MBA Thesis

MBA - Master of Business Administration

EIU - European International University

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Chapter One1. Introduction

□ Research Topic

The impact of Leadership Style on Organizational Culture in Saudi Arabia

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□ ABSTRACT

This quasi-descriptive study clarifies the role that effective leaders play in motivating workers in Saudi Arabian organizations, the manager's major responsibility when it comes to the work group, and how to promote harmony within the group as a whole.

In that study, the researcher will describe leadership defects, how to address them, the various types of leaders, and methods for enhancing a leader's efficacy, all of which have an impact on the organization.

While the most recent publications, reliable websites, IMS data, and other inputs are utilized to collect primary information, surveys and focus groups are the main methods for acquiring primary information.

The scholar uses the individual as an input element. In order to get as much information as possible, he looked at a group of people with a variety of racial and ethnic backgrounds and specializations.

Created a survey questionnaire with the intention of gathering as much information as possible from the economy to aid in ensuring that everyone's perspective is accurate and reasonable, given that survey responses vary depending on sample methodology. The domain is divided into segments, and from each part, an atypical sample was collected, such as a sample of service providers.

A condensed analysis of theoretical and empirical investigations has been conducted to investigate the link further. Data from sectional data and interviews with sixty employees from different organizations in a Saudi Arabian sector service were collected for a quantitative and qualitative study. Results demonstrated the influence of organizational culture on leadership style.

This leads to an increase in employee accountability, which improves performance. Future research and practice implications are also discussed. Based on its results, the report recommends that Saudi Arabian organizations enhance their organizational cultures and select managers who possess transformational abilities.

Chapter Two 2.Organizational Culture

□ Rational Review

The leader navigates the turbulent waters of the market like a captain navigating a ship. Organizational management and leadership are combined to form leadership. by making informed decisions and having the charm to motivate everyone to work towards a common objective. The leader's viewpoint is essential since it is his responsibility to develop a close bond with his group so that they may work more effectively together. People might be affected by the leader individually or collectively. Values, attitudes, beliefs, and conventions inside the organization make up the culture of KSA. Improvement culture, hierarchical culture, rational culture, and group culture are the four kinds of corporate conduct (Quinn and Spritzer, 1991). Vision 2030 is a set of development plans that Saudi Arabia unveiled with the goal of creating a modern economy independent of petroleum that can provide both consumer and industrial goods. The transition process is rather shady, and the KSA organization hasn't adapted to new innovative techniques. Making decisions with boldness and daring is necessary while implementing this new way of thinking. The expansion of SMEs is closely correlated with the economic country. The majority of businesses aim to develop an organizational culture through astute management and strong leadership. Visionary leaders transform their organization's structure by first identifying it and then reconstructing it according to a new set of agreed values, norms, and social conventions (Bass 1985). In Saudi Arabia, corporations prefer to adopt a group culture. Middle Eastern hierarchies often provide senior managers the power to make decisions. A workforce with a diversity of cultural backgrounds adds depth of knowledge to the organization, but it also requires system support for efficient communication amongst employees.

The leader's responsibility increases in difficulty. He requires a more expansive viewpoint and a fresh understanding of how well his approach fits the current situation. When will this policy be deemed ideal for this culture? Rigidly sticking to a set policy can occasionally lead to missed opportunities or failure to recognize changes in the market and environment. But we also require perseverance and self-control. Every kind of issue has its root causes and answers, thus the leader works to be steadfast in their choices and practical in their approaches in order to seize excellent opportunities. It is untrue to say that the ideal leader is flawless and without flaws. Leaders in a process transformation must first acknowledge their responsibility to a cultural goal before determining the minimal standards needed to meet each work unit. As a result, it is crucial to understand the actions and to strive towards changing them.

The team members may create realistic objectives, improve them, nurture them, and work hard to achieve them when a leader models this for them. To do this, the team leader builds a strong emotional bond with each member of the group. All of these difficulties were the major focus of this same investigation. Therefore, the

main and reasonable purpose for this research is seen to be the examination of the leader's effective capacity to influence the workforce.

Chapter Three 3. Study Questions and Research Goals

Questions

Will a highly effective leader have an efficient influence on the behavior of the organization? Is the main question and objective of this research? We'll be working on a lot of interpretations, details, and marks for what is likely the most important study question. In the end, we'll have a suggested answer.

Academic studies show that loyalty, leadership, career advancement, and organizational culture all have a big impact on how effective a company is.

