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Chapter One1. Introduction

■ Research Topic

The impact of Leadership Style on Organisational Culture in Saudi Arabia

■ ABSTRACT

This study is a quasi descriptive research that explains the position of successful leaders in boosting employees in the organisations in the Kingdom of Saudi Arabia, the primary role that the manager performs with the work group, and how to foster balance among the group in general.

Within that study, the researcher will explain leadership flaws, what to do to fix those, the different kinds of leaders, and strategies for improving a leader's effectiveness, that in flip influence the company.

The major techniques for gathering primary information are surveys and concentrate groups, while latest articles, reputable web pages, IMS information, and other inputs are used to obtain primary information.

The person is used by the scholar as the input factor. Throughout the sequence to collect as much data as potential, he examined a group of individuals comprising diverse racial and ethnic groups, as well as numerous specialties.

Designed a questionnaire for carrying out the study to obtain the greatest input from the economy to help the perception crystal clear and reasonable for everyone, as it varies based on sampling design to fill out the survey. The domain is separated into sections, and an irregular sample was obtained from each segment, for instance, a specimen of individuals who work in the services.

To further explore the relationship, theoretical and empirical studies have been analysed and condensed. In a quantitative and qualitative research the data from interviews and sectional data of 60 employees working various organisations in a sector service of Saudi Arabia were obtained. Findings showed the importance of leadership style on organisational culture.

As a result, there is an increase in employee responsibility, which has a positive effect on performance. Discussion also includes the implications for future study and practice. The study makes recommendations for organisations in Saudi Arabia to improve their organisational cultures and hire managers with transformational skills based on its findings.

■ **Acknowledgment**

I want to express my gratitude to all those who helped me and were convinced in my ability to accomplish this objective.

I would like to thank Dr. Hisham Safwat and CEO Center for continuous encouragement and careful oversight of my task.

■ **Keywords**

Leadership, organisation, company, culture, Saudi Arabia, study, research, 2030 VISION, methods, survey

Chapter Two 2.Organizational Culture

■ **Rational Review**

The leader is the captain of a ship who is steering his business wisely through the rough waves of the market. leadership is a mix of organisational management and leadership. by wisely decision and the charismatic ability to inspire employees to move single-mindedly to one goal. The leader's perspective is vital because his job is to forge an intimate attachment with his team so that they can perform better. The leader can have an impact on people either individually or together. The culture in KSA is the values, attitudes, beliefs, and norms in the organisation. The company behaviour consists of four classes: improvement culture, hierarchical culture, rational culture, and group culture (Quinn and Spritzer, 1991). Saudi Arabia introduced Vision 2030, the series of development plans to build a modern economy capable of producing consumer and industrial goods, far away from petroleum. Process of change is heavily spookley. where the organisation in KSA didn't get used to new methods in innovation. To adopt this new thinking strategy requires some courage and daring when decision making. economic country growth directly relates with SMEs growth. Most companies seek to achieve organisational culture by their wise the management and leadership. Visionary leaders alter their company structure by first recognising it and then reshaping it with a new vision of its shared beliefs, principles, and social rules (Bass 1985). It companies tend in KSA to the group culture. Hierarchy in the middle east where normally top managers have decision-making authority. A heterogeneous workforce by different cultures, gives a richness of knowledge to the company, but also needs system help on effective communication between them.

Responsibility of leader become more difficult. He needs a broader perspective, and new vision about his policy how much its fit the real status.

When we can say this policy perfect for this culture? Sometimes, the Rigidly adhering to a chosen policy risks missing opportunities or not noticing to market and environmental changes. but also, we need discipline and patience.

Every type of problems has its causes and resolutions, therefore, the leader tries to staying committed to the decision, and fixable in the methods, to make great opportunity. The real picture for leader not means the perfect leader without faults, that's not true...

In a process transformation, the leaders need to recognize an obligation to a cultural objective, after that identify minimum criterion for attain each work unit. therefore, from importance to know the actions requires work on it for change.

