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**The Role of Effective Leadership in Achieving Organizational Success of Food Companies In
Saudi Arabia**

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Acknowledge

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Chapter I

Introduction

Introduction:

The food industry is witnessing constant evolution in Saudi Arabia. In the light of scarcity of water resources, Saudi Arabia is planning to support and grow the production of crops with relatively limited water needs. However, the bulk of food consumption in Saudi Arabia is of imported products. Food companies in Saudi Arabia are not only in the agriculture sectors, but they are also found in the service, retail, and manufacturing sectors. Notable factors supporting the flourishing and boom of food companies in Saudi Arabia include the low cost of exporting as well as the growth of domestic consumption⁽¹⁾. In the light of this challenging environment, Saudi companies are in dire need of the ability to achieve and maintain organizational success.

One of the most important factors that influence an organization's ability to achieve success is leadership. Leaders are responsible for developing strategies and transforming them into action by subordinates for the purpose of achieving success for the organization⁽²⁾.

According to Singh⁽³⁾, effective leadership is the most important requirement for attaining organizational success and advancement. This may be attributable to that effective leadership is associated with improved ability among employees to perform and work achieving organization success in goal attainment⁽⁴⁾.

An organization's ability to successfully achieve development and growth is largely dependent on the style of leadership adopted by the leader. Although the effectiveness of leadership is largely reliant on the leaders' competencies, adopting an inappropriate leadership style will lead to resentment among followers⁽⁵⁾.

Noteworthy is the fact that leadership does not solely revolve around charisma. An effective leader knows that they are not the center of focus in an organization. Rather, they practice leadership as a form of work. This involves setting clear priorities and goals, while adhering to standards. Moreover, an

⁽¹⁾ Aly F. El Sheikh, "Food safety issues in Saudi Arabia." *Nutrition and Food Technology*, vol. 1, no. 1 (2015): 2. <http://dx.doi.org/10.16966/nftoa.103>

⁽²⁾ Kehinde James Sunday, Idris Adekunle and Oluitan Roseline, "Organizational survival: The effects of leadership skill and strategy." *Science Journal of Business and Management*, vol. 2, no. 2 (2014): 44. <https://doi.org/10.11648/j.sjbm.20140202.11>

⁽³⁾ Aarya Singh, "Role of transformational leadership in enhancing employee engagement: evolving issues and direction for future research through literature review," (presentation: The 10th International Conference on Digital Strategies for Organizational Success, Gwalior, Madhya Pradesh, India, 5-7 January 2019), 1.

⁽⁴⁾ Dewi Jannah et al., "A Qualitative Study of Transformational Leadership and Organization Success," (presentation: The 11th Annual International Conference on Industrial Engineering and Operations Management, Singapore, 7-11 March 2021), 5036.

⁽⁵⁾ Maurice Potopreggha, Edwinah Amah and Belemenanya Friday Okocha, "Leadership Styles on Employees' Performance: A Theoretical Perspective." *Journal of Research in Business and Management*, vol. 10, no. 4 (2022): 18.

effective leader views leadership as responsibility, rather than a source of prestige. The purpose of effective leadership is to gain others' trust, as the lack thereof will lead to failure in having followers (Meraku, 2017, 336)⁽⁶⁾.

An effective leadership approach is associated with a variety of outcomes that lead, in turn, to organizational success. For example, an effective leadership helps in reducing losses that may often result from inconsistencies in the organization's operation. As a result, the organization becomes more capable of attaining improved profitability, organizational performance, and productivity (Atan, 2020, 21)⁽⁷⁾.

Research Problem:

Effective leadership is associated with improved ability to attain organizational success. An effective leader is characterized by influential power. With effective leadership, an organization can achieve father horizons of organizational success, as an effective leader provides an organization with direction and motivates subordinates towards better performance⁽⁸⁾.

Several recent studies indicate that effective leadership is associated with certain outcomes that, in turn, lead to organizational success. For example, the study of Pranitasari⁽⁹⁾ indicates that effective leadership contributes to organizational success by way of fostering employees' organizational commitment and work motivation. Ahmed and Abdullahi⁽¹⁰⁾ highlight the role of leadership in improving operational efficiency and success of projects. Moreover, Vele⁽¹¹⁾ found that effective leadership positively influences creativity.

However, some studies obtained findings that indicated that leadership is not necessarily associated with improved organizational success prospects and that it can even have negative effects on these prospects. For example, the study of Jony et al.⁽¹²⁾ indicates that certain leadership styles do not benefit an organization's ability to achieve success, such as autocratic leadership, which negatively

⁽⁶⁾ Anjeza Meraku, "Role of leadership in organizational effectiveness." *Journal of Economics, Business and Management*, vol. 5, no. 11 (2017): 336.

⁽⁷⁾ Jamsari Bin Atan, "Leadership Style in Enhancing Employees' Competency for Organizational Performance in Food Industries" (PhD diss., Universiti Teknologi Malaysia, 2020), 21.

⁽⁸⁾ Ila Sharma, Rahul Dhiman and Vimal Srivastava, *Effective Leadership and Organization's Market Success* (Oxfordshire: Routledge, 2024), 2.

⁽⁹⁾ Diah Pranitasari, "The influence of effective leadership and organizational trust to teacher's work motivation and organizational commitment." *Media Ekonomi dan Manajemen*, vol. 35, no. 1 (2020): 75-91.

⁽¹⁰⁾ Saghir Ahmed and Abdullahi M. Abdullahi, Leadership and project success in development sector. *Journal of Economics and Management*, vol. 30, no. 4 (2017): 5-19.

⁽¹¹⁾ Cristian-Liviu Vele, "Using effective leadership to enhance creativity." *Annals of the University of Oradea, Economic Science Series*, vol. 25, no. 2 (2016): 272-280.

⁽¹²⁾ Mohammad Toriqul Islam Jony et al, "The impact of autocratic, democratic and laissez-faire leadership styles on the success of the organization: A study on the different popular restaurants of Mymensingh, Bangladesh." *Canadian Journal of Business and Information Studies*, vol. 1, no. 6 (2019): 28-38.

influences organizational success, and laissez faire leadership, which has a neutral impact on organizational success. The findings of the study Al Khajeh ⁽¹³⁾ also show that autocratic, transformational, and democratic leadership styles have a negative effect on organizational performance and thus success. Moreover, the study of Liphadzi et al. ⁽¹⁴⁾ indicate that there is a positive relationship between transactional leadership and success of projects, while no significant relationship exists between laissez faire leadership and success of projects.

In addition to the inconclusiveness of findings obtained on the relationship between leadership and organizational success, relevant studies in food industry contexts are significantly scant. One such study is that of Kamilah et al. ⁽¹⁵⁾, which investigated the factors that influence the success of Food panda, which is a company specialized in the online food delivery services. Findings of the study indicate that factors that influence organizational include customer satisfaction, job satisfaction, and employee loyalty. The study does not mention leadership practices among the factors that influence the company's success.

Importance of the Study:

- Scientific Important:
 - The present study aims to fill the research gap on the impact of effective leadership in achieving organizational success at food companies.
 - Findings of the present study may be a starting point for conducting further research on the role of effective leadership in achieving organizational success in the Saudi context.
- Practical Importance:
 - Findings of the present study may provide valuable recommendations for selecting and adapting leadership practices to meet the requirements of achieving organizational success at food companies.
 - Recommendations of the study may be of value to managers in identifying and harnessing the factors that influence the ability to achieve organizational success for their organizations.

⁽¹³⁾ Ebrahim Hasan Al Khajeh, "Impact of leadership styles on organizational performance." *Journal of Human Resources Management Research*, vol. 2018 (2018): 1-10. <https://doi.org/10.5171/2018.687849>

⁽¹⁴⁾ Muredeni Liphadzi, Clinton Aigbavboa and Wellington Thwala, "Relationship between leadership styles and project success in the South Africa construction industry." *Procedia Engineering*, vol. 123 (2015): 284-290. <https://doi.org/10.1016/j.proeng.2015.10.091>

⁽¹⁵⁾ Nurhafizah Kamilah et al., "Factors affecting organizational success: A case study of Foodpanda". *Journal of the community development in Asia*, vol. 3, no. 3 (2020): 58-69.

Objectives of the Study:

- Investigating the role of effective leadership in achieving organizational success of food companies in Saudi Arabia.
- Unveiling the status quo of implementing effective leadership at food companies in Saudi Arabia.
- Investigating the levels of achieving organizational success of food companies in Saudi Arabia.

Questions of the Study:

- Is there a role of effective leadership in achieving organizational success of food companies in Saudi Arabia?
- What is the status quo of implementing effective leadership at food companies in Saudi Arabia?
- What are the levels of achieving organizational success of food companies in Saudi Arabia?

Theoretical Framework:

Organizational success cannot be achieved without rethinking the value systems and strategies, which represent the backbone of decision-making processes within an organization. Moreover, organizational success is an outcome not only of the organizational team's activities, but also of the leader's competencies⁽¹⁶⁾.

Organizational success in the food industry requires implementing a variety of effective leadership approaches in order to motivate subordinates to work harder and engage in change-related practices⁽¹⁷⁾.

According to Sharma⁽¹⁸⁾, effective leadership is key to achieving organizational success. In essence, effective leadership is an interactive process that involves several aspects, which include strategic competence, environmental knowledge, and trustworthiness among followers⁽¹⁹⁾.

⁽¹⁶⁾ Eleonora Gabriela Conțu, "Organizational performance—theoretical and practical approaches; study on students' perceptions," (presentation: The 14th International Conference on Business Excellence (ICBE 2020), Bucharest, Romania, 2020), 398.

⁽¹⁷⁾ Santosh Basnet and Bimala Tiwari, "Impact of Leadership Styles on Employee Performance and Satisfaction in the Fast-food Industry in Sweden" (Master's thesis, Halmstad University, 2022), 12.

⁽¹⁸⁾ Santosh Sharma, "Theory and relationship between emotional intelligence, leadership styles and leadership effectiveness." *International Journal of Education and Science Research Review*, vol. 1, no. 5 (2014): 104.

⁽¹⁹⁾ Alam Zeb, Shabir Ahmad and Gohar Saeed, "Leadership effectiveness and organizational performance: Exploring gaps in the existing literature." *Business and Economic Review*, vol. 10, no. 1 (2018): 97. <https://dx.doi.org/10.22547/BER/10.1.4>

The achievement of organizational success requires the availability of leaders with a strong willing to exert diligent efforts towards the development of their own leadership competencies ⁽²⁰⁾. Without effective and strategic leadership, the achievement of organizational success becomes difficult to achieve, as weak leadership leads to hampering productivity, profitability, and competitive advantage ⁽²¹⁾. Moreover, effective leadership is a measure of sustained organizational success ⁽²²⁾.

Another important reason for considering effective leadership to be associated with organizational success is its role in fostering employeeeship. Employeeeship consists of two types of competencies, which are the technical and psych-relational competencies ⁽²³⁾.

Effective leadership requires the availability of a number of essential components. Such components include the following ⁽²⁴⁾:

1. Establishment of the course of action and translating it into operational plans for organizational units, which can be individuals or teams.
2. Establishment of effective relationships between the leader and subordinate. This is important for encouraging subordinates to take an active role in performing actions.
3. Use of both brain hemispheres in thinking. This is crucial for the combination of logical thinking with aspects of creativity, emotions, and intuition.

Moreover, the effectiveness of leadership entails a leader's ability to change and adapt their behavior to the needs of the present situation. Depending on the nature of the situation, a leader's adopted behavior may be that of telling (low supportiveness and high directiveness), selling (high supportiveness and high directiveness), participating (high supportiveness and low directiveness), and delegating (low supportiveness and low directiveness) ⁽²⁵⁾.

⁽²⁰⁾ Wan Muda et al., "Developing a leadership capability for team leaders in the construction industry: A concept for organizational success." *Journal of Technical Education and Training*, vol. 8, no. 2 (2016): 22.

⁽²¹⁾ Panagiota Xanthopoulou and Ioannis Dimitrios Karampelas, "The Impact of Leadership on Employees' Loyalty and on Organizational Success: Do Transformational and Transactional Leadership Ensure Organizational and Work Commitment." *International Journal of Sciences*, vol. 9, no. 10 (2020): 45. <https://doi.org/10.18483/ijSci.2389>

⁽²²⁾ Gus Gordon, *Leadership through Trust: Leveraging Performance and Spanning Cultural Boundaries* (London: Palgrave Macmillan, 2017), xi.

⁽²³⁾ Kevin K. Claypool, "Organizational Success: How the Presence of Happiness in the Workplace Affects Employee Engagement That Leads to Organizational Success" (PhD diss., Pepperdine University, 2017), 40.

⁽²⁴⁾ Agnieszka Schuetz, "Effective Leadership and its Impact on an Organisation's Success." *Journal of Corporate Responsibility and Leadership*, vol. 3, no. 3 (2016): 74. <http://dx.doi.org/10.12775/JCRL.2016.017>

⁽²⁵⁾ Kavitha Sethuraman and Jayshree Suresh, "Effective leadership styles." *International Business Research*, vol. 7, no. 9 (2014): 167. <http://dx.doi.org/10.5539/ibr.v7n9p165>

Research Methodology:

The present research adopts the descriptive research approach. This approach aims to describe people and phenomenon in their natural state. The researcher does not manipulate the context of the research, as this approach focuses on describing the phenomenon under study. This approach can be used for a variety of purposes, such as investigating the general characteristics of the population under study, identification of problems that exist within the population, or explore the variations in characteristics of the population under study⁽²⁶⁾.

Research Instrument(s):

After reviewing relevant literature, the research will design a questionnaire tailored for employees at food companies in Saudi Arabia during the year 1445H/2024.

Fields of Study:

- Subject limits: this study is confined to investigating the role of effective leadership in achieving organizational success of food companies in Saudi Arabia.
- Temporal limits: this study will be conducted, God Willing, during the second semester of the academic year 1445H/2024.
- Spatial limits: this study is confined to the geographical scope specified for the field study, which is Saudi Arabia.
- Human limits: the population of the study will consist of employees working at food companies in Saudi Arabia during the year 1445H/2024.

⁽²⁶⁾ Sandra L. Siedlecki, "Understanding descriptive research designs and methods." *Clinical Nurse Specialist*, vol. 34, no. 1 (2020): 8.

Chapter 2

Literature Review

Introduction

The food industry in Saudi Arabia is a significant and important one. Saudi Arabia is one of the largest countries in the Middle East and has one of the fastest expanding economies in the world. the importance of effective leadership in the food industry in Saudi Arabia and how effective leadership can make a meaningful change in the aspect of achieving the goals to gain success. Effective leadership is a key element in the success of a healthcare organization, and it is especially critical in the food industry. It is important in any field, but in the food industry there is naturally a greater chance of error when it comes to consumer health and comfort. The wrong decision can lead to serious issues for a company, possibly even ruining the company's reputation or concessions. So, the whole process could not produce any effective resolution which can enhance the business welfare. This potential failure would impact both financially and emotionally on the side of the leaders of the related organizations⁽²⁷⁾

Therefore, the important of finding effective leadership and promoting an effective leadership culture is crucial. Last but not least, this chapter will particularly talk about the food industry in Saudi Arabia in terms of identifying the effectiveness of leadership. By definition, leadership is a process of directing and influencing the task related activities of group members. Sequence of accomplishment these activities has been achieved. And leadership can be trying to get involving other people in the achievement of a common goal. From here, it can be understood that leadership is involved in many activities and is reliant on enforcement by the leader in a particular activity to ensure its effective achievement. Additionally, an attempt is made to elucidate the factors contributing to effective leadership in the food industry in Saudi Arabia and how leadership impacts employees and the country's culture within the framework of this multicultural study⁽²⁸⁾

The independent variable

Definition and Characteristics of Effective Leadership

Effective leaders motivate, inspire, and convince by innovation and change. Through the use of leadership qualities such as delegating, coaching, influencing, and team building, leaders in the food industry can contribute to the creation of a sustainable business. Effective leadership in the food industry plays a key role in driving the competitiveness of a business and its economic and social impact. Hambrick and Evans (1996) have defined effective leadership as "the creation of an environment in

⁽²⁷⁾ Alrobaish, Wael Salih, Peter Vlerick, Pieter A. Luning, and Liesbeth Jacxsens. "Food safety governance in Saudi Arabia: Challenges in control of imported food." *Journal of Food Science* 86, no. 1 (2021): 16-30.

⁽²⁸⁾ Alateeg, Sultan, and Abdulaziz Alhamadi. "The Impact of Organizational Culture on Organizational Innovation with mediation role of Strategic Leadership in Saudi Arabia." *Journal of Statistics Applications & Probability* 13, no. 2 (2024): 843-858.

which an organizational mission, objectives, strategies, and plans can be transformed into action and in which employees can perform to their full potential"⁽²⁹⁾

The key words in this definition are the reference to 'creation of an environment', the term 'a mission', 'objectives', 'strategies', 'plans', 'action' and the phrase 'full potential'. These words all carry implications in terms of what effective leadership is and what effective leaders actually do. The use of the term 'creation' suggests that the environment to achieve organizational goals has to be initiated and sustained by the leader. The reference to 'a mission' rather than 'the mission' implies the need for a common purpose and sense of direction developed through a participative approach and the type of leadership characteristic of transformational forms⁽³⁰⁾

Although, the idea of 'objectives', 'strategies', and 'plans' implies that employees will be directed and effectively managed by the leadership. However, it is important to note that this does not imply a process of close scrutiny that may be characteristic of a management by objectives philosophy. Rather, it implies a sense of leadership in terms of showing what needs to be achieved and creating the environment for implementation and fulfillment. Finally, the phrase 'full potential' suggests the aspect of motivation and moving the organization forward likely to be achieved through processes of innovation and change, thus the use of transformational forms of leadership. These implications embedded within the definition are crucial as they provide the insight into the core characteristics of effective leadership which can be summarized as creating an operative and successful team directed to realize a common mission, developing a sense of self-inspiration and willingness to contribute among employees and facilitating a healthy and productive working environment⁽³¹⁾

Importance of Effective Leadership in the Food Industry

At the heart of a functioning and fruitful food industry - regardless of whether the organization is a major or little scope - everything comes down to powerful initiative. It is basically difficult to overestimate the significance of powerful authority in the food business, and it can have a significant effect in a wide range of ways. There are incalculable models that can be referred to that show why

⁽²⁹⁾ Aggestam, F., A. Konczal, M. Sotirov, I. Wallin, Y. Paillet, R. Spinelli, M. Lindner, J. Derks, M. Hanewinkel, and G. Winkel. "Can nature conservation and wood production be reconciled in managed forests? A review of driving factors for integrated forest management in Europe." *Journal of Environmental management* 268 (2020): 1-9.

⁽³⁰⁾ Koziół-Nadolna, Katarzyna. "The role of a leader in stimulating innovation in an organization." *Administrative Sciences* 10, no. 3 (2020): 1-18.

