

**THE EFFECT OF LEADERSHIP STYLES AND
ORGANIZATIONAL CULTURE ON
ORGANIZATIONAL PERFORMANCE OF THE PUBLIC
SECTOR IN SAUDI ARABIA**

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**By
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Abstract

In Saudi Arabia, public organizations have been associated with poor management and performance. Little is understood about the reasons behind such poor performance. Therefore, this study examined the effect of organizational culture and leadership styles on the performance of Saudi Arabia's public organizations, through the mediating factors of organizational commitment and job satisfaction. In this quantitative research, cross-sectional data of 400 employees working in 16 ministries of the Saudi Arabia government were obtained. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to test the hypotheses. The validity and reliability of the measurement and the structural models were confirmed. Findings showed a full mediation effect of organizational commitment on the relationship between organizational culture and organizational performance, but organizational commitment was found to partially mediate the relationship between leadership styles and organizational performance. No mediation of job satisfaction was found on the relationship between leadership styles and organizational performance and on the relationship between organizational culture and organizational performance. The findings add to the existing literature by integrating the factors that could enhance organizational performance. Based on the findings, the study recommends that public organizations in Saudi Arabia improve their organizational culture and appoint managers who have transactional and transformational qualities. By doing so, employee commitment is enhanced, which leads to a positive and significant impact on organizational performance. The implications for practice and for future research are also discussed.

Keywords: leadership style, organizational culture, organizational commitment, job satisfaction, organizational performance

Abstrak

Di Arab Saudi, organisasi awam sering dikaitkan dengan pengurusan dan prestasi yang lemah. Namun, tidak banyak yang dapat difahami tentang penyebab disebalik prestasi yang lemah ini. Oleh itu, kajian ini menyelidik kesan budaya dan gaya kepemimpinan organisasi terhadap prestasi organisasi awam di Arab Saudi, melalui faktor pengantara komitmen organisasi dan kepuasan kerja. Menerusi kajian kuantitatif, data keratan rentas telah diperolehi daripada 400 orang pekerja yang bekerja di 16 kementerian Arab Saudi. Kuasa Dua Terkecil Separa – Pemodelan Persamaan Berstruktur (PLS-SEM) telah digunakan untuk menguji hipotesis kajian. Kesahihan dan kebolehpercayaan pengukuran dan model struktur yang digunakan telah dapat disahkan. Dapatan telah menunjukkan kesan pengantara penuh komitmen organisasi ke atas hubungan antara budaya organisasi dan prestasi organisasi. Tetapi, komitmen organisasi didapati menjadi pengantara separa terhadap hubungan antara gaya kepemimpinan dan prestasi organisasi. Kepuasan kerja pula didapati tidak menjadi pengantara terhadap hubungan antara gaya kepemimpinan dan prestasi organisasi dan ke atas hubungan antara budaya organisasi dan prestasi organisasi. Penemuan kajian ini telah menambah sumber kajian yang sedia ada dengan mengintegrasikan faktor yang boleh meningkatkan prestasi organisasi. Berdasarkan penemuan, kajian ini mencadangkan agar organisasi awam di Arab Saudi meningkatkan budaya organisasi mereka dan melantik pengurus yang mempunyai kualiti transaksi dan transformasi. Dengan berbuat demikian, komitmen pekerja dapat dipertingkatkan, dan dapat menghasilkan kesan yang positif dan signifikan terhadap prestasi organisasi. Implikasi bagi amalan dan kajian lanjutan turut dibincangkan.

Kata kunci: gaya kepemimpinan, budaya organisasi, komitmen organisasi, kepuasan kerja, prestasi organisasi

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Table of Contents

Title	Page
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xv
LIST OF APPENDICES	xvi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of study	1
1.2 Public sector in Saudi Arabia	5
1.3 Problem statement	8
1.4 Research questions	14
1.5 Research objectives	16
1.6 Significance of the study	17
1.6.1 Theoretical significance	17
1.6.2 Practical significance	19
1.7 Definitions of related terms	19
1.7.1 Organizational performance	19
1.7.2 Leadership styles	20
1.7.3 Organizational culture	20
1.7.4 Organizational commitment	21
1.7.5 Job satisfaction	21
1.7.6 Saudi public organizations	21
1.8 Summary of the chapter	22
CHAPTER TWO: LITERATURE REVIEW	23
2.1 Introduction	23
2.2 Leadership	23
2.3 Leadership styles	26

