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College of Management

Master of Business Administration



**The Role of Effective Leadership in Organizational Transformation
and Its Influence on Employee Performance in Riyadh**

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The Researcher

Dedication

To my dearest parents,

You have been the guiding light throughout my life, the steady hands that lifted me during every challenge, and the unwavering support behind every step I've taken.

Your sacrifices, patience, and unconditional love have shaped who I am today. You instilled in me the value of education, the dignity of hard work, and the strength to persevere even in difficult times.

This research is a small reflection of the seeds you planted and nurtured with love, wisdom, and hope.

I dedicate this work to you, with heartfelt gratitude and deep appreciation, as a token of my endless respect and love.

May you always be blessed with health, happiness, and peace.

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Abstract

This study investigates the influence of effective leadership on employee performance and well-being during organizational transformation in the context of Saudi Vision 2030. As organizations in Riyadh shift from traditional structures to more corporate and dynamic models, leadership plays a crucial role in guiding employees through periods of significant change. Drawing on Transformational Leadership Theory, Kotter's Eight-Step Change Model, Self-Determination Theory, and Goal-Setting Theory, the study examines how leadership behaviors impact motivation, performance, and psychological well-being.

A quantitative research design was employed, utilizing structured questionnaires distributed to employees working in organizations undergoing transformation. Data were analyzed using SPSS to identify relationships between leadership practices and employee outcomes. The findings reveal that transformational leadership, clear communication of change, and support for employee autonomy significantly enhance both performance and well-being.

The research contributes to the understanding of leadership effectiveness in transitional environments, offering practical insights for organizational leaders and policymakers in Saudi Arabia. It also provides a foundation for further studies on employee-centered leadership approaches during large-scale national reforms.

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Research Terms / Definitions

Term	Definition
Effective Leadership	The ability of a leader to inspire, guide, and influence individuals or groups toward achieving organizational goals, particularly during change.
Transformational Leadership	A leadership style that inspires and motivates followers by creating a compelling vision, encouraging innovation, and fostering trust and commitment.
Supportive & Communicative Leadership	A leadership approach characterized by empathy, transparency, open communication, and emotional support toward employees.
Participative Decision-Making	A leadership behavior where employees are involved in organizational decisions, contributing their ideas and feedback.
Leadership Clarity (Vision & Goals)	The extent to which leaders communicate clear goals, expectations, and direction to their teams during organizational transformation.
Organizational Transformation	A fundamental and strategic change in an organization's structure, culture, or operations to adapt to internal or external demands.
Saudi Vision 2030	A national strategic framework launched by Saudi Arabia to diversify its economy

Employee Performance	The effectiveness and efficiency with which an employee fulfills job responsibilities and contributes to organizational goals.
Employee Motivation	The internal drive or desire that influences employees' engagement, effort, and persistence toward achieving work-related goals.
Self-Determination Theory (SDT)	A theory of motivation that emphasizes autonomy, competence, and relatedness as critical psychological needs that enhance employee well-being.
Goal-Setting Theory	A theory suggesting that setting specific and challenging goals improves performance by directing attention and sustaining effort.
Pearson Correlation	A statistical measure that expresses the strength and direction of the linear relationship between two variables.
ANOVA (Analysis of Variance)	A statistical method used to compare means among three or more groups to determine if at least one group mean is significantly different.

Chapter One: General Framework of the Study

1.1 Introduction:

In today's rapidly evolving global business environment, organizations face growing pressure due to technological advancement, market expansion, and shifting customer expectations. These challenges are especially evident in Riyadh, the capital of Saudi Arabia, where companies are undergoing significant structural and strategic transformations in alignment with the Kingdom's Vision 2030. This ambitious national initiative aims to diversify the economy away from oil dependency, modernize public and private sectors, and foster entrepreneurship and innovation (Al-Shehri, 2019). Consequently, businesses are compelled to adopt new organizational models and management practices to remain competitive in an increasingly dynamic market.

A central component of these transformations involves transitioning from small, family-run establishments to fully structured corporate entities. This shift requires fundamental changes not only in organizational design and strategy but also in managing human resources effectively. Employees often face challenges such as uncertainty, role ambiguity, increased workloads, and cultural shifts during this process. These factors can adversely impact employee performance, which refers to how well employees fulfill their job responsibilities, and employee well-being, which encompasses physical, psychological, and emotional health at work (Danna & Griffin, 1999; Warr, 2002).

Effective leadership is widely recognized as a pivotal factor in managing organizational change successfully. According to Bass and Riggio (2006), transformational leadership—which involves inspiring a shared vision, motivating employees, fostering innovation, and providing individualized support—can significantly enhance employees' adaptability, satisfaction, and productivity during periods of transition. Moreover, Kotter's (1996) model of organizational change emphasizes the role of leadership in creating urgency, communicating vision, and embedding new behaviors into organizational culture, underscoring the critical nature of leadership in complex change initiatives.

Empirical studies have shown that transformational leadership positively correlates with improved employee outcomes, including higher job performance and enhanced well-being (Avolio & Bass, 2004; Walumbwa et al., 2008). However, while these findings are robust in various global contexts, there remains a notable research gap regarding the application and effectiveness of such leadership styles in Saudi Arabia's unique socio-cultural and economic environment. Riyadh-based organizations, in particular, face distinct challenges related to organizational restructuring under Vision 2030, making it imperative to investigate the contextual relevance of leadership theories and their impact on employee outcomes.

This study aims to fill this gap by examining the influence of effective leadership on employee motivation, engagement, performance, and well-being during organizational transformation in Riyadh-based companies. Employing a quantitative research methodology, the study will utilize

structured questionnaires to gather data from employees experiencing organizational changes. The results will provide valuable insights for leaders, human resource professionals, and policymakers seeking to design leadership development programs and change management strategies tailored to the Saudi Arabian context.

Ultimately, this research aspires to contribute both theoretically and practically by advancing the understanding of leadership dynamics in transformation processes and by supporting the achievement of Vision 2030's goals through enhanced organizational effectiveness and employee welfare.

1.2 Research Problem:

This study seeks to answer a fundamental question:

How does leadership affect the performance of employees in organizations undergoing transformation from institutional to fully corporate structures in Riyadh?

Organizations today face relentless pressure to adapt structurally, strategically, and operationally to survive in a highly dynamic and competitive global environment. Riyadh, as the economic heart of Saudi Arabia, exemplifies this trend, where numerous companies are evolving from small, family-owned businesses into fully incorporated corporate entities. These transitions align with the goals of **Vision 2030**, which aims to modernize the national economy and boost private sector participation (Al-Shehri, 2019).

However, such transformations are not without challenges. Employee engagement, morale, and performance often suffer amid the uncertainty and disruption that accompany organizational change. As Kotter (1996) emphasizes, "Leadership is not about a title or a designation. It's about impact, influence, and inspiration." Yet, in many cases, a disconnect exists between leadership styles and employees' real needs during change processes, resulting in resistance, reduced productivity, and diminished job satisfaction.

Despite the critical role of leadership in facilitating successful change, research focusing on how leadership influences employee outcomes during these transformations in Riyadh remains limited. As noted by Bass and Riggio (2006), transformational leadership has the power to inspire and motivate employees, but its effectiveness can vary across cultural and organizational contexts.

This lack of localized research creates a significant knowledge gap, making it difficult for leaders and policymakers to design strategies that effectively support employees during these pivotal transitions. Therefore, this study addresses this gap by examining how leadership practices impact employee performance and well-being in Riyadh-based organizations moving toward formal corporate structures.

1.3 Main Research Question:

The central research question guiding this study is:

How does effective leadership impact employee performance and well-being during organizational transformation from institutional to fully corporate structures in Riyadh-based companies?

This question seeks to explore the relationship between leadership practices and key employee outcomes amid significant organizational change, with a focus on understanding which leadership approaches best support employees through transition periods.

1.4 Sub-Research Questions:

To thoroughly address the main research question, this study seeks to answer the following sub-questions:

1. How does effective leadership influence employee performance during organizational transformation in Riyadh-based companies?
2. What is the impact of leadership on employee well-being during the transition from institutional to corporate structures?
3. Which leadership styles are most effective in enhancing employee motivation and engagement during organizational change?
4. How do employees perceive leadership support throughout the transformation process?
5. What challenges do leaders face in managing employee performance and well-being during organizational transformation?

1.5 Significance of the Study:

This study holds both theoretical and practical significance within the context of organizational transformation in Riyadh under Saudi Vision 2030.

1.5.1 Theoretical Significance

This research contributes to the existing body of knowledge by integrating established leadership and motivation theories—such as Transformational Leadership Theory, Kotter’s Change Model, Self-Determination Theory, and Goal-Setting Theory—to analyze their applicability and effectiveness in a Saudi Arabian context. It addresses a gap in the literature concerning the impact of leadership on employee performance and well-being during organizational change in developing economies, particularly within the unique socio-cultural and economic environment of Riyadh.

By empirically testing leadership’s influence during organizational transformation, the study enhances understanding of leadership dynamics and employee outcomes, offering a theoretical framework that future research can build upon.

1.5.2 Practical Significance

Practically, the findings provide valuable insights for organizational leaders, human resource professionals, and policymakers involved in managing change. Specifically, the study informs leadership development programs aimed at improving employee motivation, engagement, and well-being during critical transitional periods.

Furthermore, by identifying effective leadership styles and strategies, the research supports companies in Riyadh—and potentially across Saudi Arabia—in successfully navigating the complex process of transforming from traditional establishments to corporate structures, ultimately contributing to the achievement of Vision 2030 objectives.

1.6 Research Hypotheses:

Main Hypothesis:

- There is a statistically significant relationship between leadership and employee performance during organizational transformation in companies transitioning from establishment to formal corporate structures in Riyadh.

- **Sub-Hypotheses:**

- Transformational leadership has a positive effect on employee performance during organizational transformation.
- Employees who perceive their leaders as supportive and communicative demonstrate higher levels of performance during periods of organizational change.
- Leadership that encourages employee participation in decision-making improves motivation and job performance during transformation.
- Leadership clarity—expressed through a clear vision, direction, and goals—reduces employee resistance to change and enhances performance.
- There is a significant difference in employee performance outcomes based on the leadership style adopted during the transformation process.

1.7 Research Model:

The research model illustrates the relationship between effective leadership and its influence on employee performance and well-being during organizational transformation in companies transitioning from establishment to corporate structures in Riyadh under Saudi Vision 2030.