⁽³¹⁾ Aggestam, F., "Can nature conservation and wood production".

compelling initiative is significant, however, numerous individuals accept that the enduring accomplishment of a task is likely the main factor⁽³²⁾

In a food creation mode, compelling initiative isn't about the task opening consistently, it's the straightforward strategies and courses of action that are made by administrators consistently to keep an operational and flourishing work environment. From an inventory network and coordination perspective, powerful authority is significant as it keeps individuals persuaded and concentrated on the goals of the organization, everything from cutoff times to quality confirmation and consumer loyalty stays significant⁽³³⁾

Without compelling initiative and the executives, the principles in cleanliness, quality, and authoritative will gradually slide, and this can prompt an entire host of issues for both the business and the client. Moreover, for an assembling chief in the food business, pioneers are required to consistently be ensuring that the labor force is including the payable hours and that they are kept up to exclusive requirements all through with customary quality evaluations. For certain organizations, time will be put into examining the most recent innovations and strategies used to help oversee huge scope gatherings of staff, in any event, utilizing the preferences GPS to follow profitability and live quality announcing measures. This subtext of utilizing innovation as an administration and authority help interfaces the significance of powerful initiative with reformist and industry-driving thoughts and procedures, which would then be able to be converted into quality and elevated requirements all through the creation run⁽³⁴⁾

When characterizing and talking about viable initiative in the food business, it prompts a discourse that uncovers both broad requests and explicit difficulties of a mind-boggling, present-day worldwide production network. Successful authority in the food business should address consistence with complex guidelines and appropriate norms of value and cleanliness, investigating the experts and constraints of various steering styles, and moving the concentration to the necessities of pioneers in every aspect of the chain⁽³⁵⁾

⁽³²⁾ Akyazi, Tugce, Aitor Goti, Aitor Oyarbide, Elisabete Alberdi, and Felix Bayon. "A guide for the food industry to meet the future skills requirements emerging with industry 4.0." *Foods* 9, no. 4 (2020): 492.

⁽³³⁾ Nataraj, Shanthi, Howard J. Shatz, Louay Constant, Matthew Sargent, Sean McKenna, Yousuf Abdelfatah, Florentine Eloundou Nekoul, and Nathan Vest. *A targeted industry approach for raising quality private-sector employment in Saudi Arabia*. RAND, 2021.

⁽³⁴⁾ Alateeg, and Alhammadi. "The Impact of Organizational Culture on Organizational Innovation"

⁽³⁵⁾ Al-Shami, Hamzah Ali, and Shariman Abdullah. "Halal food industry certification and operation challenges and manufacturing execution system opportunities. A review study from Malaysia." *Materials Today: Proceedings* 80 (2023): 3607-3614.

Role of Leadership in Achieving Organizational Success

It is important to note that organizational success does not happen by chance, but it is a deliberate effort by all the parties involved. For an organization to succeed there must be a supportive and effective leadership to help steer the affairs of the business. The role of leadership in achieving organizational success is well documented in management literature. Leadership is pivotal in establishing and maintaining a successful business. The way in which the leadership tasks are carried out determines the running of the entire organization. The leaders make it possible for a healthy work environment to be created. A healthy work environment is key to employee retention and high morale⁽³⁶⁾

On the same note, leaders provide support to the employees as well as to the business challenges. In ensuring the success of a business, it is important for top managers to create a stable, strong, and sustainable organization. The leaders must have a long-term and wider view of the organization based on the visions and missions of the organization. The first element of leadership in relation to achieving organizational success is in establishing clarity among the employees by providing guidance of the company's vision and mission. The employees must understand what the organization is capable of doing and where it is headed to. This helps to reduce any chances of conflicts among the employees themselves and between employees and the day-to-day running of the business as there are fewer interruptions⁽³⁷⁾

Although, clarity and focus are also necessary for efficient management. Another role of leadership in achieving organizational success is that it helps to provide the employees with an opportunity to utilize their full potential. This is done through motivation of the employees by the leaders. It is known from the motivation theory that employees who are always happy and satisfied in their work tend to be more productive. Therefore, successful leaders use various motivational methods to encourage productivity. By providing a conducive environment for the employees and utilizing their potential, the organization is able to succeed in many areas of its operations. This is very important especially in the current business world where competition has continued to increase. Successful leaders are able to create a working environment in which creativity is continuously developed. Such leaders are always in the front line to show the employees that they trust their work. When new and better ways of

⁽³⁶⁾ Naushad, Mohammad. "Investigating determinants of entrepreneurial leadership among SMEs and their role in sustainable economic development of Saudi Arabia." *The Journal of Asian Finance, Economics and Business* 8, no. 4 (2021): 225-237.

⁽³⁷⁾ Al Thumairy, Khalid. "Developing a framework for performance management at a Saudi food company." PhD diss., 2021.

doing things are discovered, the employees feel a sense of self-satisfaction and they are able to form a strong bond with the organization⁽³⁸⁾

The upper managers may not be there all the time to monitor the progress of their subjects. By training and delegating various responsibilities, both the leaders and the people being led obtain substantial development in different ways. This aspect of leadership has been attributed to the long-term operational success of a business. The leaders being able to nurture new leaders throughout the organization and it has been proven to be very successful. Synergies are developed because each and every person's commitment and best shot towards achieving the set targets. Such commitment can only be realized under effective leadership. Given that the implementation of new infrastructural changes such as digital marketing in UAE's food industry requires that the employees learn new skills and competencies, such kind of leadership is essential. It makes it possible for change⁽³⁹⁾

Leadership Styles

Autocratic leadership style

Autocratic leadership style is centralized and focuses on the "micro-management" approach to leading a group in the food industry in Saudi Arabia. The leader has total authority and makes all the decisions. Employees and staff are not involved in the decision-making process. An autocratic leader believes in controlling others, giving orders, and making decisions with little or no consultation with others. This is the most extreme type of leadership, in which the leader makes decisions without any interference from employees right from outlining the goals to the methods of achieving those goals⁽⁴⁰⁾

Also, this leadership style is appropriate only when a business faces a serious crisis or an unpopular decision needs to be made, which is highly unlikely. Furthermore, this kind of style is only effective when members of staff do not have knowledge, skills, or experience to contribute to the decision-making process as suggested by several authors argued that in the fast-food sector in Saudi Arabia, autocratic leadership style is common due to different reasons. For instance, in the fast-food

⁽³⁸⁾Alkandi, Ibrahim Ghazi, Mohammed Arshad Khan, Mohammed Fallatah, Ahmad Alabdulhadi, Salem Alanizan, and Jaithen Alharbi. "The Impact of Incentive and Reward Systems on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of Employee Job Satisfaction." *Sustainability* 15, no. 4 (2023): 3415.

⁽³⁹⁾Siambi, James K. "Leadership succession planning and organization transition: A review of literature." *International Journal of Managerial Studies and Research* 10, no. 3 (2022): 16-30.

⁽⁴⁰⁾Alsharqi, Omar, Takrouni, Yousef. "Impact of Leadership Style on Employee Commitment in King Abdullah Medical City." *Journal of Nursing and Health Science* 10, no.1 (2021): 22-51

sector, the majority of employees have little or no work experience; therefore, an autocratic leader must make decisions that have traditionally been made by others within the industry⁽⁴¹⁾

Moreover, fast food employees are controlled and fairly regimented; hence, they are expected to work along established methodical routines in the industry. The autocratic leadership style is supported by the fact that the fast-food sector in Saudi Arabia experiences a high labor turnover. Labor turnover refers to the movement of workers in and out of a business⁽⁴²⁾

High labor turnover creates potential difficulties, and a manager will need to make an important decision to reduce the impact of labor turnover as suggested in the final analysis, the operational environment in Saudi Arabia will always dictate the type of leadership style that is used in the food industry. The autocratic leadership style can only be effective in the short term, in situations where critical decisions have to be made. However, any success of the autocratic leadership style in the food industry may be negated by the fact that employees grow dissatisfied and begin to leave as shown above⁽⁴³⁾

Democratic leadership style

However, with all styles, a lot will depend upon the type of business and the job being done. Also, if a business is very successful under this type of leadership, if a new or visionary strategy is required and the management team no longer has the knowledge of the company at its beginning, making decisions by consensus can be too slow and the leadership is likely to evolve into an autocratic style⁽⁴⁴⁾

The democratic leadership style is also called the participative style as it relies on the input of the team, but the manager makes the final decision. He or she is not autocratic, or like a dictator, in the way he or she interacts with staff. This is a well-known and popular style of leadership for the following reasons: - Staff are more productive because they have a bigger say in how the business is run. - Staff retention is more likely as staff feel valued and their jobs are more enjoyable. - By taking on board the

⁽⁴¹⁾ Abdullah Alshammari, Serhan, Anis Ur Rehman, Saleh Abdullah Alreshoodi, and Mohammed Abdul Rab. "How entrepreneurial competencies influence the leadership style: A study of Saudi female entrepreneurs." *Cogent Business & Management* 10, no. 2 (2023): 1-28.

⁽⁴²⁾ Lotfy, Alyaa Essam, Tamer Mohamed Abbas, and Mohammed Sayed. "Fast-food restaurant employees' demographics variances regarding counterproductive work behaviours in Cairo." *International Journal of Tourism, Archaeology and Hospitality* 2, no. 2 (2022): 32-47.

⁽⁴³⁾ Abdullah Alshammari, "How entrepreneurial competencies".

⁽⁴⁴⁾ Setiawan, Roy, Luigi Pio Leonardo Cavaliere, Enaidy Reynosa Navarro, Worakamol Wisetsri, Puttithorn Jirayus, Sapna Chauhan, Almighty C. Tabuena, and Regin Rajan. "The impact of leadership styles on employee's productivity in organizations: A comparative study among leadership styles." *Productivity Management* 26, no. 1 (2021): 382-404.

views of the team, it is more likely that a decision made is well supported with all team members 'on side' and drive the business forward. - People feel in control of their day-to-day job⁽⁴⁵⁾

The significance of effective leadership in driving organizational success

In the contemporary competitive world of the food industry, leaders are exploring new management and leadership styles. Leaders are discovering advanced technology, implementing it in their food business and also in food processing practices to face new competitive challenges and raise the level of food quality and safety. The potential for technology to improve the ways that leadership is provided and how professionals teamwork and communicate with each other in the realm of the food industry is greater than might be expected. Studies are also included in the current chapter as they may include findings or recommendations which were useful to the research undertaken for this book. These studies and articles are utilized by many academics and professionals in the field of construction and point to growing interest in leadership and management in the Southeast. This demonstrates the importance of having reliable and detailed information concerning leadership in the food industry, as supply chain positions in the food industry leadership opportunities there is a continuous increase in job opportunities for individuals looking to work in the field⁽⁴⁶⁾

Further, key success strategies of leadership are searched for on the web. Some researchers have argued that the effectiveness of these leadership behaviors is contingent on certain factors. Also, the reviewed literature tends to focus on case studies of leadership and managerial failure in developed countries like UK, USA and Sweden and very little empirical research has been done in developing countries or in the food industry area. Therefore, from reading the current chapter, one can hope to gain an understanding of flow and change in leadership strategy and understanding⁽⁴⁷⁾

The dependent variable

Definition and dimension of Organizational Success

Literature has been enriched with different perspectives on defining organizational success. But have you ever thought about how researchers can measure organizational success and what its dimensions are? Most of the time, organizational success is considered to be profit-making. However, the

⁽⁴⁵⁾ Heibach, Jens. "Public diplomacy and regional leadership struggles: The case of Saudi Arabia." *International politics* (2021): 1-23.

⁽⁴⁶⁾ Rejeb, Abderahman, John G. Keogh, Suhaiza Zailani, Horst Treiblmaier, and Karim Rejeb. "Blockchain technology in the food industry: A review of potentials, challenges and future research directions." *Logistics* 4, no. 4 (2020): 1-27.

⁽⁴⁷⁾ Kaur, Rajwinder, and Gagandeep Kaur. "Managerial leadership and turnover intentions with the mediating role of employee happiness: an empirical study based on private universities." *The TQM Journal* 36, no. 2 (2024): 616-633.

researcher believed that there should be something more than just profit. Yes, it's true that profit could be one dimension of organizational success⁽⁴⁸⁾

Perhaps it may not be solely financial success, but a combination of financial success and other factors. According to scholars, organizational success could be defined as the ability of an organization to achieve its goals and fulfill its mission. For example, Norman (2011) stressed that organizational success may include, but is not limited to, quality service, satisfied customers, profit-making, market share enhancement, progress, better internal communication, motivated and happy workforce, meeting expectations, and ability to adapt to changes⁽⁴⁹⁾

However, scholars like Miroslav Rebernak argue that organizational success is purely concerned with profit-making, and this view is shared by shareholders and top management. On the contrary, Thompson (2003) emphasized that organizational success should be assessed periodically, and changes and modifications may be required. It is a challenge that management has to face at every step of the organizational life cycle⁽⁵⁰⁾

According to KPI (Key Performance Indicators) in the food industry, the growth, market share, and innovation are considered as the most popular indicators for success. There is good reason to believe that food is one of the highest growing markets in Saudi Arabia⁽⁵¹⁾. This can be proved by the growth of mobile food delivery platforms like Hunger Station or Talabat which attract many customers and investors through serving food and creating business opportunities. In order to explore the level of success in the food industry, the growth is always a widely used KPI to measure a company's success⁽⁵²⁾

It is unquestionable that higher market share will create higher revenue and growth for example, let's take a look at the success story of Nestle, which is the global leader in the food and beverage industry.

⁽⁴⁸⁾ Salih, Sayeed, Samah Abdelsalam, Mosab Hamdan, Ashraf Osman Ibrahim, Anas W. Abulfaraj, Faisal Binzagr, Omayma Husain, and Abdallah Elhigazi Abdallah. "The CSFs from the perspective of users in achieving ERP system implementation and post-implementation success: a case of Saudi Arabian food industry." *Sustainability* 14, no. 23 (2022): 1-24.

⁽⁴⁹⁾ Ismail Albalushi, Khalid, and M. Muzamil Naqshbandi. "Factors affecting success and survival of small and medium enterprises in the middle east." *Knowledge* 2, no. 3 (2022): 525-538.

⁽⁵⁰⁾ Werdhiastutie, Any, Fendy Suhariadi, and Sri Gunani Partiw. "Achievement motivation as antecedents of quality improvement of organizational human resources." *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Vol 3 (2020): 747-752.

⁽⁵¹⁾ Euromonitor International. (2019). *Evolving Trends in Food and Nutrition in 2019*. <https://go.euromonitor.com/anufood20.html>

⁽⁵²⁾ Mohammed, Abdul Alem. "What motivates consumers to purchase organic food in an emerging market? An empirical study from Saudi Arabia." *British Food Journal* 123, no. 5 (2021): 1758-1775.

Nestle's market share of over 20% in the food industry drives continuous financial success for the company⁽⁵³⁾ and ensures the direction and survival of the business⁽⁵⁴⁾.

Brief overview of The Importance of Effective Leadership in Organizational Success in the Food Industry in Saudi Arabia

The food industry in Saudi Arabia is a rapidly growing industry. This means that the industry can be viewed as having a low risk. This is quite important for any newcomer, as starting a business in a foreign country requires a lot of capital. Low risk and high prices, such as in Saudi Arabia, also result in high profit. Another advantage of the high prices and the low. But when it comes to leadership and how efficient it might be in organizational success, the most important detail matter hereby is customer satisfaction. Also, the location to be chosen for running the business is quite important. As it is known to everyone that the people preference in Saudi Arabia is the fast food of the business compared to other kind of food. This is because of the rapid economic development, and the globalization effect, bringing in a lot of multinational business operating in the country, the lifestyle of people is becoming busier. The demand for fast food has obviously increased. In other words, the most important thing is how food and beverage is served effectively to meet customer satisfaction. It doesn't matter how branded the shop is or how quality the food and service being provided, poor leadership or bad efficiency in evidence would impact on the customer satisfaction. As a consequence, the significance of leadership, and how efficient it is in the organization, will affect the benefits that can be obtained from the business plan are developed. This first section implies that the food industry in Saudi Arabia is a beneficial industry to invest. Rich resource for the raw materials is the most outstanding point whereby Saudi Arabia is very rich and diversify in the agricultural in term of both crop and livestock. However, only 1.45 percent of the total land is under agricultural activity which is not much as large part of the country is covered by desert⁽⁵⁵⁾

However, the basic farming system approach which has already been practiced in the industry is modern and advanced in some areas as the result of technology and know-how in land turned into farmable areas. On top of that, the year-round temperate climate and the flood irrigation system help to cultivate and establish healthy growing of plants. This is important to serve the main purposes in the both the agro-based and food industry as Saudi Arabia is well known as one of the world's largest producers in the desalinated water whereby it can be used for irrigation and other purposes. Also, the industry is

⁽⁵³⁾ Nestle. Implementing our growth strategy, (2024). <https://www.nestle.com/investors/overview/strategy>

⁽⁵⁴⁾Gooy, Shiau Yen, Pui San Gong, Why Kim Gong, Rui Han, and Vanshika Rana. "A Study of Nestlé Financial Analysis." *International Journal of Accounting & Finance in Asia Pacific (IJAFAP)* 6, no. 1 (2023): 82-95.

⁽⁵⁵⁾Ashraf, Muhammad Waqar, and Faisal Alanezi. "Sustainable eating futures: a case study in Saudi Arabia." *Future of Food: Journal on Food, Agriculture and Society* 11, no. 1 (2023): 1-8.

well supported by the government whereby government put a high attention of the usage of the advance effective technology in agricultural so that it can be a sustainable agricultural practice and as effort to maintain the safety and the productivity. Emphases on enhancing the management and development for packaging and processing industry is set as a high priority which in line with the resistance of using digital technology in agricultural activities. All these kinds of aspects and supports, including the incentives by the government, would help to enhance and strengthening the competitiveness of the food industry in Saudi Arabia. Last but not least, customer satisfaction is the most important focus area for how the food and beverage is served. As concluded, the start-up business in Saudi Arabia food industry is capable to gain substantial benefit. Rich resources in terms of agricultural raw materials and the government's support play a vital role in the success of the industry. But the most important matter is how efficient the food and beverage are served to meet customer satisfaction. This is seriously under the influence of the quality of leadership presented. As a good leader with high efficiency, the benefits of the business plan can be seen much well whereas, poor leadership would affect the progress and success of the business⁽⁵⁶⁾

Significance of Effective Leadership in Organizational Success

It's clear that effective leadership is a key driver of an outstanding and functional organization. However, things are quite difficult and challenging due to demanding, complex, and knowledgeable workers and fast change in technology. The significance of effective leadership is obvious. It increases confidence and support among the workers. It provides the energy and motivation to achieve the goal. It builds power and personal impact for a more sound and strategic decision, and it propels innovation and drives change. It sounds like a good recipe for success. But remember, all the good managers need to get the basic, "the understanding of effective leadership," and critical challenges of today's organizational and industry. Researchers will discuss the significance of an effective leader in an organization with the help of this long research as it is good that constitutes the management of change and stress as well and also drives a better future for the organization. This research shows that an effective leader and his leadership behavior with situational-based work basically focus on a leader's outputs and the organization's overall objectives. Researchers have discussed how situational leadership, models, and strategic augmentation plan allow the leader to focus on producing advantages so that the development could be ensured. Thereafter, when the modern business environment is characterized by substantial and unpredictable changes, it's the effective leader who accepts changes and challenges, adopts the cause of changes, and develops and inspires the vision for ultimate success. It's not only good

⁽⁵⁶⁾ Sobaih, Abu Elnasr E., Ahmed Hasanein, Hassane Gharbi, and Ahmed E. Abu Elnasr. "Going green together: effects of green transformational leadership on employee green behaviour and environmental performance in the Saudi food industry." *Agriculture* 12, no. 8 (2022): 1-17.

management of these changes, but this research emphasizes an approach that leads the organization's potential and inner strengths towards a better future. Also, effective leadership itself is a challenge for the leader, and there is always room for improvement. It's dynamic and expires with new challenges and opportunities in the business world. The term "effective leadership" itself is very interesting because it focuses on both the leader's outputs and the organization's objectives and goals⁽⁵⁷⁾

It is mostly accepted among researchers that an effective leader usually adopts situation-based and team-based leadership styles. It is not surprising that such leaders produce a better organizational climate. However, unlike in the past, the modern business environments are characterized by rapid, substantial, and unpredictable changes, ambiguous or unclear objectives, and myriad impediments. There, it's the effective leader who stands up to those situations, accepts the changes, and constructs the avenues to achieve the objectives. On the other hand, it's his/her strategic augmentation that ensures the mitigation of impediments so that the predetermined goal could be achieved. And it's the ingenuity and teamwork that lead the organization to continuous progress and sustainability. Various modern business studies demonstrate that an effective leader in an organization is far more than just a person with an impressive title. The effective leader doesn't just make decisions for the company, but rather ensures that best practices are followed throughout the organization and that those around him are positioned to take over as needed and continue with the leadership as a team. It has also been observed that managers who have eager enthusiasm to lead the industry and empower with leadership responsibility encounter workers who are satisfied, perform well, and have a peaceful mind. However, workers also contribute to maintaining a well and good environment and culture assigned by the leader. But it is the leader's zeal, spirit, and incorruptible passion that really cherish to win the industry in all aspects from (intra and extra) over the progress. Effective leadership is an essential element of any successful, prosperous, and well-functioning organization or company. It plays a vital role in achieving the goals and objectives of the operation. However, the selection of a suitable leadership style and effective leader in an organization depends on the organization's culture, structure, type of industry, as well as the nature of the product⁽⁵⁸⁾

Focus on the Food Industry in Saudi Arabia

⁽⁵⁷⁾ Al-Youbi, Abdulrahman O., Abdulmonem Al-Hayani, Ali Rizwan, and Hani Choudhry. "Implications of COVID-19 on the labor market of Saudi Arabia: The role of universities for a sustainable workforce." *Sustainability* 12, no. 17 (2020): 1-13.