The leader has an excellent impact since it allows the team members set realistic goals, make them better, cultivate them, and strive to accomplish them. The leader does this by establishing an emotional connection with the team members.

This same study's main focus was on all of these issues. The study of the leader's effective ability to influence the workforce is thus viewed as the primary and rational motivation for this research.

Chapter Three 3. Study Questions and Research Goals

■ Questions

Is the leader who possesses high effectiveness going to have an efficient impact on the organisation behaviour? is the fundamental query and goal of this study. This is probably the most crucial inquiry in the study, and we'll be working on a lot of interpretations, specifics, and marks, which will ultimately lead to a proposed solution.

According to academic research, organisational effectiveness is significantly influenced by factors such as organisational culture, leadership, career progression, and loyalty.

This same research has proven the relationships among organisational culture and outcomes as well as between effective leadership and outcome. This research has combined the factors of leadership behaviours, organisational culture, (Collins 2007; Kieu, 2010; Zehir et al., 2011).

Which are the characteristics of a successful leader? should also be cleared up in place to bolster this study; this section will be examined in specifics in explaining the positive traits possessed by the leader and which help the company advance along the true direction.

■ Research Goals

Examining the impact of organisation culture and leadership styles in the private sector of Saudi Arabia. Saudi Arabia is the main objective of the current research. And to progress to the point where they are an effective leader with a leadership style that influences the entire company.

The conclusion of the study will also boost the audience's desire to improve his or her leader's qualities and to remedy any circumstances in which they may exist. This study is anticipated to benefit the Saudi private sector by providing guidance on how to improve organisational culture to these organisations.

Chapter Four 4. Literature Review

■ Organizational culture

Most of the time we observe the conflicts about intellectual dominance and the rational side in organisational culture like most literature reviews, it has a pyramid structure. When we studying the literature, sometimes we lost the purpose of the study, and drown in the search, like what happened to me while writing this thesis, but, another hand, this the cumulative information is a new beginning to have a deeper insight. The intellectual diversity, makes the researcher in front of a lot of opinions that require reprocess it again, from his point of view. Recycle the thoughts to fit the new generation by a structured review, is a magnificent work. (Mumby, 1993) Critical theorists required for a concentrate on the views of all individuals of a culture, not just those at the top of a hierarchy. The interest in OC began from (as example Deal and Kennedy, 1982; Ouchi, 1981; Peters and Waterman, 1982) this people discussed a lot of times, that the CEO and managers can established a great union culture by the corporate" values, like clarify a vision or mission to organization, and boost these values consistently. There is strong relation between culture and organizational, and this tie where provide to organizations higher commitment, greater productivity. After 1970, organizations' interest increased in the culture, especially when it proves importance affective a company's earnings. the organizations found themselves facing with two questions, by Schein opinion, the levels of stability in environment of work and the difference in patterns of organizational manners.

-**Bate (1989)** points attention to vital stand is very significant if we can't deal with the culture as a one entity, because we are facing different and mixing cultures in the one organization.

-**Foss and Foss (1994)** draw analysis of" invitational rhetoric" to prove it that the audience and speaker have different culture patterns of communication, moreover some people are able to understand their culture and deal with it more than others.

- "**Corporate Cultures: The Rites and Rituals of Corporate Life,**" to **Terrence Deal and Allan Kennedy(1982)** postulated that managers can, to some extent, control or manipulate cultural variables.They suggested the first models of organisational culture. The base of culture is six cultural elements: History, Cultural identity, Rituals and Ceremonies, Stories, Heroic figures &The cultural network.