The links between successful leadership and results, as well as between organizational culture and outcomes, have been demonstrated by the same study. The elements of organizational culture, leadership behaviors, and (Collins 2007; Kieu, 2010; Zehir et al., 2011) have all been included in this study.

What qualities distinguish an effective leader? Should be resolved in order to support this research; this part will be looked at in detail to describe the beneficial qualities the leader possesses and which aid in the company's advancement in the right path.

Research Goals

Investigating the effects of leadership philosophies and organizational cultures in Saudi Arabia's commercial sector. Saudi Arabia is the primary focus of the present study. And to get to the stage where they can effectively lead and have an impact on the entire organization.

The study's findings will also increase the audience's motivation to strengthen their leadership attributes and address any situations where they might already be present. It is believed that this study would help the Saudi private sector by offering recommendations on how to enhance these firms' organizational cultures.
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☐ __Organizational culture__

Like other literature reviews, it has a pyramid form, and we frequently witness disputes in organizational culture between intellectual superiority and the rational side. As I experienced when writing my thesis, there are moments when studying the literature causes us to lose sight of our goals and become bogged down in the process. On the other hand, the accumulation of material marks a fresh start for gaining a deeper understanding. The intellectual variety exposes the researcher to a wide range of viewpoints that, in his judgment, necessitate a second processing. Reusing the ideas through a systematic evaluation to suit the current generation is an amazing feat. (Mumby, 1993) Critical thinkers demanded that the focus be on the opinions of every member of a culture, not only the elite. The interest in OC started with (Deal and Kennedy, 1982; Ouchi, 1981; Peters and Waterman, 1982), as these individuals frequently discussed how the CEO and managers can establish a great union culture by the corporate values, such as defining an organization's vision or mission and continuously promoting these values. Organizational culture and productivity are closely related, and this relationship helps organizations become more committed and productive. Organizations were more interested in culture after 1970, particularly since it was shown to have a significant impact on a company's financial performance. According to Schein, the organizations were confronted with two questions: the degree of stability in the work environment and the variations in organizational behavior patterns.

-Bate (1989) draws attention to a crucial factor that is extremely important if we are unable to handle culture as a single entity since we are dealing with diverse and blending cultures inside a same organization.

-Foss and Foss (1994) analyses "invitational rhetoric" to demonstrate that the speaker and listener have distinct cultural communication patterns and that some people are better equipped to comprehend and cope with their culture than others.

According to Terrence Deal and Allan Kennedy's 1982 book "Corporate Cultures: The Rites and Rituals of Corporate Life," managers have some degree of influence or manipulation over cultural factors. They proposed the earliest organizational culture models. Six cultural aspects form the foundation of culture: stories, heroic characters, rituals and ceremonies, history, and cultural identity.

-A strong corporate culture is linked to improved productivity and organizational success, according to the Denison Model Corporate Culture and corporate Effectiveness (1997). Four essential approaches of culture and leadership—mission, engagement, flexibility, and consistency—are explained by the model. Thereafter, each of these methods into three indexes.

Fast | Work Hard/ Play Hard | Tough Guy, Macho

Slow | Process | Bet-Your-Company

Feedback Speed

Low ... High

Degree of Risk

-(1988) Guy S. Saffold, III Notwithstanding the significance of Dennison's idea, Saffold pointed out five primary flaws in the culture hypothesis. According to Saffold, there is a great deal of reliance on composite culture. Furthermore, Denison's' approach is predicated on the idea of culture. Furthermore, the misunderstanding of strength as an indicator of an organization's culture.

Given these flaws, I believe that important factors—such as an institution's size, political context, atmosphere, and generational makeup—are occasionally overlooked.

Some executives hold the controversial belief that an organization's culture may not always benefit society or provide a positive work environment. As Sather points out, it may arise when values and ambitions are at odds with one another and when we fail to recognise environmental changes.

Understanding the interactions between the personnel in a company is necessary for studying the organization.

-MIT professor Edgar Schein (2017): Organizational culture refers to the goals, expectations, values, and mission of the company that support the success of its people. Furthermore, a company's organizational culture encourages everyone to work harder and more productively for the benefit of the business. I came across this amazing remark in Forbes recently: "People leave organizations and leaders, but they also leave organizational cultures. Every business has an own culture. Edgar Schein is an MIT professor who has conducted extensive study on the topic of organization management. According to his "iceberg" concept, an organization's culture is composed of three different layers.

