

**LEADERSHIP STYLES, ORGANISATIONAL CULTURE  
AND MANAGERIAL EFFECTIVENESS: THE  
MODERATING EFFECT OF ISLAMIC WORK ETHICS  
IN SAUDI ARABIA PUBLIC SECTOR**

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**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
June 2015**

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**By**

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**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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## ABSTRACT

The present study investigated the relationship between leadership styles and managerial effectiveness in the context of the public sector of Saudi Arabia. It also examined the relationship between organizational culture and managerial effectiveness and the moderating effect of Islamic work ethics on the leadership styles, organizational culture, and managerial effectiveness relationship. The study was motivated by the inconsistent findings in the literature on the relationship between leadership styles, in particular transformational and transactional leadership styles, and organizational culture, Islamic work ethics, and managerial effectiveness. These inconsistencies led to a new stream of research that indicates the importance of examining the effect of potential moderating variables that could clarify such relationship. For this purpose, the study took different theories into consideration including the contingency theory and the role-motivation theory of managerial effectiveness in order to map and position the potential relationships between the variables within the conceptual framework. The questionnaire was randomly distributed to 357 middle managers in the Saudi public sector firms for data collection, and of the 321 which were returned, 295 were deemed usable for actual data analysis using PLS-SEM. The direct and indirect relationships between the variables were analyzed by using correlation and hierarchical regression analyses. The findings showed that transformational leadership, transactional leadership and organizational culture positively and significantly predicted managerial effectiveness. Furthermore, the findings supported the moderating effect of Islamic work ethics on the relationship between transactional leadership, organizational culture, and managerial effectiveness, but not with transformational leadership. The study offers managerial, policy and theoretical implications and recommendations for future study.

**Keywords:** leadership styles, organisational culture, managerial effectiveness, Islamic work ethics, Saudi Arabia

## ABSTRAK

Kajian ini mengkaji hubungan antara gaya kepemimpinan dan keberkesanan pengurusan dalam konteks sektor awam di Arab Saudi. Kajian ini turut meneliti hubungan antara budaya organisasi dan keberkesanan pengurusan serta kesan penyederhana etika kerja Islam dalam gaya kepemimpinan, budaya organisasi, dan keberkesanan hubungan pengurusan. Kajian ini didorong oleh hasil yang tidak konsisten dalam kajian lepas mengenai hubungan antara gaya kepemimpinan, terutamanya gaya kepemimpinan transformasi dan transaksi, budaya organisasi, etika kerja Islam, dan keberkesanan pengurusan. Ketidaktekalan dapatan ini mencetuskan aliran penyelidikan baru yang menunjukkan kepentingan untuk mengkaji kesan pemboleh ubah yang berpotensi untuk menjelaskan sesuatu hubungan. Untuk tujuan berkenaan, kajian ini mengambil teori yang berbeza termasuk teori kontingensi dan teori peranan motivasi keberkesanan pengurusan untuk memetakan dan memposisikan hubungan antara pemboleh ubah di dalam kerangka konsep. Borang soal selidik telah diedarkan secara rawak kepada 357 pengurus pertengahan di firma sektor awam Arab Saudi untuk tujuan pengumpulan data. Daripada 321 soal selidik yang dikembalikan, 295 telah digunakan untuk analisis data sebenar dengan menggunakan PLS-SEM. Hubungan langsung dan tidak langsung antara pemboleh ubah dianalisis dengan menggunakan analisis korelasi dan analisis regresi berhierarki. Dapatan kajian menunjukkan bahawa kepemimpinan transformasi, kepemimpinan transaksi dan budaya organisasi meramalkan secara positif dan signifikan keberkesanan pengurusan. Tambahan pula, hasil kajian menyokong kesan penyederhana etika kerja Islam terhadap hubungan antara kepemimpinan transaksi, budaya organisasi, dan keberkesanan pengurusan. Kajian ini turut menawarkan implikasi pengurusan, polisi dan teori dan cadangan untuk kajian masa hadapan.

