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Performance in the case of Fawaz Abdulaziz Alhokair
Company in Saudi Arabia**

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Influence of Leadership Styles and Communication on Performance in the case of Fawaz Abdulaziz Alhokair Company in Saudi Arabia

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Abstract

The performance of the Fawaz Abdulaziz Alhokair company has been declining. The company reported a net loss of SAR 535.6 million in 2019 and SAR 381.9 million in 2018. The company's poor performance illustrated that a study needed to be examined to establish the cause of the increase in the net loss. Thus, the study was conducted to examine the effect of leadership styles and communication on performance. The study was based on two theories, namely, trait theory and communication theory. The study was descriptive in nature. The target population was 672 employees from Fawaz Abdulaziz Alhokair company. The sample size was 251. A simple random sampling technique was used. The study found that leadership styles and communication explained 36.1% of the performance variation within the Fawaz Abdulaziz Alhokair Company. The study concluded that leadership styles and communication were positively and significantly related to performance. The most notable variable that influenced performance to a large extent was leadership styles because it was found that a unit change of the leadership styles would lead to an increase of performance by 0.115 units while a unit improvement in communication increase performance by 0.094 units when other factors are held unchanged. The study concluded a positive and significant relationship between leadership styles and performance. The study concluded democratic and transformational leadership styles are the most effective. In democratic leadership, a leader invites other members of the team to contribute and participate in the decision-making process before making the final decision. A transformational leader focuses on transforming others to help each other. The study concluded that communication is positively and significantly related to performance. The study concluded that integrated communication includes applying more than one communicating strategy to pass the information from one point or group to another. The study recommended the best leadership style need to be adopted within the company. The most potent leadership style is democratic and thus, the company need to embrace enhancing democratic leadership in all departments. The study recommended the company should also embrace transformational leadership styles. The study recommended that Fawaz Abdulaziz Alhokair

company should rely much on the usage of the various communication styles such as verbal, nonverbal, written and electronic. The study recommended that assertive communication is the best communication style used in the organization. Assertive communication expresses positive and negative ideas and feelings in an open, honest and direct way.

Keywords: *Leadership styles, communication, performance, Fawaz Abdulaziz Alhokair, Saudi Arabia*

1.0 INTRODUCTION

Performance is vital and integral to the purpose, vision, and mission of any organization (Adler & Bartholomew, 2019). Every organization has its own way and methods to show its performance. The most performance indicators to any organization include financial and non-financial indicators (Arab & Muneeb, 2019; Al-Maliki, 2019; Al-Meer, 2015). The financial indicators of performance include profitability, return on assets, return on equity, and sales revenue. The non-financial indicators of the performance include customer satisfaction, customer retention, customer loyalty, growth, etc (Adams, 2014; Al-Zu'bi, 2015). The performance of an organization is not only beneficial to the company itself but for the entire economy. The government gets revenue from the companies' taxation, and those companies employ people, thus helping in the process of wealth distribution (Almutairi, 2018). The high performance portrays the effectiveness of the strategies employed by both the management and other support staff (Alnaqbi, 2017). Thus, the success of a company depends on the leadership styles and the flow of the information from one person/ party to another (Alqahtani, 2017; Al-Qahtani & Al-Methheb, 2019; Al-Shuwairekh, 2015).

The success of the organizations in achieving their goals depends on the employees' level of performance (Suthar, Chakravarthi & Pradhan, 2014). Performance is a function of the employees' abilities and the level of recognition given to them (Al-Tameemi & Alshawi, 2014). Performance management must analyze how results are accomplished because this gives the data essential to consider what should be done to enhance those outcomes. Shaikh, Tunio and Shah (2017) revealed that the job content and the job context positively influence the general performance. According to Haeruddin (2016), when the organizations establish a mechanism to motivate the employees, their job performance will increase and work hard to meet their targets.

Leadership styles, which include the leader's method of providing direction, is significant in determining the morale of the employees within the organization (Altrasi, 2014). According to Runi, Ramli, Nujum and Kalla, (2017), leadership styles are critical and determine how and when the knowledge and skills available to the leader will be used. Runi, Ramli, Nujum and Kalla (2017) established that organizations need to be analyzing various attributes of leadership competencies, and their interaction will be essential to enhance performance and work will work more effectively in today's global business environment. According to Quinteiro, Passos and Curren (2016), self-management leadership competency is essential as a managerial competence and it involves ethical conduct and integrity, self-awareness and self-development. Frizzell, DHoon and Banner (2018) established that an effective leader is one who has a good relationship with other people and takes much consideration concerning their feelings, emotions, and concerns. Voon, Lo, Ngui and Ayob (2015) showed that leadership competencies have a positive relationship with employee performance. In contrast, transactional self-awareness leadership competencies have a negative connection on employee performance in government organizations in public sector organizations in Malaysia.

