

## **The Impact of Leadership Qualities of Emerging Saudi Leaders in Supporting Saudi Vision 2030**

**Dr. Ahmed Bin Ali Alharthi**

DBA in Business Administration, College of Business Administration, University of Lincoln,  
Malaysia

Email: [Ad@swiss-corner.com](mailto:Ad@swiss-corner.com)

**Dr. Abhijit Ghosh**

DBA in Business Administration, College of Business Administration, University of Lincoln,  
Malaysia

**Dr. Mohamed Anas Shamsy**

PhD in Business Administration, University of Bourgogne, Dijon, France

### **Abstract**

The importance of the study stems from the importance of the topic itself, as it addresses a sensitive aspect, namely leadership, where the Saudi Vision 2030 needs to know the leadership capabilities of emerging Saudi leaders to ensure the readiness and qualification of future leaders to support the current implementation of the vision and move forward with strategic initiatives after implementation. The study aimed to identify the impact of leadership qualities among emerging Saudi leaders in support of Saudi Vision 2030. The study community consisted of 28 commercial companies, all operating in Riyadh, Saudi Arabia Stakeholders and all employees with senior management levels in the companies under study were targeted. To achieve the objectives of the study, the researcher designed a questionnaire and distributed it to the study sample consisting of 128 respondents, where 102 questionnaires were retrieved valid for analysis.

The study reached a number of results: the most important of which are: the level of leadership availability in its dimensions (Ideal Effect, Motivation, individual corporatism, intellectual excitement, and empowerment) in the commercial companies studied in Riyadh, Saudi Arabia was high;

The effectiveness of supporting the kingdom's Vision 2030 within the companies studied in Riyadh, Saudi Arabia was high. There is a statistically significant impact of the leadership qualities of emerging Saudi leaders to significantly support the Saudi Vision 2030.

The study recommended: enhancing the reliance on leadership style within the Departments of Saudi companies in order to increase the effectiveness of contributing to the kingdom's Vision 2030, encouraging the adoption of the concept of "Ideal Effect" among working leaders by working as models that these employees seek to emulate.

**Keywords:** Leadership, Leadership Qualities, Kingdom's Vision 2030.

## تأثير الصفات القيادية لدى القادة السعوديين الناشئين في دعم رؤية السعودية 2030

الدكتور/ أحمد بن علي الحارثي

دكتوراه في إدارة الأعمال، كلية إدارة الأعمال، جامعة لينكولن، ماليزيا

Email: [Ad@swiss-corner.com](mailto:Ad@swiss-corner.com)

الدكتور/ ابهيجيت غوش

دكتوراه في إدارة الأعمال، كلية إدارة الأعمال، جامعة لينكولن، ماليزيا

الدكتور/ محمد أنس شمسي

دكتوراه في إدارة الأعمال، جامعة بورغوني، ديجون، فرنسا

### ملخص الدراسة

تتبع أهمية الدراسة من أهمية الموضوع نفسه، حيث أنها تتناول جانباً حساساً، ألا وهو القيادة، حيث تحتاج رؤية السعودية 2030 إلى معرفة القدرات القيادية للقادة السعوديين الناشئين لضمان استعداد وتأهيل قادة المستقبل لدعم التنفيذ الحالي للرؤية والمضي قدماً في المبادرات الاستراتيجية بعد التنفيذ. هدفت الدراسة للتعرف على تأثير الصفات القيادية بين القادة السعوديين الناشئين لدعم رؤية السعودية 2030. تكون مجتمع الدراسة من 28 شركة تجارية تعمل جميعها في مدينة الرياض بالمملكة العربية السعودية، وقد تم استهداف أصحاب المصلحة وجميع العاملين ذوي المستويات الإدارية العليا في الشركات محل الدراسة، ولتحقيق أهداف الدراسة قام الباحث بتصميم استبانة وتوزيعها على عينة الدراسة المكونة من 128 مبحوثاً، حيث تم استرداد عدد 102 استبانة صالحة للتحليل.

توصلت الدراسة الى عدد من النتائج أهمها: أن مستوى توافر القيادة بأبعادها (التأثير المثالي، التحفيز، الاعتبارية الفردية، الإثارة الفكرية، التمكين) في الشركات التجارية محل الدراسة بالرياض بالمملكة العربية السعودية كان عالياً،

فعالية دعم رؤية المملكة 2030 داخل الشركات محل الدراسة بمدينة الرياض بالمملكة العربية السعودية كان مرتفعاً. وجود أثر ذي دلالة إحصائية للصفات القيادية لدى القادة السعوديين الناشئين لدعم رؤية السعودية 2030 بدرجة كبيرة.

أوصت الدراسة: بتعزيز الاعتماد على أسلوب القيادة داخل إدارات الشركات السعودية من أجل زيادة فاعلية المساهمة في رؤية المملكة 2030، تشجيع تبني مفهوم "التأثير المثالي" بين القادة العاملين من خلال العمل كنماذج يسعى هؤلاء الموظفون إلى محاكاتها، تعزيز اهتمام القيادات في الشركات السعودية بمبدأ التمكين من خلال توفير تصورات شاملة للعمل وترك هامش أكبر للموظفين لتطبيقها مما يشجعهم على تحمل المسؤولية.

**الكلمات المفتاحية:** القيادة، الصفات القيادية، رؤية المملكة 2030.

## 1. Introduction

Today's world is witnessing large numbers and many forms of fluctuations, the extent of which varies between those that occur at the individual level, and those that affect groups of different organizations, whether at the local, national or even global level.

Leadership is one of the important factors in achieving the goals of organizations, creating a balance between them and employees, and seeking to provide a suitable climate for employees, so that they feel the importance of being ready for permanent development and change, as well as meeting their requirements and achieving their renewed ambitions, according to the possibilities and opportunities possessed by organizations, and despite the extensions and obstacles that may hinder their continuation and survival, they may not be taken into account sometimes.

Working with a distinguished, creative and competent leadership, and depending on her personal, moral and cognitive characteristics, as well as the style she takes in her roles and the tasks she performs, she can cope with the fluctuations to which she is exposed.

The leadership of organizations is a vital element in the life of the organization and the continuation and prosperity of its various activities and operations, and it is no wonder then that we see senior management in organizations spending a lot of money in search of leadership talents and then training and developing them.

Effective administrative leadership is a valuable commodity in a market characterized by scarcity; it is no wonder, then, that organizations resort to using all means of material and moral

enticement to attract external managerial leadership competencies; and spending a lot of money on administrative training and development processes.