⁽⁵⁸⁾ Alshayhan, Norah Abdullah A. *Collaborative Leadership Skills and Competencies in Emergency Management and Resilience: Lessons and Implications from the Response to the Covid-19 Pandemic*. Old Dominion University, 2023.

It is important that leaders within these organizations are able to carefully plan and execute these suggested strategies effectively, as this can have a great impact on the levels of performance of their company. Taking all these factors into account, the output of this kind of research paper could be crucial in the field. Not only will this research provide evidence that improved leadership strategies do have an impact on the levels of performance, but it will also help to make these strategies more accessible to businesses in the food industry in Saudi Arabia and organizations from similar industries. It is important that the correct kind of structure and management style is adopted by companies in the food industry in Saudi Arabia. This is where it is hoped that the suggestions and frameworks presented later on in the article will be useful in practice. By being able to provide a number of different leadership and operational strategies that are most effective, the gap between what companies are currently achieving and what they are potentially able to achieve can be reduced or eliminated. Such alignment strategies are especially crucial if high levels of performance are to be achieved within the food industry in Saudi Arabia⁽⁵⁹⁾.

Finally, the food industry in Saudi Arabia is still heavily reliant on imports. This is despite efforts from the Saudi government to significantly increase investment in the domestic production of food over the last decade and plans to spend billions on improving the country's food security. This kind of challenging environment requires strong and effective leadership in order to ensure that companies are able to thrive and succeed. This example shows how leadership and efficiency in an organization are linked to high performance. However, the food industry in Saudi Arabia faces a number of challenges, particularly in relation to leadership and operational efficiency. Firstly, the industry is highly fragmented, with a large number of small to medium-sized enterprises operating in the market. This can make it difficult for these companies to benefit from economies of scale. In addition, many firms in the food industry operate on a family-owned and run basis, which can hinder the introduction of professional management processes and leadership structures. The food industry in Saudi Arabia accounts for 7% of the country's gross domestic product, making it the single largest sector in the Kingdom. It is estimated that the sector will continue to grow at a rate of around 8% per year. In 2016, the food industry in Saudi Arabia was valued at around 70 billion dollars, and this figure is projected to rise to approximately 90 billion dollars by 2021. Saudi Arabia has a rapidly growing population - it is estimated that there will be 38.3 million people living in the country by 2021. The majority of this population will be young, with

⁽⁵⁹⁾Bin Sunaid, Faisal Fahad, Ayoub Al-Jawaldeh, Meshal Wasel Almutairi, Rawan Abdulaziz Alobaid, Tagreed Mohammad Alfuraih, Faisal Naser Bensaidan, Atheer Shayea Alragea et al. "Saudi Arabia's healthy food strategy: Progress & hurdles in the 2030 road." *Nutrients* 13, no. 7 (2021): 1-14.

around 60% of the population under the age of 40. This means that there is a high demand for food products in the Kingdom, particularly for products that are quick and easy to prepare. ⁽⁶⁰⁾.

Importance of organizational success for food companies in Saudi Arabia

Organizational success is crucial for business continuity and sustainable development. It is even more important for certain industries that operate in a highly competitive environment and complex market system, such as the food industry in Saudi Arabia. According to Restaurant managers in Saudi Arabia have to continuously strive for organizational success due to a number of reasons. First of all, achieving and maintaining organizational success can help food companies to survive and sustain in the competitive market. This is because the market is dynamic, and many challenges exist in the business environment. For those companies that fail to meet the specific goals that their stakeholders have set for them, including profitability, survival, growth, market standing and service, survival, and independence etc., they are deemed to have not succeeded. Furthermore, businesses are under immense pressure to cut costs and improve efficiency, and with the increased focus on value for money and customer service, it is critical for the organizations to be successful. As rightly pointed out, success is something that is desired yet difficult to define because it means different things to different people. However, the main factors that lead to a firm's success are an increase in profit (41%), increase in volume of business (20%), expansion of the business (15%) and continuing existence of the business (11%). However, the environment is uncertain and full of turbulence which makes it even more difficult for the managers to set up a view on sustainability⁽⁶¹⁾.

Last but not least, only when an organization is successful, the staff can have a well-established human resource system and be motivated well enough. In that case, their working performance and innovation can be significantly improved, which will further consolidate the success in a virtuous circle. It can also foster a good relationship between the employer and the employees. Firms can gain a competitive advantage through people and the varied service culture through improving the service standard and making the business more innovative, because there is valuable human resource potential which increases the value as competitors. On top of that, a successful business is normally legally compliant, which in contrast a less successful business may be exposed to more legal risk and complaint. In this way, the firm's activities and operation can be maintained at an acceptable standard and the opportunity cost from human and finance to deal with legal issues can be minimized. arguing that many companies throughout the world aim for success, but for Saudi Arabian food companies, it is a crucial

⁽⁶⁰⁾ Alrobaish, "Food safety governance in Saudi Arabia"

⁽⁶¹⁾Ismail. "Factors affecting success and survival "

need. This is due to more volatile economic conditions and pressure in the market exist in the kingdom; only when a firm is successful that it can withstand pressures from the market⁽⁶²⁾.

Studies focusing on the role of leadership in Saudi Arabia food companies.

There is a book by Dr. Khadijah Al Amoudi dedicated to exploring studies that specifically analyze the role of leadership in Saudi Arabian food companies. Dr. Khadijah Al Amoudi, who is an accomplished business manager and a widely celebrated academic, explains how food sector businesses in Saudi Arabia are deeply rooted in the country's culture and are significantly affected by the country's historical, social, and political context. In the book, Dr. Al Amoudi and her research team build on the definition that has been provided, which defines leadership as a collective process that is a result of people working together⁽⁶³⁾.

The book explains that the context leadership model provided by Dr. Al Amoudi, which is unique in its concentration on the nature and effect of leadership practices in Saudi Arabian food sector management and in influencing quality management system practices in these organizations, also the unique socio-cultural aspects of Saudi Arabian society through analyzing different leadership styles and investigating how the quality management systems are inspired, adopted, and implemented by the influence of leaders on their organization and the employees⁽⁶⁴⁾.

Review of Existing Literature on leadership and organizational success in the food industry

The discussion in the literature shows that successful leadership behavior may have different effects on the subordinates and accordingly there might be changes on the ultimate organizational performance as described next. The literature has debated on this issue from different perspectives by providing case studies from different countries and proposal of theoretical models or methodology that in leadership succession in various approaches and techniques in leadership and management are reviewed. However, it is unlikely that a leader can use only one style because the successful leader should

⁽⁶²⁾Azeem, Muhammad, Munir Ahmed, Sajid Haider, and Muhammad Sajjad. "Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation." *Technology in Society* 66 (2021): 1-10.

Alrobaish, "Food safety governance in Saudi Arabia"

⁽⁶⁴⁾ Rizwan, Ali, H. E. M. A. I. D. Alsulami, Atif Shahzad, Nabilah Elnahas, Shahad Almalki, Rahaf Alshehri, Malak Alamoudi, and Hind Alshoaibi. "Perception gap of Employability skills between Employers' and female Engineering graduates in Saudi Arabia." *International Journal of Engineering Education* 37, no. 2 (2021): 341-350.

be able to adapt to the context. Last but not least, power and politics and their implications were discussed as well⁽⁶⁵⁾.

The reviewed studies indicate that power in the organization is essential to make decisions, but the leaders have the added complication of needing to determine what type of power to use with different followers and in different situations. However, as suggested in reviewed literature, the autocratic and democratic leadership styles may intertwine with the transformational style. Therefore, more investigation is needed to develop further understanding⁽⁶⁶⁾.

Key findings and gaps in the literature

The literature is rich with theories and debates on the issue of leadership, whether in the world or in Saudi Arabia. However, none of the scholars recently proposed a unified definition of leadership. Also, literature did not provide a hint as to the question of how a manager can tell the difference between leaders and followers, or if they are able to do so. What scholars did was focus on exploring different angles of leadership, such as servant versus leader, how followers know who to follow, and the cultural effects on the definitions. It is great to get the journal articles on leadership and management, and most of the scholars proposed valuable ideas to the academic world⁽⁶⁷⁾.

However, finding the correct and most relevant literature is quite challenging because so many articles have been written and it is not practical to read all of them. The research gaps here are: the literature did not point out the answer to how to differentiate leaders from non-leaders; existing studies on leadership mostly focus on comparing different types of leadership and how to achieve effective leadership, with not much hint to the side of the follower⁽⁶⁸⁾.

But this is also important because in organizations, leaders need to adjust their strategy based on the needs of the standardized employees. With regard to the literature in Saudi Arabia, it mainly focuses on the public sectors. As a result, limited articles discuss the private sectors, especially the

⁽⁶⁵⁾ López-Cabarcos, M. Ángeles, Paula Vázquez-Rodríguez, and Lara M. Quiñoá-Piñeiro. "An approach to employees' job performance through work environmental variables and leadership behaviours." *Journal of Business Research* 140 (2022): 361-369.

⁽⁶⁶⁾ Giliç, Fahrettin, and Yusuf İnandi. "The relationship between school administrators' leadership styles and organisational cynicism from teachers' perspectives." *South African Journal of Education* 41, no. 1 (2021): 1-12.

⁽⁶⁷⁾ Naushad. "Investigating determinants of entrepreneurial leadership".

⁽⁶⁸⁾ Hanaky, Khaled A. Leadership development in Saudi Arabia's private sector: *A mixed methods approach*. University of San Diego, " (PhD diss., University of San Diego, 2021),134.

dynamic food industry. The cultural effects on leadership are always inevitable in Saudi Arabia because it is quite special in the Middle East area⁽⁶⁹⁾.

However, none of the literature has touched on these aspects. Also, no article provides practical guidance to managers, and thus they do not understand what should be focused on when seeking leadership in organizations. All these research gaps have posed an uncertainty in the literature as to whether the existing theories and propositions can be applied to the Saudi Arabian food industry.⁽⁷⁰⁾

Effective Leadership in Organizational Success in the Food Industry in Saudi Arabia

Selection and justification of relevant theoretical frameworks of Effective Leadership in Organizational Success in the Food Industry in Saudi Arabia

Theory building and empirical research on leadership in the Middle Eastern region has only recently started to gain momentum, and by the same token, "Western" leadership styles have only recently been challenged by alternative styles. In this context, Researchers would argue that leadership effectiveness is related to the interactions between leader and followers, and the essential features of this relationship that contribute to effective leadership include willingness to communicate shared vision and mutual respect and trust. Researchers rely on a number of complementary theoretical frameworks to provide an initial understanding of effective leadership in the food industry in Saudi Arabia. Researchers will concentrate initially on transactional-transformational models of leadership and the so-called "Full Range Model," which is increasingly used by contemporary leadership researchers⁽⁷¹⁾.

Data from the primary research will be used to further test and refine this initial understanding by analyzing the attitudes of the workforce and managers to styles of leadership. The use of both primary and secondary sources is one of the strong points of the research as it allows for a progressive deepening of the understanding of leadership and its main drivers and contingencies. The primary data collection, Researchers argue, will serve to enrich the literature on leadership in the country by providing a new tool to assess leadership effectiveness. Entitled "Multifactor Leadership Questionnaire (MLQ)," the primary data collection will be using an internationally recognized survey tool that is specifically intended to measure the "Full Range Leadership Model" which Researchers will introduce in due course⁽⁷²⁾.

⁽⁶⁹⁾ Sobaih, "Going green together: effects of green transformational".

⁽⁷⁰⁾ Alrobaish, "Food safety governance in Saudi Arabia"

⁽⁷¹⁾ Al-Harbi, Ahlam Ibrahim, and Nada Saleh Badawi. "Can opinion leaders through Instagram influence organic food purchase behaviour in Saudi Arabia?" *Journal of Islamic Marketing* 13, no. 6 (2022): 1312-1333.

⁽⁷²⁾ Batista-Foguet, Joan Manuel, Marc Esteve, and Arjen van Witteloostuijn. "Measuring leadership an assessment of the Multifactor Leadership Questionnaire." *Plos one* 16, no. 7 (2021): 1-22.

The questionnaire is developed originally in the English language, and the 5-point scale survey has been used by academics and professional consultants to investigate the range and depth of current and needed leadership skills in managers for over a decade worldwide. Such attention to detail in the application of the "MLQ" survey to advance the understanding of effective leadership in the food industry in Saudi Arabia is the best practice of scholarly research, and it will surely provide new practicable site-specific knowledge for the managers and leadership development professionals. This quality will be further enriched by another main data collection exercise - 20 semi-structured interviews with managers⁽⁷³⁾.

Outside the Middle East, the majority of empirical research with "MLQ" survey comes from the United States, and a rigorous application of this self-report survey to both the private sector, which is largely made up of multinational corporations. At the same time, academic research in the region has yet to undertake a comprehensive application of "MLQ." The proposed research will not only make an empirical contribution by proving a region-specific new research tool but also has the potential to challenge the findings from other parts of the world. Moreover, data from the primary research aims to provide new original findings as parts of the literature suggest that employees and employers may give different signs of satisfaction and, in turn, different patterns of effective leadership may be well received⁽⁷⁴⁾.

Transformational Leadership Theory is the most recognized and influential theory of leadership. This theory was initially introduced by Burns (1978), and then extended and modified by Bass (1985). According to this theory, transformational leaders motivate and inspire subordinates to achieve great things and produce high quality work but unlike other leaders, they are mainly focusing the attention to make the followers work for the good of the organization⁽⁷⁵⁾.

These kinds of leaders create a facilitated, high quality, high moral and innovative working environment. Transformational leadership can be distinguished from traditional leadership, in which the leader is mainly concerned about the relationship between the leaders and his group, and the leaders decide what should be done to achieve the organizational goal. Bass (1985) proposed that if leaders

⁽⁷³⁾ Braathu, Nora, Erlend Høen Laukvik, Karina M. Egeland, and Ane-Marthe Solheim Skar. "Validation of the Norwegian versions of the Implementation Leadership Scale (ILS) and Multifactor Leadership Questionnaire (MLQ) in a mental health care setting." *BMC psychology* 10, no. 1 (2022): 1-11.

⁽⁷⁴⁾ Folmar, Joshua Adam. "Transformational leadership and employee satisfaction in a US fast-food restaurant." PhD diss., Walden University, 2020.

⁽⁷⁵⁾ Ladkin, Donna, and Cherie Bridges Patrick. "Whiteness in leadership theorizing: A critical analysis of race in Bass' transformational leadership theory." *Leadership* 18, no. 2 (2022): 205-223.

present these four dimensions of transformational leadership, these leaders can have a positive effect on subordinates' satisfaction, motivation, and work performance⁽⁷⁶⁾.

These four dimensions are: (1) Charisma: which refers to the ability to provide vision and a sense of mission, give the impression of confidence and arouse strong loyalty. (2) Inspiration: which is the leader's ability to communicate a vision that talks to others and their imagination and motivates them to achieve it. (3) Intellectual stimulation: this is the extent to which leaders are capable of helping their followers to re-analyze or re-question their own thoughts, beliefs, and views. (4) Individual considerations: does the leader recognize the follower's needs and support their development⁽⁷⁷⁾.

This theory provides a theoretical perspective and method to study how leadership affects followers and organizational outcomes even in the dynamic and fast-paced work environment. And these benefits are also the reason why the transformational leadership theory informs the study to understand the relationship between effective leadership and organizational success in Saudi Arabian food companies⁽⁷⁸⁾.

Summary of past studies:

- Previous Studies:

Due to the growing awareness of the significance of effective leadership in contemporary organizational context, it is unsurprising that it has attracted growing research attention in recent years. Several studies investigated the role that leadership plays, directly or indirectly, in achieving organizational success. One such study is that of Vele⁽⁷⁹⁾ investigated the relationship between effective leadership and of creativity in organizations. The sample of the study included (200) employees working at organizations located in Northwestern Romania. The study adopted a quantitative approach, and data was collected via questionnaire. Findings of the study include the following: effective leadership was found to positively influence creativity; elements of effective leadership that are associated with fostering creativity include encouraging employees to view things from different perspectives and encouraging employees to work toward exceeding their own expectations.

⁽⁷⁶⁾ Kishen, Kishen, Tantri Yanuar Rahmat Syah, and Syah Rina Anindita. "The transformational leadership effect on job satisfaction and job performance." *Journal of Multidisciplinary Academic* 4, no. 1 (2020): 47-51.

⁽⁷⁷⁾ Saad Alessa, Ghuzayil. "The dimensions of transformational leadership and its organizational effects in public universities in Saudi Arabia: A systematic review." *Frontiers in psychology* 12 (2021): 1-16.

⁽⁷⁸⁾ Algarni, Abdullah. "Trust in engineering management, leadership practices and the influencing role of nation culture in the Saudi petrochemical sector." PhD diss., Aston University, 2021.

⁽⁷⁹⁾ Vele, "Enhance creativity."

Pranitasari ⁽⁸⁰⁾ investigated the impact of effective leadership and organizational trust on organizational commitment and work motivation among teachers. The population of the study consisted of teachers working at a private secondary school located in Rawamangun, Pulo Gadung, East Jakarta, Indonesia; the final sample included (115) teachers. Findings of the study include the following: effective leadership and was found to have a positive impact on organizational commitment and work motivation; organizational trust was found to have a positive impact on organizational commitment.