Communication is important in an organization and minimizes the chances of misunderstanding and quarrels in an institution (Alvesson, 2020). Effective communication between the management and the junior staff enhances efficiency. The most effective communication strategy is the one in which the information reaches the intended recipient at the right time (Chatzoglou, Dimitrelos, Chatzoudes & Aggelidis, 2017). The channel of communication used in an organization needs to be reachable to the majority of the employees. Unclear communication increases the possibility of inefficiency and delay of the completion of the assignment. Companies invest in the best communication channel to enhance the time transfer of information. Scholars such as Bennis and Nanus (2015), Boerner, Eisenbeiss and Griesser (2017), Bushra, Usman and Naveed (2019) and Cemaloğlu, Sezgin and Kilinc (2018) noted that communication is one of the aspects that influences performance. Based on this background, the study sought to examine whether leadership styles and communication impact performance. The performance of the Fawaz Abdulaziz Alhokair company has been low, and by emphasizing much on examining the leadership styles and communication within the organization, it can be a turnaround strategy of starting to make profits.

1.2 Statement of the Problem

The performance of the Fawaz Abdulaziz Alhokair company has been declining. For instance, the company reported a net loss of SAR 535.6 million in 2019 (Fawaz Abdulaziz Alhokair, 2020). Moreover, in 2018, the company had a net loss of SAR SAR 381.9 million (Fawaz Abdulaziz Alhokair, 2019). The company's poor performance illustrated that a study needed to be examined to establish the cause of the increase in the net loss. In reality, the Fawaz Abdulaziz Alhokair company's performance and contribution to the economy have been bothering, especially in the wake of realizations that other sectors of the economy, such as real estate and telecommunications. The company has been associated with inefficiency, insufficient and unreliable products and services and lack of accountability, transparency and financial probity (Almutairi, 2018). Based on the literature reviewed, there is inadequate information concerning the effect of leadership style and communication on performance. There was a knowledge gap that needed further empirical investigation. The study noted that most studies were conducted outside Saudi Arabia. However, in those conducted in Saudi Arabia, none of the studies was focused on the Fawaz Abdulaziz Alhokair company. Besides, none of the reviewed studies particularly examined the effect of leadership styles and communication on performance, focusing on the Fawaz Abdulaziz Alhokair company. Therefore, the study was worthy of being conducted to bridge the existing knowledge gap. This formed the basis of the study.

1.3 Research Objectives

- i. To explore the effect of leadership styles on performance at Fawaz Abdulaziz Alhokair company.
- ii. To examine the effect communication on performance at Fawaz Abdulaziz Alhokair company.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

Gordon Allport established Trait Theory in 1936. The concept tried to examine the physical, mental as well as individuality features of the leaders in an organization. The theory developed

that leaders are people who can totally share themselves while others cannot, and this is what makes them different from other individuals (Colbert, Court, Choi & Wang, 2012). A leader has the appropriate combination of attributes, which makes him a good leader and the theory shows that a great leader is the one who has sufficient supervisory knowledge, is led by the objective orientation and also has inquisitiveness (Sethuraman & Suresh, 2014).

However, Mello (2003) argued that the theory did not establish the factors that make some of the leaders perform better than others in the organization when given the same responsibilities and duties to execute within similar conditions. Also, According to McCleskey (2014), the theory did not well establish the consequences of the leaders who work hard in the organizations with the hidden agendas of self-interest and not the interest of the majority shareholders and end up not making any positive contributions to the success of the organization or the company. Nevertheless, this theory was seemed important in explaining the leadership style in the study.

The communication theory lays out how communication procedures would engage others in discussion. According to Al-Shuwairekh (2015), the interaction process consists of steps: message, inscribing, transferring, getting, translating, comprehending and responding. There is a demand to educate the team on brand-new policies and developments to allow the team member to be aware and get involved properly in issues that worry them. The source of any information should be clear. Second of all is inscribing is where the sender operates the message to produce a signal suitable for transmission over the network. The communication channels need to be accessible to everyone (Altrasi, 2014).