Intricate relationships between social life and work, ranging from engaging to demanding, are part of organizational culture. The main goal of management is often to provide the greatest possible prosperity for the owners, but the main goal of a leader is to ensure the greatest possible prosperity for every individual inside the organization. Numerous scholars studying entrepreneurship have created a wide range of studies and formulas to analyses the workplace and observe workers. This evolution began with Taylor's publication of "Principles of Scientific
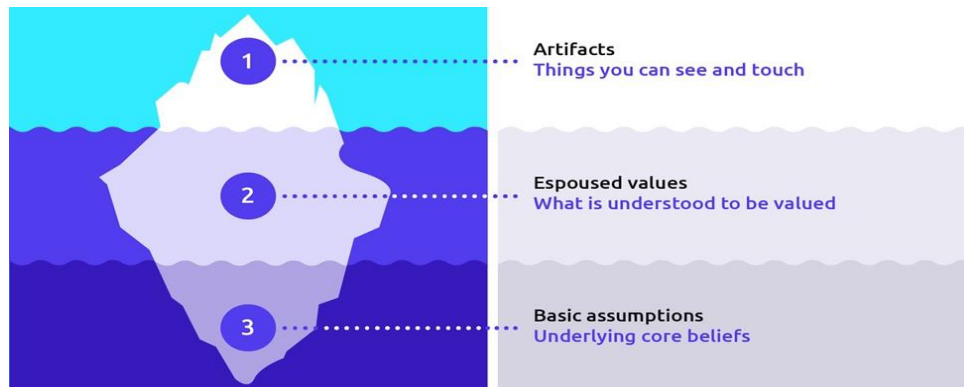
-Max Weber (1964) "Management," in which he discussed developing a particular set of guidelines to make use of human abilities. Max Weber's theory of capitalism, published in 1964, is a valuable resource for learning about the expansion of businesses and changes in the economy.

- Jack Welch (2001), who oversaw GE for many years, is well-known for his "soft culture" and "employee differentiation" strategies. It is important to understand that one person does not represent a full culture, nor does a culture perform a man. Additionally, the culture of an institution may have a significant impact on the conduct of individual's.

☐ **The organizational culture in KSA**

Work success and its system are influenced by organizational culture in Saudi enterprises. We can identify five traits that define businesses in the Kingdom of Saudi Arabia. Religion is essential to civilization. There has been a noticeable advancement in digital business lately. Examining the company's orientation, whether it be domestically or globally, is important when talking about the issues that Saudi Arabian enterprises are facing. We shall conduct our studies in an international context.

According to Joseph and Dai (2009), an organization's behavior plays a crucial role in fostering innovation inside its framework, which in turn impacts its production capacity and efficiency. By several research that surfaced. If an enterprise goes against the customs and religious beliefs of the community, it will not succeed locally. Consequently, corporate culture is directly and significantly influenced by the culture of the nation. Saudi Arabia's population is mostly Arab, with the majority hailing from nomadic tribes. Even though there are 13 million workers in the Kingdom, roughly half of them are foreigners, Saudis still make up the majority of the decision-makers in the businesses. Saudi Arabian culture is rich in both Islamic tradition and customs.
Social conventions and behavioral guidelines have changed somewhat in recent years as individuals have begun to strike a balance between their traditional ways and contemporary living.

-(Idris, 2007) Competition from more established international enterprises might affect

local businesses that now provide Saudis a wide range of job options.

Saudi Arabia's low score of 27 on this dimension illustrates the normative nature of its culture (HofstedeAlmutairi, S., Heller, M., & Yen, D. 2020). Individuals in these communities are

deeply interested in finding the unchanging Truth; they have a normative way of thinking. They exhibit a strong respect for traditions, little inclination to save money for the future, and a focus on completing tasks as soon as possible.
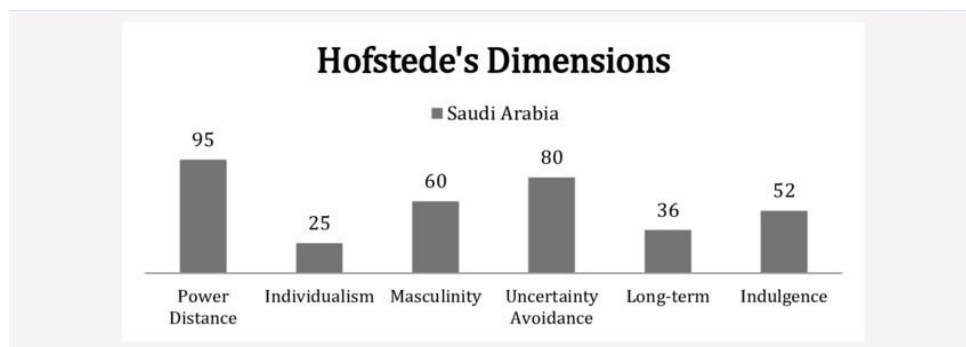
By Hofstede Insight

☐ **Leadership style**

Three basic categories emerge from an analysis of the relevant literature. The three methods are trait-based, situational, and behavioral.