Some studies investigated the impact of various leadership styles on organizational success. Jony et al. ⁽⁸¹⁾ highlighted the impact of three leadership styles (democratic, autocratic, and laissez faire) on organizational success. The population of the study consisted of employees working at popular restaurants located in Mymensingh, Bangladesh; the final sample included (60) employees. The study adopted a descriptive approach, and data was collected via questionnaire. Findings of the study include the following: democratic leadership was found to have a positive impact on organizational success, while the impact of autocratic leadership was found to be found negative, and laissez faire leadership had a neutral impact; and organizational performance in influenced by factors that include decision making, advice, consultation, involvement.

Another study that discussed a similar topic is that of Al Khajeh ⁽⁸²⁾ explored the effect of leadership styles on organizational performance. The sample of the study included (20) employees representing twenty banks operating in UAE. The study adopted a descriptive approach, and data was collected via questionnaire. Findings of the study include the following: bureaucratic, charismatic, and transactional leadership styles were found to have a positive effect on organizational performance; and autocratic, transformational, and democratic leadership styles were found to have a negative effect on organizational performance.

The study of Liphadzi et al. ⁽⁸³⁾ provided partly similar findings. The study examined the relationship between different styles of leadership and success of projects in the construction industry in South Africa. The population of the study consisted of construction and project managers working in the construction industry in South Africa; the final sample included (110) managers. The study adopted a descriptive approach, and data was collected through questionnaire and literature review. Findings of the study include the following: a positive relationship was found between transactional leadership and

⁽⁸⁰⁾ Pranitasari, "Influence of effective leadership."

⁽⁸¹⁾ Jony, "Leadership styles."

⁽⁸²⁾ Al Khajeh, "Organizational performance."

⁽⁸³⁾ Liphadzi, Aigbavboa and Thwala, "Project success."

success of projects; and no relationship was found between laissez faire leadership and success of projects.

Some studies focused on the factors that influence the ability to achieve organizational success. The study of Ahmed and Abdullahi ⁽⁸⁴⁾ investigated the relationship among operational efficiency, success of projects, and leadership, in general, with special focus on transformational leadership. The population of the study consisted of employees (from top, middle, and lower management levels) working at national and international organizations in the development sector in Pakistan; the final sample included (200) employees. The study adopted an analytical approach, and data was collected via questionnaire. Findings of the study include the following: positive relationships were found among operational efficiency, success of projects, and leadership; and transformational leadership was found to have a positive effect on the success of projects.

Noteworthy is the dearth of studies that investigated the factors that influence organizational success in food companies. One study that explored this research area is that of Kamilah et al. ⁽⁸⁵⁾. This study examined the factors that influence the success of Foodpanda, which is a company specialized in online food delivery services. The population of the study consisted of employees and customers of Foodpanda in Malaysia; the final sample included (22) employees and (22) customers. The study adopted a descriptive approach, and data was collected via questionnaire. Findings of the study include the following: factors that influence the organizational success of Foodpanda include customer satisfaction, job satisfaction, and employee loyalty.

The preceding discussion provides an overview of relevant studies on the role of effective leadership in achieving organizational success. The main relevant topics discussed by studies are as follows:

1. The role of various leadership styles in the ability to achieve organizational success.
2. The impact of effective leadership on outcomes related to organizational success.

However, a dearth of studies is noticed with regards to investigating the direct relationship between effective leadership and organizational success. Moreover, studies have largely neglected the contexts of food companies. Therefore, it is important to shed more light on the role of effective leadership in achieving organizational success, with focus on the context of food companies.

⁽⁸⁴⁾ Ahmed and Abdullahi "Development sector."

⁽⁸⁵⁾ Kamilah, "Case study of Foodpanda."

Theoretical Framework:

Organizational success cannot be achieved without rethinking the value systems and strategies, which represent the backbone of decision-making processes within an organization. Moreover, organizational success is an outcome not only of the organizational team's activities, but also of the leader's competencies⁽⁸⁶⁾.

Organizational success in the food industry requires implementing a variety of effective leadership approaches in order to motivate subordinates to work harder and engage in change-related practices⁽⁸⁷⁾.

According to Sharma⁽⁸⁸⁾, effective leadership is key to achieving organizational success. In essence, effective leadership is an interactive process that involves several aspects, which include strategic competence, environmental knowledge, and trustworthiness among followers⁽⁸⁹⁾.

The achievement of organizational success requires the availability of leaders with a strong willing to exert diligent efforts towards the development of their own leadership competencies⁽⁹⁰⁾. Without effective and strategic leadership, the achievement of organizational success becomes difficult to achieve, as weak leadership leads to hampering productivity, profitability, and competitive advantage⁽⁹¹⁾. Moreover, effective leadership is a measure of sustained organizational success⁽⁹²⁾.

Another important reason for considering effective leadership to be associated with organizational success is its role in fostering employeeeship. Employeeeship consists of two types of competencies, which are the technical and psych-relational competencies⁽⁹³⁾.

⁽⁸⁶⁾ Eleonora Gabriela Conțu, "Organizational performance—theoretical and practical approaches; study on students' perceptions," (presentation: The 14th International Conference on Business Excellence (ICBE 2020), Bucharest, Romania, 2020), 398.

⁽⁸⁷⁾ Santosh Basnet and Bimala Tiwari, "Impact of Leadership Styles on Employee Performance and Satisfaction in the Fast-food Industry in Sweden" (Master's thesis, Halmstad University, 2022), 12.

⁽⁸⁸⁾ Santosh Sharma, "Theory and relationship between emotional intelligence, leadership styles and leadership effectiveness." *International Journal of Education and Science Research Review*, vol. 1, no. 5 (2014): 104.

⁽⁸⁹⁾ Alam Zeb, Shabir Ahmad and Gohar Saeed, "Leadership effectiveness and organizational performance: Exploring gaps in the existing literature." *Business and Economic Review*, vol. 10, no. 1 (2018): 97. <https://dx.doi.org/10.22547/BER/10.1.4>

⁽⁹⁰⁾ Wan Muda et al., "Developing a leadership capability for team leaders in the construction industry: A concept for organizational success." *Journal of Technical Education and Training*, vol. 8, no. 2 (2016): 22.

⁽⁹¹⁾ Panagiota Xanthopoulou and Ioannis Dimitrios Karampelas, "The Impact of Leadership on Employees' Loyalty and on Organizational Success: Do Transformational and Transactional Leadership Ensure Organizational and Work Commitment." *International Journal of Sciences*, vol. 9, no. 10 (2020): 45. <https://doi.org/10.18483/ijSci.2389>

⁽⁹²⁾ Gus Gordon, *Leadership through Trust: Leveraging Performance and Spanning Cultural Boundaries* (London: Palgrave Macmillan, 2017), xi.

⁽⁹³⁾ Kevin K. Claypool, "Organizational Success: How the Presence of Happiness in the Workplace Affects Employee Engagement That Leads to Organizational Success" (PhD diss., Pepperdine University, 2017), 40.

Effective leadership requires the availability of a number of essential components. Such components include the following⁽⁹⁴⁾:

4. Establishment of the course of action and translating it into operational plans for organizational units, which can be individuals or teams.
5. Establishment of effective relationships between the leader and subordinate. This is important for encouraging subordinates to take an active role in performing actions.
6. Use of both brain hemispheres in thinking. This is crucial for the combination of logical thinking with aspects of creativity, emotions, and intuition.

Moreover, the effectiveness of leadership entails a leader's ability to change and adapt their behavior to the needs of the present situation. Depending on the nature of the situation, a leader's adopted behavior may be that of telling (low supportiveness and high directiveness), selling (high supportiveness and high directiveness), participating (high supportiveness and low directiveness), and delegating (low supportiveness and low directiveness)⁽⁹⁵⁾.

Conclusion

Considering the studies undertaken to understand the issues related to the importance of effective leadership in an organization's success and the change initiative, it is obvious that in a lot of industries, where geographical alignment of leadership is of a distributed form and the culture is characterized as traditional, effective leadership plays a pivotal role in steering the organization through a successful path⁽⁹⁶⁾.

The significance can be analyzed through the various issues discussed earlier, as effective leadership gives a sense of direction and clear alignment of goals among the employees, which is very crucial for an industry going through a change initiative⁽⁹⁷⁾.

The various styles and characteristics of leadership exhibited by the CEO or the top management over the levels shape up the decision-making and culture of the organization. This is essential for the food industry because the ability to make quick and precise decisions is vital, and often decisions are the difference between the success and failure of an organization. Effective leadership also provides active

⁽⁹⁴⁾ Agnieszka Schuetz, "Effective Leadership and its Impact on an Organisation's Success." *Journal of Corporate Responsibility and Leadership*, vol. 3, no. 3 (2016): 74. <http://dx.doi.org/10.12775/JCRL.2016.017>

⁽⁹⁵⁾ Kavitha Sethuraman and Jayshree Suresh, "Effective leadership styles." *International Business Research*, vol. 7, no. 9 (2014): 167. <http://dx.doi.org/10.5539/ibr.v7n9p165>

⁽⁹⁶⁾ Colladon, A. Fronzetti. "Communication as a driver of change." arXiv preprint arXiv:2402.15863 (2024).

⁽⁹⁷⁾ Gren, Lucas. "The systems approach to change and the agile software development context." *arXiv preprint arXiv:1904.02465* (2019).

encouragement and sponsorship of employees, providing very essential support in times of ambiguity or fear of change⁽⁹⁸⁾.

This ensures that the workforce remains motivated and does not lose sight of the goals that have been set. Finally, the leadership is accountable for the change initiative and overall success of the organization. This is directly reflected through studies which have shown that the failure or success of a project or initiative is often attributed to the quality of leadership that sponsored the work.⁽⁹⁹⁾ (McLeod et al., 2021)

⁽⁹⁸⁾ La Bella, Agostino, Andrea Fronzetti Colladon, Elisa Battistoni, Silvia Castellan, and Matteo Francucci. "Assessing perceived organizational leadership styles through twitter text mining." *Journal of the Association for Information Science and Technology* 69, no. 1 (2018): 21-31.

⁽⁹⁹⁾ McLeod, Laurie, Bill Doolin, and Stephen G. MacDonell. "A perspective-based understanding of project success." *Project Management Journal* 43, no. 5 (2012): 68-86.

Chapter 3

Research Methodology

Introduction

The objective of this study is to investigate the Role of Effective Leadership in Achieving Organizational Success of Food Companies in Saudi Arabia. In order to obtain exhaustive insights into this dynamic relationship, the primary methodological framework consists of a quantitative approach complemented by a meticulously designed questionnaire. This introductory section explains the justification, structure, and implementation of the selected research approach, emphasizing its suitability for the aims of the study.

Research design:

- **Methods:**

The present study used Quantitative research methods. Quantitative research methods offer a structured and systematic approach to gather empirical data, enabling the rigorous examination of relationships between variables. Given the complexity of organizational dynamics and the multi-faceted nature of leadership within the food industry, a quantitative methodology provides a robust framework for capturing diverse perspectives and discerning patterns across a wide spectrum of organizational settings. By employing statistical analysis techniques, this approach facilitates the identification of significant correlations and trends, thereby enhancing the validity and reliability of the findings.

- **Utilization of Questionnaire:**

A precisely developed questionnaire is at the heart of the quantitative technique. The questionnaire is a flexible tool for gathering data directly from participants, allowing for a systematic study of their opinions, attitudes, and experiences related to leadership effectiveness and organizational success. The questionnaire, which includes a complete set of items and organized response styles, assures data consistency, and allows for quantitative evaluation of essential factors. Furthermore, the questionnaire provides a cost-effective and efficient method of acquiring large-scale data from varied stakeholders across different organizational levels inside food companies.

population of the study

This study's demographic comprises employees from several Saudi food sectors. These food companies represent a diverse range of enterprises participating in various phases of the food supply chain, such as production, processing, distribution, retail, and hospitality. The population spans various organizational structures, sizes, and operating methods, from global corporations to locally held businesses in industries such as agriculture, manufacturing, logistics, and food service.

Employees in this category have a variety of responsibilities and positions within their firms, including frontline personnel, supervisors, middle managers, and executives. They contribute to a variety of functional areas, including manufacturing, quality control, sales, marketing, procurement, logistics, customer support, and administration. The population is made up of people from various origins, talents, and experiences, representing Saudi Arabia's diversified talent and competence in the food business.

Sample Characteristic

Describes the demographics of the Participants.

Demographic variables		Frequency	Percentage
Gender	Male	45	90%
	Female	5	10%
Educational level	Bachelor	38	76%
	Master	8	16%
	Doctorate	4	8%
Years of experiences	Less than 5 years	11	22%
	5- 10 years	20	40%
	10 – 15 years	10	20%
	More than 15 years	9	18%
Job level	Employee	29	58%
	Junior managerial level	12	24%
	Senior managerial level	9	18%

Table.1: Demographic data of participants

50 participants from various cities in Saudi Arabia were included in our study: 45 Males (90% of total participants) and 5 females (10% of the participants)