**Kata kunci:** gaya kepemimpinan, budaya organisasi, keberkesanan pengurusan, etika kerja Islam, Arab Saudi

## ACKNOWLEDGEMENT

In the name of ALLAH, the most gracious, the most merciful. Praise be to ALLAH, the creator and custodian of the universe. *Salawat and Salam* to our Prophet Muhammad, peace and blessings of ALLAH be upon him and to his family members, companions and followers.

First and foremost, I would like to express my heartfelt thanks and gratitude to Allah S.W.T for His blessing and allowing me to complete this research.

In completing this research, I would like to acknowledge the intellectual sharing of many great individuals.

My foremost gratitude goes to my supervisors, Associate Professor Dr. Norazuwa Bt Mat and Prof. Dr. Rushami Zien Yusoff, for their professional guidance and devoting their expertise and precious times to guide me to reach this level. Thank you, for all that you did.

Additionally, I would like also to express my gratitude and thanks to all my friends and colleagues for their constructive comments and invaluable suggestions. Especial thank for Dr. Ebrahim Mohammed Al-Matari, School of Accountancy (SOA), College of Business (COB), Universiti Utara Malaysia (UUM), Malaysia, Amran University, Yemen for his constructive comments and invaluable suggestions during my Ph.D journey.

Thanks also go to all the friends helped me in the data collection stage in almost all the cities. Some of them assisted me far beyond my expectations, thank you so much for your help and cooperation.

To my father, my mother, brothers, sisters, uncle (Nasser) and all my family members, thank you so much for your support and prayers.

Last but not least, I am fully grateful and indebted to my wife, Aeshah and daughter , Yara for their encouragement, countless sacrifices and everlasting love.

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## LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CMV	Common method variance
PhD	Doctor of Philosophy
GDP	Gross Domestic Products
IND	Individualism
IGFW	Inviting for Good and Forbidding From Wrong
IWE	Islamic Work Ethics
LPC	Least Preferred Co-worker
LTO	Long-Term Orientation
MEF	Managerial Effectiveness
MAS	Masculinity
MLQ	Multifactor Leadership Questionnaire
OCL	Organisational Culture
OCI	Organizational Culture Inventory
PLS	Partial Least Square
PWE	Protestant Work Ethic
ROA	Return on Assets
ROE	Return on Earnings
SPSS	Statistical Package for the Social Sciences
SEM	Structural Equation Modeling
TSL	Transactional Leadership
TRL	Transformational Leadership
UAI	Uncertainty Avoidance
R <sup>2</sup>	Variance Explained
VIF	Variance Inflated Factor
WTO	World Trade Organisation

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

In the new edge, the pursuit of nation survival and sustainable competitive advantage has been a big concern that is at the heart of the globalization phenomenon. To survive and to compete in the future, a public sector plays vital role as engine of the nation, largely depends on good management practices and governance. The public sector plays a significant contribution in economic growth. The basic principles of good management and governance of public sector are dependent on how far the organization has been effectively managed by managers, organizational culture and Islamic work ethics engaged. The challenges of globalization have greatly increased the pressure for better public sector service for competitive advantages as noted by Lodge (1995) of the Harvard Business School, is forcing convergence around the most competitive practices ensuring global competitiveness and attracting investments, and therefore Saudi Arabia's public sector has to be world class and fulfil international benchmarks of performance.

In global challenge, a nation must be ready to compete and survive with other nations from around the world regardless socio-geographic located. In the same vein, the public sector must play significant role to be vibrant in global environment. A public sector rely on to the what extent the public managers are able to effectively manage the resource in a dynamic and turbulent economic scenario. Among the fundamental issues are the principle managerial factors which effect managerial effectiveness of manager (Farhad, Abdulla & Nada, 2009; Wang, 2010). On the other hand, Sharma

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