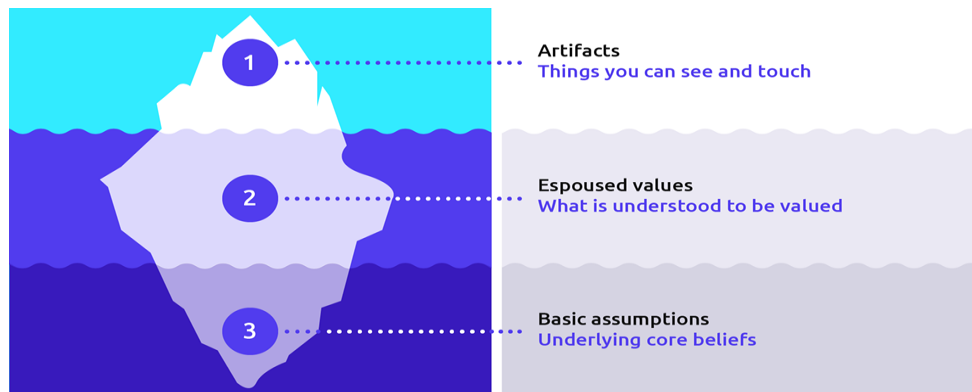
-**The Denison Model Corporate Culture and Organizational Effectiveness (1997)** ties strong organisational culture to organisational performance, and higher level of productivity. The model explains four critical methods of culture and leadership such as, mission, involvement, adaptability, and consistency. then, each of these ways into three indices.



-Guy S. Saffold, III(1988) Despite the importance of Dennison's theory, however, Saffold mentioned five main weaknesses in Dennison's culture hypothesis. Saffold claims there is a lot of dependence upon composite culture. And Denisons' model is based on the assumption of culture. Moreover, the confusion of strength as a measure of organisations' culture. In view of weaknesses, in my opinion sometimes significant agents are ignored like size of an institution, political situation, climate, different generations in the organisation. Controversially, some leaders believe that organisation culture sometimes does not serve the society or create the fit environment of work . Sathe points, it could happen when conflict goals with value, and when we forget the changes that occur in the environment. Study of the organisation requires an understanding of the relationships between the individuals in an enterprise.

-Edgar Schein, professor at MIT(2017): Organisational culture is the mission of enterprise, objectives, expectations and values that help the employees achieve success. In addition, organisational culture promotes everyone to increase their productivity and do the best for the company. Recently I read a great quote in Forbes "People do not just quit companies or leaders ... they quit organisational cultures." "Every company has a unique culture" Edgar Schein, professor at MIT's who has researched widely in the subject of organisation management. He has put the culture iceberg model; the culture of organisation composes at three various levels.

Organisational culture includes intricate interrelationship in social life and work, like a mix from engaging and challenging. Mostly, the principle object of management to secure the maximum prosperity for the owners, but principle object of leader is maximum prosperity for each person in the organization. Many entrepreneurs' researchers have developed varied studies and equations in order to examine the work environment and observing the employees. This development started with Taylor, 1914 and his book "Principles of Scientific



-**Max Weber(1964)** Management” where he talked about formulating a specific set of rules to utilise human skills. Max Weber1964, his theory of capitalism, it provides a great source of information regarding the growth of the establishments and economic change.

- **Jack Welch (2001)** has helmed GE for decades, who is famous with method "employee differentiation" and "soft culture". We should to know, one man does not perform a whole culture and the culture does not perform the man, but, also, the organisational culture has a powerful influence on individual behaviour.

■ **The organisational culture in KSA**

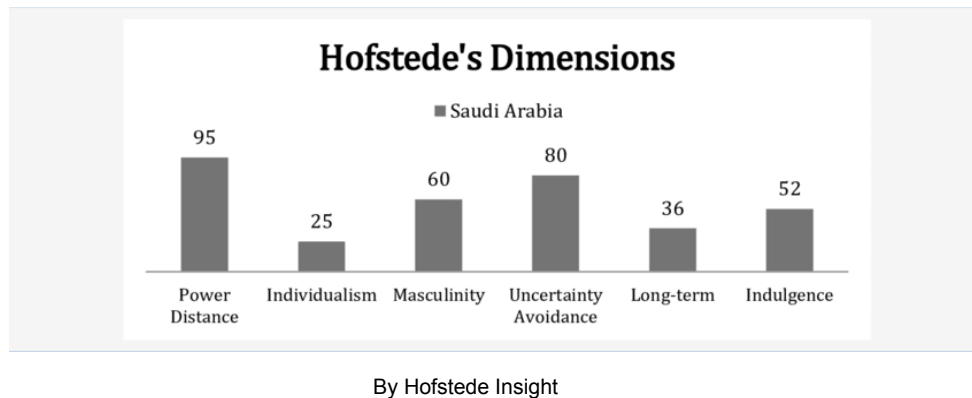
In Saudi companies, the organisational culture influences work success and its system. We can note five characteristics that characterise companies in KSA. Religion plays a vital role in society. In recent days there is a marked development in digital business. When we want to discuss the problems faced by the companies in KSA it is worth looking at the orientation of the company locally or internationally. We will take the international side field our research.