-According to Northouse (2010) and Yukl (2007), leadership is a cooperative relationship between managers and staff members in which the manager works to motivate staff members to achieve a common objective that benefits the business. The notion of leadership is viewed in this research as a process that occurs between a leader and their subordinates, with the goal of changing followers' behavior to achieve organizational goals.

-Yukl (2007) and Northouse (2010). With the appropriate leadership style, a leader may inspire employees, accountability, and productivity. There is ample evidence to demonstrate the relationship between leadership style and accomplishment.

-(Bass and Hatred, 1988).Success metrics and leadership philosophies are closely related. The idea behind transformational leadership is that a really revolutionary leader's behaviour may be explained by their followers' emotional attachments to them. Transformational leaders are believed to be in charge of inspiring employees to attain extraordinarily high standards. A leader's ability to inspire people to do remarkable actions because they respect and trust them is what determines whether or not they may be considered transformational (Barbuto, 1997).

-Judge and Bono (2000) investigated the connection between a leader's character and transformative leadership behavior, coming to the conclusion that a leader's attitude and style generates organizational success, support, and management fulfilment. Nevertheless, there was no connection seen between the subordinates' career happiness and this style of

leadership.

Five 5. Research Methodology

The entire society's participation isn't always appropriate in social data analysis. One important issue in this is that there are times when time and financial resources make it impossible to do so (Cohen et al., 2000).

Thus, Cohen et al. argued that before the study is finished, researchers should decide on the confidence interval and the method of data collecting that will be used.

The primary purpose of this survey is to get feedback from participants on their personal leadership. Does the company's organizational culture and efficient communication have an impact on your immediate leader at work?

The two key methods that will be used to gather the data are simple, easy to understand, and very high quality for everyone.

1. through email, the internet medium that most people utilize worldwide.

2. By doing one-on-one interviews and having candid discussions with the attendees. The practice of selecting units, such as individuals or groups of people, is known as sampling. Sample selection enables researchers to fairly infer conclusions for the organizations.

Two primary criteria that define the survey approach are sample size and sampling structure. By using an appropriate sampling technique and size, researchers may ensure that the sample participants are not drawn from the extreme ends but rather represent simulated values of the characteristics of the general public (Creswell, 2009). The potential In order to ensure that the sample is representative of all study personnel, a simple random procedure was employed for sampling in this investigation. Most sampling techniques rely on basic random procedures that provide each member of the workforce with "an equivalent and chance of selection" (Fraenkel & Wallen, 2000, p.

Planning ahead for information collecting is essential, since it will take the following shape when preliminary stage participants have responded to the survey and questions. An organized sample of influential stakeholders expressed interest in taking part in the poll, and they hold positions of authority. It is actually delivered by computer circuit mail along with the purpose of the survey in the subject area. Thereafter, it gives a week to respond to the survey and reply before it is sent back to the same email address that was used for the sequential approach.

Consequently, on the appointed date, the managers will be questioned first while the survey is in place. They will answer to the survey before I do, and I will then get their suggestions, which I may incorporate in the survey. It took one week to complete the data collection procedure. After data collection from the intended sample of participants who are workers.

☐ Participation of the study

Owing to the leader's many tasks and responsibilities, it was determined that the survey needed to be comprehensive and inclusive of all categories.

A set of guests who voluntarily filled out the survey that was provided for them was used in this study. It was finished with skill and diligence.

With the goal of covering a wide range of topics, such as cultural background, differences in ethnic origin,

or even human distinctions. I was able to describe and record the visual with the assistance of the information gathered for this study.

A set of rules was devised that included the following in order to identify the questionnaire forms of the respondents and pick them:
-The participants need to be focused on their job. Recognise the answers.
-The candidate has to have a job in Saudi Arabia.
-being an adult surveys that ask for participation have in fact gotten a good amount of reaction from people. To maximize the number of attendees, the survey was disseminated at different times. In addition to notifying participants and answering inquiries via mobile, a phone campaign was developed. It came with the survey and directions on how to fill it out, and it was given online by email.

