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THE EFFECT OF LEADERSHIP

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CHAPTER ONE

ABSTRACT

Leadership is a crucial and vital variables that serve as an important tool in various fields, due to the nature of what Leadership offers and contributes in the field of human and human interaction, as it cannot do without the individual to communicate with the external and internal surroundings and strive to meet the various needs and serums and is one of the most important means To create interaction within the society in general and the institution in particular, which are human organizational groups seeking to achieve their own goals, it serves as a link between different individuals in their multiple organizational levels, through a range of means of communication, as well as a set of networks Employed by type and nature of the institution that seeks to achieve its objectives to which internal Leadership contributes significantly. The Leadership procedure between staff within the organization may be effective (actual) and ineffective (ineffectual).

Keyword: Leader, Leadership, Project, Projects.

INTRODUCTION

1.1.INTRODUCTION

I will provide the research's background, statement of the problem, research questions and sub questions, research objectives and finally the justification. The chapter also entails the significance and scope of the research.

1.2.RESEARCH'S BACKGROUND

Leadership in project is a crucial and vital variables that serve as an important tool in various fields, due to the nature of what leadership offers and contributes in the field of human and human interaction, as it cannot do without the individual to leadership with the external and internal surroundings and strive to meet the various needs and serums and is one of the most important means To create interaction within the society in general

and the institution in particular, which are human organizational groups seeking to achieve their own goals, it serves as a link between different individuals in their multiple organizational levels, through a range of means of leadership , as well as a set of networks Employed by type and nature of the institution that seeks to achieve its objectives to which internal communication contributes significantly, , the workers and employees who can be considered as a development cycle within the institution, (Ana,2017).

1.3. STATEMENT OF THE PROBLEM

The construction industry has experienced leadership problems in recent times, despite the advancement of the construction companies. An organization should have effective leadership traits to achieve their objectives and to encourage the employees' achievements at an individual level. The growth of the industry has been disrupted due to the inconsistency in leadership as managers lacked the essential leadership styles to lead the organization towards its desired goals. The rate of employee job satisfaction is firmly connected to the accomplishment of the organizational goals. Management with ineffective and detrimental leadership behavior, termed as toxic, destructive, or tyrannical leadership, has an adverse impact, not only on the organization, but also on the well-being of the employees (Chukwura, 2017).

The current construction market has significant management issues regarding how to increase the job satisfaction of employees in order to meet the organizational goals. The current diverse workforce is a significant challenge for leaders to manage. The leadership strategies need to be developed to better handle the workforce in order to improve the performance of operations within an organization. Previous research exhibits that leadership styles have distinct control on employees' job satisfaction. However, research involving the relationship between leadership styles, job satisfaction, and organizational commitment is insignificant. The evaluation of the leadership traits in this study is therefore based on most crucial and extensive aspects that are determined from the literature.

The leadership procedure between staff within the organization may be effective (actual) and ineffective (ineffectual). If the leadership procedure is effective, the staffs are pleased

and enthusiastic to or finish their responsibilities and so succeed or achieve work. If the leadership process is ineffective, the organization must provide the necessary training for the success of the work and gain workers satisfaction job. The manager works to provide different means of communication through which information is exchanged in routine daily work and therefore they also have different or more methods and style to motivate their employees, and to achieve and good work. Of course, the vital and last managerial goal is to create and making a pleasant work atmosphere and find the most successful methods to motivate each employee, which is very complex because of the diversity and many kinds of the employee and different kinds of personalities, employees need a distinct special and separate approach and kindness, for them to acquired higher level motivational level, therefore, is particularly difficult to achieve and got Good or well corporate communication and motivation in large or huge projects. The question is overwhelmingly how to motivate and encourage employees to contribute and share in as much as possible to the organization in which they work. Most discussions concentrated on the role of employee in the process and operating of increasing work performance (Goetsch & Davia, 2016).

1.4. RESEARCH OBJECTIVES

1. To identify the effects of leadership?
2. To identify the effect of leadership on the employee' performance?
3. To identify the leadership through different projects?