-**Joseph and Dai (2009)** they confirm that enterprises behavior is the most significant, where boost innovation in framework, affects the production capacity, and efficiency. By different studies appeared. An enterprise can’t get the success locally if contradicts the traditions and religious of the societies. therefore, that the country’s culture has a direct and significant impact on corporate culture. The majority of the population in Saudi Arabia is Arab, and most of them from nomadic tribes. Despite about half of the Kingdom’s workforce of 13 million is expat, still decision-makers most of the time is Saudi people leading the enterprises. The culture of Saudi Arabia is a rich between traditions and Islam religion. Nowadays, we witness some changes social norms and rules of behaviour, where the people started to balance between their cultural, and the modern age.

-(**Idris, 2007**) Local firms that are currently giving Saudis a wide range of employment opportunities may be hurt by competition from more seasoned foreign businesses.

-(**HofstedeAlmutairi, S., Heller, M., & Yen, D. 2020**); Saudi Arabia's low score of 27 on this dimension demonstrates the normative nature of its culture. People in these societies are

highly concerned with discovering the unchanging Truth; they think normatively. They demonstrate a high regard for customs, a low propensity to put money aside for the future, and a priority for getting things done quickly.



■ Leadership style

When the pertinent literature is analysed, three fundamental classification is found. These three approaches are behavioural, situational, and trait-based.

-Northouse (2010) and Yukl (2007) saw leadership as a harmony between leaders and employees wherein the leader tries to persuade employees to accomplish toward a shared goal that is advantageous to the company. In this study, the concept of leadership is considered as a process between leadership and employees in which a leader tries to change followers' habits in order to accomplish organisational objectives.

-**Northouse (2010) and Yukl (2007).** Leaders can motivate staff, responsibility, and efficiency by using the right leadership style. The link between achievement and leadership style is supported by enough data.

-(**Hater and Bass, 1988**).Measure of the success and leadership style are highly associated. Transformational leaders are thought to be in charge of motivating staff to meet exceptionally high standards - The concept behind transformational leadership holds that a truly revolutionary leader's behavior may be explained by their followers' emotional ties to them. Considering a leader to be transformative depends on how much of an impact they have on their followers, who feel inspired to act in extraordinary ways because they respect and trust them (Barbuto, 1997).

-**Judge and Bono (2000)** examined the relationship between the character of the leader and life changing leadership behavior, concluding that leadership style attitude produces organisational effectiveness, organizational support, and managerial fulfillment. However, there was no correlation found between this form of leadership and career satisfaction among the subordinates.

Five 5. Research Methodology

In terms of social data analysis, it isn't always suitable to have participation from the total society. The fact that it is occasionally inconceivable to do so because of time as well as financing resource limitations is a crucial factor in this (Cohen et al., 2000).

Therefore, Cohen et al. contended that previous to completing the study, scholars should make a decision on the confidence interval and the collection procedure that will be utilised.

Participants in this survey are being asked primarily about their personal leadership in order to gather feedback. Does your direct leader at work have an influence on the organisational culture and effective communication within the company ?

The two crucial strategies that will be employed to collect the information are effortless, straightforward, and quite high quality to all.

1. Via e-mail, the online method used by the majority of the globe.

2- by having open conversations with the attendees and conducting one-on-one interviews.