On April 2016, Saudi Arabia announced its transformation plan to reduce dependency on oil. The Saudi Vision 2030 depends on three main pillars to represent its unique competitive advantages. The first pillar is the status of Saudi Arabia as the heart of Arab and Islamic world. The second pillar is the investment capabilities of the county. The third pillar is geographical location of Saudi Arabia as a hub that connects three continents.

### 1.1. Problem Statement

Despite the importance of the topic of leadership in achieving many of the visions of organizations and their impact on the effectiveness of the development process, the Arab studies that have dealt with this topic are still few-as far as the researcher knows.

As the realization of the Saudi Vision 2030 requires many efforts in several aspects and limits, **the problem of the study can be summarized by the following main question:**

- **What is the impact of leadership qualities among emerging Saudi leaders in support of the Saudi Vision 2030?**, There are several sub-questions that branch off from the main question:
  - Will the emerging Saudi leaders be able to support the realization of the Saudi Vision and move forward into the future?
  - Do Emerging Leaders need to improve their leadership skills in order to lead the realization of Saudi Vision 2030 and lead the post-realization phase to help government agencies direct their efforts and invest in human resources capabilities?

### 1.2. Research Objectives

- This study will assess the leadership skills of emerging Saudi leaders in order to analyze their core leadership competencies.
- The impact of leadership on areas of improvement and their relationship to the achievement of Saudi Vision 2030 or the capabilities of emerging Saudi leaders to take over the post-implementation phase.
- Assess the dominant leadership skills among emerging Saudi leaders.

- Identify the extent to which leaders working in Saudi organizations adopt the leadership style.
- The study of the impact of leadership in its dimensions (ideal effect; motivation; individual objectivity, intellectual excitability; empowerment).
- Conducting scientific research and direct contact with the field.
- Strengthening the field of research on this topic.

### 1.3. Significance of the Study

The importance of the study derives from the importance of the topic itself, as it deals with a sensitive aspect, namely leadership, and it is considered to understand the current leadership profile of emerging Saudi leaders and its impact on achieving Saudi Vision 2030. Saudi Vision 2030 needs to know the leadership capabilities of emerging Saudi leaders to ensure that these future leaders are ready to support the current implementation of the vision and move forward with strategic initiatives after implementation. Furthermore, emerging Saudi leaders will be encouraged to consider different areas for improvement.

### 1.4. Research Hypothesis

- **Main hypothesis:** There is no statistically significant effect of leadership qualities among emerging Saudi leaders to support the Saudi Vision 2030 at a significant level ( $\alpha \leq 0.05$ ).
- A set of the following sub-hypotheses branches off from the main hypothesis:**
- There is no statistically significant effect of leadership qualities (ideal effect) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).
  - There is no statistically significant effect of leadership qualities (motivation) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).
  - There is no statistically significant effect of leadership qualities (individual legal) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).

- There is no statistically significant effect of leadership qualities (intellectual excitability) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).

There is no statistically significant effect of leadership qualities (empowerment) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).

## 2. Theoretical Framework

### 2.1. The Concept of Leadership

- Terminology: there are several concepts and definitions of leadership among specialists depending on their differences in determining, The tasks of the leader; for example, we can mention the following:
- Leadership is defined as: the ability to influence others in order to achieve common goals. This means that leadership is a communication process between the leader or manager and his subordinates; they exchange knowledge and directions and cooperate to accomplish the tasks assigned to them (Raed Mohammed, 2013).

### 2.2. The Importance of Leadership

1. Keep abreast of the surrounding variables and employ them to serve the institution.
2. The link of access between employees and between the plans of the enterprise and its future perceptions.
3. The Crucible within which all concepts, strategies and policies are fused.
4. Strengthen the positive forces in the organization and reduce the negative aspects as much as possible.
5. Control and solve business problems "and resolve differences and weighting between opinions.
6. Development, training and care of individuals as the most important resource of the institution, and individuals take the leader as their role model.
7. It is she who facilitates the enterprise to achieve the set goals.
8. Strengthening organizational behavior through self-esteem and mutual trust between leaders and subordinates by setting a good example (Hani Mohammed, 2015).

## 2.3. Leadership Dimensions

Some researchers, such as (Bass, 1990), (Avolio, et al, 1991), were able to the development of the dimensions of transformational leadership in four dimensions are (Ideal Effect, intellectual consultation, individual consideration, motivation). (Rafferty&Griffin, 2004) have added a fifth dimension of empowerment.

### 2.3.1. The Ideal Effect

It means that the leader has a vision and a strong sense of the higher mission of the organization and instills a spirit of pride and pride in the souls of his subordinates and leads to the achievement of trust and respect by them (Bass, 1994). The ideal effect occurs when leaders act as patterns or symbols of the role or position they occupy, as employees view them as an example of ethics and values and show feelings of admiration, respect and trust towards them. Besides, the leader's behavior and practices that embody concern for public interests make him more influential on his employees (Woods, 2003).

Or is the ability of a leader to gain the trust, admiration, respect and appreciation of subordinates and make him the ideal so that subordinates imitate the leader and willingly obey all his demands (Barbuto, 2006). The ideal effect is defined (Avolio, eta, 1991) as "showing respect for others and building mutual trust and confidence in the mission of the organization, as a transformative leader can make employees influenced by his practices, when his employees sense his ability to achieve the goals and mission of the organization".

### 2.3.2. Intellectual Excitability

The ability of a leader to lead his subordinates and his desire to make them address problems, especially routine ones, in New Ways Means teaching them to face difficulties as problems that need to be solved and to search for logical solutions to them (Bass, 1994).

It is intended to excite employees by making them more aware of the problems that stand in the way of achieving performance that exceeds expectations and shows the role of the leader by empathizing with others, listening to their ideas and suggestions, sharing their feelings and feelings.

This means that the leader through this dimension practices empathy methods to motivate employees to find creative solutions to the problems of the organization (krishnan, 1998).

### **2.3.3. Individual Legal Personality:**

It means the leader's attention to his subordinates, his awareness of the principle of individual differences, dealing with each of their employees in a certain way commensurate with his interest, working on training and guiding them to achieve further growth and development (Bass, 1994).

It means that the leader pays attention to the needs of his employees, which are special, their needs are not one and the same, and at the same time the transformational leader focuses on building trust and knowing the weaknesses and strengths in the performance of employees (Avolio, etal, 1991).

### **2.3.4. Motivation**

A process that focuses on the actions and behaviors of the leader that generate in the followers a love of challenge and that these behaviors serve to clarify expectations for the followers and encourage team spirit in work and commitment to organizational goals (Bass&Avolio, 1994).