Depending on those criteria, a large number of people have gotten questionnaires asking them to participate, and some of them have responded. The survey was released gradually in an attempt to reach as many respondents as possible. In addition to instructions on how to finish the survey, it was delivered digitally via email. A mobile campaign was also launched, in which respondents were contacted and the questionnaire's questions were answered over the phone. To acquire a qualitative analysis instead of a quantitative one, interviews—more especially with executives and supervisors of the company—have been scheduled. Their thoughts on the leader will also be sought out during these interviews.

One hundred adults were among the participants. Divided into 22 individuals who identified as female and 66 people who identified as male. They were all divided up as follows:

-The auto repair center sector employs twelve workers.
Participants: twenty-three employees of the food firm.
-The thirty individuals who were all employed by companies that produced board games.
-The supervisor role is held by 31 participants.
-There are seven participants in the important account manager position.

Each of these individuals completed the questionnaire in the manner stated below.

Participation Rate	Position Description	Methods for conducting the questionnaire
12	Car maintenance centre	E-mail
23	Food company	E-mail

15	Board game	E-mail
16	Supervisor	E-mail
15	Supervisor	Interview
7	Key account manager	Interview

□ **Description of intervention and data collection tools.**

In order to address the theoretical model variables, an 18-question survey was developed based on research and previously reviewed questionnaires. The Colin Powell questionnaire was modified to include questions regarding corporate culture and leadership style. This popular and well regarded questionnaire focuses on searching for and investigating company needs using terminology related to the business world. It also has a connection to the internal goals of the firm. It is applicable to all organizational levels and is both easy to use and effective. For excellence within the company As a result, questions about the efficacy of leaders were changed to ask respondents to rank the culture of their businesses on a five-point Likert scale.

This analysis made use of a number of instruments, chief among them being the survey. Technology progress is the tool used in this automated procedure, which takes place via email. The questions that were sent in also included modern technology and used devices such as tablets and desktop computers. The interview will take place using the same protocol as before, wherein each person's desktop will be available, along with a paper survey that has to be forwarded in order to be completed. The survey includes the following eighteen questions in a simple section: How much do you agree with?

Charisma

1-1. Does the leader try to create a comfortable environment for people around him?

2. Does the boss have an expanding group of followers that trust and depend on him? 3. Employees pay attention to the manager's ideas and proposals because of his skills, knowledge, and character rather than out of concern.

Social

. The leader fosters the personal development of others.

. The leader listens sympathetically when others need help.

. The leader presents challenges to his team members to help them grow..

Vision

-Leaders help people grasp their visions by using resources like images, texts, and designs.

. The leaders help others by offering new insights on difficult and unusual ideas or viewpoints.

. The leadership uses simple language, images, and icons to convey to staff members what we should or might accomplish.

Transactional

The leader sees to it that those who finish difficult or complex jobs

receive recognition and/or rewards.

The leader controls the workforce by creating common standards. 12-

The management assures that inadequate work is rectified

Delegation

The leader allows people to work at their own pace.

A leader who has faith in his followers' ability to achieve would rarely provide guidance or instructions to them.

The leader is satisfied as long as everything proceeds as planned.

Execution

The boss completes duties

they provide coaching and feedback on a regular basis so that staff members are informed of

their development. 18-The team leader monitors every project under his direction to ensure

the group meets its goal.

☐ **Designation**

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My leader makes an effort to make those around himfeel comfortable.	◯	◯	◯	◯	◯
2	My leader has a growing community of employeeswho rely on and believe him.	◯	◯	◯	◯	◯
3	Because of his abilities, expertise, and character, employees pay attention o manager thoughts and suggestions.	◯	◯	◯	◯	◯
4	My leader supports others ' personal growth	◯	◯	◯	◯	◯
5	When others require assistance, my leader lends a sympathetic ear	◯	◯	◯	◯	◯
6	In order to assist his staff members advance, my leadergives us the challenges.	◯	◯	◯	◯	◯
7	Through the use of tools like pictures, articles, and designs, leaders assist others in understanding theirvisions	◯	◯	◯	◯	◯
8	Our leaders assist others by providing fresh perspectives on challenging and novel concepts or perspectives.	◯	◯	◯	◯	◯
9	To explain to employees what we should or might do,our leaders involves straightforward words, pictures, and icons	◯	◯	◯	◯	◯