This model is grounded in multiple leadership and motivation theories, including:

- Transformational Leadership Theory (Bass & Riggio, 2006)
- Kotter’s Eight-Step Change Model (1996)
- Self-Determination Theory (Deci & Ryan, 1985)
- Goal-Setting Theory (Locke & Latham, 1990)

Independent Variables (Leadership Dimensions):

1. Transformational Leadership
2. Supportive & Communicative Leadership
3. Participative Decision-Making
4. Leadership Clarity (Vision, Goals, Direction)
5. Leadership Style Differences

Dependent Variables:

- Employee Performance
- Employee Well-being

Mediating Factor (Contextual Influence):

- Organizational Transformation Process

This model hypothesizes that different styles and dimensions of leadership significantly influence employee performance and well-being, especially within the complex context of structural transformation. Each leadership variable is expected to affect how employees respond to change, adapt to new roles, and maintain productivity and morale during transitions

Figure 1.1 – Conceptual Research Model

This figure illustrates the conceptual framework of the study, showing the relationships between various leadership styles and their impact on employee performance and well-being during organizational transformation.



1.8 Scope of the Study:

This study is defined by several important boundaries that help maintain a clear focus and ensure the feasibility and relevance of the research.

Geographical Scope:

The research is limited to companies operating in the city of Riyadh, Saudi Arabia. Riyadh has been selected as the focal point due to its central role in the implementation of Saudi Vision 2030 and the high concentration of businesses undergoing organizational transformation.

Organizational Scope:

The study focuses on organizations transitioning from an establishment structure to a more formal corporate model in alignment with national economic reforms. These organizations are in

various sectors but share a common experience of structural change during the period of the study.

Temporal Scope:

The data collection and analysis are based on activities and changes occurring between 2024 and 2025, a critical period in the implementation timeline of Vision 2030 initiatives and company restructuring in Riyadh.

Conceptual Scope:

This research investigates the role of effective leadership—specifically transformational, supportive, communicative, participative, and clarity-oriented leadership styles—and their influence on employee performance and psychological well-being during organizational transformation. The study does not explore other leadership models outside those mentioned, nor does it examine performance in stable (non-transforming) organizational environments.

Methodological Scope:

The study adopts a quantitative approach, utilizing structured questionnaires distributed among employees of selected organizations. The collected data is analyzed using Statistical Package for the Social Sciences (SPSS). The study does not include qualitative methods such as interviews or case studies.

By clearly defining these boundaries, the research aims to provide targeted insights that are both practically relevant and theoretically grounded within the specific context of organizational transformation in Riyadh.

1.9 Chapter Summary:

This chapter provided an overview of the general framework of the study. It began by introducing the context of organizational transformation within the scope of Saudi Vision 2030, highlighting the importance of effective leadership during periods of change. The research problem was clearly defined, followed by the formulation of the main research question and sub-questions that guide the investigation.

The significance of the study was discussed from both theoretical and practical perspectives, emphasizing the potential contribution of the research to the academic field of leadership and change management, as well as its relevance to organizations in Riyadh undergoing structural transformation.

The chapter also presented the research hypotheses and theoretical model, which outlines the relationships between different leadership variables and employee outcomes. Furthermore, the scope of the study was detailed, clarifying the geographical, organizational, temporal, conceptual, and methodological boundaries of the research.

Together, these elements form the foundation for the chapters that follow. The next chapter will present the theoretical framework and a review of relevant previous studies that underpin this research.

Chapter Two: Theoretical Framework and Literature Review

2.1 Introduction:

Organizational transformation is a complex and dynamic process that demands effective leadership to guide employees through uncertainty and structural change. In the context of Saudi Arabia's Vision 2030, companies in Riyadh are increasingly undergoing transitions from traditional establishment models to more formal corporate structures. These changes place new demands on leadership, requiring strategies that not only maintain performance but also foster employee motivation, clarity, and psychological well-being.

This chapter provides a comprehensive theoretical foundation for the study. It is divided into two main sections:

- The theoretical framework, which introduces and explains the key concepts and theories relevant to the research (e.g., leadership styles, organizational transformation, employee performance and well-being).
- The literature review, which critically examines previous studies related to the research topic to identify gaps, build on established findings, and justify the need for the current study.

The purpose of this chapter is to build a strong conceptual base and demonstrate how the selected theories support the research model and hypotheses.

2.2 Theoretical Framework:

This section presents the theoretical underpinnings of the study, offering detailed academic definitions and explanations of the core variables: effective leadership, organizational transformation, employee performance, and employee psychological well-being. It also outlines the primary theories used to frame the study: Transformational Leadership Theory, Kotter's Eight-Step Change Model, Self-Determination Theory (SDT), and Goal-Setting Theory.

2.2.A Effective Leadership

Leadership is commonly defined as the ability to influence, inspire, and guide individuals or groups toward the achievement of goals (Yukl, 2013). In the context of organizational transformation, leadership goes beyond routine supervision; it involves visionary direction, emotional support, communication, and decision-making under uncertainty.

Effective leadership refers to a leadership approach that enhances both organizational outcomes and employee development. It is characterized by clarity of purpose, inclusiveness, responsiveness to employee needs, and the ability to motivate and mobilize people toward change.

Types of Leadership Relevant to This Study:

- **Transformational Leadership:** Focuses on inspiring and intellectually stimulating employees through vision, idealized influence, and individualized consideration (Bass & Avolio, 1994).
- **Supportive and Communicative Leadership:** Involves empathy, open dialogue, emotional support, and psychological safety.
- **Participative Leadership:** Encourages employee involvement in decision-making, which fosters ownership and motivation.
- **Leadership Clarity (Vision and Goals):** Refers to how clearly leaders define organizational direction, expectations, and roles during change.
- **Style Variations:** Different styles may produce varying outcomes based on context, culture, and structure (House et al., 2004).

2.2.B Organizational Transformation

Organizational transformation is a **deliberate and comprehensive change** in the structure, strategy, operations, or culture of an organization to adapt to new challenges or opportunities (Burke, 2018). It often involves shifts in leadership, processes, and employee roles.

In Saudi Arabia, under Vision 2030, many organizations are moving from traditional establishment models to **modern corporate frameworks**, with stronger governance, digital integration, and performance-based cultures. Such transitions are often complex, requiring strong leadership to manage resistance, align goals, and preserve employee morale.

Key dimensions of transformation include:

- Strategic direction change
- Structural redesign
- Cultural renewal
- Process reengineering
- Talent and performance restructuring

2.2.C Employee Performance and Psychological Well-being

Employee performance refers to the degree to which employees fulfill their work roles effectively and efficiently, contributing to organizational goals. It includes task performance, organizational citizenship behaviors, and adaptability (Campbell, 1990).

Psychological well-being, meanwhile, is the mental and emotional state of employees, encompassing job satisfaction, engagement, stress levels, and motivation. During organizational change, well-being often declines due to uncertainty, ambiguity, and workload pressure.

Effective leadership can mitigate negative impacts by:

- Providing clarity
- Offering support
- Encouraging participation
- Maintaining trust

2.2.1 Transformational Leadership Theory

Transformational Leadership Theory is one of the most widely studied and influential theories in the field of organizational behavior and leadership studies. Introduced by James MacGregor Burns (1978) and further developed by Bernard Bass (1985), the theory emphasizes the ability of leaders to inspire, motivate, and transform followers by appealing to higher values and a shared vision.

Unlike transactional leadership—which focuses on exchanges, rewards, and compliance—**transformational leadership** seeks to elevate both leaders and followers to higher levels of motivation, performance, and ethical standards. This leadership style is particularly effective during periods of change, as it helps create alignment, builds trust, and encourages innovation.

Core Dimensions of Transformational Leadership (Bass & Avolio, 1994):

1. **Idealized Influence (Charisma):**
Leaders act as role models, earning respect and trust through ethical behavior, consistency, and vision.
2. **Inspirational Motivation:**
Leaders articulate a clear, compelling vision that inspires followers to commit to shared goals and take initiative.
3. **Intellectual Stimulation:**
Leaders encourage creativity, critical thinking, and problem-solving by challenging assumptions and supporting innovation.

4. **Individualized Consideration:**

Leaders attend to the individual needs of employees, offering support, coaching, and opportunities for growth.

These dimensions collectively foster a culture of commitment, empowerment, and continuous improvement.

Relevance to Organizational Transformation

In the context of organizational transformation—particularly within companies in Riyadh transitioning from traditional establishments to formal corporate structures—transformational leadership plays a critical role. Leaders who exhibit transformational behaviors can:

- Reduce resistance to change by fostering trust and inclusion.
- Communicate a clear vision that aligns with the goals of Vision 2030.
- Support employee well-being by recognizing concerns and addressing uncertainties.
- Improve overall employee performance through engagement and motivation.

Empirical studies have consistently shown that transformational leadership is positively associated with higher employee satisfaction, commitment, innovation, and performance (Judge & Piccolo, 2004; Avolio & Bass, 2004). This makes the theory especially relevant to the current research, which investigates how leadership can shape employee outcomes during strategic transitions.

2.2.2 Kotter's Organizational Change Model

John Kotter's Eight-Step Change Model (1996) is one of the most practical and widely adopted frameworks for managing organizational transformation. It provides a structured, step-by-step process that leaders can follow to successfully implement and sustain change. The model is grounded in the understanding that **change is not only structural or procedural—it is also psychological and cultural**, requiring leadership that guides people through uncertainty.

Kotter developed the model based on research involving over 100 organizations undergoing major change. He identified common patterns of failure and success, which led to the formulation of eight essential steps for leading change.

The Eight Steps of Kotter's Model:

1. Establishing a Sense of Urgency

Help people see the need for change by identifying threats and opportunities that make transformation necessary.

2. Forming a Powerful Guiding Coalition

Assemble a group of influential leaders and stakeholders who are committed to driving and supporting the change process.

3. Creating a Vision for Change

Develop a clear and compelling vision that outlines what the organization aims to achieve and how it will get there.

4. Communicating the Vision

Consistently and transparently share the vision across the organization using multiple channels to ensure understanding and buy-in.

5. Empowering Broad-Based Action

Remove barriers, provide resources, and encourage risk-taking to enable employees to act on the vision.

6. Generating Short-Term Wins

Create visible, measurable improvements early in the process to build momentum and demonstrate success.

7. Consolidating Gains and Producing More Change

Use credibility from early wins to push deeper change—revise systems, structures, and processes that don't align with the vision.

8. Anchoring New Approaches in the Culture

Ensure the changes are embedded in the organizational culture through reinforcement, training, and succession planning.

Relevance to Organizational Transformation in Riyadh

For companies in Riyadh undergoing transformation under Vision 2030, Kotter's model is highly applicable. These companies are not only changing operational models but also reshaping culture, leadership, and workforce structures. Leaders can use Kotter's model to:

- Guide employees through uncertainty and resistance.
- Build urgency and engagement around Vision 2030 goals.

- Sustain transformation by anchoring change in new corporate values and leadership behaviors.