The channel utilized should be adequate as well as without barriers. Interaction is the act of sending out a message with various media; it can be spoken or nonverbal, official or non-formal, as long as it sends a provocative suggestion, motion, activity, etc. Good communication is thought about as a found-out ability (Azmi, 2019). Most people are born with the physical capacity to talk; however, we have to discover to connect properly. Talking, listening and also our capacity to comprehend spoken and also nonverbal meanings are abilities we create in numerous ways (Barbuto, 2015). The concept notes that communication is an indispensable element of any performance renovation technique (Windahl, Signitzer & Olson, 2008). Therefore, the theory seemed to be effective in anchoring the study's variable communication.

2.2 Empirical Literature

Leadership designs, which include the leader's approach of offering direction, is considerable in identifying the morale of the staff members within the company (Altrasi, 2014). According to Runi, Ramli, Nujum and Kalla, (2017), management designs are critical and also figure out just how and when the expertise as well as abilities offered to the leader will certainly be used. Runi, Ramli, Nujum as well as Kalla (2017) established that companies require to be examining numerous features of leadership proficiencies, as well as their communication will be essential to improve performance as well as work will certainly work better in today's global company environment. According to Quinteiro, Passos and also Curral (2016), self-management management expertise is important as a supervisory proficiency and also it involves moral conduct and also stability, self-awareness and self-development. Frizzell, DHoon and also Banner (2018) established that an efficient leader is one who has an excellent partnership with other people and takes much consideration concerning their feelings, emotions, and also concerns. Voon, Lo, Ngui and also Ayob (2015) revealed that leadership expertise has a positive relationship with worker

efficiency. On the other hand, transactional self-awareness management expertises have a negative link on employee performance in government organizations in public industry companies in Malaysia.

Al-Zu' bi (2015) performed a study to examine the effect of leadership styles on performance. The study depended on questionnaires to collect the data. The researcher randomly picked respondents who were key in answering the questions developed. The investigation results noted that leadership styles are the key determinant to the organization's performance. The most significant leadership styles that stimulate performance largely included democratic and transformational leadership styles. The study suggested that it is important for companies to employ various leadership styles to improve performance. Companies need not just to rely much on one leadership style. This will positively increase performance.

Shafie, Baghersalimi and Barghi (2013) sought to explore whether leadership styles determine the performance of real estate firms in Tehran province. The research employed a descriptive research design. The exploration outcome revealed that leadership styles are key in determining performance. Pragmatic Leadership proficiencies verified extra effective in a secure setting and more unsuccessful in the dynamic setting than leadership expertise. Laissez-faire leadership competencies brought about disorder in the company. The study suggested that the most effective that is pleasant to the majority of the employees need to be adopted.

Communication is essential in a company and minimizes the chances of misconception as well as fights in an organization (Alvesson, 2020). Efficient interaction in between the administration as well as the junior team improves effectiveness. The most efficient interaction approach is the one in which the information reaches the designated recipient at the right time (Chatzoglou, Dimitrelou, Chatzoudes & Aggelidis, 2017). The network of communication made use of in an organization requires to be obtainable to the majority of the employees. Uncertain interaction boosts the opportunity of inadequacy as well as delay of the conclusion of the project. Firms invest in the best communication channel to boost the time transfer of details. Scholars such as Bennis and Nanus (2015), Boerner, Eisenbeiss as well as Griesser (2017), Bushra, Usman and also Naveed (2019) and Cemaloğlu, Sezgin as well as Kilinc (2018) kept in mind that communication is among the facets that affects efficiency. Based upon this background, the study sought to analyze whether leadership designs as well as communication impact performance. The efficiency of the Fawaz Abdulaziz Alhokair business has been low, and by emphasizing a lot on checking out the leadership styles and interaction within the company, it can be a turn-around technique of beginning to make profits.

Ngamsutti (2018) conducted a study to examine the effect of communication strategies on the performance of telecommunication firms in Thailand. The data were collected by using questionnaires from 726 employees from DTAC. The hypothesized relationships among the variables were examined by using regression analysis. The results showed that the integrated marketing communication strategy has a positive influence on performance. The study concluded that an integrated marketing communication strategy includes applying both the modern and traditional forms of communication. The study recommended that telecommunication firms in Thailand need to use an integrated marketing communication strategy to enhance performance.

Arab and Muneeb (2019) sought to determine the effect of communication styles on performance. The study was conducted at the Afghan Wireless Communication Company. The target population

included employees from different departments. A sample of 371 employees was used. The study noted that most communication styles used in the organization included written, electronic, verbal, nonverbal and visual. The study concluded that written communication and electronic as the most used communication styles within the companies. Markovic and Salamzadeh (2018) sought to examine the importance of business management communication. The study was conducted within Telekom Srbija in Serbia. The study revealed that effective communication in an organization is one factor that increases performance. Employees are key to organization success, and effective communication enhances stability and togetherness.

