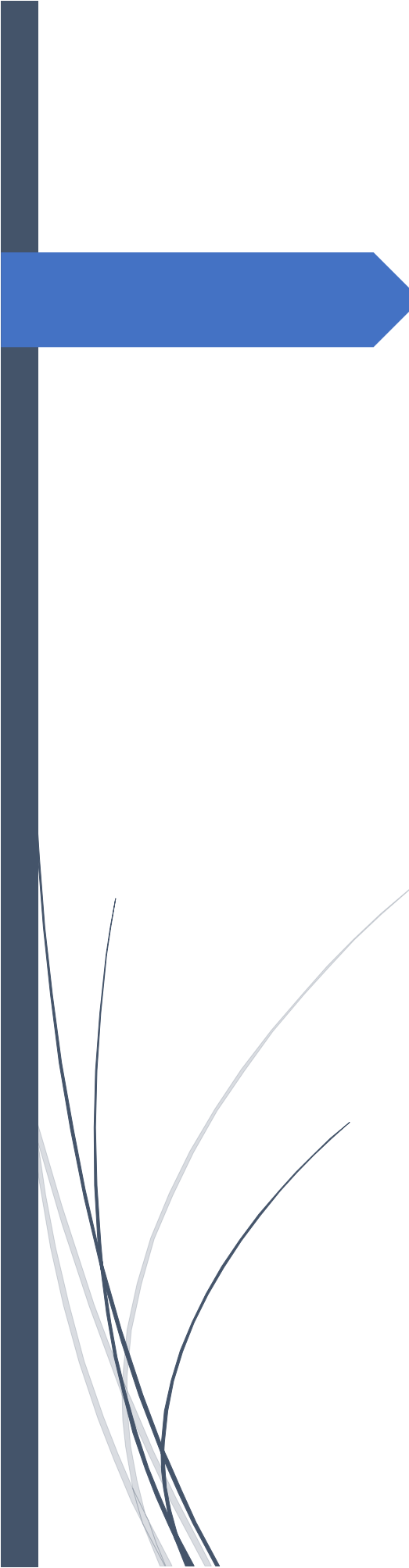




Final Project 2

PMG 497



Midocean University

Faculty of Management

Department/ Specialization



Project title

Exploring the Impact of Leadership Styles on Workplace Wellbeing: A
Qualitative Study in the Saudi Arabian Workforce

Student name

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Final Project - 2

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Research instruments and Questionnaires

Informed Consent Form

Thank you for agreeing to take part in this study. Before you proceed, please read the following information carefully:

1. Your participation in this research is completely voluntary.
2. You have the right to withdraw at any point without any negative consequences.
3. Your responses will be kept strictly confidential and used only for academic and research purposes.
4. No personal identifiers will be disclosed in any reports or publications resulting from this study.
5. The estimated time to complete the questionnaire is approximately 10–15 minutes.

By selecting “Yes” below, you confirm that:

- ☐ You have read and understood the above information.
- ☐ You agree to voluntarily participate in this study.
- ☐ Yes, I consent to participate.
- ☐ No, I do not consent to participate.

Demographic Information Sheet

Please provide the following details:

1. **Name:** _____
2. **Age (Please select one):**
 - 18–25
 - 26–30
 - 31–35
 - 36–40
 - 41–45
 - 46–50
 - 51–55
 - 56–60
 - 61–65
 - 66–70

3. Gender:

- Male
- Female

4. Education Level:

- Bachelor's
- Master's
- PhD

5. Field of Work: _____

Multifactor Leadership Questionnaire (MLQ)

Instructions:

This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word “others” may mean your followers, clients, or group members.