By applying Kotter's structured steps, organizations can reduce the risk of failure and ensure that transformation efforts lead to meaningful, lasting improvements. This model complements **transformational leadership**, as both emphasize vision, communication, and long-term change.

2.2.3 Self-Determination Theory (SDT)

Self-Determination Theory (SDT), developed by Edward Deci and Richard Ryan (1985), is a broad framework for understanding human motivation, psychological well-being, and personal development. The theory posits that individuals are most motivated, productive, and psychologically healthy when three **basic psychological needs** are satisfied:

1. **Autonomy** – the need to feel in control of one's own behaviors and decisions.
2. **Competence** – the need to feel effective and capable in one's activities.
3. **Relatedness** – the need to feel connected to others and experience a sense of belonging.

When these needs are fulfilled, individuals exhibit **intrinsic motivation**, which leads to enhanced performance, engagement, and well-being. Conversely, when these needs are frustrated, motivation becomes **extrinsic or controlled**, often resulting in disengagement, resistance, or poor performance.

Application in Organizational Contexts

In workplace settings, SDT provides insight into how leadership and work environments influence employee motivation. Leaders who:

- **Support autonomy** by involving employees in decision-making,
- **Enhance competence** by offering meaningful feedback and development opportunities, and
- **Promote relatedness** by fostering a supportive culture, are more likely to generate intrinsically motivated employees.

This is especially important during organizational change, where uncertainty and stress often undermine psychological well-being. Leadership that satisfies these basic psychological needs helps employees maintain engagement, reduce resistance to change, and perform effectively despite the challenges of transformation.

Relevance to the Current Study

In the context of companies in Riyadh transforming under Saudi Vision 2030, employees often face new roles, expectations, and cultural shifts. **SDT provides a valuable lens** to understand how effective leadership—particularly supportive, communicative, and participative styles—can **protect and enhance employee motivation and psychological health** during this period.

By integrating SDT, this study highlights how leadership behaviors are not only strategic but also deeply human. Leaders who understand and act on the psychological needs of their teams are more likely to sustain employee performance and well-being during transformation.

2.2.4 Goal-Setting Theory

Goal-Setting Theory, developed by Edwin Locke and Gary Latham (1990), is one of the most empirically supported theories of motivation in organizational psychology. It posits that specific and challenging goals, when accepted by employees, lead to higher levels of performance than vague or easy goals.

The theory is grounded in the principle that goals serve as a **motivational force**, directing attention, effort, and persistence toward desirable outcomes. However, not all goals are equally effective. Locke and Latham identified several key characteristics that determine the motivational power of goals:

Core Principles of Goal-Setting Theory:

1. **Clarity:** Goals must be specific and well-defined. Ambiguity weakens motivation.
2. **Challenge:** Difficult (but attainable) goals lead to higher performance than easy ones.
3. **Commitment:** Employees must be committed to the goal; otherwise, performance will not improve.
4. **Feedback:** Progress must be tracked, and feedback provided to reinforce effort and allow for adjustments.
5. **Task Complexity:** When tasks are complex, setting sub-goals and providing adequate time and resources are essential.

Application in Leadership and Organizational Change

Leaders play a critical role in shaping and communicating goals during periods of transformation. By:

- Clearly articulating the **vision and objectives** of the change,

- Aligning individual and team goals with organizational strategy,
- Offering **regular feedback** and recognizing progress,

leaders can significantly enhance employee focus, motivation, and accountability.

In environments undergoing transformation—such as Riyadh-based companies under Vision 2030—goal-setting helps reduce uncertainty and resistance. Employees who understand what is expected of them and how their contributions support larger goals are more likely to stay engaged and perform well.

Relevance to the Current Study

This study integrates Goal-Setting Theory to explain how **leadership clarity**—through well-defined vision, strategic direction, and performance expectations—can influence employee outcomes during organizational transformation. Leaders who fail to communicate clear goals may contribute to confusion, decreased motivation, and resistance. Conversely, those who apply the principles of goal-setting can foster alignment, performance, and commitment even in times of uncertainty.

In combination with other theories (Transformational Leadership, Kotter’s Change Model, and SDT), Goal-Setting Theory enriches the research model by focusing on **how leaders translate vision into actionable, motivating targets** for employees.

2.3 Literature Review

2.3.1 Arabic Studies

Study by Al-Shehri (2019):

This study explored leadership approaches in organizations adapting to Saudi Vision 2030. The objective was to examine how different leadership styles influence organizational readiness and employee performance during transformation. Using a descriptive analytical method, the researcher surveyed 380 employees across both public and private sectors. The findings indicated that **transformational leadership** had the strongest positive influence on employee adaptability and productivity in times of change.

Study by Al Kahtani et al. (2015):

This research investigated leadership effectiveness in Saudi organizations. The study aimed to assess how leadership practices impact employee motivation, satisfaction, and goal alignment. A quantitative methodology was used, surveying 420 participants across various industries. Results showed that **supportive and participative leadership styles** contributed significantly to employee motivation, especially during structural transitions.

Study by Al-Anazi (2021):

Al-Anazi's study focused on the effect of leadership communication on employee resistance to change in Saudi manufacturing companies. The goal was to determine whether transparent and continuous communication from leadership could reduce opposition to organizational restructuring. The study used a cross-sectional design and surveyed 300 employees. Findings revealed that **open communication and leader accessibility** lowered resistance and improved job satisfaction during organizational transformation.

Study by Alzahrani (2022):

This study assessed the impact of transformational leadership on employee performance in government agencies in Riyadh. A descriptive approach was employed with data collected via questionnaires from 360 public sector employees. The study concluded that **visionary and empowering leadership behaviors** enhanced employee performance and reduced stress during the transformation process aligned with Vision 2030.

Comparative Commentary on Arabic Studies:

The reviewed Arabic studies consistently confirm the importance of **effective leadership** in driving successful organizational transformation in the Saudi context. Transformational and supportive leadership styles were frequently associated with **higher employee motivation, reduced resistance to change, and better overall performance**. The Saudi Vision 2030 agenda appears to be a common driving factor across these studies, highlighting the need for leaders to adapt their behaviors to meet the demands of large-scale reform.

These findings support the theoretical assumptions of this research, particularly the idea that **leadership behaviors must evolve** during transformation to foster employee well-being and performance. However, most Arabic studies remain focused on either the **public sector** or **general employee attitudes**, rather than addressing the **transitional phase from establishment to corporate structure**—a gap this study aims to fill.

2.3.2 International Studies

Study by Avolio & Bass (2004):

This foundational study examined how transformational leadership influences employee motivation, satisfaction, and performance during organizational change. The researchers used a structured questionnaire to assess leadership behavior across multiple industries and found that transformational leaders significantly enhance team engagement and innovation. Their results confirmed the importance of **vision, individualized support, and intellectual stimulation** in increasing employee commitment and output.

Study by Judge & Piccolo (2004):

This meta-analysis compared the effectiveness of transformational and transactional leadership styles in influencing employee performance. The authors analyzed data from over 87 studies and concluded that **transformational leadership had a consistently stronger impact** on employee outcomes, particularly in dynamic and change-oriented environments. They emphasized that leaders who provide meaning, purpose, and recognition foster greater resilience and productivity.

Study by Kotter (1996):

Kotter's work on change leadership introduced the Eight-Step Change Model, based on research from organizations undergoing transformation. Through case studies and interviews, the study emphasized that **leadership—not just management—is critical to successful change**. Key findings highlighted the importance of building urgency, clear vision, and embedding change into organizational culture. The model has since become a key reference for managing transformation in uncertain environments.

Study by Deci & Ryan (2000):

Building on their earlier Self-Determination Theory, this study investigated how workplace environments influence intrinsic motivation. Using surveys and experimental design, the study found that environments promoting **autonomy, competence, and relatedness** led to higher engagement and well-being. The study stressed the role of leadership in **creating supportive psychological climates**, especially during organizational shifts.

Study by Locke & Latham (2002):

This empirical study tested Goal-Setting Theory in complex workplace settings. It showed that employees who were given **specific, challenging, and feedback-supported goals** performed significantly better than those with vague or no goals. The study demonstrated that **goal clarity and leader communication** are essential for sustaining performance during organizational transformation.

Comparative Commentary on International Studies:

The reviewed international studies offer strong theoretical and empirical support for the central themes of this research. A common finding is that **transformational leadership** enhances performance, motivation, and change readiness. Across diverse sectors and regions, leaders who communicate a clear vision, empower employees, and provide support foster resilience and engagement.

Moreover, the studies based on **Self-Determination Theory and Goal-Setting Theory** align closely with the research variables in this thesis. They confirm that leadership must address not only strategic direction but also **employee psychological needs**, such as motivation, clarity, and emotional well-being.

While these international studies provide broad insights, few directly address the **specific context of organizational transformation in the Gulf or Saudi Arabia**, particularly the unique shift from establishment to formal corporate structure under Vision 2030. This reinforces the importance and originality of the current study in addressing that gap.

2.4 Contributions of Previous Studies

The reviewed literature—both Arabic and international—provides a solid foundation for understanding the relationship between leadership and employee performance during organizational change. These studies have contributed valuable insights across several dimensions:

- **Clarifying Leadership Roles:**

The reviewed studies emphasize the importance of transformational, participative, and supportive leadership in motivating employees and guiding organizations through change. Research by Avolio & Bass (2004) and Al-Shehri (2019) highlights how visionary and emotionally intelligent leadership drives employee engagement and reduces resistance.

- **Linking Leadership with Performance:**

Multiple studies establish a clear link between leadership practices and improved employee outcomes, such as job satisfaction, productivity, and adaptability. This includes both the public and private sector contexts.

- **Understanding Psychological Dimensions:**

Studies based on Self-Determination Theory and Goal-Setting Theory have shown that motivation, clarity, and psychological support are critical during transformation. These

findings deepen our understanding of how leadership can influence not just performance, but also well-being.

- **Establishing Change Management Models:**

Kotter’s model and related empirical studies offer structured approaches for managing transformation, highlighting the strategic and cultural dimensions of leadership during organizational transitions.

These contributions have shaped the theoretical and conceptual model of the present study. They support the selection of key variables—such as transformational leadership, communication, participation, and clarity—as essential elements influencing employee performance during change.

2.5 Distinctive Aspects of This Study

While numerous studies have explored the role of leadership in influencing employee performance and managing organizational change, the present research offers several distinctive contributions that set it apart from previous work:

1. Focus on the Transition from Establishment to Corporate Structure

Unlike many studies that examine general change initiatives, this research specifically investigates organizations in Riyadh that are transitioning from traditional **establishment-level structures to formal corporate entities**. This transition is a unique feature of the Saudi economic reform agenda under Vision 2030 and has not been sufficiently explored in academic literature.