1.5. PREVIOUS STUDIES:

Peacebuilding is often premised on international intervention in post-conflict situations. This epilogue extends the concept to address preventative peacebuilding in pre-conflict societies. Social movement organizations that spring from democratically oriented movements can either reproduce dominant and dominating leadership styles, or they can cultivate democratizing leadership (Klein, 2016) by developing democratic practices, structures, and cultures within and between organizations. Democratizing leadership promotes leadership as a verb more than a noun: as the operation of power in relationship between people, rather than as positional power grounded in an authority figure. In

democratizing leadership, democratic decision-making is preceded by the development of individual and collective voice and followed by responsible collective action. In addition to these processes, democratic values are also essential, including: freedom (differentiated from autonomy), justice (procedural, social, and restorative justice), and equity (more than equality), which underlie structural processes and inform practices. When social movement organizations find creative tension between ad hoc leadership and the tendency toward bureaucratization, they can cultivate a democratic culture through organizational practices and structures for preventative peacebuilding work. Leadership in such organizations recognizes and utilizes creative conflict to sustain agonistic pluralism and promote conflictual consensus (Mouffe, 2013).

This epilogue provides examples of democratizing leadership from social movement organizations, including: In the Heart of the Beast Theater, Minnesota Alliance of Peacemakers, Neighborhood Leadership Program, and the Higher Education Consortium for Urban Affairs, that illustrate how democratizing leadership can be developed in pre-conflict preventative peacebuilding organizations by integrating democratic practices, structures, and cultures.

1.6. DATA COLLECTION PROCEDURE:

The developed questionnaire enabled the gathering of the sought after data from employers of the identified regions after obtaining permission from them. Accordingly, Sekaran (2003) regarded a structured questionnaire to be a method that is fitting for the gathering of data in the situation where the researcher has the exact knowledge on the requirement in addition to the manner in which the variables of interest are to be measured. Similarly, he also views questionnaire to be an efficient mechanism of data gathering particularly in the situation where: (1) There is a need to safeguard the respondents' privacy, and

(2) The responses are expected to be in a normal way. Furthermore, a questionnaire is usually easy to analyzed, of low-cost to distribute and fill, the questions must be familiar to people, and can help to reduce bias as researcher's influence on the respondents' answers is reduced. The questionnaires were distributed to the employers by hand inside the company during they stay in the company, offices of government agents This method

provides a great opportunity to meet with a great number of employers under the supervision of the researcher, which gives an opportunity to motivate and encourage them to cooperate.

1.7. PURPOSE OF STUDY:

This study is aimed true and examine the relationship between leadership styles on the employees' job satisfaction and organizational commitment in the construction industry in India, in order to indicate which leadership style is most preferred by the companies. There is a demand for integration of leadership theories in construction companies. Therefore, it is crucial for the management of construction companies to identify and understand the employees' job satisfaction and commitment towards the organization for enhancing its goals and endeavors. This research study analyzes the relationship between the leadership styles, job satisfaction and employees' commitment to the construction companies. The survey methodology and the results collected from the study will have constructive ramifications for the leaders and management of the construction companies.

1.8. SIGNIFICANCE OF RESEARCH:

The significance of this research is to understand the impact of leadership styles on employees' job satisfaction and organizational commitment. The data gathered from this research study would help in understanding the importance of leadership styles and leadership management on employees' job satisfaction in the organizations. The results of the study carried out could contribute to the field of organizational management in the construction sector and allow the leaders and managers to understand strong leadership and management styles in correlation with employee job satisfaction, and how it affects the overall performance of the organization. The results aim to provide knowledge to the leaders in order to implement definitive suggestions and make sound decisions concerning leadership styles and employee job satisfaction in leading the organization towards success. to cons

1.9. RESEARCH SCOPE:

The study will be conducted in the three regions in the Saudi Arabia, North Region, Central Region and South Region. Additionally, the researcher is conversant with the all regions in Saudi Arabia. The study will focus on the impact of the effect of leadership factor and the performance of selected in Saudi Arabia. Top Support management practices will be measured using active executive support, effective communication and employee involvement, while performance in a broader context can be measured by service delivery, and quality of services.

1.10. RESEARCH TERMS:

Leader and leadership are two of the most widely used terms in education and management science research. As a result of their wide use, they have been defined by different researchers and scholars. Because of varied cultural, historical and academic backgrounds of those researchers, these terms have been defined differently. Some of those definitions are focused on one aspect of leader or leadership while the others on the other. This paper critically reviews and analyzes some of the most commonly used definitions of leader and leadership to see their defining characteristics and salient features. Based on the important features of some of those definitions, the paper then comes up with new definitions for both of them. The paper also looks at some of the similar terms to see how they are different. Finally, the paper analyzes how the term leader might have been misused in the literature. The paper also suggests to be more careful with the selection of words to avoid ambiguity.