3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design. The target population was 672 employees from the Fawaz Abdulaziz Alhokair company. The sample size was 251. A simple random sampling technique was used. The unit of observation included managers and support staff. Questionnaires were used as the research instruments.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Correlation Analysis

The examination of the correlation analysis is potent during the analysis. It exhibits the association between the variables. The study sought to examine whether there exists an association between leadership styles, communication (independent variables) and performance (dependent variable). the findings of the correlation analysis are presented in Table 1

Table 1: Correlation Analysis

		Performance	Leadership styles	Communication
Performance	Pearson Correlation	1.000		
	Sig. (2-tailed)			
Leadership styles	Pearson Correlation	.412**	1.000	
	Sig. (2-tailed)	0.000		
Communication	Pearson Correlation	.273**	.349**	1.000
	Sig. (2-tailed)	0.000	0.000	

Based on the results presented in Table 1, the correlation between leadership styles and performance was positively and significantly associated. The association that was found to exist between communication and performance was positive and significant. The results concur with Sabir, Iqbal, Rehman, Shah and Yameen (2016) who showed leadership competencies have a positive influence on employee performance. Moreover, Rohana and Abdullah (2017) noted that social intelligence, emotional intelligence, cognitive intelligence, interpersonal intelligence and intrapersonal intelligence is positively and significantly related to organizational performance. Zakaria and Taiwo (2013) revealed that team leaders' human skills and team self-evaluation

significantly influence the adequate performance of the team. Arab and Muneeb (2019) showed that communication flow has a positive effect on organizational performance. Siam (2017) revealed that the communication strategy is positively related to organizational performance.

4.2 Regression Analysis

The section will comprise of model fitness, analysis of variance and regression of coefficient.

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.298a	0.361	0.336	0.0165

The results from Table 2 establishes that leadership styles and communication were found to be satisfactory in explaining performance. This was supported by the coefficient of determination, also known as the R square of 0.361 (36.1%). This implied that leadership styles and communication explain 36.1% of the variations in the dependent variable, which is performance. According to Quinteiro, Passos and also Curral (2016), leadership expertise is important as supervisory proficiency and also it involves moral conduct and also stability, self-awareness and self-development. Frizzell, DHoon and also Banner (2018) established that an efficient leader has an excellent partnership with other people and takes much consideration concerning their feelings, emotions, and also concerns.

Table 3: Analysis of Variance (ANOVA).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.108	2	1.054	47.91	.000b
	Residual	1.009	45	0.022		
	Total	3.117	47			

The results in Table 3 indicate that the overall model was statistically significant. The results imply that leadership styles and communication are good predictors in explaining performance. This is supported by an F statistic of 47.91 and the reported p-value of 0.000, which is less than the conventional probability significance level of 0.05. The study concluded that leadership styles and communication are significant in predicting performance. These results concur with the findings of Runi, Ramli, Nujum and Kalla, (2017) who noted management designs are critical and also figure out just how and when the expertise, as well as abilities offered to the leader, will certainly be used. Runi, Ramli, Nujum as well as Kalla (2017) established that companies require to be examining numerous features of leadership proficiencies, as well as their communication will be essential to improve performance, as well as work, will certainly work better in today's global company environment. According to Quinteiro, Passos and also Curral (2016) leadership expertise is important as a supervisory proficiency and also it involves moral conduct and also stability, self-awareness and self-development. Frizzell, DHoon and also Banner (2018) established that an

efficient leader is one who has an excellent partnership with other people and takes much consideration concerning their feelings, emotions, and also concerns.

Table 4: Regression of Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.168	0.214		0.7850	0.553
	Leadership styles	0.115	0.010	0.214	11.500	0.007
	Communication	0.094	0.013	0.28	7.231	0.030

Regression coefficients in Table 4 revealed that there was a positive and significant relationship between leadership styles and performance ($\beta=0.115$, $p=0.007$). This was supported by a calculated t-statistic of 11.5 that is larger than the critical t-statistic of 1.96. The results implied that a unit improvement of the leadership styles would lead to an increase of performance by 0.115 units when other factors are held unchanged. Besides, the study found that a positive and significant relationship exist between communication and performance ($\beta =0.094$, $p=0.030$). This was supported by a calculated t-statistic of 8.846 that is larger than the critical t-statistic of 1.96. The results implied that when communication is increased by one unit holding other factors constant, the level of performance is going to increase by 0.094 units. The results concur with Sabir, Iqbal, Rehman, Shah and Yameen (2016) who showed leadership competencies have a positive influence on employee performance. Moreover, Rohana and Abdullah (2017) noted that social intelligence, emotional intelligence, cognitive intelligence, interpersonal intelligence and intrapersonal intelligence is positively and significantly related to organizational performance.