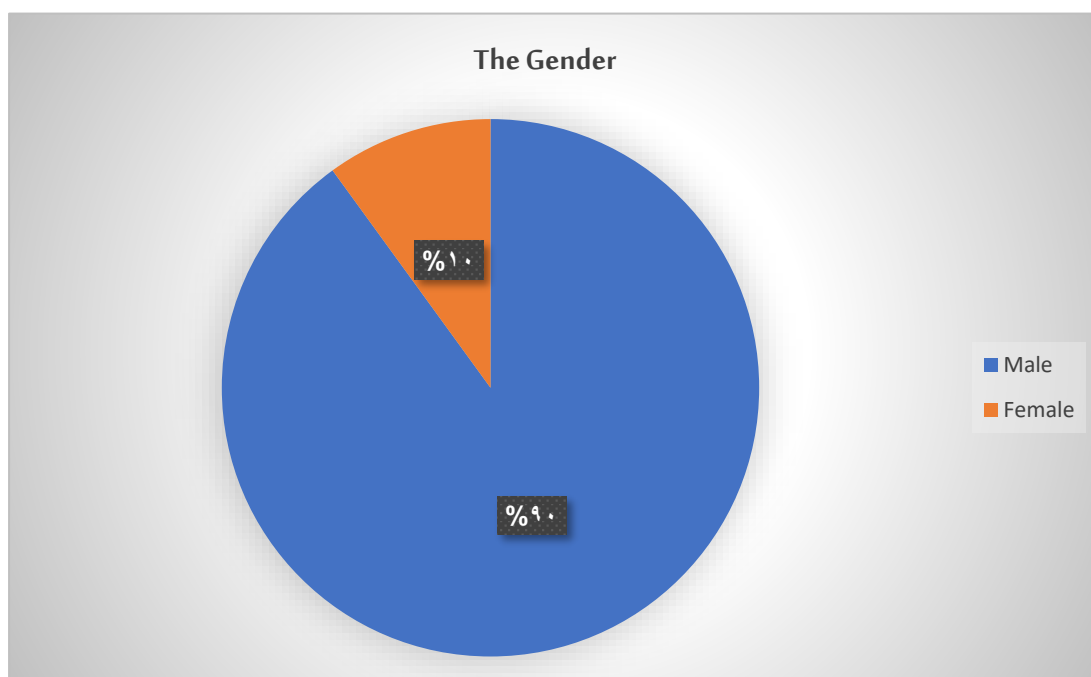


Fig (1) the gender

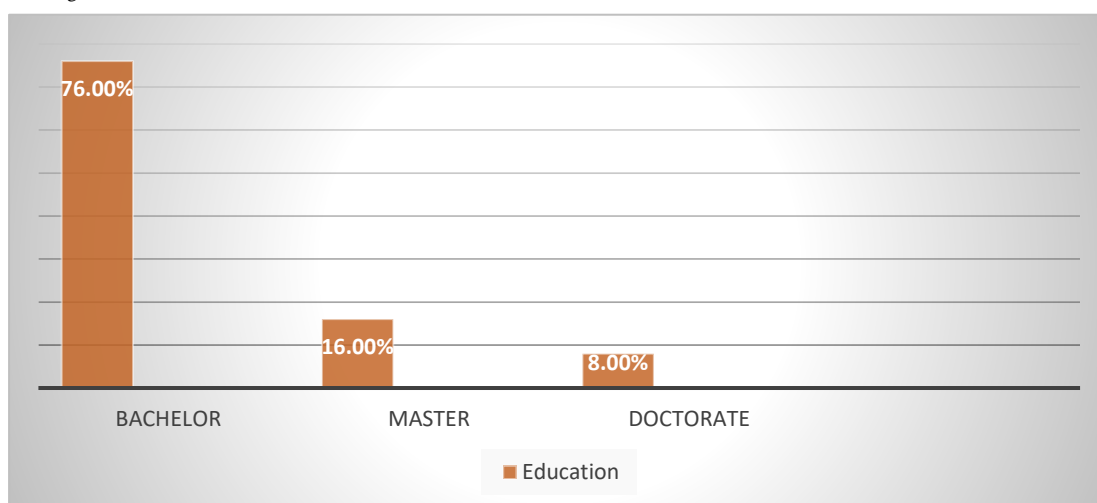


Fig (2) the educational level

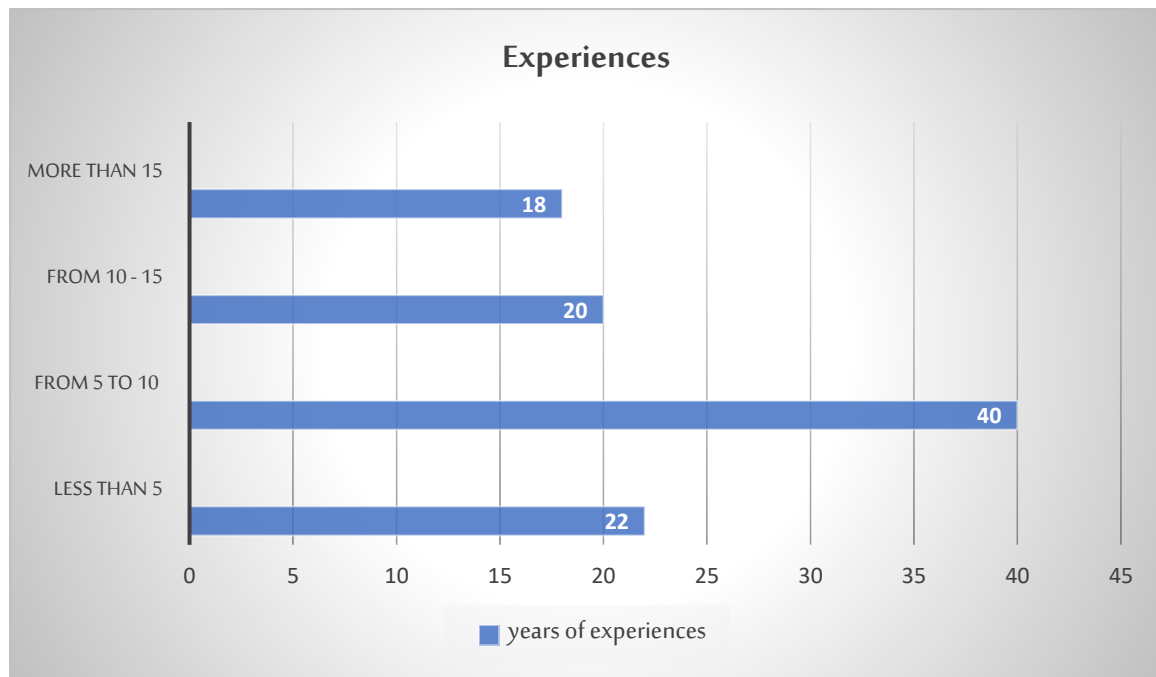


Fig (3) the Experiences

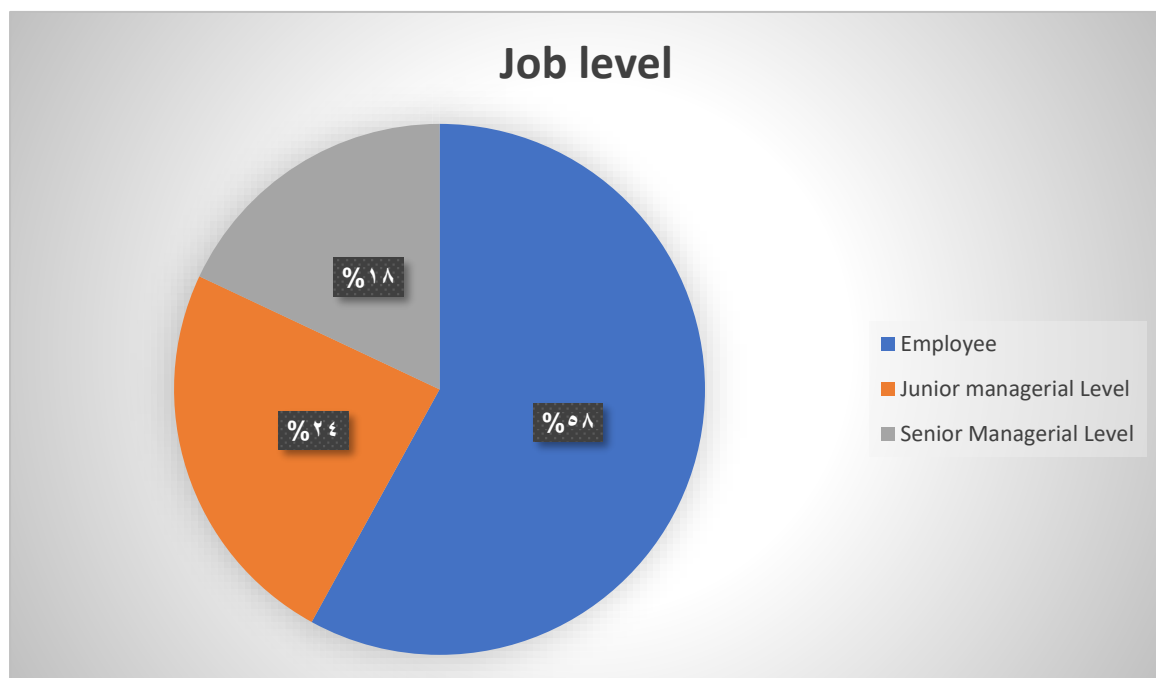


Fig (4) Job level

Sampling size determination:

- ✓ The determination of sample size is a crucial step in research studies. To ensure the validity and reliability of the findings, it is important to calculate an appropriate sample size.
- ✓ The sample size is 50 participants (by using the random sampling formula). The sample will be employees, junior managers, and senior managers.
- sampling technique

The study approach utilizes random sampling as the sampling strategy. Random sampling is the process of selecting participants from a population in such a way that each member has an equal probability of being picked. This technique assures that the sample is representative of the larger population of interest, which improves the findings' generalizability to the broader context of Saudi food companies. The research uses random sampling to reduce sample biases and improve the validity of study results.

Data collection procedures

- Design and Development of Questionnaire:

A 30-question questionnaire was created by the researcher to gather data. The questionnaire was designed to capture participants' perceptions and experiences. The questionnaire was available in the English language and was administered using Google Forms. The questionnaire utilized a Likert scale to measure participants' responses. The Likert scale consists of a series of statements related to different aspects, and participants were asked to indicate their level of agreement or disagreement on a 3-point scale: "Agree," "Neutral," or "Disagree" see table (1). Care was taken to ensure that the questions were clear, relevant, and aligned with the research objectives. The questionnaire underwent a pilot testing phase to assess its validity and reliability.

Degree	disagree	Neutral	Agree
Respond	1	2	3

Table (2) Likert scale

Acceptance degree	Range
Low	1- 1.66
Medium	1.67- 2.32
High	2.33 - 3

Table (3) Acceptance degree according to Likert scale

- Reliability and validity of the questionnaire

For reliability, the researcher used "Pearson Correlation Coefficient" and the results were as follows: for the first variable "The effective leadership in achieving organizational success of food companies in Saudi Arabia." Sentences 1 -11 serve as exemplary examples of the variable.

The sentence	correlation coefficient	The sentence	correlation coefficient
1	0.295*	6	0.492**
2	0.676**	7	0.414**
3	0.490**	8	0.648**
4	0.547**	9	0.648**
5	0.772**	10	0.562**
		11	0.552**

Table.4: Pearson Correlation Coefficient for V1

Correlation is significant at (0.01**) for all the sentence except 1 which its correlation is significant at (0.05*). From the previous results the whole variable 1 in the questionnaire is significant.

For the second variable “The status quo of implementing effective leadership at food companies in Saudi Arabia” Sentences 12- 20 serve as exemplary examples of the variable.

The sentence	correlation coefficient	The sentence	correlation coefficient
		16	0.742**
12	0.732**	17	0.811**
13	0.548**	18	0.560**
14	0.611**	19	0.495**
15	0.598**	20	0.730**

Table.5: Pearson Correlation Coefficient for V2

Correlation is significant at (0.01**) for all the sentences. From the previous results the whole variable 2 in the questionnaire is significant.

For the third variable “3. The levels of achieving organizational success of food companies in Saudi Arabia” Sentences 21- 30 serve as exemplary examples of the variable.

The sentence	correlation coefficient	The sentence	correlation coefficient
21	0.641**	26	0.226
22	0.383**	27	0.07
23	0.604**	28	0.360*
24	0.768**	29	0.381**
25	0.615**	30	0.514**

Table.6: Pearson Correlation Coefficient for V3

Correlation is significant at (0.01**) for sentence 21, 22, 23, 24, 25, 29, and 30. And the correlation is significant at (0.05*) for sentence 28. and not significant for the sentences 26 and 27. From the previous results the whole variable 3 in the questionnaire is significant except 26 and 27.

For the whole questionnaire:

The sentence	correlation coefficient	The sentence	correlation coefficient	The sentence	correlation coefficient
1	0.303*	11	0.529**	21	0.567**
2	0.504**	12	0.687**	22	0.336*
3	0.368**	13	0.500**	23	0.680**
4	0.507**	14	0.616**	24	0.685**
5	0.633**	15	0.582**	25	0.599**
6	0.598**	16	0.610**	26	0.333*
7	0.328*	17	0.695**	27	0.227
8	0.602**	18	0.446**	28	0.229*
9	0.670**	19	0.487**	29	0.224
10	0.459**	20	0.758**	30	0.435**

Table.7: Pearson Correlation Coefficient

Correlation is significant at (0.01) for sentence 2,3,4,5,6,8,9,10, 11,12,13, 14,15,16,17, 18, 19,20,21,23,24,25 and 30. And the correlation is significant at (0.05) for sentences 1,7,22,26 and 28. And not significant for the sentences 27 and 29. From the previous results the whole questionnaire is significant except 26, 27 and 29.

The researcher uses the Cronbach's Alpha, and the result was as follows:

Cronbach's Alpha	Number of items
0.889	30

Table.8: Cronbach's Alpha factor

The Cronbach's Alpha factor for all sentences of the questionnaire is 0.889. This indicates high stability for all the sentences as well as the questionnaire in general.

From the previous results the final version of the questionnaire will consist of 27 sentences.

Methods of analysis:

The data for this study will be analyzed using SPSS (Statistical Package for the Social Sciences) software, which has powerful analytical capabilities for exploring and interpreting acquired data. Descriptive statistics will be critical in giving a complete assessment of important variables influencing leadership effectiveness and organizational performance in Saudi food industries. Descriptive statistics will contain measures of central tendency, such as the mean, that will provide information about the usual or average values of variables. Measures of dispersion, such as standard deviation, will also be used to analyze the variability or spread of data points around the mean. This study uses descriptive statistics in SPSS to offer a thorough grasp of the primary variables under inquiry, establishing the framework for further inferential analyses and interpretation of research findings.

Limitations:

- Sampling Bias: Despite efforts to use random sampling procedures, there is a chance that particular parts of the population, such as smaller or less accessible food businesses, will be underrepresented in the sample. This may limit the applicability of your findings to the larger population of food enterprises in Saudi Arabia.
- Response Bias: Using self-reported data from questionnaire may introduce response bias, in which participants make socially desired or erroneous replies, resulting in measurement mistakes and data distortions.
- The small sample size of 50 participants in this study poses a challenge to the generalizability of the results. With a limited number of participants, the findings may not fully represent the diversity and variability present within the broader population of food companies in Saudi Arabia.

Ethical Considerations:

Ethical concerns are critical when doing research with human volunteers. By ethical principles, the research aims to preserve participants' rights, privacy, and anonymity at all stages of the study. All participants provide informed permission, including information about the study's objective, their voluntary involvement, and the safeguards in place to protect their anonymity and confidentiality. Participants are also guaranteed that they can withdraw from the research at any moment with no penalties.

Chapter 4
Practical Study

Research Findings

The results were designed to investigate the Role of Effective Leadership in Achieving Organizational Success of Food Companies in Saudi Arabia, through an online questionnaire that had been distributed through WhatsApp, and emails to the participants. The questionnaire consisted of 27 questions.

Data revealed in (Table.8) showed the mean, Standard deviation, and Percentage for variable 1.

Variable	Mean	St. D	%	The degree of acceptance	Order
1. Effective leadership plays a crucial role in achieving organizational success within food companies in Saudi Arabia.	2.64	0.663	Agree 74%	High	7
			Neutral 16%		
			Disagree 10%		
2. Successful leadership strategies, such as fostering a collaborative environment, have positively impacted organizational success in food companies in Saudi Arabia.	2.52	0.707	Agree 64%	High	10
			Neutral 24%		
			Disagree 12%		
3. Effective leadership significantly influences the financial performance of food companies in Saudi Arabia.	2.42	0.575	Agree 46%	High	11
			Neutral 50%		
			Disagree 4%		
4. Effective leadership is essential for navigating challenges such as market competition and regulatory changes within the food industry in Saudi Arabia.	2.66	0.593	Agree 72%	High	6
			Neutral 22%		
			Disagree 6%		
5. Effective leadership fosters a culture of accountability and responsibility within food companies in Saudi Arabia.	2.68	0.621	Agree 76%	High	5
			Neutral 16%		
			Disagree 8%		
6. Effective leadership promotes a positive work environment, leading to higher employee morale and productivity within food companies in Saudi Arabia.	2.76	0.517	Agree 80%	High	2
			Neutral 16%		
			Disagree 4%		
7. A clear vision and direction set by leadership significantly contribute to the achievement of organizational goals in food companies in Saudi Arabia.	2.72	0.497	Agree 74%	High	4
			Neutral 24%		
			Disagree 2%		
8. Leaders who prioritize employee development and engagement positively impact the overall performance of food companies in Saudi Arabia	2.86	0.452	Agree 90%	High	1
			Neutral 6%		
			Disagree 4%		
9. Ethical leadership practices are essential for maintaining trust and credibility in food companies in Saudi Arabia, ultimately contributing to their success	2.74	0.487	Agree 76%	High	3
			Neutral 22%		
			Disagree 2%		
10. Leaders who actively seek feedback and embrace continuous improvement contribute significantly to the success of food companies in Saudi Arabia.	2.60	0.700	Agree 72%	High	9
			Neutral 16%		
			Disagree 12%		
11. Effective communication from leadership enhances coordination and collaboration among teams in food	2.64	0.563	Agree 68%	High	8
			Neutral 28%		

companies, leading to increased productivity.			Disagree 4%		
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(Table.9) showed the meaning, Standard deviation, and Percentage for variable 1.

The analysis for the first variable:

1st sentence

The analysis of the first statement in the questionnaire, "Effective leadership plays a crucial role in achieving organizational success within food companies in Saudi Arabia," reveals a generally positive perception among respondents. With a mean score of 2.64 and a standard deviation of 0.663, the majority of respondents agreed with the statement, indicating a strong inclination towards the importance of effective leadership for organizational success. Specifically, 74% of respondents agreed, 16% remained neutral, and 10% disagreed. This distribution suggests a high degree of acceptance of the notion that effective leadership is crucial for achieving organizational success within the food industry in Saudi Arabia. Overall, while there is variability in responses and some disagreement, the analysis underscores the significance of effective leadership in driving organizational success within food companies in Saudi Arabia, warranting further exploration in subsequent questionnaire items.

The result indicating a generally positive perception among respondents regarding the importance of effective leadership in achieving organizational success within food companies in Saudi Arabia can be attributed to several factors. Firstly, effective leadership is widely recognized as a critical determinant of organizational performance and success across industries, including the food sector. Leaders who possess the ability to inspire, motivate, and guide their teams towards common goals are likely to contribute significantly to the success of their organizations. Additionally, within the context of Saudi Arabia, where the food industry is a prominent economic sector, the importance of effective leadership in navigating challenges, fostering innovation, and driving growth is likely to be underscored. Furthermore, cultural values and societal norms within Saudi Arabian organizations may emphasize the significance of strong leadership in achieving business objectives and maintaining competitive advantage. Overall, these factors likely contribute to the high degree of acceptance among respondents regarding the crucial role of effective leadership in organizational success within the food industry in Saudi Arabia.

2nd sentence

The analysis of the second statement in the questionnaire indicates a notable degree of acceptance among respondents. With a mean score of 2.52 and a standard deviation of 0.707, the majority of respondents expressed agreement with the statement. Specifically, 64% of respondents agreed, while 24% remained neutral, and 12% disagreed. This distribution suggests a generally positive perception regarding the effectiveness of leadership strategies focused on fostering collaboration in enhancing organizational success within the food industry in Saudi Arabia. The high degree of acceptance among respondents underscores the perceived value of collaborative leadership approaches in driving positive outcomes within food companies in the country. Overall, while some respondents remained neutral or disagreed, the analysis highlights the significance of fostering a collaborative environment as a successful leadership strategy in contributing to organizational success, warranting further exploration in subsequent questionnaire items.

The result indicating a notable degree of acceptance among respondents regarding the positive impact of successful leadership strategies, such as fostering a collaborative environment, on organizational success in food companies in Saudi Arabia can be attributed to several factors. Firstly, collaborative leadership strategies are increasingly recognized as effective approaches for fostering innovation, problem-solving, and teamwork within organizations. In the context of the food industry in Saudi Arabia, where teamwork and cooperation are essential for addressing complex challenges and capitalizing on market opportunities, the perceived effectiveness of collaborative leadership strategies is likely to be emphasized. Additionally, the cultural values and business norms prevalent in Saudi Arabian organizations may prioritize cooperation, communication, and mutual support among team members, further reinforcing the perceived value of collaborative leadership approaches. Furthermore, anecdotal evidence or personal experiences of respondents may have influenced their perceptions, particularly if they have observed or experienced the positive outcomes associated with collaborative leadership firsthand. Overall, these factors likely contribute to the high degree of acceptance among respondents regarding the positive impact of successful leadership strategies, such as fostering a collaborative environment, on organizational success within food companies in Saudi Arabia.

3rd sentence

The analysis of the third statement in the questionnaire, "Effective leadership significantly influences the financial performance of food companies in Saudi Arabia," reveals a balanced distribution of responses among respondents. With a mean score of 2.42 and a standard deviation of 0.575, the majority of respondents expressed neutrality towards the statement, with 50% indicating a neutral stance. Additionally, 44% of respondents agreed with the statement, while only 4% disagreed. This distribution suggests a mixed perception regarding the extent to which effective leadership influences the financial performance of food companies in Saudi Arabia. While a significant portion of respondents remained neutral, a notable percentage expressed agreement with the statement, indicating a belief in the impact of effective leadership on financial performance. Conversely, the low percentage of respondents who disagreed suggests a minority perspective that effective leadership may not have a significant influence on financial outcomes. Overall, the analysis underscores the varied perceptions among respondents regarding the relationship between effective leadership and financial performance in the context of food companies in Saudi Arabia, warranting further investigation in subsequent questionnaire items.

The result indicating a balanced distribution of responses regarding the influence of effective leadership on the financial performance of food companies in Saudi Arabia can be attributed to several factors. Firstly, perceptions of the relationship between leadership effectiveness and financial performance may vary among respondents based on their individual experiences, observations, and beliefs. Some respondents may have witnessed firsthand the positive impact of strong leadership on financial outcomes within their organizations, leading them to agree with the statement. Conversely, others may have encountered instances where effective leadership did not necessarily translate into improved financial performance, contributing to a neutral or disagreeing stance. Additionally, factors such as organizational culture, industry dynamics, and economic conditions may influence respondents' perceptions of the link between leadership and financial success. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests that there is a general recognition of the potential influence of effective leadership on financial performance, albeit with varying degrees of certainty. Overall, the mixed perceptions among respondents highlight the complexity of assessing the relationship between leadership effectiveness and financial outcomes, reflecting the diverse perspectives and experiences within the surveyed population.

4th sentence

The analysis of the fourth statement in the questionnaire, "Effective leadership is essential for navigating challenges such as market competition and regulatory changes within the food industry in Saudi Arabia," suggests a high degree of acceptance among respondents. With a mean score of 2.66 and a standard deviation of 0.593, the majority of respondents expressed agreement with the statement. Specifically, 72% of respondents agreed, while 22% remained neutral, and only 6% disagreed. This distribution indicates a strong consensus among respondents regarding the importance of effective leadership in addressing challenges inherent in the food industry, such as market competition and regulatory changes. The high degree of acceptance underscores the perceived necessity of effective leadership for navigating complexities and uncertainties within the industry. Overall, while some respondents remained neutral or disagreed, the analysis highlights the significance of effective leadership in guiding food companies through diverse challenges, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the essential role of effective leadership in navigating challenges within the food industry in Saudi Arabia can be attributed to several factors. Firstly, the food industry operates within a dynamic and competitive environment characterized by rapid changes in market trends, consumer preferences, and regulatory requirements. In such a context, effective leadership is perceived as vital for guiding organizations through these challenges, making strategic decisions, and adapting to evolving circumstances. Additionally, the regulatory landscape in Saudi Arabia may pose unique challenges for food companies, requiring strong leadership to ensure compliance and mitigate risks effectively. Moreover, cultural, and societal expectations within Saudi Arabian organizations may emphasize the importance of decisive leadership in overcoming obstacles and driving organizational success. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the critical role of effective leadership in addressing challenges within the food industry. Overall, these factors contribute to the high degree of acceptance among respondents regarding the essential nature of effective leadership in navigating challenges within the food industry in Saudi Arabia.