Sampling is the process of choosing units, such as individuals or groups of people.

Researchers can equitably make assumptions the findings to the organisations thanks to sample selection.

Sampling structure and sample size are the two main factors that determine survey method.

Researchers can guarantee that the sample subjects are not selected from the extreme ends but rather are simulated value of the characteristics of the general public by employing a suitable sampling style and size (Creswell, 2009). The possibility simple random strategy is the sampling method used in this study to make sure the sample is indicative of the overall study employees. The majority of sampling methods use simple random strategies, which give every element of the population employees "an equivalent and chance of selection" (Fraenkel & Wallen, 2000, p.

Starting to plan for information gathering is crucial because it will proceed as follows once the attendees in the preliminary stage have answered the survey and queries that will be asked of them. A sample of stakeholders who have power in their positions was organised, and they voiced their interest in participating in the survey. It really is sent via computer circuit by mail with the reason of the survey in the topic area, after which provides a duration of only one week just to reply to the survey and reply it before sending it to the same email sent from as for the sequential method.

As a result, the managers will first be interrogated on the designated date while the survey is present. The survey will be responded to ahead of me, and then advice will be obtained from them that may be used in the survey. One week was necessary to finish the process of gathering data. Then analysis after of data being collected from the targeted sample of employees participants.

■ Participation of the study

Due to the various roles and responsibilities of the leader , it was considered that the survey must be varied and cover all classifications.

This study was carried out using a group of attendees who actively participated in responding to the survey that was proffered to them. It was completed in an expert and thorough manner

with the intention of including many categories, including cultural background, a variance in ethnic background, or even a distinction in mankind. The data gathering and specifics joined in this study helped me to specify and document the image.

In order to select the respondents and recognize their questionnaire forms, a set of guidelines including the following were established:

- The members must be engaged in their work Know the solutions.
- The applicant must be employed in Saudi Arabia.
- being an adult

surveys inviting participation have indeed received a sizable response from a number of individuals. With the goal of reaching as many attendees as potential, the survey was distributed at various times. a phone campaign was built, attendees were notified, as well as the questionnaire's questions were responded to over the mobile. It was delivered online via e- mail address, along with the survey and instructions on how to complete it.

Numerous people have received questionnaires in order to be involved depending upon those standards, and several of them have indeed reacted. In an effort to reach as many respondents as conceivable, the survey was distributed in phases. It was distributed digitally via email, along with instructions on how to complete the survey, and a mobile campaign was run in which respondents were tried contacting and the questionnaire's questions were responded to over the mobile. In order to obtain a qualitative rather than a quantitative analysis, interviews have been set up, specifically with company leaders and supervisors. These interviews will also solicit their opinions regarding the leader.

The participants included 100 adults. Distributed into 66 participants from the male gender and 22 participants from the female gender. All of them were distributed as follows:

- Twelve people are employed in the car maintenance centre industry.
- Twenty- three participants who work for the food company.
- The thirty participants, each of whom worked for a board game company.
- Thirty one participants hold the supervisor position
- Seven people participating in the key account manager role

These people all took part in the questionnaire in the following ways:

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.**

A 18 question survey was created to cover the theoretical model factors based on research and earlier examined questionnaires. The questions about leadership style and the organisational culture were adapted from the Colin Powell . This questionnaire has been widely used and well evaluated, and it focuses on using business terms to scour for and explore business needs. It is also connected to underside company objectives. In addition, it is effective and simple to use, and it is relevant to all levels of the organisation. For greatness in the firm Consequently, questions about leaders effectiveness were modified from respondents were asked to rate their organisations' culture on a five-point Likert scale.

Numerous instruments were used in this analysis, most notably the survey. The automated process and this occurs via email, in which the instrument utilised in it is technological advancement. The questions have been sent that used a device like a desktop and a tablet, in which the tool had been used in it is as well new tech. This same following method was preceded, in which the individual desktop will be accessible in the interview with a paper survey to be forwarded to respond to it. An effortless part of the survey contains the following 18 questions: To what extent do you agree to?