(Woods, 2003), defines motivation as “arousing feelings and emotions in employees for action, movement, inspirational and spiritual leadership, faith of the leader and his faith”. Motivational methods include communication processes, continuous communication, tolerance in cases of failure or omission, and this is a way to learn, listen to employees, pay attention to their desires, encourage innovation, creativity, diversity, continuous development, recognition and praise for their outstanding achievements, motivation occurs when a transformative leader takes ways to motivate them, inspire employees, push them to challenge difficulties and constantly strive to find meaning for their work, and the leader's enthusiasm is an example of motivating employees, this enthusiasm generates in them a team spirit and a desire to achieve the interests of the organization (Avolio, 1994).

### **2.3.5. Empowerment**

Empowerment is one of the core behaviors of transformational leadership; the key assumption in the idea of empowerment is that decision-making authority is supposed to be delegated to front-



line employees in order for them to be empowered to respond directly to customer requests, problems, and needs; and it turns out that the idea of empowerment requires abandoning the traditional model of leadership, which focuses on mentoring, to a leadership that believes in participation and consultation. The transformational leader empowers others to help them turn their vision into reality and maintain it; he emphasizes that leaders with transformative behavior have the ability to energize their subordinates and enable them to act by providing them with a vision for the future instead of From relying on the method of punishment and rewards; visionary leaders can create a climate of participation and create enabling conditions through which employees can take upon themselves the authority to make decisions that work to achieve the vision; besides providing employees with vision, transformational leadership is characterized by its ability to create inspirational behavior that enhances the self-efficacy of workers to reach the goal (Bass&Avolio, 1993).

#### **2.4. Saudi Vision 2030**

On April 2016, the ambitious leader Crown Prince Mohammed bin Salman announced the plan of Saudi Arabia “Vision 2030” to transform Saudi economy to a more sustainable and less dependent oil economy. In general, the Saudi vision centered on strengths such as the economic advantage, geographic, cultural, social and demographic. The Saudi leadership is aspiring to achieve its goals of sustainable development and prosperity. These goals aim to double its gross domestic product to reach 2 billion USD and to add six million jobs to the market to decrease unemployment rate by 50% through an investment of 4 trillion USD in the Saudi economy. The Vision focuses on eight main sectors that represent 60% of the GDP and create more jobs by 2030. These sectors are health care, finance, mining and metals, retail and wholesale trade, tourism and hospitality, petrochemicals, manufacturing, and construction. To achieve full potential and enable this transformation, the transformation plan will depend on three pillars: increase the productivity of the workforce, accelerate the transformation from public-sector spending and sustainable fiscal management. In order to achieve the Vision, the Saudi Government has launched many transformational programs. These programs are the road map to help Saudi Arabia achieve the goals of Vision.

### 3. Previous Studies

#### 3.1. Arabic Studies

**Study (Ouda, 2023), Titled “The Role of Ethical Leadership in Achieving Organizational Integrity: An Analytical Study of the Opinions of a Sample of Workers in Private Hospitals in the Middle Euphrates Region”.**

The current research aims to test the role of ethical leadership through its dimensions (individual orientation, fairness, power sharing, interest in sustainability, moral guidance, clarification of the role, integrity) in achieving organizational integrity. And then diagnose the level of interest in it in the field, as well as identifying the appropriate procedures by the organization, and the research was conducted on a number of workers in private hospitals in the Middle Euphrates region as a field for study and testing its hypotheses, and the questionnaire form was adopted as a main tool in collecting data related to the field side of the research. Intentional sample size (243), and the research used in the analysis many statistical methods such as standard deviations, arithmetic averages, and structural equation modeling with the help of statistical programs (SPSS.var.27, (AMOS.var.26), and a set of results were reached, The most important of which is the existence of a correlation and influence

**Study (Hamdan, 2021), Titled “The Influence of Transformational Leadership on Increasing the Effectiveness of Public Organizations”.**

This study was conducted to investigate the influence of Transformational leadership on increasing the effectiveness of public organizations, supposing that transformational leadership has a clear impact in improving the performance of the organization as well as it is an important and effective means to achieve success and growth and to increase the effectiveness of organizations.

To achieve the objectives of the study, the researcher designed a questionnaire of 27 questions to collect preliminary data from a sample containing 43 participants. During the process data were collected and analyzed and hypotheses were tested out using SPSS 17.0. A number of findings were obtained from this study, the most important are: There is a significant influence and a strong and direct relation between the independent variable which is the ideal effect and the dependent variable increasing the effectiveness of the organization under study,

There is an abstract influence and a moderate and direct relation between the catalysis inspirational independent variable and the dependent variable increasing the effectiveness of the organization under study, There is a significant influence and a moderate direct relation between the intellectual arousal independent variable and the dependent variable increasing the effectiveness of the organization under study, There is a significant influence and a strong direct relation between the individual considered independent variable and the dependent variable increasing the effectiveness of the organization under study.

**Study (Ayed, 2021), Titled “Effective motivating leadership in organizations and its role in increasing productivity”.**

The study aimed to identify the impact of effective and motivated leadership in productivity in the organization; revealing the leadership styles and methods used to achieve the desired productivity. The descriptive-analytical approach was used. The sample of the study included (52) members of the Faculty of the future University. The study reached a number of results, the most important of which are: leadership provides a work environment that helps to develop creativity and innovation in modern production methods; the leader sought to meet the needs of employees to push them to increase production efficiency; and the study came up with a number of recommendations, the most important of which are: The University's senior management should involve and consult employees in decisions related to productivity increased attention to encouraging the transfer and exchange of knowledge between individuals to encourage employees to achieve high productivity; attention to training courses for leadership and employees inside and outside work.

**Study (Amal, 2020), Titled “Leadership style and its impact on employee performance”.**

The study dealt with the leadership style and its impact on employees' performance, as the research problem was to find out what is the effect of the leadership style on performance, and the study concluded that the leadership style applied in the organization has a direct impact on the level of performance. The effective leadership style leads to discipline of employees, improves their behavior and increases of their performance and in doing so improves the performance of the organization as a whole.