5th sentence

The analysis of the fifth statement in the questionnaire, "Effective leadership fosters a culture of accountability and responsibility within food companies in Saudi Arabia," indicates a high degree of acceptance among respondents. With a mean score of 2.68 and a standard deviation of 0.621, the majority of respondents expressed agreement with the statement. Specifically, 76% of respondents agreed, while 16% remained neutral, and only 8% disagreed. This distribution suggests a strong consensus among respondents regarding the role of effective leadership in cultivating a culture of accountability and responsibility within food companies in Saudi Arabia. The high degree of acceptance underscores the perceived importance of leadership in shaping organizational culture and promoting values such as accountability and responsibility. Overall, while some respondents remained neutral or disagreed, the analysis highlights the significance of effective leadership in fostering a culture that prioritizes accountability and responsibility, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the role of effective leadership in fostering a culture of accountability and responsibility within food companies in Saudi Arabia can be attributed to several factors. Firstly, effective leadership is often associated with setting clear expectations, establishing standards of behavior, and holding individuals accountable for their actions. In the context of the food industry, where compliance with quality standards, safety regulations, and ethical practices is paramount, effective leadership plays a critical role in instilling a sense of responsibility and accountability among employees. Additionally, organizational culture is shaped by the values, beliefs, and behaviors exhibited by leaders, making leadership practices instrumental in shaping the cultural norms within food companies. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the positive influence of effective leadership on organizational culture. Overall, these factors contribute to the high degree of acceptance among respondents regarding the role of effective leadership in fostering a culture of accountability and responsibility within food companies in Saudi Arabia.

6th sentence

The analysis of the sixth statement in the questionnaire, "Effective leadership promotes a positive work environment, leading to higher employee morale and productivity within food companies in Saudi Arabia," indicates a high degree of acceptance among respondents. With a mean score of 2.76 and a standard deviation of 0.517, the majority of respondents expressed agreement with the statement. Specifically, 80% of respondents agreed, while 16% remained neutral, and only 4% disagreed. This distribution suggests a strong consensus among respondents regarding the positive impact of effective leadership on creating a conducive work environment, enhancing employee morale, and increasing productivity within food companies in Saudi Arabia. The high degree of acceptance underscores the perceived importance of leadership behaviors, communication styles, and organizational practices in shaping workplace culture and driving employee engagement. Overall, while some respondents remained neutral or disagreed, the analysis highlights the significance of effective leadership in promoting a positive work environment, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the positive impact of effective leadership on promoting a positive work environment, higher employee morale, and increased productivity within food companies in Saudi Arabia can be attributed to several factors. Firstly, effective leadership is often associated with qualities such as communication, support, and empowerment, which contribute to creating a conducive and supportive work environment. In the context of the food industry, where the quality of products and services relies heavily on the performance and motivation of employees, effective leadership practices are crucial for fostering a culture of trust, collaboration, and job satisfaction. Additionally, positive work environments have been linked to higher levels of employee morale and engagement, leading to increased productivity and performance outcomes. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the beneficial effects of effective leadership on workplace dynamics. Overall, these factors contribute to the high degree of acceptance among respondents regarding the role of effective leadership in promoting a positive work environment and driving employee morale and productivity within food companies in Saudi Arabia.

7th sentence

The analysis of the seventh statement in the questionnaire, "A clear vision and direction set by leadership significantly contribute to the achievement of organizational goals in food companies in Saudi Arabia," reveals a high degree of acceptance among respondents. With a mean score of 2.72 and a standard deviation of 0.497, the majority of respondents expressed agreement with the statement. Specifically, 74% of respondents agreed, while 24% remained neutral, and only 2% disagreed. This distribution suggests a strong consensus among respondents regarding the importance of leadership in providing clear vision and direction for achieving organizational goals within food companies in Saudi Arabia. The high degree of acceptance underscores the perceived significance of leadership's role in aligning organizational efforts, motivating employees, and guiding strategic initiatives towards the attainment of shared objectives. Overall, while some respondents remained neutral, the low percentage of disagreement and the majority agreement indicate a widespread acknowledgment of the pivotal role of leadership vision and direction in driving organizational success, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the significant contribution of a clear vision and direction set by leadership to the achievement of organizational goals in food companies in Saudi Arabia can be attributed to several factors. Firstly, clear, and compelling leadership vision provides employees with a sense of purpose, direction, and alignment towards common objectives, fostering a shared understanding of organizational priorities and strategies. In the context of the dynamic and competitive food industry in Saudi Arabia, where companies face various challenges and opportunities, effective leadership vision serves as a guiding force for navigating uncertainties and driving strategic initiatives. Additionally, clear direction from leadership helps to establish clarity in decision-making, allocation of resources, and execution of plans, thereby enhancing organizational efficiency and effectiveness. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the importance of leadership vision and direction in driving organizational goal attainment. Overall, these factors contribute to the high degree of acceptance among respondents, highlighting the perceived significance of leadership's role in providing a clear vision and direction for achieving organizational goals within food companies in Saudi Arabia.

8th sentence

The analysis of the eighth statement in the questionnaire, "Leaders who prioritize employee development and engagement positively impact the overall performance of food companies in Saudi Arabia," reveals a high degree of acceptance among respondents. With a mean score of 2.86 and a standard deviation of 0.452, the majority of respondents expressed agreement with the statement. Specifically, 90% of respondents agreed, while 6% remained neutral, and only 4% disagreed. This distribution suggests a strong consensus among respondents regarding the positive impact of leadership prioritizing employee development and engagement on the overall performance of food companies in Saudi Arabia. The high degree of acceptance underscores the perceived importance of leadership behaviors that support employee growth, motivation, and commitment, which in turn contribute to enhanced organizational effectiveness and success. Overall, while some respondents remained neutral or disagreed, the analysis highlights the significant influence of leadership practices focused on employee development and engagement in driving overall company performance, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the positive impact of leaders prioritizing employee development and engagement on the overall performance of food companies in Saudi Arabia can be attributed to several factors. Firstly, leaders who invest in employee development demonstrate a commitment to enhancing the skills, knowledge, and capabilities of their workforce, which can lead to increased job satisfaction, retention, and productivity. In the context of the food industry in Saudi Arabia, where talent development and retention are crucial for maintaining competitiveness and innovation, leadership practices that prioritize employee growth are likely to be highly valued. Additionally, fostering employee engagement contributes to creating a positive work environment, where employees feel valued, motivated, and empowered to contribute their best efforts towards organizational goals. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the positive correlation between leadership behaviors focused on employee development and engagement and overall company performance. Overall, these factors contribute to the high degree of acceptance among respondents, highlighting the perceived significance of leadership practices that prioritize employee development and engagement in driving organizational success within food companies in Saudi Arabia.

9th sentence

The analysis of the ninth statement in the questionnaire, "Ethical leadership practices are essential for maintaining trust and credibility in food companies in Saudi Arabia, ultimately contributing to their success," indicates a high degree of acceptance among respondents. With a mean score of 2.74 and a standard deviation of 0.487, the majority of respondents expressed agreement with the statement. Specifically, 76% of respondents agreed, while 22% remained neutral, and only 2% disagreed. This distribution suggests a strong consensus among respondents regarding the importance of ethical leadership practices in maintaining trust and credibility within food companies in Saudi Arabia. The high degree of acceptance underscores the perceived significance of leadership behaviors that prioritize ethical conduct, transparency, and integrity, which are essential for fostering positive relationships with stakeholders and ensuring long-term organizational success. Overall, while some respondents remained neutral, the low percentage of disagreement and the majority agreement indicate widespread recognition of the critical role of ethical leadership in contributing to the success of food companies in Saudi Arabia, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the importance of ethical leadership practices for maintaining trust and credibility in food companies in Saudi Arabia can be attributed to several factors. Firstly, ethical leadership is fundamental for establishing and upholding organizational values, principles, and standards of conduct, which are essential for fostering trust among stakeholders, including customers, employees, and investors. In the context of the food industry in Saudi Arabia, where consumer trust and confidence in product quality, safety, and integrity are paramount, ethical leadership practices play a crucial role in safeguarding reputation and brand credibility. Additionally, ethical leadership contributes to creating a positive organizational culture characterized by honesty, fairness, and accountability, which enhances employee morale, commitment, and engagement. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the positive impact of ethical leadership on organizational trust and credibility. Overall, these factors contribute to the high degree of acceptance among respondents, highlighting the perceived significance of ethical leadership practices in driving success within food companies in Saudi Arabia.

The analysis of the tenth statement in the questionnaire, "Leaders who actively seek feedback and embrace continuous improvement contribute significantly to the success of food companies in Saudi Arabia," reveals a high degree of acceptance among respondents. With a mean score of 2.60 and a standard deviation of 0.700, the majority of respondents expressed agreement with the statement. Specifically, 72% of respondents agreed, while 16% remained neutral, and 12% disagreed. This distribution suggests a strong consensus among respondents regarding the positive impact of leaders who actively seek feedback and embrace continuous improvement on the success of food companies in Saudi Arabia. The high degree of acceptance underscores the perceived significance of leadership behaviors that encourage a culture of openness, learning, and innovation, which are essential for adapting to changing market dynamics, improving performance, and driving organizational success. Overall, while some respondents remained neutral or disagreed, the analysis highlights the significant influence of leadership practices focused on feedback and continuous improvement in contributing to the success of food companies in Saudi Arabia, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the positive impact of leaders who actively seek feedback and embrace continuous improvement on the success of food companies in Saudi Arabia can be attributed to several factors. Firstly, leaders who actively solicit feedback from employees, customers, and other stakeholders demonstrate a commitment to understanding and addressing areas for improvement within the organization. In the context of the dynamic and competitive food industry in Saudi Arabia, where market trends, consumer preferences, and regulatory requirements constantly evolve, leaders who embrace continuous improvement are better positioned to adapt to changing circumstances and capitalize on opportunities for growth. Additionally, fostering a culture of continuous improvement encourages innovation, collaboration, and accountability among employees, which are essential for driving operational excellence and achieving long-term success. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the positive impact of leadership practices focused on feedback and continuous improvement. Overall, these factors contribute to the high degree of acceptance among respondents, highlighting the perceived significance of these leadership behaviors in contributing to the success of food companies in Saudi Arabia.

11th sentence

The analysis of the eleventh statement in the questionnaire, "Effective communication from leadership enhances coordination and collaboration among teams in food companies, leading to increased productivity," indicates a high degree of acceptance among respondents. With a mean score of 2.64 and a standard deviation of 0.563, the majority of respondents expressed agreement with the statement. Specifically, 68% of respondents agreed, while 28% remained neutral, and only 4% disagreed. This distribution suggests a strong consensus among respondents regarding the positive impact of effective communication from leadership on enhancing coordination and collaboration among teams in food companies in Saudi Arabia. The high degree of acceptance underscores the perceived importance of clear and transparent communication from leaders in aligning organizational efforts, facilitating teamwork, and ultimately improving productivity. Overall, while some respondents remained neutral, the low percentage of disagreement and the majority agreement indicate widespread recognition of the significant influence of effective communication on organizational performance, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the positive impact of effective communication from leadership on enhancing coordination and collaboration among teams in food companies in Saudi Arabia can be attributed to several factors. Firstly, effective communication from leadership fosters clarity, transparency, and alignment of goals and expectations among team members, which are essential for promoting coordination and collaboration within organizations. In the context of the food industry in Saudi Arabia, where teamwork and cooperation are critical for ensuring product quality, safety, and efficiency, clear communication from leaders plays a vital role in facilitating smooth workflow and minimizing misunderstandings or conflicts. Additionally, effective communication contributes to building trust, fostering a supportive work culture, and enhancing employee engagement, all of which are conducive to improved collaboration and productivity. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the positive impact of effective communication on organizational dynamics. Overall, these factors contribute to the high degree of acceptance among respondents, highlighting the perceived significance of effective communication from leadership in enhancing coordination and collaboration among teams and ultimately leading to increased productivity in food companies in Saudi Arabia.

Data revealed in (Table.9) showed the mean, Standard deviation, and Percentage for variable 2.

Variable	Mean	St. D	%	The degree of acceptance	Order
12. The current implementation of effective leadership within food companies in Saudi Arabia is satisfactory	2.80	0.452	Agree 82%	High	1
			Neutral 16%		
			Disagree 2%		
13. Leaders in Saudi Arabian food companies demonstrate adaptability and resilience in addressing challenges and changes in the business environment	2.70	0.544	Agree 74%	High	5
			Neutral 22%		
			Disagree 4%		
14. Ethical leadership is a priority within food companies in Saudi Arabia, ensuring trust and credibility among employees and stakeholders.	2.70	0.544	Agree 74%	High	6
			Neutral 22%		
			Disagree 4%		
15. Leadership in Saudi Arabian food companies fosters a culture of innovation and continuous improvement	2.74	0.565	Agree 80%	High	2
			Neutral 14%		
			Disagree 6%		
16. The leadership within food companies in Saudi Arabia effectively communicates the company's vision and goals to employees	2.62	0.635	Agree 70%	High	9
			Neutral 22%		
			Disagree 8%		
17. There is effective communication between leadership and employees within food companies in Saudi Arabia, facilitating collaboration and coordination	2.70	0.580	Agree 76%	High	7
			Neutral 18%		
			Disagree 6%		
18. Leadership in Saudi Arabian food companies actively promotes sustainability and social responsibility initiatives.	2.72	0.573	Agree 78%	High	4
			Neutral 16%		
			Disagree 6%		
19. Accountability and responsibility are emphasized by leadership within food companies in Saudi Arabia	2.70	0.544	Agree 74%	High	8
			Neutral 22%		
			Disagree 4%		
20. In your opinion, effective leadership practices are currently well-established and evident within food companies in Saudi Arabia.	2.74	0.565	Agree 80%	High	3
			Neutral 14%		
			Disagree 6%		

(Table.11) showed the meaning, Standard deviation, and Percentage for variable 2

12th sentence

The analysis of the twelfth statement in the questionnaire, "The current implementation of effective leadership within food companies in Saudi Arabia is satisfactory," indicates a high degree of acceptance among respondents. With a mean score of 2.80 and a standard deviation of 0.452, the majority of respondents expressed agreement with the statement. Specifically, 82% of respondents agreed, while 16% remained neutral, and only 2% disagreed. This distribution suggests a strong consensus among respondents regarding their satisfaction with the current implementation of effective leadership within food companies in Saudi Arabia. The high degree of acceptance underscores the perceived effectiveness of leadership practices and strategies currently in place within these organizations. Overall, while some respondents remained neutral, the low percentage of disagreement and the majority agreement indicate widespread satisfaction with the implementation of effective leadership, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the satisfaction with the current implementation of effective leadership within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may perceive that effective leadership practices are evident within their respective organizations, such as clear communication, supportive management styles, and strategic decision-making. These leadership practices likely contribute to positive organizational outcomes, employee satisfaction, and overall performance, leading respondents to express agreement with the statement. Additionally, respondents may have observed tangible improvements or positive changes resulting from the leadership initiatives implemented within their companies, further reinforcing their satisfaction with the current leadership approach. Furthermore, cultural, and societal norms within Saudi Arabian organizations may prioritize effective leadership behaviors, enhancing respondents' perceptions of the satisfactory implementation of leadership practices. The relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding their overall satisfaction with the current state of leadership within food companies in Saudi Arabia. Overall, these factors contribute to the high degree of acceptance among respondents, highlighting their positive perceptions of the current implementation of effective leadership within their organizations.

13th sentence

The analysis of the thirteenth statement in the questionnaire, "Leaders in Saudi Arabian food companies demonstrate adaptability and resilience in addressing challenges and changes in the business environment," indicates a high degree of acceptance among respondents. With a mean score of 2.70 and a standard deviation of 0.544, the majority of respondents expressed agreement with the statement. Specifically, 74% of respondents agreed, while 22% remained neutral, and only 4% disagreed. This distribution suggests a strong consensus among respondents regarding their perception of leaders in Saudi Arabian food companies demonstrating adaptability and resilience in facing challenges and changes in the business environment. The high degree of acceptance underscores the perceived effectiveness of leaders in navigating uncertainties and complexities within the food industry in Saudi Arabia. Overall, while some respondents remained neutral, the low percentage of disagreement and the majority agreement indicate widespread recognition of the adaptability and resilience demonstrated by leaders in addressing business challenges, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the adaptability and resilience demonstrated by leaders in Saudi Arabian food companies in addressing challenges and changes in the business environment can be attributed to several factors. Firstly, respondents may have observed firsthand instances where leaders effectively responded to various challenges, such as market fluctuations, regulatory changes, and technological advancements, demonstrating their ability to adapt and innovate in dynamic environments. Additionally, leaders who exhibit adaptability and resilience are likely to inspire confidence and trust among employees, fostering a sense of stability and assurance within the organization during times of uncertainty. Furthermore, the cultural and societal context in Saudi Arabia may place a premium on qualities such as flexibility, perseverance, and agility, which are inherent in adaptive and resilient leadership practices. The relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the effectiveness of leaders in demonstrating these qualities. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of the adaptability and resilience demonstrated by leaders in Saudi Arabian food companies in navigating business challenges.

14th sentence

The analysis of the fourteenth statement in the questionnaire, "Ethical leadership is a priority within food companies in Saudi Arabia, ensuring trust and credibility among employees and stakeholders," reveals a high degree of acceptance among respondents. With a mean score of 2.70 and a standard deviation of 0.544, the majority of respondents expressed agreement with the statement. Specifically, 74% of respondents agreed, while 22% remained neutral, and only 4% disagreed. This distribution suggests a strong consensus among respondents regarding the importance of ethical leadership as a priority within food companies in Saudi Arabia. The high degree of acceptance underscores the perceived significance of ethical leadership practices in fostering trust, credibility, and positive relationships among employees and stakeholders. Overall, while some respondents remained neutral, the low percentage of disagreement and the majority agreement indicate widespread recognition of the importance of ethical leadership in ensuring organizational integrity and success, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the priority of ethical leadership within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have observed a strong emphasis on ethical behavior and integrity within their organizations, evidenced by leadership actions, organizational policies, and corporate culture. Ethical leadership practices, such as transparency, fairness, and accountability, are essential for building trust and credibility among employees and stakeholders, which are critical for organizational success. Additionally, in the context of the cultural and societal norms in Saudi Arabia, ethical conduct and adherence to moral principles are highly valued, further reinforcing the importance of ethical leadership within food companies. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the prioritization of ethical leadership. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of the commitment to ethical values and principles within food companies in Saudi Arabia.

15th sentence

The analysis of the fifteenth statement in the questionnaire, "Leadership in Saudi Arabian

food companies fosters a culture of innovation and continuous improvement," indicates a high degree of acceptance among respondents. With a mean score of 2.74 and a standard deviation of 0.565, the majority of respondents expressed agreement with the statement. Specifically, 80% of respondents agreed, while 14% remained neutral, and only 6% disagreed. This distribution suggests a strong consensus among respondents regarding the perception that leadership within Saudi Arabian food companies fosters a culture of innovation and continuous improvement. The high degree of acceptance underscores the perceived importance of leadership behaviors and organizational practices that encourage creativity, experimentation, and learning. Overall, while some respondents remained neutral or disagreed, the analysis highlights the significant influence of leadership in shaping a culture that values innovation and continuous improvement, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the fostering of a culture of innovation and continuous improvement by leadership in Saudi Arabian food companies can be attributed to several factors. Firstly, respondents may have observed leadership initiatives and organizational practices that encourage and support innovation, such as investment in research and development, promotion of creativity, and recognition of innovative ideas. These leadership behaviors and organizational strategies contribute to creating an environment where employees feel empowered to innovate and contribute to continuous improvement efforts. Additionally, in the context of the competitive nature of the food industry in Saudi Arabia, innovation is often seen as essential for differentiation, growth, and staying ahead of market trends. Therefore, leadership's emphasis on fostering a culture of innovation aligns with organizational goals and objectives, reinforcing its importance among respondents. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the positive influence of leadership on cultivating an innovative culture. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of leadership's role in driving innovation and continuous improvement within food companies in Saudi Arabia.