1.11. ORGANIZATION OF THE RESEARCH

This research consists of Three main chapters. The first chapter deals with the introduction which covers the background of the study, problem statement, research objectives, research questions, significance of the study, research methodology, scope of the study and organization of the study. Chapter two of the study constitutes the review of literature on projects leadership, and theoretical prospective. Chapter three focused on

research methodology and organizational profile, followed by concludes the study by summarizing in chapter four.

CHAPTER TWO

2.1. Definition of Leadership

Establishing a definition of the term "leadership" has shown to be a challenging attempt for scholars and practitioners equally. More than a century has passed since leadership evolved into a subject of scholarly thought and different definitions have developed continuously during that period. These definitions have been determined by many factors, from world affairs and politics to the aspects of the discipline in which the subject is being studied. There is an extensive range in the definitions of leadership. Stogdill (1974) commented in a study of leadership research; "there are almost as many different definitions of leadership as there are people who have tried to define it." Leadership is the accomplishment of a goal through the direction of human associates. A leader is one who successfully directs his human associates to achieve particular outcomes. (Prentice, 2004). Some experts defined leadership as an attempt to direct or coordinate specific tasks for members of a group (Fiedler, 1967). Merton (1969) mentioned that leadership is a process to influence a particular group of people in an organized way to achieve certain goals. "Leadership is practiced when a person mobilizes institutional, political, psychological, and other resources to inspire, engage and satisfy the objects of followers" (Burns, 1978). Researcher J. M. Burns stated that "Leadership is one of the most observed and least understood phenomena on earth" (Zenger & Folkman, 2002). Smylie et al. (2005) mentioned that leadership is performed by an individual who has unique roles and task-oriented perspectives and also serves as a key "function" in the interactions with other leaders, followers, and situations. Researchers have pointed out that leadership, and the study of this phenomenon, originated at the beginning of civilization (Stone & Patterson, 2005).

2.2. Emerging Views and Descriptions of Leadership:

The conceptual work of Greenleaf and Burns lays a foundation for other ways of viewing leadership by differentiating between leadership and management in terms of values and

relationships. Today, some begin to define leadership in more sophisticated and specific terms drawing upon experience and the distinctions between management and leadership that may have been evident throughout organizational life, but only now have been made explicit. Drath and Palus (1994) take a constructivist approach to describe the essence and process of leadership as establishing values and context that gives meaning to individual action and social interaction. That meaning creation is leadership, however, only when it is found in a community of practice.

2.3. Leadership as Excellence Management:

The second perspective of leadership suggests that leadership is management with a focus on what has recently been called the excellence movement. Popularized by Peters and Waterman (1982) in the early 1980's, this perspective focuses on systematic quality improvements with a focus on the people involved in the processes, the processes themselves, and the quality of products that are produced by the processes. The work of leadership is to create innovation in an environment of honest managerial concern for all stakeholders. The Total Quality Movement (TQM) of the 1980s is closely linked to this perspective of leadership. The skills highlighted in TQM specifically, and the excellence movement in general, link directly to the definitions of leadership that are illustrative of this perspective. The general framework of leadership as excellence management revolves around an organizational cultural change based on a management philosophy of meeting customer requirements through continuous improvement of people, process, and product. Elements of the manager/leader behavior in this perspective includes role modeling, using quality processes and tools, encouraging communication, sponsoring feedback and fostering a supportive environment. The mechanisms to achieve success include training, communications, recognition systems, teamwork, and customer satisfaction programs. In the TQM movement, a leader is successful as he or she

- 1) Defines mission,
- 2) Identifies system output,
- 3) Identifies customers,
- 4) Negotiates customers' requirement,

5) Develops a “supplier specification” that details customer requirement and expectation, and

6) Determines the necessary activities required to fulfill those requirements (Ross, 1993).