10	When people complete challenging or complex tasks,the leader makes sure they are acknowledged and/or rewarded	◯	◯	◯	◯	◯
11	By establishing shared standards, the leader managesthe employees.	◯	◯	◯	◯	◯
12	The manager guarantee to that unsatisfactory work iscorrected	◯	◯	◯	◯	◯
13	The leader gives others the freedom to work how theysee fit	◯	◯	◯	◯	◯
14	If the leader believes his followers can succeed, hewill rarely give them instructions or advice	◯	◯	◯	◯	◯
15	As long as everything is going according to plan, theleader is content.	◯	◯	◯	◯	◯
16	The leader accomplishes tasks.	◯	◯	◯	◯	◯
17	Our leaders regularly offer coaching and feedback sothat employees are aware of their progress.	◯	◯	◯	◯	◯
18	To make sure the team reaches its objective, the leaderkeeps an eye on all the projects under his supervision.	◯	◯	◯	◯	◯

Chapter Six 6. Research findings and data analysis

☐ Quantitative analysis

Relying on an examination of all the participant survey questions, the quantitative analysis's explanation was made. Each team will be divided into subgroups based on job titles.

1) Employees and workers
Note*:- Total participants= 50 person

SN		Strongly Disagree	Disagree	Neutral	Agree	Strongly yAgree
1	My leader makes an effort to make those around him feelcomfortable.	— 0%	5 10%	20 40%	25 50%	— 0%
2	My leader has a growing community of employees whorely on and believe him.	— 0%	10 20%	20 40%	13 26%	5 10%

3	Because of his abilities, expertise, and character, employees pay attention to manager thoughts and suggestions.	0%	0%	25 50%	15 30%	10 20%

#	Statement					
4	My leader supports others ' personal growth	0%	10 20%	25 50%	10 20%	5 10%
5	When others require assistance, my leader lends a sympathetic ear.	0%	0%	25 50%	13 26%	10 20%
6	In order to assist his staff members advance, my leader gives us the challenges.	0%	5 10%	15 30%	30 60%	0%
7	Through the use of tools like pictures, articles, and designs, leaders assist others in understanding their visions	0%	15 30%	15 30%	15 30%	5 10%
8	Our leaders assist others by providing fresh perspectives on challenging and novel concepts or perspectives.	0%	10 20%	30 60%	10 20%	0%
9	To explain to employees what we should or might do, our leaders involves straightforward words, pictures, and icons	0%	10 20%	13 26%	25 50%	0%
10	When people complete challenging or complex tasks, the leader makes sure they are acknowledged and/or rewarded.	10 20%	10 20%	13 26%	10 20%	5 10%
11	By establishing shared standards, the leader manages the employees.	0%	0%	5 10%	40 80%	5 10%
12	The manager guarantee to that unsatisfactory work is corrected	5 10%	5 10%	20 40%	10 20%	10 20%
13	The leader gives others the freedom to work how they see fit	5 10%	0%	5 10%	30 60%	10 20%
14	If the leader believes his followers can succeed, he will rarely give them instructions or advice.	0%	5 10%	15 30%	25 50%	5 10%
15	As long as everything is going according to plan, the leader is content.	5 10%	5 10%	10 20%	15 30%	15 30%
16	The leader accomplishes tasks	0%	0%	15 30%	25 50%	10 20%
17	Our leaders regularly offer coaching and feedback so that employees are aware of their progress.	5 10%	5 10%	15 30%	25 50%	0%
18	To make sure the team reaches its objective, the leader keeps an eye on all the projects under his supervision.	0%	0%	15 30%	25 50%	10 20%

Based on the aforementioned and an analysis of the collected data, it can be deduced that the majority of workers in a company think that the manager ought to bear the responsibility. They did, however, agree that they would not follow instructions without first discussing or arguing them with their superiors, and they underlined the significance of

conferring with one another before carrying out any particular direction. The company's success may be attributed to a dedicated workforce and an effective leadership structure. The firm relies heavily on its boss. However, the majority of the

optimal strategy for attempting to match several of these personal goals with the organization's established objectives remains a mystery to KSA's executives. It is shown that these participants desire a leader who, in their interactions, possesses a balance of emotions and reason. It was found that they all agreed that the boss is the ideal person to teach them in an easy-to-understand, engaging way.