Charisma

- 1-Does the leader make an effort to make those around him feel comfortable?
- 2-Does the leader have a growing community of employees who rely on and believe him?
- 3-Because of his abilities, expertise, and character rather than out of worry, employees pay attention to manager thoughts and suggestions.

Social

- 4-The leader supports others ' personal growth.
- 5-When others require assistance, the leader lends a sympathetic ear.
- 6-In order to assist his staff members advance, the leader gives them challenges.

Vision

- 7-Through the use of tools like pictures, articles, and designs, leaders assist others in understanding their visions
- 8-The 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, the leadership involves straightforward words, pictures, and icons

Transactional

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 manages the employees.

12-The manager guarantee to that unsatisfactory work is corrected

Delegation

13-The leader gives others the freedom to work how they see fit

14-If the leader believes his followers can succeed, he will rarely give them instructions or advice

15-As long as everything is going according to plan, the leader is content.

Execution

16-The leader accomplishes tasks

17-They regularly offer coaching and feedback so that employees are aware of their progress.

18-To make sure the team reaches its objective, the leader keeps an eye on all the projects under his supervision

■ Designation

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My leader makes an effort to make those around him feel comfortable.	☐	☐	☐	☐	☐
2	My leader has a growing community of employees who 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 leader gives us the challenges.	☐	☐	☐	☐	☐
7	Through the use of tools like pictures, articles, and designs, leaders assist others in understanding their visions	☐	☐	☐	☐	☐
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 manages the employees.	☐	☐	☐	☐	☐
12	The manager guarantee to that unsatisfactory work is corrected	☐	☐	☐	☐	☐
13	The leader gives others the freedom to work how they see fit	☐	☐	☐	☐	☐
14	If the leader believes his followers can succeed, he will rarely give them instructions or advice	☐	☐	☐	☐	☐
15	As long as everything is going according to plan, the leader is content.	☐	☐	☐	☐	☐
16	The leader accomplishes tasks.	☐	☐	☐	☐	☐
17	Our leaders regularly offer coaching and feedback so that employees are aware of their progress.	☐	☐	☐	☐	☐
18	To make sure the team reaches its objective, the leader keeps 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 Agree
1	My leader makes an effort to make those around him feel comfortable.	0%	5 10%	20 40%	25 50%	0%
2	My leader has a growing community of employees who rely 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%
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%

From the foregoing and by studying the data obtained, we can infer that most employees in organisations believe that the boss should take responsibility. However, they were all in agreement that they would not accept orders without debating or talking with the bosses, and they emphasised the importance of consulting with one another before implementing any given directive. The company's success is due to an efficient leadership structure and a group of hardworking employees. The leader is instrumental in the business. But, most of the leaders in KSA have yet to figure out the best method for trying to align many such individual objectives with the company's set targets. We discover that these participants want to have a leader who is both emotionally and rationally balanced in their interactions. It was discovered that they all consented that the boss is the perfect candidate to impart knowledge towards them in a straightforward, dynamic manner.

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 feel comfortable.	—	—	8 50%	8 50%	8 50%
2	My leader has a growing community of employees who rely on 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, employees pay 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 gives us 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 on challenging 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 rarely give them instructions or advice.	1 6.3%	2 12.5%	3 18.8%	9 56.3%	1 6.3%
15	As long as everything is going according to plan, the leader is 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 that employees 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 keeps an eye on all the projects under his supervision.	—	1 6.3%	2 12.5%	7 43.8%	6 37.5%

The leader inspires employees at all levels of the business to communicate their experiences with the public in order to assist the company create a positive picture. The leader's attempts to broaden the organisation's employees are also notable and advantageous to the growth of a positive image. It is beneficial for the boss to communicate the organisation's values with the employees in order to inspire and motivate them to accomplish those objectives and with the requirement for him to serve as the construction methods among them and the high management in order for their voice to be recognized. The company has to attempt to drive innovation and continue to stay a boss, but the directors must implement definite changes immediately. In addition to their agreement that perhaps the worker is his primary concern, the leaders advise the existence of a rigorous boss instead of merely a leader. A good leader is the individual who is responsible for finding solutions to any issues that impact the staff.