Deming (1986) introduced a new philosophy of management when he outlined his Total Quality Management ideas. The key ideas in Deming’s philosophy are subsumed in his fourteen points or philosophical principles; an emphasis on system stability; use of statistical control mechanisms to understand the system and point to areas for real improvement of the system; and an emphasis on a clearly defined and broadly understood aim (vision) for the system that intends to optimize (maximize benefit to all stakeholder) the system. According to Deming, the leader’s job is to transform the system from what it is to one consistent with the fourteen points (principles) he enunciates, which include:

- 1) Create consistency of purpose with a plan,
- 2) Adopt the new philosophy of quality,
- 3) Cease dependence on mass inspection,
- 4) End the practice of choosing suppliers based on price,
- 5) Find problems and work continuously on the system,
- 6) Use modern methods of training,
- 7) Change from production numbers to quality,
- 8) Drive out fear,
- 9) Break down barriers between departments,
- 10) Stop asking for productivity improvement without providing methods,
- 11) Eliminate work standards that prescribe numerical quotas,
- 12) Remove barriers to pride of workmanship,
- 13) Institute vigorous education and retraining, and

14) Create a structure in top management that will push every day on the above 13 points.

2.4. Trust Culture Leadership:

Values leadership differentiates leadership and management, but still focuses much on the role of the leader in the relationship. The next conception, trust culture leadership, shifts the focus more on the interaction between leader and the led and recognizes the follower as having a much more influential role in the leadership relationship. This focus on the follower is important in this conception because of the emphasis on teams, culture, and mutual trust between leader and follower. Rosenbach and Taylor (1989) conducted research that suggests the qualities we find in good leaders are the same we find in good followers. Pittman, Rosenbach, and Potter (1998) further outline this line of inquiry. They note the fundamental dimensions of followership are performance initiative and relationship initiative. Performance initiative is defined by the follower's ability to do the job, work with others, use self as a resource, and embrace change.

Relationship initiative includes the follower identifying with the leader, building trust, engaging in courageous communication, and negotiating differences. Placing these dimensions on a grid, followers' styles, they continue, include:

- 1) the contributor, high in performance and low in relationship,
- 2) the politician, low in performance and high in relationship,
- 3) the subordinate, low in performance and low in relationship, and
- 4) the partner, high in performance and high in relationship.

Nolan and Harty (1984) agree that followership and leadership share many of the same characteristics. They argue that little attention has been paid to the relationship between followership and leadership in educational administration, although the behaviors required of good followership are similar to those required of good leadership. Chaleff (1997) notes that followers' skills are learned informally, but they are essential for effective organizational leadership. This is especially poignant as we conceive of leadership in

terms of teams and shared culture. Followers play a key role in the success of teams and co-produce the shared culture that is essential for leadership to be present.

Fairholm (1998b) states that the leader's role is to build unity, a team, out of different individuals. This activity is not a function of amalgamation, but of aligning individual concerns with the core essence of the group (p. 103). The first goal in leading a diverse workforce is to define common values and customs.

The second is to integrate and acculturate workers into the team culture, its value systems, and operating practices. Leadership, then, is a process of building a trust culture within which leader and follower can relate in accomplishing mutually valued goals using agreed upon processes. In this sense, leadership is a sharing, not a starring role.

2.5. Leadership Styles

Leadership style is the direction in which the followers are led. The number of leadership styles has been growing as the leadership studies have evolved over the course of history. If the leadership style is effective, it may develop the organizational performance and support the achievement of desired goals, or if the leadership style is ineffective, it will have a negative impact on organizational performance and opinions of employees. This significant relationship between leadership styles and organizational performance led to many studies regarding the aspect of leadership that resulted in numerous leadership theories. Each theory proposes a distinct leadership style and, most often, a mixed set of styles for the performance of the leadership. (Hussain & Hassan, 2016).

2.6. Employee' Engagement

This is referring to as pledge, passion and energy that can be translated into high levels of effort and insistence on completing required tasks which can exceed expectations by making initiatives and increasing innovation (Dickson, 2011). And you also know that it is a psychological contract more than a physical contract, it is something the employee offers on his own (Cook, 2012).

The process of integrating employees has found great interest in organizations and researchers for decades, as it dates back to the fifties of the twentieth century with some early experiences in Europe and the United States, where it developed in its beginnings

from industrial democracy and participatory management to become an integrated approach to designing a work system that supports employees 'access to power in Decision-making, and there are some organizations whose system helps to empower employees effectively and provide them with the skills and resources that allow them to make distinct decisions, and the process of effective integration of employees requires organizational practices that seek to share powers and information Money, in order to generate the employee's sense of integration must first feel that he has the authority on his work as well as to notify it periodically evaluates its performance and receiving rewards for this performance (Holman, Others, 2012).