2)Senior/ Supervisor/Manager:
Note*:- Total participants= 16 person

SN		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My leader makes an effort to make those around him feelcomfortable.	—-	—-	8 50%	8 50%	8 50%
2	My leader has a growing community of employees who relyon and believe him.	1 6.3%	1 6.3%	2 12.5%	11 68.8%	1 6.3%
3	Because of his abilities, expertise, and character, employeespay attention to manager thoughts and suggestions.	—	—-	6 37.5%	8 50%	2 12.5
4	My leader supports others ' personal growth	—-	—	1 6.3%	11 68.8%	4 25%
5	When others require assistance, my leader lends a sympathetic ear	—	—	4 25%	10 62.5%	2 12.5%
6	In order to assist his staff members advance, my leader givesus the challenges.	—--	—-	6 37.5%	10 62.5%	—-
7	Through the use of tools like pictures, articles, and designs,leaders assist others in understanding their visions	—--	2 12.5%	7 43.8%	5 31.3%	2 12.5%
8	Our leaders assist others by providing fresh perspectives onchallenging and novel concepts or perspectives.	—--	—--	6 37.5%	7 43.8%	3 18.8
9	To explain to employees what we should or might do, our leaders involves straightforward words, pictures, and icons	—--	2 12.5%	4 25%	8 50%	2 12.5%
10	When people complete challenging or complex tasks, the leader makes sure they are acknowledged and/or rewarded.	—-	—-	7 43.8%	6 37.5%	3 18.8%
11	By establishing shared standards, the leader manages the employees.	—-	—-	8 50%	7 43.8%	1 6.3

12	The manager guarantee to that unsatisfactory work is corrected	—--	—-	5 31.3%	9 56.3	2 12.5%
13	The leader gives others the freedom to work how they see fit			5 31.3%	8 50%	3 18.8%
14	If the leader believes his followers can succeed, he will	1	2	3	9	1

	rarely give them instructions or advice.	6.3%	12.5%	18.8%	56.3%	6.3%
15	As long as everything is going according to plan, the leaderis content.	—--	—-	6 37.5%	6 37.5%	4 25%
16	The leader accomplishes tasks	—-	1 6.3%	5 31.3%	7 43.8%	4 25%
17	Our leaders regularly offer coaching and feedback so thatemployees are aware of their progress.	—-	—-	3 18.8%	10 62.5%	3 18.8%
18	To make sure the team reaches its objective, the leader keepsan eye on all the projects under his supervision.	—-	1 6.3%	2 12.5%	7 43.8%	6 37.5%

To help the firm paint a favorable picture, the leader encourages staff members at all levels to share their experiences with the public. The leader's endeavors to expand the organization's workforce are noteworthy and beneficial to the development of a favorable reputation. It is advantageous for the manager to convey the organization's values to the staff in order to encourage and motivate them to meet those goals. It is also necessary for him to act as a mediator between the staff and upper management so that their opinions are heard. The corporation must make an effort to lead innovation and maintain its position as the industry leader, but the directors must act quickly to put specific reforms into place. Apart from concurring that the employee may be his first priority, the leaders suggest having a strict supervisor rather than just a leader. A competent leader is the one in charge of resolving any problems that affect the employees.

☐ **Qualitative analysis**
Note*:- Total participants= 22 person

SN		Strongly Disagree	Disagree	Neutral	Agree	StronglyAgree
1	My leader makes an effort to make those around him feel comfortable.	—	1 4.5%	7 31.7%	7 31.7%	7 31.7%
2	My leader has a growing community of employees who relyon and believe	—	2 9.09%	8 36.3%	10 45.4%	2 9.09%
3	Because of his abilities, expertise, and character, employeespay attention to manager thoughts and suggestions.	1 4.5%	2 9.09%	5 22.7%	10 45.4%	4 18%
4	My leader supports others ' personal growth	—-	—-	15 68.1%	5 22.7%	2 9.09%
5	When others require assistance, my leader lends a sympatheticear	—-	—-	9 40%	7 31.7%	6 27%