Qualitative analysis

Note*:- Total participants= 22 person

SN		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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 rely on and believe	—	2 9.09%	8 36.3%	10 45.4%	2 9.09%

3	Because of his abilities, expertise, and character, employees pay 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 sympathetic ear	—	—	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 on challenging 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 rarely give them instructions or advice.	—	—	5 22.7%	15 68%	2 9.09%
15	As long as everything is going according to plan, the leader is content.	—	—	—	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 that employees 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 keeps an eye on all the projects under his supervision.	3 13.6%	3 13.6%	6 27%	10 45%	—

The responses to the surveys were obtained from a large variety of senior supervisors through interviews. In this case, the analysis relies on achievement rather than a number. The majority of these individuals involved prefer it would be like to work under a rigid supervisor as compared to an emotional manager.ical value. We discover that the number of forum leaders participating is not more than 4% of the combined worth of the participants, but it should be mentioned that they hold strong views.

The leaders emphasise that, Leadership at various levels needs to be more learned, as transformational leadership can significantly improve an individual's attitude. The leaders demonstrated that managers are likely irrational. At the same time they understand that specifics are more essential to the employees than the firm's corporate vision and objectives. Many employees are more willing to receive orders without debate. Where the majority of these individuals involved prefer it would be like to work under a rigid supervisor as compared to an emotional manager.

There is a relationship between management and employee responsibility, that an effective coach in a business should adopt an upbeat attitude in order to increase the employees' general level of discipline.

Chapter Seven 7. Conclusion, Implications and recommendation

■ Conclusion & Implications

A social and economic turning point has occurred in Saudi Arabia. According to Vision 2030, the private sector will be led by outstanding leaders who are equipped to meet ambitious objectives and overcome obstacles. This research was done for Saudi Arabian companies to better understand the impact of Leadership Style on Organisational Culture. The improvements of quality of work life depend on a leader's ability to act with responsibility. Members of staff are beholden if they are handled well because they will dedicate themselves to a company if it is correctly led.

Managers have generally found it difficult to reconcile the realities of organisational life due to the inherent inconsistency of values. As a result, complexity, irregularity, and general confusion permeate organisational life. When leaders see the benefits of a strong corporate culture and utilise it to their gain, they develop a business plan that results in a cycle of managers and workers who are all treated with respect and thrive in their workplace. The results of the surveys and the citations all agreed that a good boss positively impacts a feeling of a pleasant working environment, which encourages staff to give their all in the service of the business plan.

■ Recommendations

The recommendations that we seek to make are split between two different stages: one for the future studies to encompass what was overlooked or not addressed in that thesis, plus an additional portion for the leader to receive some suggestions to increase his effectiveness.

● Suggestions for future studies

This study only examined one approach. Future research must think about incorporating an evaluation based on the application of the evaluation's research results and the people it will affect. It is more likely that the targeted recipient will truly use the assessment and have a sense of possession beyond the study results if the writer has the opportunity to collaborate with them to identify their greatest urgent requirements and difficulties by particular program.

● Suggestions for leaders

1. Decide on your coaching policies and vision. Understanding the kind of leader you wish to be will help you be that person. Decide on having good principles right away and allow them to mentor your future choices.
2. The learning reimburses off. Explore leadership chances besides the workplace Take charge of a charity organisation, or manage a sporting event.

3. If you possess a humble essence, your employees and true believers would then.
4. The art of delegation. Begin assigning tasks already if you tend to perform each task yourself.
5. Share your knowledge with your team, and contribute to making a point of training future leaders.
6. Discover how to listen carefully. Leading brings awareness. by your collaborative working, as explore how or when to listen to what others are saying and apply what you've learned.

Chapter Eight 8. Reference

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