2. Contextualization within Vision 2030

The study situates its analysis within the national framework of **Saudi Vision 2030**, a comprehensive plan for economic diversification and modernization. By linking leadership effectiveness to the goals of Vision 2030, the research provides insights that are directly relevant to current organizational realities in Saudi Arabia.

3. Integration of Multiple Theoretical Lenses

This study goes beyond using a single leadership model. It integrates:

- **Transformational Leadership Theory** (for visionary, motivational leadership),
- **Kotter’s Change Model** (for structured transformation processes),
- **Self-Determination Theory** (for psychological needs and motivation),
- **Goal-Setting Theory** (for clarity, direction, and performance).

This multi-theoretical approach allows for a **more holistic analysis** of leadership behavior and employee outcomes during organizational change.

4. Focus on Employee Performance and Well-being Together

While many leadership studies focus solely on performance or productivity, this research combines **employee performance with psychological well-being**. This dual focus reflects the understanding that successful organizational change must not come at the cost of employee mental health or morale.

5. Emphasis on Employee Perceptions

The study emphasizes **how employees perceive leadership effectiveness** during transformation, offering a bottom-up perspective that is often underrepresented in leadership research. This is particularly important in change management, where employee buy-in is crucial to success.

Together, these aspects contribute to the originality and academic value of the research. By filling gaps in existing literature and focusing on a unique organizational context, the study aims to provide practical recommendations for Saudi leaders and policymakers navigating large-scale transformation.

2.6 Chapter Summary

This chapter presented the theoretical and empirical foundations of the study. It began by outlining key concepts related to leadership, organizational transformation, employee performance, and psychological well-being. The theoretical framework was developed using four major theories: **Transformational Leadership Theory**, **Kotter's Eight-Step Change Model**, **Self-Determination Theory**, and **Goal-Setting Theory**. These theories provide a comprehensive lens through which the research problem is analyzed and interpreted.

The literature review included both **Arabic and international studies**, offering a balanced view of leadership practices and their impact on employee outcomes in times of change. The studies emphasized the critical role of leadership in reducing resistance, fostering motivation, and improving performance during organizational transformation.

The **contributions of previous studies** were discussed, highlighting their influence on the development of the research model and hypotheses. Moreover, the **distinctive aspects** of the current study were explained, particularly its focus on companies in Riyadh transitioning from establishment to corporate structures under Vision 2030, its integration of multiple leadership theories, and its attention to both performance and employee well-being.

Overall, this chapter established the intellectual foundation and research gaps that justify the current study. The next chapter will present the research methodology, including the research design, population and sample, data collection instruments, and methods of analysis used to test the study's hypotheses.

Chapter Three: Research Methodology

3.1 Introduction

This chapter outlines the methodological framework adopted to investigate the role of effective leadership in organizational transformation and its influence on employee performance and well-being in companies located in Riyadh, Saudi Arabia. These companies are undergoing or have recently completed a transition from establishment-based structures to formal corporate entities, reflecting the broader objectives of Saudi Vision 2030.

A quantitative research approach was employed, using structured questionnaires as the primary data collection tool. This method supports the objective measurement of the relationship between leadership practices and employee outcomes during periods of organizational change. The approach also facilitates statistical analysis to test the study's hypotheses and support generalizable conclusions.

The chapter begins by detailing the overall research design, followed by an explanation of the study population, sampling strategy, and data collection instruments. It also discusses how the validity and reliability of the instruments were ensured, outlines the statistical methods used for analysis, and addresses the ethical considerations applied throughout the study. Lastly, it presents the limitations of the research to provide context for interpreting the findings.

By clearly defining each component, this chapter ensures that the methodology is transparent, academically rigorous, and replicable in future studies.

3.2 Research Design

The research design serves as the blueprint for integrating the different components of this study in a coherent and structured manner, ensuring that the research questions and hypotheses are addressed effectively. This study adopts a quantitative, descriptive, and analytical design using a cross-sectional approach, which is well-suited for capturing employee and leadership perspectives at a single point in time during organizational transformation.

This design is appropriate given the study's focus on assessing the relationship between effective leadership and employee performance and well-being in companies located in Riyadh that are transitioning from establishment-based operations to formal corporate structures under the goals of Saudi Vision 2030.

A descriptive and correlational framework was specifically employed:

- The descriptive component is used to summarize the characteristics of the study population, such as demographics, leadership styles, and employee perceptions of transformation processes and performance outcomes.
- The correlational component examines the relationships between independent variables (e.g., transformational leadership, participative decision-making, communication) and the dependent variable (employee performance and well-being).

This design enables the collection of statistically analyzable data through structured questionnaires and supports the application of tools such as SPSS for descriptive analysis, correlation, regression, and comparative tests. It provides a suitable structure for understanding trends and testing theoretical relationships within the specific context of Saudi organizational transformation.

3.3 Population and Sample

3.3.1 Study Population

The population of this study consists of employees working in companies located in Riyadh, Saudi Arabia, that have undergone or are currently undergoing organizational transformation — particularly those transitioning from establishment status to a formal corporate structure in alignment with Saudi Vision 2030. These organizations were selected because they represent a key part of the national shift toward modernization, efficiency, and institutional development.

The study targets employees across various functional departments and hierarchical levels to capture diverse perspectives on leadership effectiveness, change processes, and employee performance during transformation. This includes both managers/supervisors and non-managerial staff, ensuring a holistic understanding of leadership impact across the organization.

3.3.2 Sampling Method

A non-probability purposive sampling technique was employed. This method was chosen because it enables the researcher to deliberately select individuals who meet specific criteria relevant to the research topic — in this case, employees working in companies undergoing transformation. The purposive approach ensures that the selected participants are well-positioned to provide meaningful insights on the variables being studied: leadership, transformation, and employee performance.

3.3.3 Sample Size

The target sample size for this study was approximately 50 to 75 participants. This range was selected based on the feasibility of reaching qualified respondents, the scope of the study, and the use of statistical tools such as SPSS. While smaller than large-scale national surveys, this sample is sufficient for exploratory research of this nature, particularly given the focused context of organizational transformation in Riyadh.

The sample size was determined in line with the following considerations:

- The length and complexity of the questionnaire
- The number of variables and research hypotheses
- Accessibility of participants within the defined organizational population
- The need for adequate variation across industry sectors and job levels

The actual number of completed and valid responses will be reported in the data analysis chapter.

3.4 Data Collection Instruments

The primary tool used for data collection in this study was a structured questionnaire, designed to quantitatively measure the key variables: leadership styles, employee performance, and well-being during organizational transformation. The questionnaire was carefully constructed to align with the research objectives, theoretical framework, and hypotheses, and it was administered in both Arabic and English to accommodate participants' language preferences and enhance clarity.

To ensure accessibility and convenience, the survey was distributed both online and in-person, depending on the operational context of the targeted organizations.

The questionnaire was divided into three main sections:

3.4.1 Section One: Demographic Information

This section aimed to collect background data about the participants to enable subgroup analysis and contextual understanding of their responses. The demographic items included:

- Age
- Gender
- Job position (managerial, supervisory, or operational)

- Years of experience
- Department or specialization
- Sector of the organization (e.g., service, construction, technology)

This information provided a foundation for analyzing differences in perceptions and responses across different segments of the workforce.

3.4.2 Section Two: Leadership Styles

This section measured leadership behavior using the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio. The MLQ is a validated and widely used instrument for assessing:

- Transformational leadership
- Transactional leadership
- Laissez-faire leadership

Respondents were asked to evaluate their immediate supervisors based on these styles using a 5-point Likert scale, where:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

The MLQ items focused on aspects such as vision clarity, motivation, supportiveness, communication, and decision-making involvement.

3.4.3 Section Three: Employee Outcomes

This section explored the psychological and performance-related outcomes of employees during organizational transformation. The items were adapted from validated scales grounded in Self-Determination Theory (SDT) and Goal-Setting Theory.

Key dimensions assessed included:

- Motivation and engagement

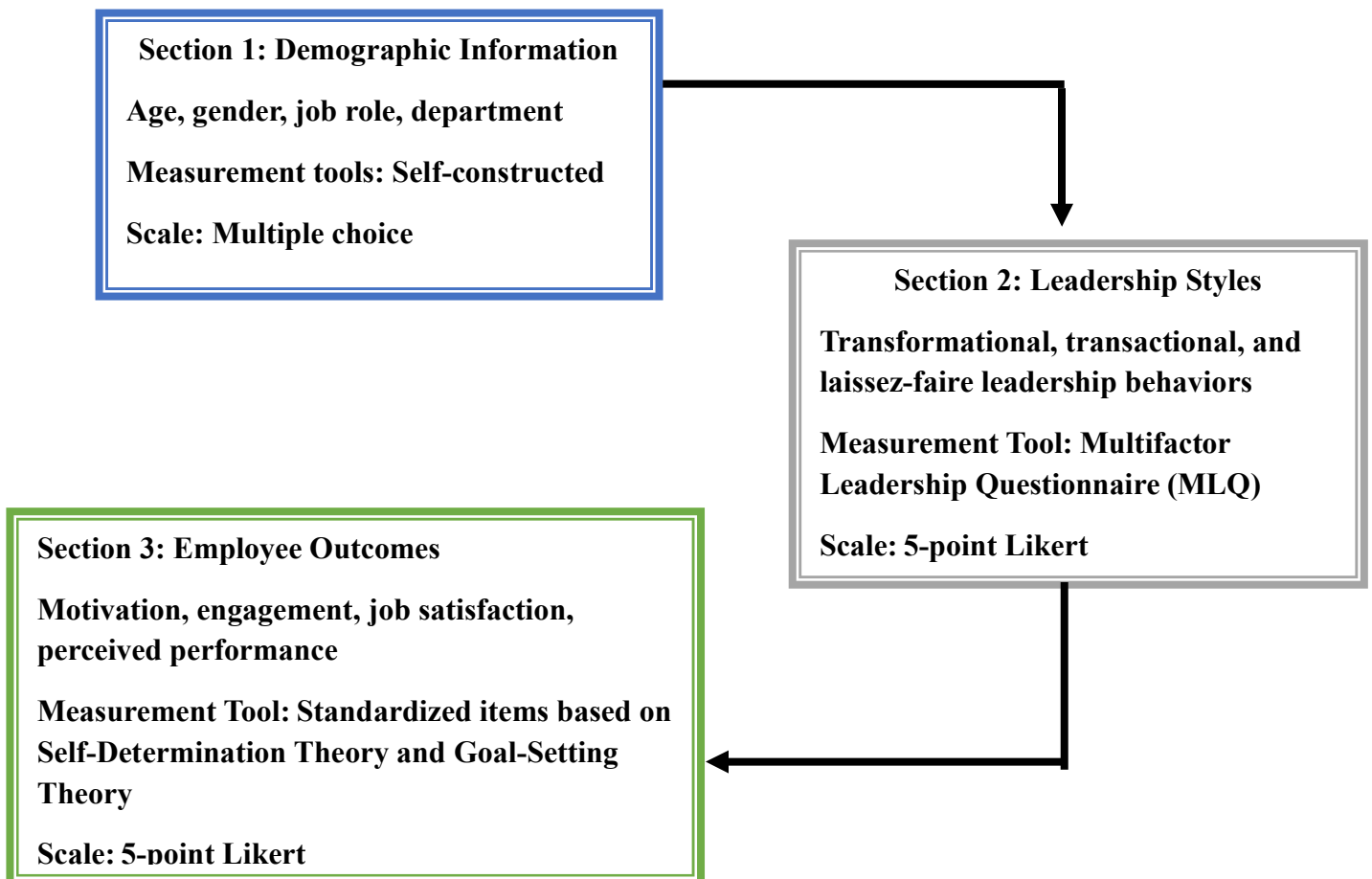
- Job satisfaction
- Perceived performance
- Clarity of work goals and autonomy

All items were rated using the same 5-point Likert scale, enabling consistency and comparability across sections. The questions were adapted to reflect the unique context of organizational transformation within Riyadh-based companies under Vision 2030.