16th sentence

The analysis of the sixteenth statement in the questionnaire suggests a high degree of

acceptance among respondents. With a mean score of 2.62 and a standard deviation of 0.635, the majority of respondents expressed agreement with the statement. Specifically, 70% of respondents agreed, while 22% remained neutral, and only 8% disagreed. This distribution indicates a strong consensus among respondents regarding the perception that leadership effectively communicates the company's vision and goals to employees within food companies in Saudi Arabia. The high degree of acceptance underscores the importance of clear and transparent communication from leadership in aligning employees with the organization's objectives and fostering a shared sense of purpose. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of communication effectiveness regarding the company's vision and goals, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the effectiveness of communication from leadership in conveying the company's vision and goals to employees within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have experienced firsthand instances where leadership effectively communicated the organization's vision and goals through various channels such as company meetings, newsletters, and one-on-one discussions. Clear communication of the company's direction and objectives helps employees understand their roles and how their work contributes to the overall mission, fostering a sense of alignment and motivation. Additionally, effective communication of the company's vision and goals demonstrates leadership's commitment to transparency and inclusivity, which can enhance trust and engagement among employees. Furthermore, in the context of the competitive food industry in Saudi Arabia, where companies need to adapt to changing market dynamics and consumer preferences, clear communication of the company's vision and goals becomes even more crucial for guiding strategic decisions and driving organizational success. The relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the perceived effectiveness of leadership communication. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of communication effectiveness within food companies in Saudi Arabia.

17th sentence

The analysis of the seventeenth statement in the questionnaire, "There is effective communication between leadership and employees within food companies in Saudi Arabia,

facilitating collaboration and coordination," reveals a high degree of acceptance among respondents. With a mean score of 2.70 and a standard deviation of 0.580, the majority of respondents expressed agreement with the statement. Specifically, 76% of respondents agreed, while 18% remained neutral, and only 6% disagreed. This distribution suggests a strong consensus among respondents regarding the perception that effective communication exists between leadership and employees within food companies in Saudi Arabia. The high degree of acceptance underscores the importance of clear and transparent communication channels in fostering collaboration, coordination, and alignment of efforts across the organization. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of communication effectiveness within food companies, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the effectiveness of communication between leadership and employees within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have experienced firsthand instances of clear and transparent communication from leadership, such as regular updates, open-door policies, and opportunities for feedback. Effective communication channels enable leaders to convey organizational goals, expectations, and changes, fostering a shared understanding among employees and promoting alignment with strategic objectives. Additionally, effective communication facilitates collaboration and coordination among teams, enabling them to work together more efficiently towards common goals. Furthermore, in the context of the cultural and organizational norms in Saudi Arabian companies, effective communication is often valued as a cornerstone of organizational success, contributing to employee engagement, morale, and job satisfaction. The relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the positive impact of communication on facilitating collaboration and coordination. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of communication effectiveness within food companies in Saudi Arabia.

18th sentence

The analysis of the eighteenth statement in the questionnaire, "Leadership in Saudi Arabian food companies actively promotes sustainability and social responsibility initiatives," suggests a high degree of acceptance among respondents. With a mean score of 2.72 and a standard deviation of

0.573, the majority of respondents expressed agreement with the statement. Specifically, 78% of respondents agreed, while 16% remained neutral, and only 6% disagreed. This distribution indicates a strong consensus among respondents regarding the perception that leadership in Saudi Arabian food companies actively promotes sustainability and social responsibility initiatives. The high degree of acceptance underscores the importance placed on environmental and social stewardship by leadership within these companies. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of leadership's commitment to sustainability and social responsibility, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the active promotion of sustainability and social responsibility initiatives by leadership in Saudi Arabian food companies can be attributed to several factors. Firstly, respondents may have observed tangible efforts and initiatives undertaken by leadership to prioritize sustainability and social responsibility within their organizations. These efforts may include implementing environmentally friendly practices, supporting community initiatives, or adopting ethical sourcing policies. Such actions demonstrate a commitment to corporate social responsibility and align with global trends towards sustainable business practices. Additionally, in the context of the growing awareness of environmental and social issues, leadership's promotion of sustainability initiatives may resonate positively with employees and stakeholders, enhancing the company's reputation and brand image. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the perceived importance of sustainability and social responsibility within food companies in Saudi Arabia. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of leadership's commitment to promoting sustainability and social responsibility initiatives.

19th sentence

The analysis of the twentieth statement in the questionnaire, "Accountability and responsibility are emphasized by leadership within food companies in Saudi Arabia," indicates a high degree of acceptance among respondents. With a mean score of 2.70 and a standard deviation of 0.544, the majority of respondents expressed agreement with the statement. Specifically, 74% of

respondents agreed, while 22% remained neutral, and only 4% disagreed. This distribution suggests a strong consensus among respondents regarding the perception that leadership emphasizes accountability and responsibility within food companies in Saudi Arabia. The high degree of acceptance underscores the importance placed on accountability and responsibility as core values within these organizations. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of leadership's commitment to fostering a culture of accountability and responsibility, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the emphasis on accountability and responsibility by leadership within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have observed direct efforts from leadership to instill a culture of accountability and responsibility within their organizations, such as setting clear expectations, providing feedback, and holding individuals accountable for their actions and outcomes. These leadership behaviors contribute to fostering a sense of ownership and integrity among employees, enhancing organizational performance and effectiveness. Additionally, in the context of the business environment in Saudi Arabia, where ethical conduct and adherence to standards are increasingly valued, emphasis on accountability and responsibility aligns with societal expectations and regulatory requirements. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the perceived importance of these values within food companies. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of leadership's commitment to promoting accountability and responsibility within food companies in Saudi Arabia.

20th sentence

The analysis of the twentieth statement in the questionnaire suggests a high degree of acceptance among respondents. With a mean score of 2.72 and a standard deviation of 0.565, the majority of respondents expressed agreement with the statement. Specifically, 80% of respondents agreed, while 14% remained neutral, and only 6% disagreed. This distribution indicates a strong consensus among respondents regarding the perception that effective leadership practices are well-established and evident within food companies in Saudi Arabia. The high degree of acceptance

underscores the perceived effectiveness of leadership behaviors and strategies currently in place within these organizations. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of the current state of leadership practices, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the perception that effective leadership practices are well-established and evident within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have observed tangible evidence of effective leadership practices within their respective organizations, such as strong communication from leaders, supportive and empowering management styles, and strategic decision-making processes. These leadership behaviors contribute to creating a positive work environment, fostering employee engagement, and driving organizational performance. Additionally, in the context of the competitive food industry in Saudi Arabia, where companies strive to maintain market share and profitability, effective leadership practices are essential for navigating challenges, seizing opportunities, and achieving sustainable growth. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the perceived effectiveness of leadership practices within food companies. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of the current state of leadership within food companies in Saudi Arabia.

Data revealed in (Table.10) showed the mean, Standard deviation, and Percentage for variable 3.

Variable	Mean	St. D	%	The degree of acceptance	Order
21. The current implementation of effective leadership within food companies in Saudi Arabia is satisfactory	2.64	0.693	Agree 76%	High	6
			Neutral 12%		
			Disagree 12%		
22. Leaders in Saudi Arabian food companies demonstrate			Agree 78%	High	4

adaptability and resilience in addressing challenges and changes in the business environment	2.70	0.614	Neutral 14%		
			Disagree 8%		
23. Ethical leadership is a priority within food companies in Saudi Arabia, ensuring trust and credibility among employees and stakeholders.	2.72	0.607	Agree 80%	High	3
			Neutral 12%		
			Disagree 8%		
24. Leadership in Saudi Arabian food companies fosters a culture of innovation and continuous improvement	2.64	0.598	Agree 70%	High	7
			Neutral 24%		
			Disagree 6%		
25. The leadership within food companies in Saudi Arabia effectively communicates the company's vision and goals to employees	2.68	0.551	Agree 72%	High	5
			Neutral 24%		
			Disagree 4%		
26. There is effective communication between leadership and employees within food companies in Saudi Arabia, facilitating collaboration and coordination	2.82	0.388	Agree 82%	High	1
			Neutral 18%		
			Disagree 0%		
27. Leadership in Saudi Arabian food companies actively promotes sustainability and social responsibility initiatives.	2.76	0.555	Agree 82%	High	2
			Neutral 12%		
			Disagree 6%		

(Table.12) showed the meaning, Standard deviation, and Percentage for variable 3

21st sentence

The analysis of the twenty-first statement in the questionnaire, "The current implementation of effective leadership within food companies in Saudi Arabia is satisfactory," suggests a high degree of acceptance among respondents. With a mean score of 2.64 and a standard deviation of 0.693, the majority of respondents expressed agreement with the statement. Specifically, 76% of respondents agreed, while 12% remained neutral, and 12% disagreed. This distribution indicates a strong consensus among respondents regarding the perception that the current implementation of effective leadership

within food companies in Saudi Arabia is satisfactory. The high degree of acceptance underscores the perceived effectiveness of leadership practices and strategies currently in place within these organizations. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of the current state of leadership implementation, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the satisfaction with the current implementation of effective leadership within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have experienced positive outcomes or observed tangible improvements resulting from the leadership initiatives and practices implemented within their organizations. These initiatives may include clear communication, supportive management styles, and strategic decision-making processes, which contribute to employee engagement, organizational performance, and overall satisfaction. Additionally, effective leadership practices are essential for navigating challenges, fostering innovation, and driving sustainable growth within the competitive food industry in Saudi Arabia. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the perceived effectiveness of leadership implementation within food companies. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of the current state of leadership within food companies in Saudi Arabia.

22nd sentence

The analysis of the twenty-second statement in the questionnaire, "Leaders in Saudi Arabian food companies demonstrate adaptability and resilience in addressing challenges and changes in the business environment," indicates a high degree of acceptance among respondents. With a mean score of 2.70 and a standard deviation of 0.614, the majority of respondents expressed agreement with the statement. Specifically, 78% of respondents agreed, while 14% remained neutral, and 8% disagreed. This distribution suggests a strong consensus among respondents regarding the perception that leaders in

Saudi Arabian food companies demonstrate adaptability and resilience in addressing challenges and changes in the business environment. The high degree of acceptance underscores the importance of leadership qualities such as flexibility, innovation, and perseverance, which are essential for navigating uncertainties and driving organizational success. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of leadership's ability to adapt and respond effectively to the dynamic business environment, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the demonstration of adaptability and resilience by leaders in Saudi Arabian food companies can be attributed to several factors. Firstly, respondents may have observed instances where leaders effectively navigated challenges and changes in the business environment, demonstrating flexibility, creativity, and determination. These leadership qualities are crucial for overcoming obstacles, seizing opportunities, and maintaining organizational performance amidst uncertainty. Additionally, leaders who exhibit adaptability and resilience are likely to inspire confidence and trust among employees, fostering a sense of stability and assurance within the organization during times of change. Furthermore, in the context of the competitive nature of the food industry in Saudi Arabia, where companies must adapt to market dynamics and regulatory requirements, leadership's ability to demonstrate adaptability and resilience is highly valued. The relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the perceived effectiveness of leaders in this regard. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of leadership's capability to address challenges and changes in the business environment with adaptability and resilience.

23rd sentence

The analysis of the twenty-third statement in the questionnaire, "Ethical leadership is a priority within food companies in Saudi Arabia, ensuring trust and credibility among employees and stakeholders," suggests a high degree of acceptance among respondents. With a mean score of 2.72 and a standard deviation of 0.607, the majority of respondents expressed agreement with the statement. Specifically, 80% of respondents agreed, while 12% remained neutral, and 8% disagreed. This distribution indicates a strong consensus among respondents regarding the perception that ethical

leadership is a priority within food companies in Saudi Arabia. The high degree of acceptance underscores the importance placed on ethical conduct and integrity by leadership within these organizations. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of leadership's commitment to promoting ethical behavior, which contributes to trust and credibility among employees and stakeholders, warranting further exploration in subsequent questionnaire items.

The result indicating a high degree of acceptance among respondents regarding the priority of ethical leadership within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have observed firsthand instances where leadership demonstrated a strong commitment to ethical principles and values, such as fairness, honesty, and integrity. These ethical leadership practices contribute to fostering a culture of trust, transparency, and accountability within the organization, which are essential for maintaining positive relationships with employees and stakeholders. Additionally, in the context of the evolving business landscape and increasing scrutiny on corporate behavior, ethical leadership is increasingly recognized as a critical factor for long-term organizational success and sustainability. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the importance of ethical leadership within food companies. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of leadership's commitment to promoting ethical behavior and ensuring trust and credibility among employees and stakeholders.

24th sentence

The analysis of the twenty-fourth statement in the questionnaire, "Leadership in Saudi Arabian food companies fosters a culture of innovation and continuous improvement," indicates a high degree of acceptance among respondents. With a mean score of 2.64 and a standard deviation of 0.598, the majority of respondents expressed agreement with the statement. Specifically, 70% of respondents agreed, while 24% remained neutral, and only 6% disagreed. This distribution suggests a strong consensus among respondents regarding the perception that leadership fosters a culture of innovation

and continuous improvement within food companies in Saudi Arabia. The high degree of acceptance underscores the importance of leadership behaviors and organizational practices that encourage creativity, experimentation, and learning. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of leadership's role in driving innovation and continuous improvement, warranting further exploration in subsequent questionnaire items.

The high degree of acceptance among respondents regarding the fostering of a culture of innovation and continuous improvement by leadership in Saudi Arabian food companies can be attributed to several factors. Firstly, respondents may have observed concrete efforts by leadership to encourage and support innovative thinking and practices within their organizations. This could include providing resources for research and development, promoting brainstorming sessions, and recognizing and rewarding innovative ideas and initiatives. Such actions from leadership signal a commitment to staying competitive and adapting to evolving market demands in the dynamic food industry. Additionally, fostering a culture of innovation and continuous improvement aligns with organizational goals of enhancing product quality, operational efficiency, and customer satisfaction. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus among respondents regarding the positive influence of leadership on cultivating an innovative culture. Overall, these factors contribute to the high degree of acceptance among respondents, indicating their positive perceptions of leadership's role in driving innovation and continuous improvement within food companies in Saudi Arabia.

25th sentence

The analysis of the twenty-fifth statement in the questionnaire, "The leadership within food companies in Saudi Arabia effectively communicates the company's vision and goals to employees," reveals a high degree of acceptance among respondents. With a mean score of 2.68 and a standard deviation of 0.551, the majority of respondents expressed agreement with the statement. Specifically, 72% of respondents agreed, while 24% remained neutral, and only 4% disagreed. This distribution suggests a strong consensus among respondents regarding the perception that leadership effectively

communicates the company's vision and goals to employees within food companies in Saudi Arabia. The high degree of acceptance underscores the importance of clear and transparent communication from leadership in aligning employees with the organization's objectives and fostering a shared sense of purpose. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of communication effectiveness regarding the company's vision and goals, warranting further exploration in subsequent questionnaire items.

The high degree of acceptance among respondents regarding the effectiveness of leadership communication regarding the company's vision and goals within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have experienced firsthand instances where leadership effectively communicated the organization's vision and goals through various channels such as company meetings, newsletters, and one-on-one discussions. Clear communication of the company's direction and objectives helps employees understand their roles and how their work contributes to the overall mission, fostering a sense of alignment and motivation. Additionally, effective communication of the company's vision and goals demonstrates leadership's commitment to transparency and inclusivity, which can enhance trust and engagement among employees. Furthermore, in the context of the competitive nature of the food industry in Saudi Arabia, where companies must adapt to changing market dynamics and consumer preferences, clear communication of the company's vision and goals becomes even more crucial for guiding strategic decisions and driving organizational success. The relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the perceived effectiveness of leadership communication. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of communication effectiveness within food companies in Saudi Arabia.

26th sentence

The analysis of the twenty-sixth statement in the questionnaire, "There is effective communication between leadership and employees within food companies in Saudi Arabia, facilitating collaboration and coordination," demonstrates a high degree of acceptance among respondents. With a mean score of 2.82 and a standard deviation of 0.388, the vast majority of respondents expressed agreement with the statement. Specifically, 82% of respondents agreed, while 18% remained neutral, and no respondents disagreed. This distribution indicates a strong consensus among respondents regarding the perception that effective communication exists between leadership and employees within

food companies in Saudi Arabia. The high degree of acceptance underscores the importance of clear and transparent communication channels in fostering collaboration, coordination, and alignment of efforts across the organization. Overall, the absence of respondents disagreeing with the statement reinforces the positive perception of communication effectiveness within food companies in Saudi Arabia, suggesting a high level of satisfaction with the current communication practices.

The high degree of acceptance among respondents regarding the effectiveness of communication between leadership and employees within food companies in Saudi Arabia can be attributed to several factors. Firstly, respondents may have experienced firsthand instances where communication channels between leadership and employees were clear, consistent, and open. Effective communication fosters transparency, trust, and understanding among employees, which in turn facilitates collaboration and coordination across teams and departments. Additionally, in the context of the competitive nature of the food industry in Saudi Arabia, where companies rely on teamwork and efficient communication to achieve organizational goals, effective communication practices are highly valued. Furthermore, the absence of any respondents disagreeing with the statement suggests a strong consensus regarding the perceived effectiveness of communication within these organizations. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of communication effectiveness and its role in facilitating collaboration and coordination within food companies in Saudi Arabia.

27th sentence

The analysis of the twenty-seventh statement in the questionnaire, "Leadership in Saudi Arabian food companies actively promotes sustainability and social responsibility initiatives," reveals a high degree of acceptance among respondents. With a mean score of 2.76 and a standard deviation of 0.555, the majority of respondents expressed agreement with the statement. Specifically, 82% of respondents agreed, while 12% remained neutral, and 6% disagreed. This distribution suggests a strong consensus among respondents regarding the perception that leadership actively promotes sustainability and social responsibility initiatives within food companies in Saudi Arabia. The high degree of acceptance

underscores the importance placed on corporate sustainability and social responsibility practices by leadership within these organizations. Overall, while some respondents remained neutral or disagreed, the analysis highlights the positive perception of leadership's commitment to promoting sustainability and social responsibility, which is likely to contribute to the organization's reputation and long-term success.

The high degree of acceptance among respondents regarding the active promotion of sustainability and social responsibility initiatives by leadership in Saudi Arabian food companies can be attributed to several factors. Firstly, respondents may have observed concrete efforts by leadership to integrate sustainability principles and social responsibility into the organization's operations, products, and policies. This could include initiatives such as reducing carbon footprint, promoting ethical sourcing practices, and supporting community development projects. Such actions from leadership demonstrate a commitment to environmental stewardship and corporate citizenship, which resonates positively with employees and stakeholders. Additionally, promoting sustainability and social responsibility aligns with societal expectations and global trends towards sustainable development and corporate accountability. Furthermore, the relatively low percentage of respondents who disagreed with the statement suggests a general consensus regarding the importance of these initiatives within food companies. Overall, these factors contribute to the high degree of acceptance among respondents, reflecting their positive perceptions of leadership's role in promoting sustainability and social responsibility, and its potential benefits for both the organization and society at large.