2.3.1 Transactional leadership	26
2.3.2 Transformational leadership	27
2.4 Transactional versus transformational leadership styles	29
2.5 Leadership in Saudi Arabia	34
2.6 Islamic perspectives on leadership	35
2.7 Organizational culture	39
2.8 Organizational culture in Saudi Arabia	47
2.9 Organizational performance	50
2.9.1 Measurements of Organizational Performance	52
2.10 Job satisfaction	56
2.11 Organizational commitment	59
2.12 The relationship between variables	61
2.12.1 The link between leadership style and job satisfaction, organizational commitment	61
2.12.2 The link between organizational culture and job satisfaction, organizational commitment	64
2.12.3 The link between organizational commitment, job satisfaction and organizational performance	67
2.12.4 The mediating effect of job satisfaction and organizational commitment on the relationship between leadership styles, organizational culture and organizational performance	68
2.13 Public and private sector	71
2.14 Underpinning theories	73
2.14.1 Transformational leadership theory	73
2.14.2 Resource-based View (RBV)	74
2.15 Summary of the chapter	77
CHAPTER THREE: METHODOLOGY	79
3.1 Introduction	79
3.2 Theoretical framework of the study	79
3.3 Research variables	80
3.3.1 Leadership styles	80
3.3.2 Organizational culture	81
3.3.3 Organizational performance	81
3.3.4 Job satisfaction	81
3.3.5 Organizational commitment	82
3.4 Hypotheses development	82
3.4.1 Leadership styles – job satisfaction link	82
3.4.2 Leadership styles – organizational commitment link	84
3.4.3 Organizational culture – job satisfaction link	87
3.4.4 Organizational culture – organizational commitment link	88
3.4.5 Job satisfaction – organizational performance link	89
3.4.6 Organizational commitment - organizational performance link	91
3.4.7 Leadership styles – job satisfaction & organizational commitment - organizational performance link	92
3.4.8 Organizational culture – job satisfaction & organizational commitment – organizational performance link	94
3.5 Research design	95
3.6 Population of the study	96

3.7 Sample of the study	98
3.8 Sampling technique	98
3.9 Data collection procedure	99
3.10 Research instrument	100
3.10.1 Measurements	100
3.10.1.1 Organizational culture (OC)	101
3.10.1.2 Leadership style (LS)	102
3.10.1.3 Organizational commitment (OCOM)	104
3.10.1.4 Job satisfaction	105
3.10.1.5 Organizational performance (OP)	106
3.11 Data analysis	108
3.11.1 Partial Least Squares (PLS) technique	108
3.11.2 Convergent validity of the measurements	110
3.11.3 Discriminant validity of the measures	110
3.11.4 Goodness of fit of the model	111
3.11.5 The prediction relevance of the model	112
3.11.6 The assessment of the inner model and hypotheses testing	113
3.11.6.1 Path coefficient estimation	113
3.11.6.2 Structural path significance in bootstrapping	114
3.12 Reliability and validity of the instrument	114
3.13 Pilot study	115
3.13.1 Pilot study	116
3.14 Ethical considerations	117
3.15 Summary of the chapter	118
CHAPTER FOUR: DATA ANALYSES AND FINDINGS	119
4.1 Introduction	119
4.2 Response rate	119
4.3 Data Preparation and screening	120
4.3.1 Detection of missing data	120
4.3.2 Testing for normality	121
4.3.3 Testing for multicollinearity	124
4.3.4 Testing for linearity	125
4.3.5 Testing for non-response bias	126
4.4 Demographic distribution of the participants	130
4.5 Descriptive statistics analysis	132
4.6 Data analysis	133
4.7 Testing the measurement model using PLS approach	133
4.7.1 Convergent validity of the measurements	139
4.7.1.1 Reliabilities of items scale	139
4.7.1.2 Composite reliability of constructs	140
4.7.1.3 Average Variance Extracted (AVE)	140
4.7.2 Discriminant validity of the measures	143
4.7.2.1 Cross-loadings	143
4.7.2.2. Interrelations between first order constructs and square roots of AVEs	143
4.8 Goodness of fit of the model (GoF)	144
4.9 The prediction relevance of the model	146
4.9.1 Variance explained (R^2)	146

4.9.2 Cross-validated communality (Q^2)	146
4.10 The first-order and second-order constructs	147
4.11 Assessment of the inner model and hypotheses testing procedures	149
4.12 Mediation effect analysis	151
4.12.1 Testing the mediation effect of organizational commitment	153
4.12.2 Testing the mediation effect of job satisfaction	155
4.13 Summary of the findings	158
CHAPTER FIVE: DISCUSSIONS AND CONCLUSIONS	160
5.1 Introduction	160
5.2 Summary of the study	160
5.3 Discussions	165
5.4 Contributions of the study	173
5.4.1 Theoretical contribution	173
5.4.2 Contribution of the study for the Saudi Government	174
5.4.3 Contribution to cross cultural research	176
5.4.4 Contribution to organizational development	176
5.5 Limitations	178
5.5.1 Generalizability	178
5.5.2 Causality	178
5.5.3 Methodology	178
5.6 Recommendations	180
5.7 Suggestions for future research	181
5.8 Closing remarks	182
REFERENCES	183
APPENDICES	2555