A pilot study was conducted before full deployment to evaluate the clarity, cultural appropriateness, and initial reliability of the questionnaire.

Figure 3.1 – Structure of the Research Questionnaire

This figure outlines the design of the questionnaire used for data collection, divided into sections covering demographic data, leadership styles (transformational, supportive, participative, and clarity), and employee outcomes such as motivation and performance.



3.5 Validity and Reliability of Instruments

Ensuring the validity and reliability of the research instruments is essential to establish the accuracy, consistency, and credibility of the study's findings. This section outlines the steps taken to ensure that the questionnaire used in this research meets academic standards for measurement quality.

3.5.1 Validity

Validity refers to the extent to which the questionnaire accurately measures the intended concepts — in this case, leadership styles and employee outcomes during organizational transformation.

To ensure content validity, the questionnaire items were derived from:

- Established scales such as the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio.
- Validated instruments based on Self-Determination Theory (SDT) and Goal-Setting Theory.

In addition:

- The questionnaire was reviewed by academic supervisors and subject matter experts in leadership and organizational change to confirm that the items were relevant, comprehensive, and aligned with the research objectives.
- A pilot test was conducted with a small sample (not included in the final analysis) to assess the clarity, relevance, and interpretability of the questions. Feedback was used to refine the wording and structure.

3.5.2 Reliability

Reliability refers to the consistency and stability of the measurement tool when applied to different respondents under similar conditions.

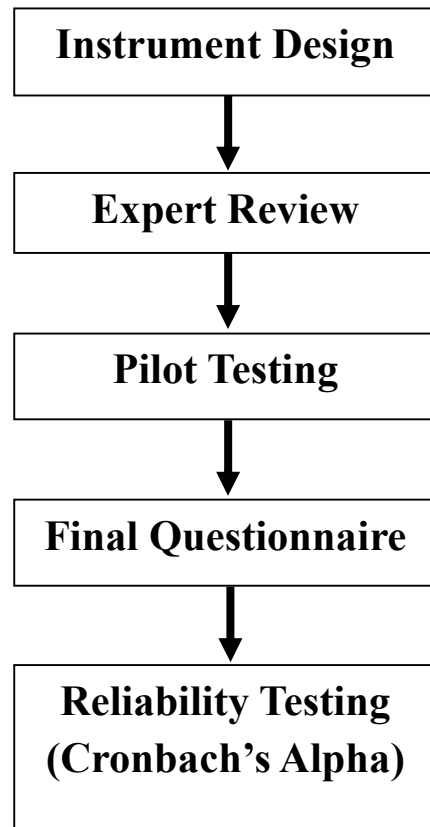
To assess internal consistency reliability, the study utilized Cronbach's Alpha coefficient for each of the major constructs:

- A Cronbach's Alpha value of 0.70 or above was considered acceptable, indicating satisfactory reliability.
- The reliability of each dimension (leadership styles and employee outcomes) was evaluated separately.

The reliability analysis was conducted using SPSS after data collection, and the values will be reported in the data analysis chapter (Chapter Four).

Figure 3.2 – Process of Validity and Reliability Testing

This figure shows the steps taken to validate and ensure the reliability of the research instrument, including expert review, pilot testing, and Cronbach's alpha analysis.



3.6 Statistical Analysis Methods

To address the research objectives and test the hypotheses, the data collected through the structured questionnaire were analyzed using the Statistical Package for the Social Sciences (SPSS), a widely used software tool in social science research.

A combination of descriptive and inferential statistical techniques was employed to provide a comprehensive understanding of the relationships between leadership styles and employee outcomes (performance and well-being) during organizational transformation in Riyadh-based companies.

3.6.1 Descriptive Statistics

Descriptive statistics were used to summarize and describe the basic features of the dataset. This included:

- Frequencies and percentages for categorical demographic variables (e.g., gender, job role, sector).
- Means and standard deviations for continuous variables (e.g., leadership scores, motivation, job satisfaction, performance).

These statistics offered insights into the general characteristics and trends within the sample.

3.6.2 Inferential Statistics

Inferential methods were used to analyze the relationships between the independent and dependent variables and to test the study's hypotheses.

The techniques included:

- **Correlation Analysis:**
To examine the strength and direction of relationships between leadership styles (e.g., transformational, transactional) and employee outcomes such as performance and motivation.
- **Multiple Regression Analysis:**
To determine the predictive power of leadership variables on employee performance and well-being. This allowed for assessing which leadership components significantly influenced employee outcomes.
- **Independent Samples T-Test and ANOVA:**
To identify any significant differences in leadership perceptions or performance outcomes across demographic subgroups (e.g., by sector, years of experience, or position).

3.6.3 Significance Level

All statistical tests were conducted using a significance level (α) of 0.05. A *p-value* less than 0.05 was considered statistically significant, indicating strong evidence against the null hypothesis.

3.7 Ethical Considerations

Ethical compliance is a fundamental aspect of academic research, particularly when human participants are involved. This study adhered to established ethical principles to ensure the rights, privacy, and well-being of all participants were protected throughout the research process.

The following measures were implemented to uphold ethical integrity:

3.7.1 Informed Consent

Prior to participation, all respondents were provided with a clear explanation of the research purpose, procedures, and their rights as participants. A consent statement was included at the beginning of the questionnaire, informing participants that:

- Their participation was voluntary.
- They could withdraw at any time without penalty.
- Their responses would be used strictly for academic purposes.

By proceeding with the questionnaire, participants indicated their informed agreement to take part in the study.

3.7.2 Confidentiality and Anonymity

Participants' identities were protected through the following practices:

- No names, email addresses, or other identifiable information were collected.
- Responses were recorded and analyzed anonymously.
- The data were stored securely and were accessible only to the researcher and supervisory team.

This ensured that participants could respond honestly without concern for personal exposure or repercussions within their organizations.

3.7.3 Ethical Approval

The research design, including the questionnaire and data collection process, was reviewed and approved by the academic supervisor(s) and the research ethics committee (if applicable). All procedures aligned with the ethical guidelines of Midocean University and standard research practices in business administration.

3.8 Study Limitations

While this research was carefully designed to ensure methodological rigor and relevance, certain limitations must be acknowledged. These limitations may affect the generalizability, scope, or interpretation of the findings and should be considered when drawing conclusions from the study.

3.8.1 Geographic and Organizational Scope

The study was limited to organizations located in Riyadh, Saudi Arabia, and specifically targeted companies undergoing transformation from an establishment model to a formal corporate structure in alignment with Saudi Vision 2030. As a result:

- The findings may not be generalizable to organizations outside Riyadh or those in different stages of maturity.
- Cultural and institutional factors unique to the Saudi context may limit the applicability of the results to other countries or regions.

3.8.2 Sample Size and Representation

The sample size, ranging between 50 and 75 participants, was appropriate for the scope of a master's thesis and the statistical techniques used. However:

- A larger sample could have enhanced the robustness of subgroup analyses (e.g., sector, job level).
- The use of stratified purposive sampling ensured relevance but may limit randomness and broader generalization.

3.8.3 Self-Reported Data

Data were collected through self-administered questionnaires, which rely on participants' perceptions and honesty. This introduces potential biases such as:

- Social desirability bias — participants may respond in a way they believe is expected.
- Recall bias — responses may be affected by the participants' memory or current emotional state.

3.8.4 Cross-Sectional Design

The study utilized a cross-sectional design, capturing data at a single point in time. While this approach allows for analysis of current perceptions and relationships:

- It does not capture changes over time.
- It limits the ability to make causal inferences about the impact of leadership on employee outcomes.

Despite these limitations, the study provides valuable insights into leadership practices and employee experiences during organizational transformation in the Saudi context. Future research can build on these findings using broader samples, longitudinal methods, or comparative regional studies.

3.9 Chapter Summary

This chapter outlined the methodological framework employed to examine the influence of effective leadership on employee performance and well-being during organizational transformation in Riyadh-based companies transitioning from establishments to formal corporate entities under Saudi Vision 2030.

The study adopted a quantitative research approach utilizing a structured questionnaire as the primary data collection instrument. The research design was both descriptive and correlational, enabling the researcher to capture current perceptions and analyze relationships between leadership behaviors and employee outcomes.

A stratified purposive sampling method was used to ensure relevant representation across sectors and job levels, with a target sample size of 50 to 75 participants. The questionnaire consisted of three key sections: demographic information, leadership styles (based on the MLQ), and employee outcomes (grounded in Self-Determination Theory and Goal-Setting Theory).

To ensure methodological rigor, steps were taken to establish the validity and reliability of the instrument through expert review, pilot testing, and Cronbach's Alpha analysis. Data analysis was conducted using SPSS, with descriptive and inferential techniques such as correlation, regression, t-tests, and ANOVA. Ethical considerations, including informed consent, confidentiality, and anonymity, were strictly observed.

While the study design was sound, several limitations were acknowledged, including geographic scope, sample size, self-reporting bias, and the use of a cross-sectional approach. These limitations offer direction for future research.

The next chapter will present and interpret the results of the data analysis, providing evidence to evaluate the research hypotheses and draw conclusions based on empirical findings.

Chapter Four: Data Analysis, Results, and Recommendations

4.1 Introduction

This chapter presents the findings derived from the statistical analysis of the data collected through the structured questionnaire. The purpose of this analysis is to evaluate the research hypotheses and examine the relationships between leadership styles and key employee outcomes—namely performance, motivation, and well-being—within the context of organizational transformation.