KEY:

- ☐0 = Not at all
- ☐1 = Once in a while
- ☐2 = Sometimes
- ☐3 = Fairly often
- ☐4 = Frequently, if not always

No.	Statement	0	1	2	3	4
1	I make others feel good to be around me.	☐	☐	☐	☐	☐
2	I express with a few simple words what we could and should do.	☐	☐	☐	☐	☐
3	I enable others to think about old problems in new ways.	☐	☐	☐	☐	☐
4	I help others develop themselves.	☐	☐	☐	☐	☐
5	I tell others what to do if they want to be rewarded for their work.	☐	☐	☐	☐	☐
6	I am satisfied when others meet agreed-upon standards.	☐	☐	☐	☐	☐
7	I am content to let others continue working in the same way as always.	☐	☐	☐	☐	☐
8	Others have complete faith in me.	☐	☐	☐	☐	☐
9	I provide appealing images about what we can do.	☐	☐	☐	☐	☐
10	I provide others with new ways of looking at puzzling things.	☐	☐	☐	☐	☐
11	I let others know how I think they are doing.	☐	☐	☐	☐	☐
12	I provide recognition/rewards when others reach their goals.	☐	☐	☐	☐	☐
13	As long as things are working, I do not try to change anything.	☐	☐	☐	☐	☐
14	Whatever others want to do is O.K. with me.	☐	☐	☐	☐	☐
15	Others are proud to be associated with me.	☐	☐	☐	☐	☐
16	I help others find meaning in their work.	☐	☐	☐	☐	☐
17	I get others to rethink ideas that they had never questioned before.	☐	☐	☐	☐	☐
18	I give personal attention to others who seem rejected.	☐	☐	☐	☐	☐
19	I call attention to what others can get for what they accomplish.	☐	☐	☐	☐	☐

- 20 I tell others the standards they have to know to carry out their work. ☐☐☐☐☐
- 21 I ask no more of others than what is absolutely essential. ☐☐☐☐☐

WHO-5 Wellbeing Index

Instructions:

Below are five statements about how you may have been feeling **over the last two weeks**. Please select the option that best describes your experience.

KEY:

- ☐☐0 = At no time
- ☐☐1 = Some of the time
- ☐☐2 = Less than half of the time
- ☐☐3 = More than half of the time
- ☐☐4 = Most of the time
- ☐☐5 = All of the time

No.	Statement	0	1	2	3	4	5
1	I have felt cheerful and in good spirits.	☐	☐	☐	☐	☐	☐
2	I have felt calm and relaxed.	☐	☐	☐	☐	☐	☐
3	I have felt active and vigorous.	☐	☐	☐	☐	☐	☐
4	I woke up feeling fresh and rested.	☐	☐	☐	☐	☐	☐
5	My daily life has been filled with things that interest me.	☐	☐	☐	☐	☐	☐

Methodology

Research Design

Typically, the purpose of a quantitative research design is to explain phenomena, test correlations, or establish cause-and-effect linkages. This is accomplished by the use of a structured strategy that involves the systematic collection and analysis of numerical data in order to answer research questions or test hypotheses. The descriptive and correlational designs are the most important types. These designs are used to measure variables and their associations, while the experimental and quasi-experimental designs are used to investigate causal correlations through the manipulation of variables. The implementation of these designs places an emphasis on objectivity, methodical procedures, high sample numbers, and the utilisation of structured instruments in order to guarantee that the results can be duplicated and generalised to a larger population.

Given that it enables the collecting of quantifiable data that can be statistically analysed to uncover patterns and connections, a quantitative research is particularly useful for assessing the influence of leadership styles on employee performance. This is because the study allows for the identification of patterns and correlations. This strategy offers a clear and objective method of evaluating how workers perceive various leadership styles and how these views link with their

performance outcomes. This is accomplished via the use of organised questionnaires or surveys. In addition, the utilisation of quantitative methodologies guarantees that the conclusions are not founded on subjective perceptions but are, rather, backed by numerical proof, which in turn increases the validity and trustworthiness of the results. Furthermore, quantitative research makes it feasible to analyse huge sample numbers, which enables the findings to be generalised across various sectors of the workforce, such as those distinguished by age, gender, or education level. This provides a significant advantage over qualitative research. When applied to the setting of Saudi Arabia's commercial business, where cultural and demographic elements play a considerable influence, quantitative analysis offers an efficient method for capturing these changes and presenting them in a manner that is both systematic and comparative. Through the use of this technique, organisations are eventually able to make decisions regarding leadership training and development plans that are founded on evidence and are in accordance with the preferences and requirements of their employees.