Among the most important recommendations is that the leadership is concerned with involving employees in developing action plans, and that the subordinates are treated without bias and participate in decision-making

**Study (Aida, 2020), Titled “Leadership on democracy on job satisfaction among teachers of Al Ain Schools in the United Arab Emirates”.**

The study aimed to identify the impact of democratic leadership on job satisfaction among teachers of Al-Ain schools in the United Arab Emirates. The Study was applied upon a random sample presented the research community of both males and females third and second round teachers in Al-Ain City, the sample included (301) both males and female teachers, collected from (12) different schools. The researcher followed the descriptive method because it is compatible with the purposes of the study. The questionnaire was used as a tool to measure the variables of the study. The study recommended the dissemination of the concept of democratic leadership at the level of different schools to raise the morale of teachers and improve the educational process, and encourage departments of education for new principals to use the style of democratic leadership because impact of effective on the performance of the job, and provide training courses for new school principals and teachers on how to apply the principles of democratic leadership Which lead to a sound educational environment, leading to a spirit of cooperation to achieve the objectives of the school, and give more powers to school administrators; to increase their ability to address problems to serve the educational process to achieves job satisfaction for teachers.

**Study (Kazem, 2017), Titled “The Impact of Leadership in the Competitive Advantage”.**

The objective of this research is to identify the effect of leadership in achieving competitive advantage in the Company General Industries Cotton seeks to Determine the Relationship(Correlation Relationship and Effect)between the Leadership and Dimensions of Competitive Advantage in the Company General Industries Cotton, The interest of the company's senior Management of Leadership and Dimensions of Competitive Advantage Contribute to the possibility provided for something unique can be through which the company win over its competitors others and then to succeed, Survival and growth in the business world, and the limited studies on the relationship between these variables,

the research has clued such variables within a holistic attempt to study the relationship between them. In general, the Reaches the following findings: There is a significant correlation Relationship between of leadership and the dimensions of the competitive advantage in the company under Research, There is a significant effect for the leadership in dimensions of competitive advantage in company under research? Depending on these conclusions, which the study reached, number of recommendations was presented with these conclusions.

### 3.2. Foreign Studies

#### **Study (Pinar Gökalp, 2022), Titled “The Impact of Leadership Styles on Performance and Mediating Effect of Organizational Culture: A Study in Flight Schools”**

The study aimed to evaluate and examine teacher leadership and organizational culture as important variables. In the aviation literature, there are very few explanatory studies on flight and driving performance. In addition, no study on teachers ' leadership of student pilots has been found, in this context, it was investigated how driving styles influenced the performance of student pilots both positively and negatively in this study. Organizational culture is an important indicator of performance in today's organizations. In this context, it turns out that studies have been conducted that organizational culture is an important variable in improving organizational and individual performance. The leadership styles of teacher pilots and organizational culture were explored in the process of performing student pilots. In this context, the research included performance, leadership styles and organizational culture. In connection with the methodological part of this study, 151 student pilots of flight training organizations formed the universe and were surveyed, analysed and explained. Considering the influence of dynamic leadership, this study analysed the influence of leadership and Culture on flight performance. The study came to a number of conclusions, the most effective leadership styles can be found in the dynamics of a group consisting of members with diverse and individual cultural orientations. Individual differences caused by cultural norms can be considered as consequences of leadership behaviour. It is also not possible to analyse cabin crew leadership without looking at the culture variable because behaviour is influenced by individual and environmental factors.

**Study (Akinniyi, 2021), Titled “The Impact of Effective Leadership on Organizational Performance”**

The thrust of this study is to examine the influence of effective leadership on organizational performance. In essence, when an organization is properly led by effective leaders, what effect does that have on the organization’s productivity? The study revealed that effective leadership has a positive impact on organizational performance. The methodology adopted in the study is descriptive analysis. This paper recommended, among other things, that leadership styles should not be applied rigidly, but flexibly following the prevailing situations. It was also recommended that leaders should be made to undergo training and retraining from time - to – time.

**Study (DARCY, 2020), titled: the impact of leadership style on employee’s performance in an organization”**

This study attempted to investigate the effect of leadership styles of an organization and its impact on the employee's performance. This study aims to understand the transformative, transactional, and laissez-faire style effect on employee performance of different leadership styles. The goals that guided the study were to investigate the impact of transformational leadership styles on employee performance, investigate the effect of transactional leadership styles on performance, and analyse the effect • of laissez-faire leadership styles on an organization's employee performance. The study followed qualitative approaches and integration of secondary research. The reason for this is to be able to provide the readers with adequate discussion to help them understand the issue and the various variables involved. Secondary research sources will include past research, newspapers, magazines, and newspaper content. As secondary research, findings on journals and existing knowledge of books will be used. The interpretation will be conducted which can be considered qualitative. Various scholarly views of each independent variable effect on the dependent variable are presented to validate the research objective. It was concluded that at the end, that term transactional leadership is useful and transformational leadership style is helpful in all time horizons. Some recommendations will be discussed at the end.

The finding shows that the transactional leadership style was the dominant leadership style in banks.

However, literature informs that transformational leadership is critical for the improvement of institutional goals. Hence, there is a need to maintain the on-going positive impact of the transactional leadership style, while seeking a mechanism for shifting towards a transformational leadership style that ultimately will ensure success in the banks. The finding of this study revealed transformational and transactional leadership styles had a weak, positive, and statistically significant relationship with employees' performances. But, the relationship between laissez-faire leadership style and employees' performance was weak, negative, and statistically insignificant. From this one can conclude that banks employees' performance is assumed to be enhanced when leaders employed transactional and transformational leadership styles. Thus, there is a need to uphold the concurring transactional leadership style accompanied by transformational leadership style both of which accounted for the significant and positive change in the performance of the employee and to lead towards transformational leadership style.

**Study (Awwal Shafiu, 2019), Titled “The Impact of Leadership on Organizational Performance”**

This study aimed at the impact of organizational leadership on the level of performance of organizations. For the purpose of this study, a survey research was employed and the data was generated primarily through the use of the questionnaire, emphasis was placed on the academic university of Nigeria staff and various leadership faculties and departments. The data generated using correlations were tested and the result reveals that to a greater extent the leadership style used influenced the timely achievement of the stated goals by the teaching staff. It was also revealed that the leadership of the organization does not promote faculty members who exceed their stated goals. It has been recommended that; the appropriate leadership style should be adopted by the leaders of different faculties and departments so that workers are able to ensure the timely delivery of results and leadership styles should be reviewed by faculty and department heads to enhance the ability of employees to exceed their set goals

**Study (Saira Solat, 2017), titled “the impact of leadership style on group effectiveness: the mediating role of counterproductive behavior”**

This research is an attempt to solve the Dilemma of leadership regarding the behavior of leaders towards their subordinates. Most of the previous literature on the leadership suggests that the



leaders should differentiate their behaviors depending upon the needs of subordinates as well as their level of maturity. But the current research suggests the differentiation of behaviors on the part of leaders hampers group effectiveness. Furthermore, this differentiation also results in increase in counterproductive behaviors of employees. The research data is gathered through structured questionnaires from 71 workgroups. The research tested a model addressing group focused Leadership as well as differentiated individual Focused leadership. Results of study revealed that differentiated Individual focused leadership is related negatively to group effectiveness through increasing counter productivity whereas group focused leadership relates positively to group effectiveness by decreasing counter productivity. Managerial as well as future implications of the research are also discussed.