The discussion of the results

The analysis of the questionnaire's responses offers valuable insights into the perceptions of effective leadership and organizational dynamics within food companies in Saudi Arabia. The findings suggest a strong consensus among respondents regarding the significance of effective leadership in achieving organizational success. This aligns with Ahmed and Abdullahi ⁽¹⁰⁰⁾ study which indicating that leadership plays a pivotal role in driving organizational performance and fostering a positive work environment. Furthermore, the results demonstrate a correlation between successful leadership

⁽¹⁰⁰⁾ Ahmed and Abdullahi "Development sector.".

strategies and styles, such as fostering collaboration and accountability. Additionally, they underscore the importance of various leadership styles and behaviors in enhancing organizational outcomes. This aligns with the results of the study of Jony et al. who highlighted the impact of three leadership styles (democratic, autocratic, and laissez faire) on organizational success⁽¹⁰¹⁾.

Moreover, the results indicate a positive relationship between effective leadership and financial performance, which resonates with prior literature linking leadership effectiveness to business success. For instance, the study conducted by Alrobaish et al. highlighted that the failure of organizational leaders can have significant financial and emotional repercussions⁽¹⁰²⁾.

Also, the results showed that leadership's role in navigating challenges, promoting innovation, and fostering a culture of continuous improvement is aligned with the results of the study Vele⁽¹⁰³⁾. The results showed that there is a high degree of agreement regarding leadership's impact on employee morale, productivity, and engagement, which is aligned with findings from studies demonstrating the significant influence of leadership behaviors on employee attitudes and performance⁽¹⁰⁴⁾⁽¹⁰⁵⁾.

Similarly, the acknowledgment of ethical leadership practices as essential for maintaining trust and credibility aligns with research highlighting the importance of ethical leadership in shaping organizational culture and promoting employee well-being⁽¹⁰⁶⁾. Effective communication from leadership, as perceived by respondents, has been widely recognized in previous literature as a critical factor in enhancing employee engagement, fostering teamwork, and aligning organizational goals⁽¹⁰⁷⁾.

Furthermore, the overall satisfaction with the current implementation of effective leadership within food companies underscores the importance of leadership continuity and consistency in driving organizational success⁽¹⁰⁸⁾.

In conclusion, the findings of the questionnaire provide valuable insights into the perceived effectiveness of leadership practices within food companies in Saudi Arabia. The strong consensus among respondents underscores the importance of effective leadership in driving organizational success and fostering a positive work culture. These insights contribute to the existing body of literature on

⁽¹⁰¹⁾ Jony, "Leadership styles."

⁽¹⁰²⁾ Alrobaish, "Food safety governance in Saudi Arabia: Challenges in control of imported food".

⁽¹⁰³⁾ Vele, "Enhance creativity."

⁽¹⁰⁴⁾ Atan, "Leadership Style in Enhancing Employees' " -

⁽¹⁰⁵⁾ Sharma, "Effective Leadership and Organization's Market Success".

⁽¹⁰⁶⁾ Pranitasari, "Influence of effective leadership."

⁽¹⁰⁷⁾ Ismail. "Factors affecting success and survival of small and medium enterprises in the middle east."

⁽¹⁰⁸⁾ Alkandi, "The Impact of Incentive and Reward Systems on Employee Performance".

leadership effectiveness and offer practical implications for organizational leadership development and strategic management in the food industry. However, future research could delve deeper into specific leadership behaviors and their impact on organizational outcomes, considering contextual factors unique to the Saudi Arabian business environment.

Research Recommendations

- Conduct further research to explore specific leadership behaviors and styles that contribute most significantly to organizational success within the Saudi Arabian food industry.
- Undertake longitudinal studies to examine the long-term effects of effective leadership on organizational performance and sustainability in the Saudi Arabian food industry.
- Investigate the effectiveness of leadership training and development programs tailored specifically for the Saudi Arabian food industry.
- Further explore the role of ethical leadership in promoting trust, credibility, and organizational success within the Saudi Arabian food industry.

- Examine the implementation and impact of sustainability initiatives within food companies in Saudi Arabia, with a focus on leadership involvement and stakeholder engagement.
- Facilitate knowledge sharing and collaboration among food companies in Saudi Arabia by disseminating best practices related to leadership effectiveness and organizational success.
- Investigate the policy implications of effective leadership practices for the Saudi Arabian food industry, with a focus on regulatory frameworks and government incentives.
- Conduct studies focusing on the perspectives of employees within food companies to gain deeper insights into their experiences with leadership practices and organizational culture.
- Explore the relationship between leadership practices and organizational outcomes across different sectors within the Saudi Arabian economy.

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Appendixes

Appendixes

First version of the questionnaire

Dear Participant,

Greetings and best regards. The researcher is conducting a study titled " The Role of Effective Leadership in Achieving Organizational Success of Food Companies in Saudi Arabia."

The study aims to:

- Investigating the role of effective leadership in achieving organizational success of food companies in Saudi Arabia.
- Unveiling the status quo of implementing effective leadership at food companies in Saudi Arabia.
- Investigating the levels of achieving organizational success of food companies in Saudi Arabia.

We appreciate you taking the time to complete this survey. Your contribution is valuable in assisting us collect data for scientific research. Please be assured that all responses will be kept strictly confidential and used exclusively for research purposes.

Please answer each query to the best of your ability and knowledge. Your sincere responses will significantly improve the precision and dependability of the findings. Please note that there are no correct or incorrect responses, and we value differing viewpoints.

Your participation in this survey is wholly voluntary, and you may withdraw at any time without repercussions. It will take approximately 5- 10 minutes to complete the survey.

We genuinely appreciate your time, your cooperation, expertise, and willingness to contribute to this research.

Sincerely,

The researcher

Please fill these data

Gender

- ☐ Male
- ☐ Female

Educational level

- ☐ Bachelor
- ☐ Master
- ☐ Doctorate

the years of experiences:

- ☐ Less than 5 years
- ☐ from 5- 10 years
- ☐ from 10- 15 years
- ☐ More than 15 years

Job level.

- ☐ Employee
- ☐ Junior managerial level
- ☐ Senior managerial level

No	The Phrases	Agree	Neutral	Disagree
1. The effective leadership in achieving organizational success of food companies in Saudi Arabia				
1	Effective leadership plays a crucial role in achieving organizational success within food companies in Saudi Arabia.			
2	Successful leadership strategies, such as fostering a collaborative environment, have positively impacted organizational success in food companies in Saudi Arabia.			
3	Effective leadership significantly influences the financial performance of food companies in Saudi Arabia.			
4	Effective leadership is essential for navigating challenges such as market competition and regulatory changes within the food industry in Saudi Arabia.			
5	Effective leadership fosters a culture of accountability and responsibility within food companies in Saudi Arabia.			
6	Effective leadership promotes a positive work environment, leading to higher employee morale and productivity within food companies in Saudi Arabia.			
7	A clear vision and direction set by leadership significantly contribute to the achievement of organizational goals in food companies in Saudi Arabia.			
8	Leaders who prioritize employee development and engagement positively impact the overall performance of food companies in Saudi Arabia.			
9	Ethical leadership practices are essential for maintaining trust and credibility in food companies in Saudi Arabia, ultimately contributing to their success.			
10	Leaders who actively seek feedback and embrace continuous improvement contribute significantly to the success of food companies in Saudi Arabia.			
11	Effective communication from leadership enhances coordination and collaboration among teams in food companies, leading to increased productivity.			
2. The status quo of implementing effective leadership at food companies in Saudi Arabia				
12	The current implementation of effective leadership within food companies in Saudi Arabia is satisfactory.			
13	Leaders in Saudi Arabian food companies demonstrate adaptability and resilience in addressing challenges and changes in the business environment.			
14	Ethical leadership is a priority within food companies in Saudi Arabia, ensuring trust and credibility among employees and stakeholders.			
15	Leadership in Saudi Arabian food companies fosters a culture of innovation and continuous improvement.			
16	The leadership within food companies in Saudi Arabia effectively communicates the company's vision and goals to employees.			
17	There is effective communication between leadership and employees within food companies in Saudi Arabia, facilitating collaboration and coordination.			
18	Leadership in Saudi Arabian food companies actively promotes sustainability and social responsibility initiatives.			
19	Accountability and responsibility are emphasized by leadership within food companies in Saudi Arabia.			
20	In your opinion, effective leadership practices are currently well-established and evident within food companies in Saudi Arabia.			
3. The levels of achieving organizational success of food companies in Saudi Arabia				
21	The alignment of leadership goals with the company's mission and vision enhances organizational success within food companies in Saudi Arabia.			
22	Food companies in Saudi Arabia demonstrate high levels of organizational success in terms of financial performance and market share.			
23	The operational efficiency of food companies in Saudi Arabia is indicative of their achievement of organizational success.			
24	Innovation and product development are key factors contributing to the organizational success of food companies in Saudi Arabia.			
25	The ability of food companies in Saudi Arabia to adapt to changing consumer preferences and market dynamics reflects their level of organizational success.			
26	Food companies in Saudi Arabia prioritize customer satisfaction, which significantly contributes to their organizational success.			
27	Leadership effectiveness plays a crucial role in driving the organizational success of food companies in Saudi Arabia.			
28	The implementation of sustainable practices and corporate social responsibility initiatives enhances the organizational success of food companies in Saudi Arabia.			
29	Employee engagement and development programs are essential for achieving organizational success within food companies in Saudi Arabia.			
30	The commitment of top management to fostering effective leadership directly impacts the organizational culture within food companies in Saudi Arabia.			

Final version of the questionnaire

Dear Participant,

Greetings and best regards. The researcher is conducting a study titled " The Role of Effective Leadership in Achieving Organizational Success of Food Companies in Saudi Arabia."

The study aims to:

- Investigating the role of effective leadership in achieving organizational success of food companies in Saudi Arabia.
- Unveiling the status quo of implementing effective leadership at food companies in Saudi Arabia.
- Investigating the levels of achieving organizational success of food companies in Saudi Arabia.

We appreciate you taking the time to complete this survey. Your contribution is valuable in assisting us collect data for scientific research. Please be assured that all responses will be kept strictly confidential and used exclusively for research purposes.

Please answer each query to the best of your ability and knowledge. Your sincere responses will significantly improve the precision and dependability of the findings. Please note that there are no correct or incorrect responses, and we value differing viewpoints.

Your participation in this survey is wholly voluntary, and you may withdraw at any time without repercussions. It will take approximately 5- 10 minutes to complete the survey.

We genuinely appreciate your time, your cooperation, expertise, and willingness to contribute to this research.

Sincerely,

The researcher

Please fill these data

Gender

- ☐ Male
- ☐ Female

Educational level

- ☐ Bachelor
- ☐ Master
- ☐ Doctorate

the years of experiences:

- ☐ Less than 5 years
- ☐ from 5- 10 years
- ☐ from 10- 15 years
- ☐ More than 15 years

Job level.

- ☐ Employee
- ☐ Junior managerial level
- ☐ Senior managerial level

No.	The Phrases	Agree	Neutral	Disagree
4. The effective leadership in achieving organizational success of food companies in Saudi Arabia				
1	Effective leadership plays a crucial role in achieving organizational success within food companies in Saudi Arabia.			
2	Successful leadership strategies, such as fostering a collaborative environment, have positively impacted organizational success in food companies in Saudi Arabia.			
3	Effective leadership significantly influences the financial performance of food companies in Saudi Arabia.			
4	Effective leadership is essential for navigating challenges such as market competition and regulatory changes within the food industry in Saudi Arabia.			
5	Effective leadership fosters a culture of accountability and responsibility within food companies in Saudi Arabia.			
6	Effective leadership promotes a positive work environment, leading to higher employee morale and productivity within food companies in Saudi Arabia.			
7	A clear vision and direction set by leadership significantly contribute to the achievement of organizational goals in food companies in Saudi Arabia.			
8	Leaders who prioritize employee development and engagement positively impact the overall performance of food companies in Saudi Arabia			
9	Ethical leadership practices are essential for maintaining trust and credibility in food companies in Saudi Arabia, ultimately contributing to their success			
10	Leaders who actively seek feedback and embrace continuous improvement contribute significantly to the success of food companies in Saudi Arabia.			
11	Effective communication from leadership enhances coordination and collaboration among teams in food companies, leading to increased productivity.			
5. The status quo of implementing effective leadership at food companies in Saudi Arabia				
12	The current implementation of effective leadership within food companies in Saudi Arabia is satisfactory.			
13	Leaders in Saudi Arabian food companies demonstrate adaptability and resilience in addressing challenges and changes in the business environment			
14	Ethical leadership is a priority within food companies in Saudi Arabia, ensuring trust and credibility among employees and stakeholders.			
15	Leadership in Saudi Arabian food companies fosters a culture of innovation and continuous improvement.			
16	The leadership within food companies in Saudi Arabia effectively communicates the company's vision and goals to employees.			
17	There is effective communication between leadership and employees within food companies in Saudi Arabia, facilitating collaboration and coordination.			
18	Leadership in Saudi Arabian food companies actively promotes sustainability and social responsibility initiatives.			
19	Accountability and responsibility are emphasized by leadership within food companies in Saudi Arabia			
20	In your opinion, effective leadership practices are currently well-established and evident within food companies in Saudi Arabia.			
6. The levels of achieving organizational success of food companies in Saudi Arabia				
21	The alignment of leadership goals with the company's mission and vision enhances organizational success within food companies in Saudi Arabia.			
22	Food companies in Saudi Arabia demonstrate high levels of organizational success in terms of financial performance and market share.			
23	The operational efficiency of food companies in Saudi Arabia is indicative of their achievement of organizational success.			
24	Innovation and product development are key factors contributing to the organizational success of food companies in Saudi Arabia			
25	The ability of food companies in Saudi Arabia to adapt to changing consumer preferences and market dynamics reflects their level of organizational success.			
26	The implementation of sustainable practices and corporate social responsibility initiatives enhances the organizational success of food companies in Saudi Arabia.			
27	The commitment of top management to fostering effective leadership directly impacts the organizational culture within food companies in Saudi Arabia.			

SPSS work sample

validity and reliability work

V10_total	Pearson Correlation	.295 [*]	.676 ^{**}	.490 ^{**}	.547 ^{**}	.772 ^{**}	.492 ^{**}	.414 ^{**}	.648 ^{**}	.648 ^{**}	.562 ^{**}	1
	Sig. (2-tailed)	.038	.000	.000	.000	.000	.000	.003	.000	.000	.000	
	N	50	50	50	50	50	50	50	50	50	50	50

V20_total	Pearson Correlation	.552 ^{**}	.732 ^{**}	.548 ^{**}	.611 ^{**}	.598 ^{**}	.742 ^{**}	.811 ^{**}	.560 ^{**}	.495 ^{**}	.730 ^{**}	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50	50	50	50	50	50

V30_total	Pearson Correlation	.641 ^{**}	.383 ^{**}	.604 ^{**}	.768 ^{**}	.615 ^{**}	.266	-.007-	.360 [*]	.381 ^{**}	.514 ^{**}	1
	Sig. (2-tailed)	.000	.006	.000	.000	.000	.062	.961	.010	.006	.000	
	N	50	50	50	50	50	50	50	50	50	50	50

Vall_total	Pearson Correlation	.303 [*]	.504 ^{**}	.368 ^{**}	.507 ^{**}	.633 ^{**}	.598 ^{**}	.328 [*]	.602 ^{**}	.670 ^{**}	.459 ^{**}	.529 ^{**}	.687 ^{**}	.500 ^{**}	.616 ^{**}
	Sig. (2-tailed)	.033	.000	.009	.000	.000	.000	.020	.000	.000	.001	.000	.000	.000	.000
	N	50	50	50	50	50	50	50	50	50	50	50	50	50	50

Reliability Statistics

Cronbach's Alpha	N of Items
.889	30

Statistics

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
N	Valid	50	50	50	50	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0	0	0	0	0
Mean		2.64	2.52	2.42	2.66	2.68	2.76	2.72	2.86	2.74	2.60	2.64
Std. Deviation		.663	.707	.575	.593	.621	.517	.497	.452	.487	.700	.563

Q1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	5	10.0	10.0	10.0
	Neutral	8	16.0	16.0	26.0
	Agree	37	74.0	74.0	100.0
	Total	50	100.0	100.0	

Q2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	6	12.0	12.0	12.0
	Neutral	12	24.0	24.0	36.0
	Agree	32	64.0	64.0	100.0
	Total	50	100.0	100.0	

Q9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	1	2.0	2.0	2.0
	Neutral	11	22.0	22.0	24.0
	Agree	38	76.0	76.0	100.0
	Total	50	100.0	100.0	

Q10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	6	12.0	12.0	12.0
	Neutral	8	16.0	16.0	28.0
	Agree	36	72.0	72.0	100.0
	Total	50	100.0	100.0	

ملخص باللغة العربية

هذه الدراسة هدفت الى التعرف على دور القيادة الفعّالة في تحقيق النجاح التنظيمي داخل شركات الأغذية في المملكة العربية السعودية. باستخدام منهجية البحث الكمي، تم استخدام استبانة كأداة رئيسية لجمع البيانات. تضمنت الاستبانة ٢٧ عبارة تتعلق بمختلف جوانب القيادة الفعّالة والنجاح التنظيمي، وتم توزيعها على عينة مكونة من ٥٠ مشاركاً تم اختيارهم بشكل عشوائي من بين موظفي صناعة الأغذية في المملكة العربية السعودية. أظهر تحليل استجابات الاستبانة وجود تصور إيجابي بشكل عام لممارسات القيادة الفعّالة، حيث اعترف المشاركون بأهمية القيادة في تعزيز التعاون، وتعزيز المساءلة، وتعزيز فعالية التواصل. ومع ذلك، لوحظت اختلافات في مستويات الموافقة عبر الأبعاد المختلفة للقيادة، مما يشير إلى وجود مجالات للتحسين الإضافي. استناداً إلى النتائج، تتضمن التوصيات إجراء بحوث إضافية لاستكشاف السلوكيات القيادية المحددة التي تسهم بشكل كبير في النجاح التنظيمي، وتنفيذ برامج تدريب قيادية مصممة خصيصاً، وتعزيز مشاركة المعرفة بين شركات الأغذية، ودراسة الآثار السياسية لممارسات القيادة الفعّالة، واستكشاف وجهات النظر الثقافية المتعددة حول فعالية القيادة.

كلمات افتتاحية: قيادة، غذاء، نجاح تنظيمي، المملكة العربية السعودية

Abstract

This research investigates the role of effective leadership in achieving organizational success within food companies in Saudi Arabia. Employing quantitative research methodology, a structured questionnaire was utilized as the primary data collection tool. The questionnaire, comprising 27 statements related to various aspects of effective leadership and organizational success, was administered to a sample of 50 participants selected through random sampling from employees within the Saudi Arabian food industry. Analysis of the questionnaire responses revealed a generally positive perception of effective leadership practices, with participants acknowledging the importance of leadership in fostering collaboration, promoting accountability, and enhancing communication effectiveness. However, variations in agreement levels across different dimensions of leadership were observed, indicating areas for further improvement. Based on the findings, recommendations include conducting further research to explore specific leadership behaviors contributing significantly to organizational success, implementing tailored leadership training programs, fostering knowledge sharing among food companies, investigating policy implications of effective leadership practices, and exploring cross-cultural perspectives on leadership effectiveness.

key words: leadership, food, organizational success, Saudi Arabia