. (2005). *Research Methods for Organizational Studies*. Lawrence Erlbaum Associates, New Jersey.

Sekaran, U. (2003). *Research methods for business: A skill building approach* (4th ed). New York: John Wiley.

Sekaran, U. (2006). *Research methods for business: A skill building approach* (4th ed). Academic Internet Publ.

Senge, P. (1990). *The Fifth Discipline: The Art and Practice of the Learning Organization*. Currency Doubleday, New York.

Sengupta, S. (2004). To err is human. *Optimize*, Jan 2004, pp 55-61.

Shaw, P. (2002). *Changing conversations in organizations: A complexity approach to change*. New York & London: Routledge.

Shortell, S. M., Levin, D.Z., & O'Brien, J. L. (1995). Assessing the evidence on CQI: is the glass half empty or half full?. *Hospital & Health Services Administration*,

40(1), 4-24.

Shortell, S., Gillies, R., & Devers, K. (1995). Reinventing the American hospital. *The Milbank Quarterly*, 73(2), 131-160.

Shortell, S., O'Brien, J., Carman, J., Foster, R., Hughes, E., Boerstler, H., et al. (1995). Assessing the impact of continuous quality improvement/total quality management: concept versus implementation. *Health Services Research*, 30(2), 377.

Sila, I., & Ebrahimpour, M. (2005). Critical linkages among TQM factors and business results. *International Journal of Operations and Production Management*, 25(11), 1123-1155.

Sims, H. P., & Lorenzi, P. (1992). *The new leadership paradigm: Social learning and cognition in organizations*. Newbury Park, CA: Sage.

Sosik, J. J., & Dionne, S. D. (1997). Leadership styles and Deming's behavior factors. *Journal of Business and Psychology*, 11(4), 447-462.

Sosik, J. J., Avolio, B. J., & Kahai, S. S. (1997). Effects of leadership style and anonymity on group potency and effectiveness in a group decision support system environment. *Journal of Applied Psychology*, 82(1), 89-103.

Sousa, R., & Voss, C. (2002). Quality management re-visited: a reflective review and agenda for future research. *Journal of Operations Management*, 20(1), 91-109.

Sowmya, C. S. (2012). "E-Biz Challenges Model of Leadership" – Learnings From The Animal World. *International Journal of Multidisciplinary Research*, 2(1), 64-76.

Stogdill, R. M. (1948). Personal factors associated with leadership; a survey of the literature. *The Journal Of Psychology*, 25, 35-71.

Stogdill, R. M. (1974). *Handbook of leadership: a survey of theory and research*. New York: Free Press.

Sutermeister, R. A. (1969). *People and productivity*. New York: McGraw-Hill.

Tabish, S. (1998). Towards development of professional management in Indian hospitals. *Journal of Management in Medicine*, 12, 109-119.

Taormina, R. J. (2008). Interrelating leadership behaviors, organizational socialization, and organizational culture. *Leadership & Organization Development Journal*, 29(1), 85-102.

Taylor, W. A., & Wright, G. H. (2003). A longitudinal study of TQM implementation: factors influencing success and failure. *Omega*, 31(2), 97-111.

Taylor, W. A., & Wright, G. H. (2003). The impact of senior managers' commitment on the success of TQM programmes. *International Journal Of Manpower*, 24(5), 535-550.

Trivellas, P., & Dargenidou, D. (2009). Organisational culture, job satisfaction and higher education service quality: The case of Technological Educational Institute of Larissa. *The TQM Journal*, 21(4), 382-399.

Van de Ven, A., Poole, A., & Scott, M. (1995). Explaining development and change in organizations. *Academy of Management Review*, 20, 510-541.

Vaus, D. A. (1995). *Surveys in social research*. North Sydney: Allen & Unwin.

Vouzas, F., & Gotzamani, K. (2005). Best practices of selected Greek organizations on their road to business excellence: the contribution of the new ISO 9000: 2000 series of standards. *The TQM Magazine*, 17(3), 259-266.

Wahid, R., & Corner, J. (2009). Critical success factors and problems in ISO 9000 maintenance. *International Journal of Quality & Reliability Management*, 26(9), 881-893.

Waldman, D. A. (1994). Designing performance management systems for total quality implementation. *Journal of Organizational Change Management*, 7, 31-31.

Walston, S., Al-Harbi, Y., & Al-Omar, B. (2008). The changing face of healthcare in Saudi Arabia. *Annals of Saudi Medicine*, 28(4), 243-250.

Wardhani, V., Utarini, A., van Dijk, J., Post, D., & Groothoff, J. (2009). Determinants of quality management systems implementation in hospitals. *Health policy*, 89(3), 239-251.

Weber, M. (1947). *The Theory of Social and Economic Organization*. Trans: AM Henderson and T. Parsons. New York: Oxford University Press.

Wilkinson, A., Marchington, M., & Goodman, J. (1992). Total quality management and employee involvement. *Human Resource Management Journal*, 2(4), 1-20.

Williams, J. C. (1978). *Human behavior in organizations*. Cincinnati, OH: South-Western Pub. Co.

Wilson, D. D., & Collier, D. A. (2000). An empirical investigation of the Malcolm Baldrige National Quality Award causal model. *Decision Sciences*, 31(2), 361-383.

Witt, L. A., & Ferris, G. R. (2003). Social skill as moderator of the conscientiousness-performance relationship: Convergent results across four studies. *Journal of Applied Psychology*, 88(5), 809-821.

World Health Organization. (2006). *Country Cooperation Strategy for WHO and Saudi Arabia 2006-2011*. Cairo: Regional Office for the Eastern Mediterranean, World Health Organization.

Wu, H. Y., Wiebe, H. A., & Politi, J. (1997). Self-assessment of total quality management programs. *Engineering Management Journal*, 9(1), 25-32.

Xenikou, A., & Simosi, M. (2006). Organizational culture and transformational leadership as predictors of business unit performance. *Journal of Managerial Psychology*, 21(6), 566-579.

Xirasagar, S. (2008). Transformational, transactional and laissez-faire leadership among physician executives. *Journal of Health Organization and Management*, 22(6), 599-613.

Yammarino, F. J., & Bass, B. M. (1990). Transformational leadership and multiple levels of analysis. *Human Relations*, 43(10), 975.

Yang, C.C. (2003). The Establishment of a TQM System for the Health Care Industry. *The TQM Magazine*, 15,(2), 93-98.

Yiing, L. H., & Ahmad, K. Z. B. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.

Yong, K. T., & Pheng, L. S. (2008). Organizational culture and TQM implementation in construction firms in Singapore. *Construction Management and Economics*, 26(3), 237-248.

Yukl, G. (1989). Managerial leadership: A review of theory and research. *Journal of management*, 15(2), 251.

Yukl, G. (1999). An evaluative essay on current conceptions of effective leadership. *European Journal of Work and Organizational Psychology*, 8(1), 33-48.

Yukl, G. (2002). *Leadership in Organizations*. Prentice Hall. Upper Saddle River, NJ.

Yukl, G. A., & Van Fleet, D. D. (1982). Cross-situational, multimethod research on military leader effectiveness. *Organizational Behavior and Human Performance*, 30(1), 87-108.

Yusof, S. R. M., & Aspinwall, E. M. (2000). Critical success factors in small and medium enterprises: survey results. *Total Quality Management & Business Excellence*, 11(4), 448-462.