Population and Sampling of the Study

The study's participants were personnel in Saudi Arabia's commercial sector, which includes banking, information technology, and other business services. Due to time and budget limitations, it was impractical to include the whole population; therefore, a

sampling strategy was utilised to choose individuals capable of supplying pertinent data for the research objectives. We used a convenience sampling approach, which is a non-probability selection method that lets participants be chosen based on how easy it is for them to participate and how ready they are to do so. This approach has been extensively utilised in social science and organisational research, since it facilitates the fast collection of data from easily available respondents while adequately capturing diversity within the sample. The technique of convenience sampling was deemed suitable for this study, since it facilitated access to employees from several business sectors, hence assuring the inclusion of viewpoints from diverse organisational contexts.

The theoretical rationale for employing convenience sampling is rooted in its practicality and cost-effectiveness, especially in exploratory or cross-sectional studies where the principal objective is to discern relationships rather than to extrapolate findings to the entire population with statistical accuracy. To build the sample frame, we found organisations in the target industries and asked workers who were available and willing to take part in the data collection period. Participants in these organisations received both electronic and paper-based surveys. The final sample consisted of respondents who agreed to participate, with their inclusion based on voluntary permission. This procedure included a wide range of professionals from different fields in the research.

Inclusion and Exclusion Criteria

Participants were included if they were currently working full-time in a private sector organization in Saudi Arabia and had been working under the supervision of a manager or team leader for at least one year. This was done to ensure that they had sufficient exposure to their leader's behavior and its influence on their wellbeing. Employees from both local and expatriate backgrounds were considered eligible so that the influence of leadership styles across cultural lines could be captured.

Participants were excluded if they were self-employed, part-time, on probation or in freelance roles, as they were unlikely to have consistent or long-term interactions with organizational leadership. Also, those who were in senior leadership roles themselves were excluded because the focus of the study was on employees' experiences, not those of leaders.

Data Collection Method

The Multifactor Leadership Questionnaire (MLQ) and the WHO-5 Wellbeing Index were the two standardised instruments that were used to gather data for this study. The data was acquired through the use of a structured questionnaire. We utilised the Multidimensional Leadership Questionnaire (MLQ) to evaluate several leadership styles, such as transformational, transactional, and laissez-faire leadership, as well as the results associated with these types. The WHO-5 Wellbeing Index was utilised to

assess the level of wellbeing in the workplace by means of five measures that were framed in a positive manner and captured the level of subjective mental wellbeing. The fact that both of these instruments have been subjected to extensive validation and exhibit robust psychometric features makes them suitable for use in the field of organisational research analysis.

The questionnaire was distributed to personnel working in several areas of the business industry in Saudi Arabia, such as the commercial services sector, the information technology sector, and the financial sector. A sample technique based on convenience was chosen in order to obtain participants from all of these different industries. Prior to their participation, respondents were given an explanation of the goal of the study, and they were given the assurance that their replies would be kept secret and anonymous. The participants were all given the opportunity to provide their informed permission before to completing the questionnaire. The participation was fully optional, and the participants were informed that they were free to withdraw from the research at any time without being required to provide a reason. The data gathering process was carried out utilising both electronic and paper-based forms, with the selection of the latter being determined by the accessibility of participants in various industries. Following the collection and screening of completed questionnaires, which were then loaded into the statistical program for analysis, the questionnaires were checked to verify that they were accurate and comprehensive.