2.7. Employee Communication

Communication is a situation whereby information, ideas are transmitted from one person to another in order to accomplish desired goals in any facility or in any group of people with social activity. It connects construction of organizational structure to any facility dynamically. It is not possible to conceive a group whatever what the activity is without meeting at the same time. The communication process that occurs between a company and its employees makes them an organic unit with an amount of integration that allows them to carry out their activities.

Communication takes place in a formal and informal organization in which the managements in the organization may take part, but in any case, their involvement has an effect that may outweigh the intensity of communication.

2.8. Top management support

Organization is a cogent aspect in dis-positioning attainment. According to Kandelousi et al. (2011) declared that board help has a lot of doings, including, assisting staff to solve problems, exhibiting their obligation that motivate them. The also help in the availability of providing support and finance, endowment the workers and their physical resources. Top management delegate necessary power towards project management and help employee for successful achievement. Moreover, high management is an essential approval in accomplishing the task (Belassi and Tukel, 1996).

2.9. Motivation

The conception of enticements and motivations is sometimes used, regardless of their close association but they are relatively different. Motivation encourages employees to placate his desires. Enticement is regarded as the factors among the external environment that leads to individual's excitement to achieve the desired goal.

Motivation is one of the characteristics of human behavior. It plays an important part in defining and leading the behavior of the organs of human beings. It is an internal process for the individual that leads to practicing some kind of behavior to respond to his desires.

Motivation can also be seen as the internal emotional bodies or energies that direct and coordinate the behavior of an individual during his response with the environmental situations and other elements that surround him which represent the desires, needs, expectations, and intentions of the person that he always seeks to fulfill and achieve satisfaction (Al-Adailiya, 2015). It is observed that motivation is an internal force that put man to work and in the event of visibility of the sudden change that push individuals to work through aspiration and enthusiasm, and thus they would be dedicated in performing their work.

The study necessitates that man always respond to internal or external stimuli, which tend to raise and lower his level of credibility. Motivation is not satisfactory if he does not achieve the required indulgence, achieving pleasure by knowing the enticements that the administration sets for its workforces. These enticements are required to be compatible with employee' requirements, in the sense that these enticements can help company to achieve their goals by encouraging employees to perform better towards high efficiency and acceptability. The motivation are needed in a workplace on the basis of multiple process that goes through several phases before it reaches the process of satisfaction, these phase includes.

First phase: is the occurrence of the desires and the degree of its internal urgency, which is represented in the disparity of the employee.

Second phase: This stage is the research selection stage among numerous alternatives to satisfy these needs. Third phase: This stage defines the goal and the

behavior to placate employee's needs Fourth phase: It is the stage of revising the needs. Fifth phase: This phase depends on the quality of the performance. Sixth phase: This phase connect employees based on their behaviors and the reward they has attained to satisfy the original need. If this motivation cycle has been satisfied, then, the result is poise and satisfied which respect particular and existing need.

2.10. Job Satisfaction

This is an important issue in all organizations, and is one of the most regular variables in organizational behavior research (Ayranci, 2017). Millan (2018) pointed out that "the degree to which people love their work, and that is determined by self-information" or known as "a comprehensive evaluation of all the different features associated with an individual's job, and includes the feelings, behaviors and expectations of individuals. Job satisfaction is determined by assessments Emotional and cognitive of the job" (sircate, 2016). Locke, 2015 unfilled an inclusive concept of job satisfaction, which includes reactions or cognitive, effective, and evaluative trends, as it shows that job satisfaction is a kind of pleasing or positive expressive state, which grows through the process of assessing the individual's experience of his work, and therefore it includes both From the cognitive and sentimental component. Job satisfaction is seen as "a statement of the inner state, reflected by emotion or perception, about the degree of love or hate of the job" (Griffin & Moorhead, 2016).