Haeruddin (2016) reported that leadership had a positive and significant effect on job satisfaction. Zakaria and Taiwo (2013) revealed that team leaders' human skills and team self-evaluation significantly influence the adequate performance of the team. Arab and Muneeb (2019) showed the flow of communication has a positive effect on organizational performance. Siam (2017) revealed that the communication strategy is positively related to organizational performance. Henerathgoda and Dhammika (2016) established that leadership development such as empowerment, training and development; coaching, participation and delegation have a positive influence to employee performance in large scale tyre manufacturing organizations in Sri Lanka. Shafie, Baghersalimi and Barghi (2013) showed that development-oriented and pragmatic-oriented self-awareness leadership competency has a positive impact on the performance in the Real Estate Registration in Tehran province in Iran. Voon, Lo, Ngui and Ayob (2015) showed that self-awareness leadership competencies have a positive relationship with employee performance

5.0 CONCLUSION

The study concluded a positive and significant relationship between leadership styles and performance. The study noted that a unit improvement of the leadership styles would increase performance by 0.115 units when other factors are held unchanged. The study concluded that a company need to embrace democratic and transformational leadership style. In democratic leadership, a leader invites other team members to contribute and participate in the decision-making process before making the final decision. A transformational leader focuses on transforming others to help each other, look out for each other, be encouraging and harmonious, and look out for the organization. In this leadership, the leader enhances his follower group's motivation, morale, and performance. Leadership styles, which include the leader's method of providing direction, are significant in determining the employees' morale within the organization. Leadership styles are critical and determine how and when the knowledge and skills available to the leader will be used.

The study concluded that communication was positively and significantly related to performance. The study found that when communication is improved by one unit holding other factors constant, the level of performance will increase by 0.094 units. The study concluded the communication strategies are key components that influence performance. The study concluded that integrated communication includes applying more than one communicating strategy to pass the information from one point or group to another. Communication is important in an organization and minimizes misunderstanding and quarrels in an institution. Effective communication between the management and the junior staff enhances efficiency. The most effective communication strategy is when the information reaches the intended recipient at the right time. The communication channel used in an organization needs to be reachable to the majority of the employees. The integrated communication promotes institutions to determine the right communication channel that targets the right audience with the right information. Assertive communication expresses positive and negative ideas and feelings in an open, honest and direct way. Adopting an assertive communication strategy allows individuals to take responsibility for themselves and their actions without judging or blaming other people. The study concluded effective communication styles have a positive and significant effect on organizational performance. The study concluded that communication strategy ensures that everyone in the organization has adequate information and prevents ambiguity.

6.0 RECOMMENDATIONS

The study recommended the best leadership style need to be adopted within the company. The most impressive leadership style is democratic and thus, the company needs to embrace enhancing democratic leadership in all departments in the company. In democratic leadership, a leader invites other members of the team to contribute and participate in the decision-making process before making the final decision. The study recommended the company can embrace transformational leadership styles and this will improve the morale of the employees. Leadership styles, which include the leader's method of providing direction, is significant in determining the morale of the employees within the organization. Leadership styles are critical and determine how and when the knowledge and skills available to the leader will be used. A transformational leader focuses on transforming others to help each other, to look out for each other, to be encouraging and

harmonious, and to look out for the organization as a whole. In this leadership, the leader enhances the motivation, morale and performance of his follower group.

The study recommended that Fawaz Abdulaziz Alhokair company should rely much on the usage of the various communication styles such as verbal, nonverbal, written and electronic. The study recommended that the company need to have more than one communication strategy to use. The study recommended that assertive communication is the best communication style used in the organization. Assertive communication expresses positive and negative ideas and feelings in an open, honest and direct way. Communication is important in an organization and minimizes the chances of misunderstanding and quarrels in an institution; thus, needs to be part of the strategi management. Effective communication between the management and the junior staff enhances efficiency. The most effective communication strategy is when the information reaches the intended recipient at the right time. The communication channel used in an organization needs to be reachable to the majority of the employees. The study recommended that communication should flow in all directions in the organization, the clarity of the language used should be concise and the person receiving the contents of the communication should pay attention. The study further recommended that feedback is an essential element in effective communication; hence a comprehensive feedback system should be adopted. The study recommended the company need to send out the right communications out at the right time to avoid misinterpretation.

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