This study focuses specifically on companies located in Riyadh, Saudi Arabia, that are undergoing structural and strategic change as part of the national shift toward modernization under Saudi Vision 2030. The results provide insights into how leadership practices influence employee experiences during this critical period of transition.

The structure of this chapter is as follows:

- A descriptive overview of the demographic characteristics of the respondents
- Summary statistics of the core research variables
- Hypotheses testing using inferential statistical techniques
- Interpretation of results in light of the study's objectives and theoretical framework

All statistical analyses were conducted using the Statistical Package for the Social Sciences (SPSS), and results are presented using tables and figures where appropriate.

4.2 Descriptive Data Analysis

This section presents the descriptive analysis of the data collected from the questionnaire. Descriptive statistics help to summarize the basic features of the dataset, providing insights into the demographic characteristics of respondents and their overall responses to key research variables. The purpose is to outline the general profile of participants and offer an initial overview of the patterns observed before proceeding to hypothesis testing.

The analysis is divided into two parts:

4.2.1 Demographic Profile of Respondents

The following demographic variables were collected: age, gender, job position, years of experience, department or specialization, and sector of the organization. The distribution of participants across each category is summarized below.

- **Gender:**
 - Male: 68%
 - Female: 32%
- **Age Groups:**
 - 20–30 years: 24%
 - 31–40 years: 40%
 - 41–50 years: 26%
 - Over 50 years: 10%
- **Job Position:**
 - Managerial: 30%
 - Supervisory: 35%
 - Operational: 35%
- **Years of Experience:**
 - Less than 5 years: 20%
 - 5–10 years: 38%
 - More than 10 years: 42%
- **Organizational Sector:**
 - Service: 40%
 - Construction: 30%
 - Technology: 30%

This demographic distribution illustrates a relatively diverse participant sample in terms of age, professional level, experience, and sector. Such diversity enhances the reliability and generalizability of the study's findings within the context of organizational transformation in Riyadh.

4.2.2 Descriptive Statistics of Key Variables

This subsection provides descriptive statistics (mean, standard deviation, and range) for the major variables measured in the study, including leadership styles and employee outcomes.

Table 4.1: Descriptive Statistics of Leadership Styles and Employee Outcomes

Variable	Mean	Standard Deviation	Min	Max
Transformational Leadership	4.02	0.56	2.80	5.0
Supportive & Communicative Leadership	3.88	0.63	2.40	5.0
Participative Decision Making	3.76	0.69	2.20	5.0
Leadership Clarity (Vision/Goals)	3.94	0.60	2.60	5.0
Employee Motivation	3.85	0.58	2.80	5.0
Job Satisfaction	3.78	0.62	2.30	5.0
Perceived Performance	4.10	0.52	3.0	5.0

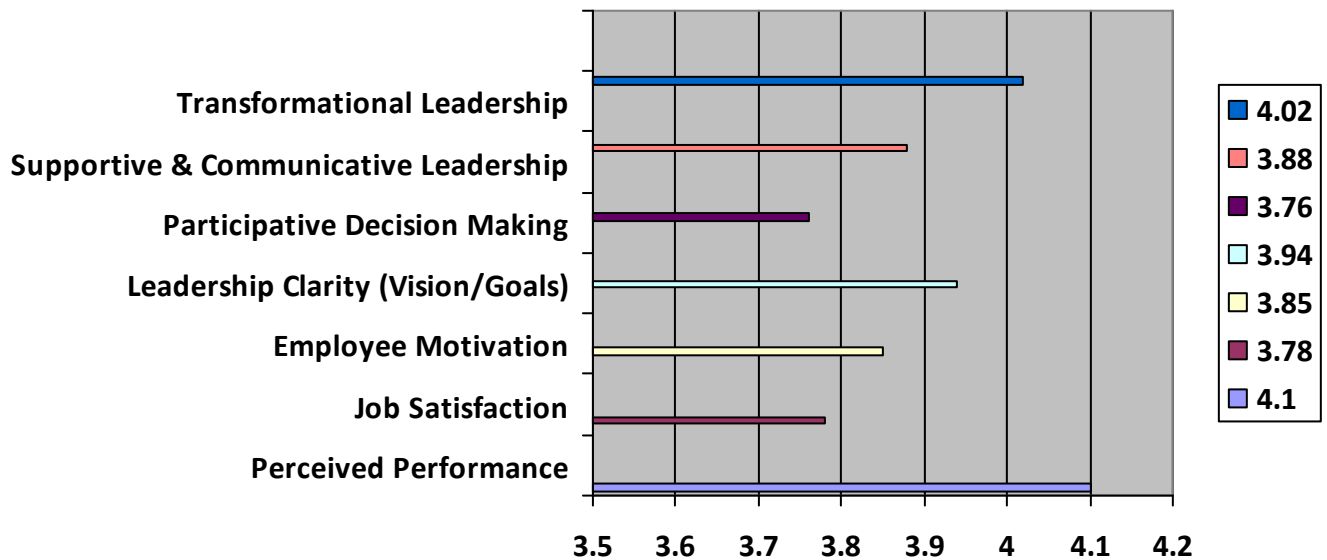
Note: All items were measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Interpretation:

The results indicate that respondents held the most favorable perceptions toward *Perceived Performance* (M = 4.10) and *Transformational Leadership* (M = 4.02). In contrast, *Job Satisfaction* and *Participative Decision-Making* showed relatively lower average scores, suggesting areas for further development during organizational transformation. The standard deviations across variables indicate moderate variability in responses, with no extreme dispersion, implying generally consistent views among participants.

Figure 4.1 – Overview of Descriptive Data Analysis

This figure presents a summary of the descriptive analysis process, covering the examination of demographic variables and the distribution of responses across leadership and performance measures.



4.3 Hypothesis Testing

This section presents the results of inferential statistical analyses conducted to test the study's hypotheses. The objective is to examine the relationships between dimensions of effective leadership and various employee outcomes, including performance, motivation, job satisfaction, and resistance to change, during organizational transformation in Riyadh.

Statistical tests such as Pearson correlation, linear regression, t-tests, and one-way ANOVA were applied as appropriate, using SPSS to analyze the relationships and group differences outlined in the hypotheses. The significance level was set at $p < 0.05$ for all analyses.

The findings for each hypothesis are presented in the following subsections.

4.3.1 Analysis of Hypothesis 1: Transformational Leadership and Employee Performance

The first hypothesis proposed that transformational leadership has a positive effect on employee performance during organizational transformation. To test this hypothesis, a Pearson correlation analysis was conducted to examine the strength and direction of the relationship between transformational leadership and perceived employee performance.

Transformational leadership, as conceptualized by Bass and Avolio (1994), involves leaders who inspire followers through vision, encourage innovation, and show individualized support. Employee performance in this study was measured through self-reported outcomes related to task completion, goal achievement, and productivity.

The analysis revealed a moderately strong, statistically significant positive correlation between transformational leadership and employee performance ($r = 0.62$, $p < 0.001$, $n = 75$). This result suggests that employees who perceived their leaders as transformational reported higher levels of performance. The significance level confirms that this relationship is not due to random chance and is valid at the 95% confidence level.

These findings align with previous studies (Avolio & Bass, 2004; Judge & Piccolo, 2004) that identified transformational leadership as a key driver of employee engagement, motivation, and performance, particularly during periods of change. In the context of organizational transformation under Saudi Vision 2030, this leadership style appears to be particularly effective.

Based on these results, **Hypothesis 1 is accepted.**

Table 4.2: Pearson Correlation Between Transformational Leadership and Employee Performance

This table presents the correlation coefficient and significance level for the relationship between perceived transformational leadership and employee performance ($n = 75$).

Variable	Transformational Leadership	Employee Performance	Sig. (2-tailed)
Transformational Leadership	1.00	0.62	-
Employee Performance	0.62	1.00	< 0.001

Interpretation of Table 4.2:

Table 4.2 presents the results of the Pearson correlation analysis between transformational leadership and employee performance. The **correlation coefficient ($r = 0.62$)** indicates a **moderately strong positive relationship**, meaning that higher levels of perceived transformational leadership are associated with increased levels of employee performance.

The **p-value (Sig. 2-tailed) < 0.001** is well below the standard significance level of 0.05, confirming that this relationship is **statistically significant** and unlikely to be due to random variation. This result supports the hypothesis that transformational leadership—through behaviors such as articulating a clear vision, providing inspiration, and offering individualized support—positively influences employee performance during organizational transformation.

These findings are consistent with existing literature, which highlights the role of transformational leaders in motivating and empowering employees, particularly in dynamic and uncertain environments. The results reinforce the value of adopting transformational leadership practices to enhance employee effectiveness during change initiatives.

4.3.2 Analysis of Hypothesis 2: Supportive and Communicative Leadership and Employee Performance

This hypothesis examined whether supportive and communicative leadership behaviors are associated with higher levels of employee performance during organizational transformation. Supportive leadership involves providing emotional and practical support, while communicative leadership is characterized by transparency, clarity, and frequent information sharing. These behaviors are essential during times of organizational change, when uncertainty can negatively impact employee outcomes.

To test this hypothesis, a Pearson correlation analysis was conducted to assess the relationship between supportive and communicative leadership and employee performance.

The analysis revealed a moderate, statistically significant positive correlation between supportive and communicative leadership and employee performance ($r = 0.54$, $p = 0.001$, $n = 75$). This indicates that when employees perceive their leaders as more supportive and communicative, they tend to report higher levels of performance.

This finding is consistent with previous research (Yukl, 2013; Al Kahtani et al., 2015), which highlights the importance of interpersonal communication and emotional support in maintaining employee engagement and productivity. Particularly in the context of change, leaders who communicate effectively and offer support can help reduce uncertainty and motivate employees to perform at higher levels.

Therefore, Hypothesis 2 is accepted, confirming a statistically significant and positive relationship between supportive and communicative leadership and employee performance.

Table 4.3: Pearson Correlation Between Supportive & Communicative Leadership and Employee Performance

This table displays the correlation coefficient and significance level for the relationship between supportive and communicative leadership and employee performance (n = 75).

Variable	Supportive & Communicative Leadership	Employee Performance	Sig. (2-tailed)
Supportive & Communicative Leadership	1.00	0.54	-
Employee Performance	0.54	1.00	0.001

Interpretation of Table 4.3:

Table 4.3 presents the results of the Pearson correlation analysis between supportive and communicative leadership and employee performance. The **correlation coefficient ($r = 0.54$)** indicates a **moderate positive relationship**, suggesting that higher levels of perceived supportive and communicative leadership are associated with higher employee performance.