2.11. Employee Performance

This is very essential within any organization that attempts to achieve success and advancement by considering the outcome and progress as the final product of the outcome of all accomplishments that the individual or organization has. If this factor is high, then this is a clear clue to organization's success, stability and effectiveness. The organization is more stable and longer to survive when the performance of the employees is distinct, and then it can be said in general that the interest of the organization's management and leadership in the level of performance usually distinguishes the interest of workers in it (Fahd, 2017). Performance in any organizational level within the organization has a reflection of the competences and motivations of subordinates, but it is also a reflection of the capabilities and motivations of chiefs and leaders as well.

2.12. RESEARCH GAP

Any problem related to management functions is reflected in the failure of the administrative system to perform its functions and achieve its goals. The state of the administrative system does not relate to the desired situation that should be at the present or in the future, or when there is any need to change the goals of the system activities, and for administrative problems to reduce. The greater the responsibilities in the lower administrative levels, they are few compared to the administrative problems in the middle levels of the organization. They are relatively less "than the administrative problems in the higher levels in the administrative organization, and all of them need a suitable solution (Shams Al-Din, 2015).

Administrative problems are types that can be classified according to a number of indicators. The following are the most important: Depending on the extent of the problem's coverage: It consists of a partial: It is the problem that relates to one of the partial systems that make up the system or one of its aspects of work, and the college: It is that problem that relates to the overall work of the system (Shams El Din, 2015). Simple and easy, this is that problem arising from direct causes of its occurrence or difficult complicated, and it is caused by many reasons that are directly or indirectly intertwined to occur (Al-Jubouri, Al-Ta'i, 2016).

Depending on the tension of the problem, which is repeated, and it is the occurrence of it regularly, irregularly, or emergency, and it occurs in an urgent and rare way (Al-Juburi, Al-Ta'i, 2016). It is possible to predict the occurrence of the problem, which is expected, and which is expected to occur from a priori knowledge and unexpected, and that cannot be predicted (Shamsuddin, 2015). In terms of the effect of the problem, which may be vital, its effects go to the overall activity of the system and its failure to resolve system's failure to perform its basic functions in order not to collapse. It is vital so that its occurrence does not lead to system failure but rather than a slight decrease in some indicators system level performance.

CHAPTER THREE

3.1. INTRODUCTION

This present chapter of this study is the complement to the theoretical section of research, and this is through what can be reached of valuable results that reflect and explain the studied reality by following the appropriate approach and adopting the most appropriate tools and methods to collect accurate scientific data, and through this chapter we will look at the procedures of the field research followed in the research to identify administrative difficulties in the National Water Company in the city of Saudi Arabia, and this is according to the survey, the questionnaire form as a basic means of collecting information

3.2. RESEARCH INSTRUMENT

The research tool used in this research was explained. in particular, the relevant section highlights the creation of a tool to collect data related to the measurement of final data collection on administrative difficulties at the national water company by measuring job satisfaction with employee performance review and employee 'engagement with job satisfaction, employee communication with job satisfaction, top management support with job satisfaction ,motivation with job satisfaction, employee 'engagement with employee performance and employee communication with employee performance, top management support with employee performance, motivation with employee performance

3.3. RESEARCH DESIGN AND APPROACH

Gay et al., (2006) defined research as a formal and orderly utilization of the scientific technique in the scrutiny of the issues raised. In addition, the research is concerns with the formulation of hypotheses that is based on observation, implications testing, and the affirmation or rejection of the formulated hypotheses. A hypothesis is an assumption which may or may not be true. Accordingly, for the purpose of hypotheses formulation, the inductive reasoning will be employed in this research, after much consideration on the past relevant research as well as the literature. The research designs tackle the research difficulty. For this purpose, a research process which

produces certain answer to certain questions is formulated. Broadly speaking, two main tactics of research viz. the quantitative and qualitative approaches (Oppenheim, 1998) are available for use. It should be noted that the usage of each approach depends on the disposition as well as the criteria of the research questions and the research objectives. In terms of the types of research, Yin (2003) has broken down the approaches into the research purpose and research type, namely: Inferential, Descriptive research. Concerning this research, the design of quantitative descriptive survey appears to fit the bill. Particularly, a quantitative research involves the gathering as well as analyses of numerical data for the purpose of providing explanation, prediction, and/or control of a subject under scrutiny (Gay et al., 2006).