6	In order to assist his staff members advance, my leader gives us the challenges.	10 45.4%	6 27%	2 9.09%	4 18.1%	—-

7	Through the use of tools like pictures, articles, and designs,leaders assist others in understanding their visions	4 18.1%	3 13.6%	11 50%	4 18.1%	—
8	Our leaders assist others by providing fresh perspectives onchallenging and novel concepts or perspectives	1 4.5%	1 4.5%	3 13.6%	12 54.5%	5 22.7%
9	To explain to employees what we should or might do, our leaders involves straightforward words, pictures, and icons	—	—	2 9%	18 81.8%	2 9 %
10	When people complete challenging or complex tasks, the leader makes sure they are acknowledged and/or rewarded.	2 9.09%	3 13.6%	3 13.6%	11 50%	3 13.6%
11	By establishing shared standards, the leader manages the employees.	13 59%	5 22%	2 9.09%	2 9.09%	—
12	The manager guarantee to that unsatisfactory work is corrected	1 4.5%	8 36.3%	6 27%	6 27%	1 4.5%
13	The leader gives others the freedom to work how they see fit	2 9.09	9 40.9%	1 4.5	10 45%	—-
14	If the leader believes his followers can succeed, he will rarelygive them instructions or advice.	—-	—-	5 22.7%	15 68%	2 9.09%
15	As long as everything is going according to plan, the leader iscontent.	—-	—-	—-	6 27%	16 72%
16	The leader accomplishes tasks	—-	—-	1 4.5	14 63.6%	7 31%
17	Our leaders regularly offer coaching and feedback so thatemployees are aware of their progress.	1 4.5%	2 9%	3 13.6%	12 50%	4 18%
18	To make sure the team reaches its objective, the leader keepsan eye on all the projects under his supervision.	3 13.6%	3 13.6%	6 27%	10 45%	—

Through interviews, responses to the questionnaires were gathered from a wide range of senior supervisors. Here, accomplishment is the basis for the analysis rather than a numerical value. Compared to an emotional boss, the majority of these individuals would rather work under a strict supervisorial value. We find that the participation of forum leaders amounts to little more than 4% of the total value of the participants, yet it should be noted that they have strong opinions.

The leaders underscore the fact that, more education in leadership is necessary at all levels since transformational leadership may greatly enhance a person's outlook. The managers shown that they are probably illogical. They also recognise that employees care more about details than the company's overarching goals and vision. Many workers are more receptive to directives that come without argument. When opposed to an emotional manager, the bulk of these individuals would rather work under a strict supervisor.

There is a connection between employee accountability and management, and an

efficient

A business's coach should have a positive outlook in order to raise the overall level of discipline among the staff..

Chapter Seven 7. Conclusion, Implications and recommendation

☐ Conclusion & Implications

In Saudi Arabia, a significant social and economic turning point has happened. Vision 2030 states that exceptional leaders capable of achieving lofty goals and overcoming challenges will guide the private sector. In order to have a deeper understanding of the influence of Leadership Style on Organizational Culture, this research was conducted for Saudi Arabian enterprises. The ability of a leader to behave responsibly determines how much the quality of work life can be improved.

Employees are responsible for their treatment because, under good leadership, they will commit themselves fully to the organization.

The inherent contradiction of ideals has traditionally made it difficult for managers to reconcile the reality of organizational life. Consequently, organizational life is characterized by complexity, irregularity, and overall disarray. Leaders who recognise the advantages of a robust company culture and capitalize on it create a business model that produces a virtuous circle of respectful treatment and growth for both managers and employees. A good boss has a favorable influence on a pleasant working environment, which motivates employees to give their all in support of the business goal, according to the survey results and citations.
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☐ Recommendations

We separated our recommendations into two stages: one is for the leader to receive some advice to boost his effectiveness, and the other is for future research to cover what that thesis did not touch or did not cover.

○ Suggestions for future studies

This study looked at just one strategy. Subsequent investigations have to consider integrating an assessment predicated on the utilization of the assessment's findings and the individuals it will impact. If the writer can work with the intended receiver to identify their most pressing needs and challenges by specific programmer, there's a greater chance that they'll really apply the evaluation and feel like they own something after reading the study's findings.

○ Suggestions for leaders

1. Choose your coaching vision and policies. It will assist you in becoming the sort of leader you want to be. Make the decision to live by moral values from the beginning and let them guide your decisions going forward.
2. The knowledge pays off. Examine leadership opportunities outside of the workplace. Organize a charitable organization or oversee a sporting event.
3. Your staff and sincere believers will also if you have a humble nature.

4. The skill of assigning. If you are the type of person who does everything themselves, start allocating jobs already.
5. Transfer your expertise to your group and help to emphasize the need of preparing the next generation

of leaders.
6. Acquire attentive listening skills. Being a leader raises awareness. By your cooperative efforts,

as you investigate when and how to listen to others and put what you've learned into practice..

Chapter Eight 8. Reference

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