List of Tables

Table	Page
2.1 BSC perspectives for different types of public services	55
2.2 Differences between public and private organizations	72
2.3 Empirical studies of public organizational performance from the Resource-Based View perspective	77
3.1 Measurement components	101
3.2 Measurement items of organizational culture	102
3.3 Measurement items of leadership style	103
3.4 Measurement items of organizational commitment	105
3.5 Measurement items of job satisfaction	106
3.6 Measurement of organizational performance	107
3.7 Cronbach's alpha of the variables (pilot study)	117
4.1 Sample study response rate	120
4.2 Result of skewness and kurtosis for normality test	124
4.3 Multicollinearity test	125
4.4 Group statistics of independent sample t-test	127
4.5 Independent sample t-test results for non-response bias (n=400)	129
4.6 Demographic profile of participants (n =400)	131
4.7 Descriptive statistics of the constructs (n = 400)	132
4.8 Factor analysis and cross loading	135
4.9 Significance of the factor loadings	137
4.10 Convergent validity analysis	141

4.11	Discriminant validity analysis	144
4.12	Goodness of fit of the model	145
4.13	Predictive quality of the model	147
4.14	Second-order constructs analysis	148
4.15	Result of the inner structural model	151
4.16	Testing the mediation effect of job satisfaction and organizational commitment	157
4.17	Summary of findings	159

List of Figures

Figure		Page
3.1	Research framework of the study	80
4.1	Histogram and normal probability	123
4.2	Linearity test	126
4.3	Research model	134
4.4	Path model results	149
4.5	Path model t-value results	150
4.6	Theoretical position of a mediating variable	152
4.7	Mediation effect of organizational commitment	154
4.8	Mediation effect of job satisfaction	156

List of Abbreviations

AVE	Average variance extracted
CBSEM	Covariance-based structural equation modelling
CSOP	Customer satisfaction- organizational performance
FPOP	Financial performance- organizational performance
ILOP	Innovation and learning- organizational performance
IPOP	Internal processes- organizational performance
JS	Job satisfaction
KSA	Kingdom of Saudi Arabia
LS	Leadership style
MLQ	Multifactor leadership questionnaire
OC	Organizational culture
OCB	Organizations bureaucratic culture
OCI	Organizations innovative culture
OCOM	Organizational commitment
OCQ	Organizational culture questionnaire
OCS	Organizations supportive culture
OP	Organizational performance
PLS	Partial least squares
PLS-SEM	Partial Least Squares Structural Equation Modelling
RBV	Resource-Based View
TALS	Transactional leadership
TFLS	Transformational leadership style

List of Appendices

Appendix A	English research questionnaire	255
Appendix B	Arabic research questionnaire	265
Appendix C	Official letter from UUM for data collection	276
Appendix D	Official letter from Saudi Cultural Mission	277

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Public sector organizations in the developing countries seek to introduce changes and improvements to enhance their level of performance. It is clear that these organizations are continuously looking for new ways and methods of development, especially in the administrative aspects, which can assist in achieving effectiveness and efficiency (Al-Qhatine, and Al-Methheb, 1999). Throughout history, both developed and underdeveloped countries adopt change to achieve economic development. To achieve economic development, various countries bring transformation in the ownership of organizations; many countries adopt privatization like the UK government, which has been recognized as the pioneer in privatization practices. However, many developed and developing countries emulate British privatization, albeit adapting to alternative approaches. These countries include France, Italy, Portugal, Spain, Holland, Denmark, Finland, Austria, Turkey, Egypt, USA, Canada, Mexico, Jamaica, Chile, Brazil, Japan, Malaysia, New Zealand, Kenya and South Africa. Although the number of enterprises sold in developing countries is not large, the process is moving at a fast pace. However, little is known about the implementation of organizational change in a public sector context (Kuipers & Groeneveld, 2013). To improve the organizational performance in public and private sectors, the techniques and underlying philosophy of New Public Management (NPM) has replaced the old public management; it has been accepted and implemented in both developed and developing countries. The fundamental concept of NPM is the conviction that the public sector should utilize the practices of the private sector

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