**Study (Anees Ullah, 2013), Titled “Impact of Leadership on Organizational Performance”**

The aim of the study was to find out the impact of leadership behaviours on organizational performance. The main objectives of the study were to find out the concepts and types of leadership behaviours and investigate the impact of leadership behaviour on organizational performance in the case company D&R Cambric Communication. The research also described the performance of the organizations in service sector because of the good leadership qualities. The leadership theories and different behaviours of leadership were discussed in the beginning of the research. Both the qualitative and quantitative research method was used in the study. The Survey questionnaire was sent to the employees and interview with the CEO of D&R Cambric Communication was conducted for the research. Empirical study was conducted by sending a questionnaire to the employees of D&R Cambric Communication. There were 29 respondents out of a total 54 employees in the company. The results driven from the research showed that there is a strong impact of leadership behaviours on organizational performance. The behaviour of the CEO of the D&R Cambric Communication with the employees of the company was one of the major reasons for the company’s success. Finally leadership behaviours were found out to be very important key factors for the growth of the companies in the service sectors.



## 4. Research Methodology

### 4.1. Study Approach

In light of the nature of the study, the questions posed, the hypotheses put forward, and the governing goals that the study seeks to achieve, which is based on studying the impact of leadership qualities among emerging Saudi leaders to support the Saudi Vision 2030 as it actually is, and trying to describe it accurately, we have relied in its study on the descriptive approach because it is related to the study of topics related to fields, and it is one of the common forms of research that many researchers rely on in the study of qualities, as it seeks to determine the current state of a particular phenomenon and then works to describe and clarify its characteristics, A number of Main and subsidiary hypotheses of the field side of the study are put forward to decide whether to accept or reject them as provisional answers to the studied phenomenon, which are measured and verified using appropriate analytical methods in order to reach conclusions that achieve the objectives of the study and contribute to reality and its development.

### 4.2. Sources of Data

#### 4.2.1. Primary Data

A special questionnaire was developed regarding the hypothesis of the study and the research model, based on what the authors and researchers stated regarding leadership qualities. It has been relied upon as a primary source. The initial data for this study was collected through observations, questionnaires and appetizers but it was mainly through questionnaires

#### 4.2.2. Secondary Data

Secondary data was collected from books, journals, papers, dissertations, articles, working papers and the World Wide Web. In this way, a strong theoretical background facilitated us to clarify the definition of the problem, to test it, and to compare the results of the study with the results of the literature.

### 4.3. Study Population

Sampling is important because some constraints such as budget and time prevent a complete survey of the study community, and sampling gives credence to quick results (Bakri, 2005).

The researcher could not cover the entire study community due to its large size and time constraints, therefore, the researcher will choose an intended sample to represent the study community. The field study included a number of 28 commercial companies operating in the kingdom of Saudi Arabia.

#### 4.4. Study Sample

The researcher targeted the group of employees with leadership positions, stakeholders, managers and Section Heads, where the total sample of the study reached (128) respondents, and the questionnaire was distributed over the entire sample of the study. The number of questionnaires retrieved reached (110) questionnaires, with a percentage of (88%). After examining the questionnaires, (8) questionnaires were excluded because they were not valid for analysis. Thus, the number of questionnaires valid for analysis is (102), that is, (92.73%) of the total number of questionnaires retrieved

#### 4.5. Statistical Methods

To answer the study questions and test its hypotheses, the researcher used the following statistical methods:

- Mean.
- Standard Deviation.
- Pearson correlation coefficient.
- Cronbach Alpha stability coefficient.
- Coefficient of analysis regression.

#### 4.6. Reliability and Validity

##### 4.6.1. Reliability

**Table 04.1:**

*Cronbach stability factor alpha for each axis of the study*

	variable	Cronbach's alpha
1	Ideal effect	.632
2	Motivation	.831

3	Intellectual excitability		.777
4	Individual legal personality		.741
5	Empowerment		.688
1	Supporting Saudi Vision 2030	Supporting Saudi Vision 2030	.645

It can be seen from the table above that the value of the cronbach's coefficient Alpha for all questionnaire items was exceeded (.60), a high value reflecting the high degree of stability that the study instrument has, and its ability to achieve the purposes of the study according to (drunk, 2003). We also note that the coefficient of stability of all variables was close and all exceeded the minimum required to achieve a stable state of (0.6).

#### 4.6.2. Validity

Verifying the validity and feasibility of the questionnaire required the use of a selected group of arbitrators from among the faculty members belonging to management, statistics and measurement sciences at the University of Lincoln, with the intention of benefiting from their knowledge accumulation and experience curve that earned them their current position in their specialization, which made the tool more accurate and objective in measurement. As a result of the opinions of the arbitrators, the opinion was settled on the tool after making an amendment in some of its paragraphs by adding, deleting and rephrasing some sentences

### 5. Analysis of the Results

#### 5.1. The First Axis - Leadership Qualities

##### 5.1.1. Ideal Effect

In order to be able to describe the level of importance of the "Ideal effect" as one of the leadership qualities in the studied companies in the kingdom of Saudi Arabia, the researcher resorted to the use of computational means and standard deviations to verify the importance and significance of the paragraph, as shown in the following table:

**Table 05.1:**

*mean and standard deviation of the axis of leadership qualities - "Ideal effect"*

Ideal effect					
N	Paragraph	Mean	Std. Deviation	Order	Importance
1	I act in a way that I gain the trust, respect and appreciation of employees	4.51	.60	1	High
2	I behave in a typical way that employees seek to emulate	4.21	.69	2	High
3	I emphasize the importance of employees having a common understanding of the company's goals and mission	4.17	.71	3	High
4	I go beyond my own interests in order to achieve the public interest	4.09	.78	4	High
5	I give priority to building a set of common values among employees	3.99	.78	5	High
6	I have the ability to convince employees to increase their enthusiasm for work	3.93	.855	6	High
<b>Total</b>		<b>4.15</b>	<b>.442</b>	<b>High</b>	

The table shows the answers of the study sample on the phrases related to the "Ideal effect" axis, the paragraph "I act in a way that I gain the trust, respect and appreciation of employees" came in first order with an arithmetic mean of (4.51), which is higher than the general arithmetic mean of (4.15), and a standard deviation of (.60). In sixth order came the paragraph "I have the ability to convince employees to increase their ENT enthusiasm for work "with an arithmetic mean of (3.93), which is lower than the total arithmetic mean of (4.15) and a standard deviation (855). This result confirms from the point of view of the study sample members that the level of importance of the "Ideal Effect" axis was high, and the table also shows the low dispersion in the responses of the study sample members about the " Ideal Effect" variable with its paragraphs, which reflects the convergence in the views of the study sample members about the high importance of this variable.