There is only one survey research objective in this research. In lieu of this, there should be a procedure for the collection of data. Meanwhile, the procedure for the collection of data for the acceptance and usage model can be referred in section 3.6.1. Notably, for the research questions or research objectives which concern the beliefs or behaviours, the method of survey seems appropriate (Neuman, 2003). Such sentiment is shared by Zikmund (2003), as the author is of the view that survey is a more effective tool for assessing the knowledge, opinions, as well as behaviour of respondents. Furthermore, Davis et al. (1989) stated that, making certain of the citizen to accept a given system will involve the scrutiny of these employers' opinions and behaviour. As such, the use of survey to obtain the sample from the population has become the key strategy of this research.

3.4. Distributions of Job Satisfaction and of Risk Tolerance:

	Job Satisfaction (Percent)	Risk Tolerance (Percent)
0		3.76
1	1.18	3.03
2	2.12	9.24
3	3.33	12.54
4	3.76	11.57
5	11.41	22.37
6	10.9	12.76
7	19.36	15.09
8	27.15	7.22
9	13.24	1.91
10	7.55	0.51
Total	100	100

3.5. Risk communication

Risk communication is an interactive process of exchange of information and opinion on risk among risk assessors, risk managers, and other interested parties.

Risk communication is an integral and ongoing part of the risk analysis exercise, and ideally all stakeholder groups should be involved from the start. Risk communication makes stakeholders aware of the process at each stage of the Risk Assessment.

This helps to ensure that the logic, outcomes, significance, and limitations of the Risk Assessment are clearly understood by all the stakeholders. Information may be available from the stakeholder. Industry stakeholders may, for example have unpublished data crucial to the risk assessors, which may be an essential part of the data needed for the risk assessment. There is also information that is typically presented to the stakeholders (both industry and consumers), as an integral part of the risk analysis process.

The identification of particular interest groups and their representatives should comprise a part of an overall risk communication strategy. This risk communication strategy should be discussed and agreed upon between risk assessors and

managers early in the process to ensure two-way communication. This strategy should also cover who should present information to the public, and the manner in which it will be done.

3.5. Risk and Motivation:

One might object that risk attitudes cannot be considered self-governing policies at all, but must instead be thought of as desires for outcomes. This objection can be developed in two ways. First, one might claim that we've misidentified risk attitudes — that they're actually brute feelings or constitutional propensities, like gustatory tastes. Or, second, one might accept risk attitudes of the kind described by REU theory, but maintain that these attitudes are themselves determinants of values or reasons. We consider the misidentification reply first.

3.6. Risk and Employee Engagement:

Employee engagement is not a management “fad.” It is not going to go away anytime soon. One factor that helps the recruitment industry to remain as fluid is the fact that many businesses just underestimate the importance of employee engagement. They focus too much on attracting talent and not enough time retaining it. However, the fact of the matter is, engaged employees who want to stay at the organization are critical to its success. This makes tracking employee engagement and retention a must for a business of any size. Companies that fail to monitor employee engagement run a lot of risks that impact on their ability to succeed and build competitive advantage.

3.7. DISCUSSION OF THE RESULTS

Based on the results, sixteen of the returned questionnaires were invalid due to incomplete and nonchalant responses which makes four hundred and twenty (420) questionnaires were adequate and accurate and used for the analysis. In addition, from the descriptive Analysis in table 5.1, the study shows that the questionnaires were distributed to three region of Saudi Arabia, central region, the north region and south

region, two hundred and sixty-four (264) questionnaires were distributed to central region, 80 to north region and 76 to south region, which make a total of 420 valid questionnaires.

The study also reveal the gender distribution of the respondents, it is confirmed that male constitutes the highest number of staff with a percentage of 90.95%. Follow by female with percentage of 9.05%.

3.8. CONCLUSION

This study has identified standards of foundation and skills with inclusion of leadership as mediator to evaluate the performance of employee engagement examples, employee communication and top management support in Water Company of Saudi Arabia. The study has revealed some skills that need to be possessed by each employee in the company.

The skills include the understanding of the job assigned, able to resolve unexpected schedules on time, maintaining good record of attendance in the company, understand the criteria of performing the review of the company, the job should be very interesting not boring, has a good communication skill, develop a team work. In addition, the study has also revealed that the top management should also enhance direct communication btw management and staff, provides employee with the required authority to do their work, provides employees with the require resources, understands the importance of implementation of TQM (Total quality management), Recognized and reward staff.

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