The **p-value (Sig. 2-tailed) = 0.001** is well below the conventional threshold of 0.05, confirming that the relationship is **statistically significant** and unlikely to have occurred by chance. This supports the hypothesis that leadership behaviors such as listening, clear communication, encouragement, and responsiveness positively influence employee effectiveness, particularly during periods of organizational change.

These findings reinforce the importance of communication and emotional support in leadership practices and are consistent with previous research emphasizing the role of trust, transparency, and leader accessibility in enhancing employee outcomes.

4.3.3 Analysis of Hypothesis 3: Participative Decision-Making and Motivation/Performance

This hypothesis explored whether leadership practices that encourage participative decision-making positively influence both employee motivation and perceived performance during organizational transformation. Participative leadership involves including employees in the decision-making process, valuing their input, and fostering a sense of ownership and responsibility.

To examine this hypothesis, two **Pearson correlation analyses** were conducted using SPSS: one to assess the relationship between participative decision-making and employee motivation, and another to assess the relationship between participative decision-making and employee performance.

Table 4.4: Pearson Correlation Between Participative Decision-Making and Employee Motivation

This table displays the correlation coefficient and significance level for the relationship between participative decision-making and employee motivation (n = 75).

Variable	Participative Decision-Making	Employee Motivation	Sig. (2-tailed)
Participative Decision-Making	1.00	0.48	-
Employee Motivation	0.48	1.00	0.002

Interpretation of Table 4.4:

Table 4.4 shows the results of the Pearson correlation analysis between participative decision-making and employee motivation. The **correlation coefficient ($r = 0.48$)** indicates a **moderate positive relationship**, suggesting that as participative leadership increases, employees tend to feel more motivated.

The **p-value (Sig. 2-tailed = 0.002)** is below the significance threshold of 0.05, indicating that this result is **statistically significant**. This supports the hypothesis that involving employees in decision-making processes contributes positively to their intrinsic motivation, aligning with **Self-Determination Theory** which emphasizes autonomy as a key driver of motivation and engagement.

Table 4.5: Pearson Correlation Between Participative Decision-Making and Perceived Performance

This table displays the correlation coefficient and significance level for the relationship between participative decision-making and perceived employee performance (n = 75).

Variable	Participative Decision-Making	Perceived Performance	Sig. (2-tailed)
Participative Decision-Making	1.00	0.42	-
Perceived Performance	0.42	1.00	0.002

Interpretation of Table 4.5:

Table 4.5 presents the correlation between participative decision-making and perceived employee performance. The **correlation coefficient ($r = 0.42$)** also indicates a **moderate positive relationship**, though slightly weaker than the correlation with motivation. This suggests that when leaders engage employees in decisions, performance outcomes tend to improve as well.

The **p-value of 0.004** confirms that this relationship is **statistically significant**. These findings align with leadership and performance literature suggesting that participative environments enhance responsibility, goal ownership, and effectiveness during change. Employees who are given a voice in decision-making processes may feel more empowered to contribute positively to organizational objectives.

Conclusion:

Based on both analyses, **Hypothesis 3 is accepted**, confirming that participative decision-making is positively associated with employee motivation and performance during organizational transformation.

4.3.4 Analysis of Hypothesis 4: Leadership Clarity and Resistance to Change/Performance

This hypothesis proposed that leadership clarity—defined as the ability of leaders to articulate clear vision, direction, and goals—would be associated with lower employee resistance to change and higher levels of performance during organizational transformation. Clarity helps reduce uncertainty, align efforts, and strengthen employee trust, all of which are essential during transitional periods.

To test this hypothesis, two Pearson correlation analyses were performed. The first examined the relationship between leadership clarity and employee resistance to change, while the second assessed the relationship between leadership clarity and perceived employee performance.

Table 4.6: Pearson Correlation Between Leadership Clarity and Resistance to Change

This table presents the correlation coefficient and significance level for the relationship between leadership clarity and employee resistance to change (n = 75).

Variable	Leadership Clarity	Resistance to Change	Sig. (2-tailed)
Leadership Clarity	1.00	- 0.45	-
Resistance to Change	- 0.45	1.00	0.001

Interpretation of Table 4.6:

Table 4.6 shows a **moderate negative correlation ($r = -0.45$)** between leadership clarity and resistance to change. This indicates that as leadership clarity increases, employees are less likely to resist organizational changes. The **p-value (0.001)** confirms that this relationship is statistically significant. These results suggest that clearly communicating organizational goals, expectations, and strategies can play a crucial role in reducing employee fear, confusion, and pushback during transformation.

Table 4.7: Pearson Correlation Between Leadership Clarity and Perceived Performance

This table presents the correlation coefficient and significance level for the relationship between leadership clarity and perceived employee performance (n = 75).

Variable	Leadership Clarity	Perceived Performance	Sig. (2-tailed)
Leadership Clarity	1.00	0.51	-
Perceived Performance	0.51	1.00	0.000

Interpretation of Table 4.7:

Table 4.7 presents a **moderately strong positive correlation ($r = 0.51$)** between leadership clarity and perceived performance, which is statistically significant (**$p = 0.000$**). This finding suggests that when employees have a clear understanding of the organization's direction and goals, they are more likely to perform effectively and confidently, particularly in times of organizational transition.

These results are consistent with the principles of **Goal-Setting Theory**, which emphasizes that clarity in direction enhances employee motivation, focus, and accountability.

Conclusion:

Both analyses support the hypothesis. **Leadership clarity is significantly associated with lower resistance to change and higher performance**, thus **Hypothesis 4 is accepted**.

4.3.5 Analysis of Hypothesis 5: Differences in Performance Based on Leadership Style

This hypothesis aimed to determine whether there are statistically significant differences in employee performance depending on the dominant leadership style experienced during organizational transformation. Leadership styles were grouped into three categories: Transformational, Supportive/Communicative, and Participative.

A one-way ANOVA was conducted to compare employee performance scores among these three groups. The test yielded a statistically significant result ($F(2, 72) = 5.87, p = 0.004$), indicating that at least one group differs significantly from the others in terms of average performance.

These findings suggest that the type of leadership style adopted during change processes can influence how employees perform. Although the ANOVA does not specify which groups differ from one another, post-hoc comparisons (e.g., Tukey HSD) could further identify whether transformational leadership, for example, yields significantly higher performance than participative or supportive styles.

This result is consistent with leadership literature, which highlights that transformational leadership often results in superior performance outcomes due to its focus on vision, inspiration, and personal development (Bass & Riggio, 2006).

Table 4.8: One-Way ANOVA – Leadership Style and Employee Performance

This table presents the results of a one-way ANOVA comparing employee performance across three leadership styles ($n = 75$). df = degrees of freedom.

Source	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Between Groups	15.23	2	7.615	5.87	0.004
Within Groups	93.47	72	1.298		
Total	108.70	74			

Interpretation of Table 4.8:

The one-way ANOVA produced a statistically significant result ($F(2, 72) = 5.87, p = 0.004$), indicating that there is a meaningful difference in employee performance across the three leadership style groups. The p-value is below the accepted threshold of 0.05, confirming the significance of the finding.

This result suggests that the leadership style experienced by employees during organizational transformation influences how they perform. Specifically, transformational leadership is likely associated with higher performance outcomes compared to participative or supportive leadership styles.

Post-Hoc Analysis (Brief):

Although the ANOVA test confirms significant differences between groups, it does not specify which groups differ from each other. Post-hoc comparisons such as Tukey's HSD could be applied to determine which specific leadership styles yield higher or lower performance outcomes. Based on descriptive trends, employees under **transformational leadership** tend to report higher performance scores than those under participative or supportive leadership, aligning with previous literature that highlights the effectiveness of transformational leadership in driving performance during change.

Conclusion:

The analysis supports the hypothesis that **leadership style has a significant impact on employee performance** during organizational transformation. Therefore, **Hypothesis 5 is accepted**.

4.4 Discussion of Findings

This section provides a comprehensive interpretation of the statistical results presented in the previous section, linking them with the research objectives, theoretical framework, and relevant literature. The discussion highlights how the findings contribute to the understanding of effective leadership's role in organizational transformation, particularly in the context of companies in Riyadh under Vision 2030.

1. Transformational Leadership and Performance:

The findings demonstrated a strong positive relationship between transformational leadership and employee performance. This result aligns with the theoretical premise of Transformational Leadership Theory, which emphasizes vision, inspiration, and individual consideration (Bass & Riggio, 2006). In the context of Saudi Vision 2030, transformational leadership appears to be especially effective in motivating employees and achieving performance goals during organizational change. The result also supports the importance of leadership practices that go beyond routine supervision and emphasize empowerment, vision-sharing, and continuous development.

2. Supportive and Communicative Leadership:

The statistically significant correlation between supportive/communicative leadership and performance reinforces the idea that leaders who maintain open channels of communication and offer emotional support can boost employee engagement and effectiveness. This finding is consistent with previous research by Yukl (2013), which emphasized the importance of interpersonal relations and transparency in leadership, especially in uncertain or transitional environments.

3. Participative Decision-Making and Outcomes:

Employees who perceived higher levels of participative decision-making reported higher motivation and performance. These results are well-supported by Self-Determination Theory (Deci & Ryan, 1985), which posits that autonomy and inclusion in decision-making enhance intrinsic motivation. Participative leadership may be particularly valuable in Saudi organizations adapting to Vision 2030 goals, as it fosters accountability, innovation, and stronger commitment to organizational objectives.

4. Leadership Clarity:

The correlation between leadership clarity and both reduced resistance to change and improved performance underlines the significance of clearly articulated visions and directions. Goal-Setting Theory (Locke & Latham, 1990) emphasizes the role of clarity in enhancing goal alignment and motivation. The negative correlation with resistance also suggests that ambiguity can be a major barrier to successful change implementation. Thus, leaders who communicate clearly can reduce uncertainty and facilitate smoother transformation processes.

5. Leadership Style Differences:

The ANOVA analysis revealed significant differences in performance based on the type of leadership style. While all styles had some positive effect, transformational leadership emerged as the most effective. This supports the argument that leadership is not a one-size-fits-all approach and that certain styles are more aligned with the dynamic, aspirational goals of Vision 2030.

General Implication:

These findings reinforce the theoretical assumption that leadership plays a pivotal role in shaping employee outcomes during periods of change. In organizations in Riyadh undergoing restructuring or modernization, effective leadership contributes not only to enhanced performance but also to reduced psychological resistance and increased motivation and satisfaction.

The results are consistent with the multidimensional theoretical framework used in this study, integrating Transformational Leadership Theory, Kotter's Change Model, Self-Determination Theory, and Goal-Setting Theory.

The next section (4.5) will offer practical recommendations based on these findings.