### 5.1.2. Motivation

In order to be able to describe the level of importance of the "Motivation" as one of the leadership qualities in the studied companies in the kingdom of Saudi Arabia, the researcher resorted to the use of computational means and standard deviations to verify the importance and significance of the paragraph, as shown in the following table:

**Table 05.2:**

*mean and standard deviation of the axis of leadership qualities - "Motivation"*

Motivation					
N	Paragraph	Mean	Std. Deviation	Order	Importance
1	I direct employees to work in a team spirit	4.47	.59	1	High
2	I work to provide a collective sense of administrative tasks	4.45	.57	2	High
3	I am interested in motivating employees to achieve the goals and vision of the organization	4.31	.80	3	High
4	I encourage employees to achieve more than they expected	4.24	.68	4	High
5	I work to arouse the spirit of enthusiasm for work among employees	4.14	.71	5	High
<b>Total</b>		<b>4.32</b>	<b>.52</b>	<b>High</b>	

The table shows the answers of the study sample on the phrases related to the "Motivation" axis, the paragraph "I direct employees to work in a team spirit" came in first order with an arithmetic mean of (4.74), which is higher than the general arithmetic mean of (4.32), and a standard deviation of (.59). In fifth order came the paragraph stating "I work to arouse the spirit of enthusiasm for work among employees" with an arithmetic mean of (4.14), which is lower than the total arithmetic mean of (4.32) and a standard deviation (.71). This result confirms from the point of view of the study sample members that the level of importance of the "Motivation" axis was high, and the table also shows the low dispersion in the responses of the study sample

members about the "Motivation" variable with its paragraphs, which reflects the convergence in the views of the study sample members about the high importance of this variable.

### 5.1.3. Intellectual Excitability

In order to be able to describe the level of importance of the "Intellectual Excitability" as one of the leadership qualities in the studied companies in the kingdom of Saudi Arabia, the researcher resorted to the use of computational means and standard deviations to verify the importance and significance of the paragraph, as shown in the following table:

**Table 05.3:**

*mean and standard deviation of the axis of leadership qualities - "Intellectual Excitability"*

Intellectual Excitability					
N	Paragraph	Mean	Std. Deviation	Order	Importance
1	I share their thoughts with employees and listen to their views when I try to Solve Work Problems	4.20	.64	1	High
2	Suggest new ways to accomplish work tasks	4.11	.81	2	High
3	I encourage all employees to discover solutions to the complex problems facing the company	4.06	.66	3	High
4	Give employees the opportunity to think about old problems in new ways	4.01	.92	4	High
5	I am constantly trying to figure out what employees would like to achieve in their working (career)life	3.76	1.03	5	High
<b>Total</b>		<b>4.03</b>	<b>.60</b>		<b>High</b>

The table shows the answers of the study sample on the phrases related to the "Intellectual Excitability" axis, the paragraph "I share their thoughts with employees and listen to their views when I try to Solve Work Problems" came in first order with an arithmetic mean of (4.20),

Which is higher than the general arithmetic mean of (4.03), and a standard deviation of (.64). In fifth order came the paragraph stating "I am constantly trying to figure out what employees would like to achieve in their working (career)life" with an arithmetic mean of (3.76), which is lower than the total arithmetic mean of (4.03) and a standard deviation (1.03). This result confirms from the point of view of the study sample members that the level of importance of the "Intellectual Excitability" axis was high, and the table also shows the low dispersion in the responses of the study sample members about the "Intellectual Excitability" variable with its paragraphs, which reflects the convergence in the views of the study sample members about the high importance of this variable.

#### 5.1.4. Individual Legal Personality

In order to be able to describe the level of importance of the "Individual Legal Personality" as one of the leadership qualities in the studied companies in the kingdom of Saudi Arabia, the researcher resorted to the use of computational means and standard deviations to verify the importance and significance of the paragraph, as shown in the following table:

**Table 05.4:**

*mean and standard deviation of the axis of leadership qualities - "Individual Legal Personality"*

Individual Legal Personality					
N	Paragraph	Mean	Std. Deviation	Order	Importance
1	I treat employees more like human beings than members of a group	4.78	.48	1	High
2	I treat each of the employees in an appropriate way for him	4.55	.60	2	High
3	I express my appreciation to employees when they do a good job	4.50	.69	3	High
4	I give personal attention to workers who have abilities that distinguish them from others	4.31	.89	4	High
5	I listen attentively to the opinions of	4.25	.78	5	High

	employees and respect their convictions				
6	Show personal interest in employees who are not accepted by their colleagues	3.91	.91	6	High
7	I care about satisfying the personal needs of employees	3.73	.85	7	High
<b>Total</b>		<b>4.29</b>	<b>.47</b>	<b>High</b>	

The table shows the answers of the study sample on the phrases related to the "Individual Legal Personality" axis, the paragraph "I treat employees more like human beings than members of a group" came in first order with an arithmetic mean of (4.78), which is higher than the general arithmetic mean of (4.29), and a standard deviation of (.48). In seventh order came the paragraph stating "I care about satisfying the personal needs of employees" with an arithmetic mean of (3.73), which is lower than the total arithmetic mean of (4.29) and a standard deviation (.85).

This result confirms from the point of view of the study sample members that the level of importance of the "Individual Legal Personality" axis was high, and the table also shows the low dispersion in the responses of the study sample members about the "Individual Legal Personality" variable with its paragraphs, which reflects the convergence in the views of the study sample members about the high importance of this variable.