The Multifactor Leadership Questionnaire (MLQ)

The Multifactor Leadership Questionnaire (MLQ) has been utilised extensively in a variety of organisational and cultural contexts, and the psychometric features of the MLQ have been continuously confirmed by empirical research. The MLQ has a high degree of internal consistency across all of its scales, which is a reliable indicator of its dependability. Some studies have found that the Cronbach's alpha values for transformational leadership dimensions range from .83 to .94, which indicates that these dimensions have a high degree of reliability. While the passive and avoidant dimensions, such as laissez-faire leadership, have lower but still acceptable coefficients ranging from .60 to .80, the transactional leadership scales demonstrate adequate levels of dependability, with alpha values often falling between .76 and .87. This is in contrast to the passive and avoidant dimensions when it comes to leadership. The outcome measures, which assess additional effort, efficacy, and satisfaction, also exhibit great reliability, with coefficients ranging from .84 to .92 over the duration of the study. These findings indicate that the Multidimensional Leadership Questionnaire (MLQ) provides a reliable and consistent evaluation of leadership behaviours across all of its subscales. Construct validity has been proved to be strong in the Multidimensional Leadership Questionnaire (MLQ) through the use of confirmatory factor analysis, which consistently supports the nine-factor model of leadership styles and outcomes offered

by the MLQ. There is also evidence of convergent validity in the instrument, which indicates that transformational leadership has a good correlation with outcomes such as work satisfaction, staff dedication, and greater levels of performance. Its discriminant validity is demonstrated by its capacity to discriminate between transformational, transactional, and laissez-faire leadership styles. This ensures that the scales measure unique constructs rather than dimensions that overlap with one another. Another one of the MLQ's strengths is its predictive validity. This is because scores on the transformational leadership scale have been demonstrated time and again to accurately predict positive outcomes, such as increased levels of employee satisfaction and motivation, as well as increased organisational effectiveness. On the other hand, there is a negative correlation between laissez-faire leadership and employee performance and morale, which is proof that the instrument correctly represents the effects of ineffective leadership.

The Multicultural Leadership Questionnaire (MLQ) has also been shown to have cross-cultural validity, since it has been effectively implemented in a variety of cultural and organisational settings, including research conducted in the Middle East. This flexibility lends credence to the applicability of the instrument in the context of analysing leadership within the commercial sector of Saudi Arabia, which is characterised by cultural values and demographic characteristics that impact leadership choices and effectiveness. Taken as a whole, the Multidimensional

Leadership Questionnaire (MLQ) has solid psychometric features, which makes it a trustworthy and valid instrument for evaluating leadership styles and the influence those types have on employee performance.

WHO-5 Wellbeing Index

Across a wide range of demographics and cultural settings, the WHO-5 Wellbeing Index has been found to be a reliable and valid instrument for assessing individuals' subjective levels of happiness. With Cronbach's alpha values often ranging between .84 and .90, it displays good internal consistency, which indicates that the five items assess a coherent underlying construct. This is indicated by the way that the results are distributed. Although it has negative correlations with measures of depression and psychological distress, the WHO-5 demonstrates high construct validity. This is because it correlates favourably with other measures of wellbeing and life satisfaction, while at the same time displaying negative correlations with these other measures. The fact that persons with low scores on the WHO-5 are able to effectively identify those who are at risk of depression or poor mental health is another indication that it has been shown to have strong criterion validity. Studies have demonstrated that the instrument is sensitive to changes in wellbeing over time, which makes it useful for both cross-sectional and longitudinal study. The instrument's shortness does not compromise its robustness, since studies have validated its sensitivity. Furthermore, its application

across cultures has been well established, with validation studies undertaken in over 30 nations, including research in Middle Eastern contexts, supporting its usefulness as a universal measure of wellbeing. These studies have been completed and validated. Overall, the WHO-5 is one of the most practical instruments for evaluating workplace wellbeing in organisational research because it combines brevity, reliability, and validity. This makes it one of the most useful approaches.