### 5.1.5. Empowerment

In order to be able to describe the level of importance of the "Empowerment" as one of the leadership qualities in the studied companies in the kingdom of Saudi Arabia, the researcher resorted to the use of computational means and standard deviations to verify the importance and significance of the paragraph, as shown in the following table:

**Table 05.5:**

*mean and standard deviation of the axis of leadership qualities - "Empowerment"*

<b>Empowerment</b>					
<b>N</b>	<b>Paragraph</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Order</b>	<b>Importance</b>
1	I encourage employees to take responsibility	4.50	.82	1	High
2	I support the exercise of the powers vested	4.35	.89	2	High



	in each individual				
3	I take care of the need to equate authority with responsibility when delegating certain powers	4.27	.80	3	High
4	I discuss with employees the requirements for fulfilling their job roles	4.23	.94	4	High
5	I cooperate with all employees regardless of the effort they make	4.22	.80	5	High
6	I delegate some of my powers to employees on scientific grounds	4.07	.82	6	High
7	I present a comprehensive vision of the work, leaving the largest margin for employees to implement it	3.95	.74	7	High
<b>Total</b>		<b>4.23</b>	<b>.47</b>	<b>High</b>	

The table shows the answers of the study sample on the phrases related to the "Empowerment" axis; the paragraph "I encourage employees to take responsibility" came in first order with an arithmetic mean of (4.50), which is higher than the general arithmetic mean of (4.23), and a standard deviation of (.82). In seventh order came the paragraph stating "I present a comprehensive vision of the work, leaving the largest margin for employees to implement it" with an arithmetic mean of (3.95), which is lower than the total arithmetic mean of (4.23) and a standard deviation (.74). This result confirms from the point of view of the study sample members that the level of importance of the "Empowerment" axis was high, and the table also shows the low dispersion in the responses of the study sample members about the "Empowerment" variable with its paragraphs, which reflects the convergence in the views of the study sample members about the high importance of this variable.

## 5.2. The Second Axis - Empowerment Support the Saudi Vision 2030

In order to be able to describe the level of importance of the "Empowerment support the Saudi vision 2030" as one of the leadership qualities in the studied companies in the kingdom of Saudi Arabia, the researcher resorted to the use of computational means and standard deviations to verify the importance and significance of the paragraph, as shown in the following table:

**Table 05.6:**

*mean and standard deviation of the axis of Empowerment support the Saudi vision 2030*

<b>Empowerment support the Saudi vision 2030</b>					
<b>N</b>	<b>Paragraph</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Order</b>	<b>Importance</b>
1	Organization promotes the values of mastery and discipline in the provision of services and products.	4.70	.70	1	High
2	Organization has renewed plans to facilitate access to services and products.	4.50	.54	2	High
3	Organization always strives to achieve institutional excellence.	4.34	.74	3	High
4	Organization works to empower its employees.	4.31	.77	4	High
5	Organization supports entrepreneurial ideas and works to develop the talents of its employees.	4.29	.50	5	High
6	Organization develops human capital in line with the needs of the labor market.	4.28	.65	6	High
7	Organization seeks to strengthen its social responsibilities towards the community.	4.22	.81	7	High
8	Organization is constantly adapting to modern technological developments.	4.13	.77	8	High
9	Organization is developing its economic relations by concluding economic partnerships with foreign companies.	4.03	.88	9	High
<b>Total</b>		<b>4.31</b>	<b>.36</b>	<b>High</b>	

The table shows the answers of the study sample on the phrases related to the "Empowerment support the Saudi vision 2030" axis, the paragraph "Organization promotes the values of mastery and discipline in the provision of services and products." came in first order with an arithmetic

mean of (4.70), which is higher than the general arithmetic mean of (4.31), and a standard deviation of (.36). In ninth order came the paragraph stating "Organization is developing its economic relations by concluding economic partnerships with foreign companies" with an arithmetic mean of (4.03), which is lower than the total arithmetic mean of (4.31) and a standard deviation (.88). This result confirms from the point of view of the study sample members that the level of importance of the "Empowerment support the Saudi vision 2030" axis was high, and the table also shows the low dispersion in the responses of the study sample members about the "Empowerment support the Saudi vision 2030" variable with its paragraphs, which reflects the convergence in the views of the study sample members about the high importance of this variable.

### 5.3. Testing Hypotheses

#### 5.3.1. First Sub-hypothesis

- **There is no statistically significant effect of leadership qualities (ideal effect) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).**

To confirm whether the hypothesis is correct or not, the simple regression coefficient model was used as follows:

**Table 05.7:**

*Simple regression coefficient test - "first sub-hypothesis"*

R	R2	F	DF	Independent Variable	Simple Regression Coefficient			
					$\beta$	Standard error	t	Sig*
.447	.200	104.977	1.420	Ideal Effect	.372	.036	10.246	.000

It is clear from the results in the previous table that the simple regression model represents the relationship between "Ideal Effect" on the one hand and "support the Saudi vision 2030" on the other hand.

The calculated value of F ( $F=104.97$ ) and the value of the determination coefficient ( $R^2=0.20$ ), which means that the "Ideal Effect" explains 20% of the changes in the effectiveness of "support the Saudi vision 2030". We also note that the value of ( $\beta= .372$ ), which means that an increase of one unit of "Ideal Effect" will increase the effectiveness of “support the Saudi vision 203” by a value of 0.372. As can be seen from the table there is a significant level, where the value ( $Sig. = 0.00$ ) is less than ( $\alpha \leq 0.05$ ), therefore the null hypothesis is rejected and the alternative hypothesis is accepted.

### 5.3.2. Second Sub-hypothesis

- **There is no statistically significant effect of leadership qualities (motivation) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).**

**Table 05.8:**

*Simple regression coefficient test - "second sub-hypothesis"*

R	R2	F	DF	Independent Variable	Simple Regression Coefficient			
					$\beta$	Standard error	t	Sig*
.191	.036	15.881	1.420	Motivation	.134	.034	3.985	.000

It is clear from the results in the previous table that the simple regression model represents the relationship between "motivation" on the one hand and "support the Saudi vision 2030" on the other hand. The calculated value of F ( $F=15.881$ ) and the value of the determination coefficient ( $R^2=.036$ ), which means that the "motivation" explains 3.4% of the changes in the effectiveness of "support the Saudi vision 2030". We also note that the value of ( $\beta= .134$ ), which means that an increase of one unit of "motivation" will increase the effectiveness of “supports the Saudi vision 203” by a value of 0.134. As can be seen from the table there is a significant level, where the value ( $Sig. = 0.00$ ) is less than ( $\alpha \leq 0.05$ ), therefore the null hypothesis is rejected and the alternative hypothesis is accepted.

### 5.3.3. Third Sub-hypothesis

- **There is no statistically significant effect of leadership qualities (individual legal) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).**

**Table 05.9:**

*Simple regression coefficient test - "third sub-hypothesis"*

R	R2	F	DF	Independent Variable	Simple Regression Coefficient			
					$\beta$	Standard error	t	Sig*
.374	.140	68.158	1.420	Individual Legal	.228	.028	8.256	.000

It is clear from the results in the previous table that the simple regression model represents the relationship between "Individual Legal" on the one hand and "support the Saudi vision 2030" on the other hand. The calculated value of F ( $F=68.158$ ) and the value of the determination coefficient ( $R^2=.140$ ), which means that the "Individual Legal" explains 14% of the changes in the effectiveness of "support the Saudi vision 2030". We also note that the value of ( $\beta=.228$ ), which means that an increase of one unit of "Individual Legal" will increase the effectiveness of "supports the Saudi vision 203" by a value of 0.228. As can be seen from the table there is a significant level, where the value (Sig. = 0.00) is less than ( $\alpha \leq 0.05$ ), therefore the null hypothesis is rejected and the alternative hypothesis is accepted.

### 5.3.4. Fourth Sub-hypothesis

- **There is no statistically significant effect of leadership qualities (intellectual excitability) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).**

**Table 05.10:**

*Simple regression coefficient test - "fourth sub-hypothesis"*

R	R2	F	DF	Independent Variable	Simple Regression Coefficient			
					$\beta$	Standard error	t	Sig*
.536	.287	169.161	1.420	Intellectual Excitability	.412	.032	13.006	.000

It is clear from the results in the previous table that the simple regression models represents the relationship between “intellectual excitability” on the one hand and “support the Saudi vision 2030” on the other hand. The calculated value of F (F=169.161) and the value of the determination coefficient (R<sup>2</sup>=.287), which means that the "intellectual excitability" explains 28.7% of the changes in the effectiveness of "support the Saudi vision 2030". We also note that the value of ( $\beta = .412$ ), which means that an increase of one unit of "intellectual excitability" will increase the effectiveness of “supports the Saudi vision 203” by a value of 0.412. As can be seen from the table there is a significant level, where the value (Sig. = 0.00) is less than ( $\alpha \leq 0.05$ ), therefore the null hypothesis is rejected and the alternative hypothesis is accepted.

### 5.3.5. Fifth Sub-hypothesis

There is no statistically significant effect of leadership qualities (empowerment) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).

**Table 5.11:**

*Simple regression coefficient test - "fifth sub-hypothesis"*

R	R <sup>2</sup>	F	DF	Independent Variable	Simple Regression Coefficient			
					$\beta$	Standard error	t	Sig*
.446	.199	104.370	1.420	Empowerment	.345	.034	10.216	.000

It is clear from the results in the previous table that the simple regression models represents the relationship between "Empowerment" on the one hand and “support the Saudi vision 2030” on the other hand. The calculated value of F (F=104.370) and the value of the determination coefficient (R<sup>2</sup>=.199), which means that the "Empowerment" explains 19.9% of the changes in the effectiveness of "support the Saudi vision 2030". We also note that the value of ( $\beta = .345$ ), which means that an increase of one unit of "Empowerment" will increase the effectiveness of “supports the Saudi vision 203” by a value of 0.345. As can be seen from the table there is a significant level, where the value (Sig. = 0.00) is less than ( $\alpha \leq 0.05$ ), therefore the null hypothesis is rejected and the alternative hypothesis is accepted.

## 6. Summary of Findings

1. The results of the study showed that the level of availability of leadership in its dimensions (ideal effect; motivation; Individual Legal Personality; intellectual excitability; empowerment) in the commercial companies under study in Riyadh, Saudi Arabia was high, and therefore the researcher disagrees with a study (Bani Issa, 2006), which showed that the level of availability of leadership in its dimensions (Ideal Effect; motivation; individual in public institutions, the average researcher agrees with a study (Abbas, 2010), which showed that the level of availability of leadership behaviors in human pharmaceutical manufacturing companies was high.
2. The results of the study showed that the level of availability and effectiveness of the process of supporting the kingdom's Vision 2030 was high.
3. The study showed there is statistically significant effect of leadership qualities among emerging Saudi leaders to support the Saudi Vision 2030 at a significant level ( $\alpha \leq 0.05$ ).
4. There is statistically significant effect of leadership qualities (ideal effect) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).
5. There is statistically significant effect of leadership qualities (motivation) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).
6. There is statistically significant effect of leadership qualities (individual legal) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).
7. There is statistically significant effect of leadership qualities (intellectual excitability) among emerging Saudi leaders to support the Saudi Vision 2030 at a statistically significant level ( $\alpha \leq 0.05$ ).

### 6.1. Conclusion

**Based on the above results, the most important conclusions can be listed as follows:**

1. Leadership in its dimensions (Ideal Effect; individual corporatism; intellectual excitability; Empowerment) provides a large percentage of explanation for differences within companies to support the effectiveness of Saudi Vision 2030.

2. The "ideal effect" was the most influential dimension of leadership within companies to support the effectiveness of Saudi Vision 2030.
3. The impact of post-motivation within companies to support the effectiveness of Saudi Vision 2030 was negative, and this can be attributed to the fact that leaders in the companies studied in Saudi Arabia did not realize the most appropriate type or method of scientific motivation that should be followed to motivate employees.
4. Managers working in Saudi companies behave in a manner in which they gain the trust, respect and appreciation of the employees under their leadership.
5. Managers working in Saudi companies encourage employees under their leadership to take responsibility and direct them to work in a team spirit.
6. Managers working in Saudi companies have the ability to contribute to support the kingdom's Vision 2030 in line with government goals.

## 6.2. Recommendations

**According to the results and conclusions reached by the theoretical framework of the study and the reality of the statistical analysis of the data, the following recommendations were made:**

- To enhance the reliance on the leadership style within the Departments of Saudi companies in order to increase the effectiveness of contributing to the kingdom's Vision 2030.
- Promote the adoption of the concept of "Ideal Effect" among leaders working in Saudi companies by acting as models those employees seeks to emulate.
- Review the programs and methods of motivation followed by leaders working in Saudi companies.
- Enhance the ability of leaders in Saudi companies to convince employees, increase their enthusiasm for work, arouse the spirit of enthusiasm for work among employees under their leadership, and enhance their interest in the need to identify what employees under their leadership would like to achieve in their working and career life.
- To enhance the attention of leaders in Saudi companies to the principle of empowerment by providing comprehensive perceptions of work and leaving the largest margin for employees to implement it, which encourages them to take responsibility.



Enhancing the interest of leaders in Saudi companies to explain to employees the goals and vision of Saudi Arabia 2030.

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