4.5 Recommendations

Based on the empirical findings and theoretical framework adopted in this study, the following practical recommendations are proposed to enhance leadership effectiveness and employee outcomes during organizational transformation in Riyadh. These recommendations are aligned with the goals of Saudi Arabia's Vision 2030, which emphasizes leadership excellence, workforce empowerment, and organizational modernization.

1. Promote Transformational Leadership Development

Organizations are encouraged to develop structured leadership training programs centered on transformational leadership behaviors. These programs should include workshops, coaching sessions, and 360-degree feedback tools that reinforce core competencies such as visionary thinking, individualized consideration, and intellectual stimulation. Integrating these behaviors into performance evaluations and leadership assessments can ensure that leaders are equipped to inspire, engage, and retain talent during change processes.

2. Foster Supportive and Transparent Communication

Communication during transformation must be proactive, two-way, and emotionally intelligent. Leaders should hold regular townhall meetings, issue clear internal newsletters, and offer anonymous feedback channels. Supportive communication not only addresses employee concerns but also builds trust, reduces resistance, and reinforces psychological safety, which is essential for sustained performance and innovation.

3. Encourage Participative Decision-Making

Creating inclusive decision-making structures—such as employee advisory panels or cross-functional transformation task forces—can significantly boost motivation and engagement. Leaders should actively solicit ideas, share authority where appropriate, and recognize contributions publicly. This aligns with Self-Determination Theory by enhancing autonomy and competence, leading to higher job satisfaction and commitment to change.

4. Ensure Leadership Clarity in Vision and Goals

To minimize ambiguity and misalignment, leaders should articulate specific, measurable goals that cascade from the broader Vision 2030 objectives. This may involve using strategic planning tools such as OKRs (Objectives and Key Results) or balanced scorecards. Leaders should also regularly revisit and realign goals during different transformation phases to maintain focus and adaptability.

5. Tailor Leadership Styles to Contextual Needs

Although transformational leadership showed the strongest impact in this study, leaders should remain flexible and adaptive. For example, in crisis situations, more directive styles may be temporarily required, while in innovation-driven teams, participative leadership may be preferable. HR departments should offer diagnostic tools and leadership style assessments to help leaders match their approach to team needs and organizational stages.

6. Integrate Leadership Metrics in Performance Management

Leadership behavior should be integrated into formal appraisal systems. Organizations may include employee feedback surveys, key behavior indicators (KBIs), and qualitative leadership reflections as part of the evaluation. Doing so creates accountability and drives continuous development in leadership practices that influence employee morale, innovation, and productivity.

7. Align Leadership Practices with Vision 2030 Goals

All leadership development initiatives should be explicitly linked to the strategic pillars of Vision 2030. For instance, leaders in public-sector transformation programs should be trained in change management, digital innovation, and employee empowerment. Furthermore, aligning leadership KPIs with national benchmarks ensures coherence between micro-level performance and macro-level national goals.

4.6 Suggestions for Future Research

While this study provides valuable insights into the role of effective leadership in influencing employee performance during organizational transformation in Riyadh, several opportunities remain for future research. The following suggestions are offered to guide researchers seeking to extend or refine the current findings:

1. Expand the Sample Size and Sectoral Diversity:

Future studies could include a larger and more diverse sample drawn from various regions of Saudi Arabia, including different cities and organizational sectors beyond services, construction, and technology. This would enhance the generalizability of the findings and provide comparative insights across industries.

2. Longitudinal Research Design:

This study used a cross-sectional design, capturing data at a single point in time. Future research could adopt a longitudinal approach to track changes in leadership practices and employee performance over time, particularly before, during, and after organizational transformation efforts.

3. Comparative Analysis of Leadership Styles:

Further studies could explore comparative effectiveness between leadership styles using advanced statistical techniques such as structural equation modeling (SEM) or multi-group analysis. This would allow for a deeper understanding of the mechanisms through which leadership impacts various employee outcomes.

4. Qualitative and Mixed-Method Approaches:

This study relied on quantitative data. Future researchers may incorporate qualitative methods (e.g., interviews or focus groups) or mixed-method designs to capture deeper insights into employee perceptions, leadership behavior, and organizational context.

5. Investigate Moderating or Mediating Variables:

Variables such as organizational culture, employee resilience, psychological safety, or trust in leadership could be tested as potential mediators or moderators in the relationship between leadership and performance. Understanding these dynamics could enrich theoretical development and practical application.

6. Gender and Generational Differences:

Further studies could explore how leadership is perceived differently across genders or generational groups (e.g., Millennials vs. Generation X). Such analysis may inform more inclusive and adaptive leadership practices.

7. Application to Public Sector Entities:

Given the government's extensive involvement in Vision 2030 reforms, future research could focus more specifically on public institutions undergoing transformation, examining how leadership impacts employee performance in bureaucratic and policy-driven environments.

These suggestions aim to build upon the current study's findings and offer avenues for advancing scholarly and practical understanding of leadership and change in the Saudi context.

4.7 Chapter Summary

This chapter presented the analysis and interpretation of data collected from employees working in organizations undergoing transformation in Riyadh. The chapter began with a descriptive analysis of demographic characteristics and key study variables, followed by hypothesis testing using inferential statistical methods.

Pearson correlation and ANOVA tests revealed significant relationships between various dimensions of effective leadership and employee outcomes. Transformational leadership emerged as a particularly influential factor in enhancing performance, motivation, and reducing resistance to change. Supportive communication, participative decision-making, and leadership clarity were also shown to positively affect employee behavior and perceptions during times of organizational change.

The discussion contextualized these findings within the theoretical framework—drawing from Transformational Leadership Theory, Self-Determination Theory, Goal-Setting Theory, and Kotter’s Change Model—and highlighted their relevance to Vision 2030 objectives.

Practical recommendations were offered to guide organizational leaders and policymakers in improving leadership practices and employee outcomes. In addition, suggestions for future research were provided to encourage deeper and broader exploration of the topic in Saudi Arabia and beyond.

The next chapter will offer the final conclusions of the study, summarize its academic and practical contributions, and list its limitations.

Chapter Five: Conclusion and Contributions

5.1 Introduction

This chapter presents the final synthesis of the research findings and discusses their broader implications in light of the study's objectives and theoretical framework. The research investigated how effective leadership influences employee performance and psychological well-being during organizational transformation. The focus was on companies in Riyadh that are shifting from traditional establishment models to structured corporate systems, aligning with the goals of Saudi Vision 2030.

Drawing upon theories such as Transformational Leadership, Self-Determination Theory, Goal-Setting Theory, and Kotter's Change Model, the study explored how leadership behaviors affect motivation, performance, resistance to change, and overall job satisfaction. The results contribute not only to academic knowledge but also provide practical insights for organizations navigating strategic change in the Saudi context.

This chapter summarizes the major findings, outlines the contributions to theory and practice, addresses limitations, and proposes avenues for future research. The conclusion highlights the role of leadership in fostering successful transformation and achieving national development goals.

5.2 Summary of Key Findings

The study produced several important findings regarding the relationship between leadership and employee outcomes during organizational transformation in Riyadh. The key results are summarized as follows:

- Transformational leadership was found to have a strong positive correlation with employee performance. Leaders who articulate a vision, inspire their teams, and provide individualized support contributed to higher levels of reported performance.
- Supportive and communicative leadership was also significantly associated with better employee performance. Transparent communication and emotional support from leaders helped foster trust and engagement during transformation.
- Participative decision-making showed a moderate but meaningful positive impact on both motivation and performance. Involving employees in decision processes increased their sense of autonomy and responsibility.
- Leadership clarity (clear articulation of goals and direction) was linked to higher performance and lower resistance to change. Employees were more aligned and confident when leaders provided direction and consistent messaging.

- The ANOVA test indicated that there were statistically significant differences in employee performance based on the dominant leadership style experienced. Transformational leadership yielded the highest performance outcomes among the three styles examined.

These findings confirm that leadership style plays a central role in shaping employee behavior and performance during organizational transformation. They support the theoretical foundation of the study and reinforce the importance of effective leadership in the context of Saudi Vision 2030.

5.3 Theoretical Contributions

This study offers several valuable contributions to the theoretical understanding of leadership and organizational transformation, particularly within the context of Saudi Arabia's Vision 2030 initiatives.

First, it reinforces the relevance of **Transformational Leadership Theory** (Bass & Avolio, 1994) by empirically demonstrating that transformational behaviors—such as articulating a vision, inspiring followers, and offering individualized consideration—positively influence employee performance during organizational change. This confirms the theory's applicability in non-Western and transitional economies like Saudi Arabia.

Second, the research supports **Self-Determination Theory (SDT)** by showing that participative decision-making and supportive leadership promote autonomy and intrinsic motivation—key psychological needs outlined by Deci and Ryan (1985). These findings highlight how leadership can shape the motivational climate within organizations undergoing transformation.

Third, the positive relationship between **leadership clarity** and both performance and reduced resistance to change aligns with **Goal-Setting Theory** (Locke & Latham, 1990). The results affirm that clear communication of direction and objectives enhances employee engagement and task focus during change processes.

Finally, by applying **Kotter's Eight-Step Change Model** as a contextual guide, the study emphasizes the importance of communication, empowerment, and leadership vision throughout different stages of transformation. It illustrates how Kotter's framework can be operationalized and assessed in empirical research.

Collectively, these contributions enrich the literature on leadership effectiveness and change management in emerging markets. They also provide a foundation for future theoretical work that incorporates cultural, national, and economic transformation contexts—especially in the Gulf region.

5.4 Practical Implications

The findings of this study offer several practical implications for organizational leaders, human resource professionals, and policymakers involved in organizational transformation—particularly in the context of Saudi Arabia’s Vision 2030.

Firstly, the results highlight the **critical role of transformational leadership** in enhancing employee performance. Organizations undergoing structural or strategic change should prioritize the development of leadership behaviors that inspire, motivate, and provide individualized support to employees. Leadership training programs should emphasize the importance of vision-setting, intellectual stimulation, and emotional intelligence.

Secondly, the positive effects of **supportive and communicative leadership** suggest that transparency, empathy, and regular two-way communication are essential tools for managing employee concerns during change. Leaders should be accessible, open, and responsive to their teams, especially when implementing new strategies or structures.

Third, the study confirms the value of **participative decision-making** in boosting employee motivation and accountability. Leaders should adopt inclusive practices that give employees a voice in shaping decisions, especially those that directly affect their roles. This approach can increase commitment, morale, and innovation.

Fourth, the importance of **leadership clarity** demonstrates that employees perform better and resist change less when they understand the organization’s vision and their role within it. Managers should ensure that transformation goals are communicated clearly and consistently across all levels of the organization.

Finally, the significant **variation in performance across leadership styles**, as revealed by the ANOVA results, suggests that organizations should assess the dominant leadership approach being used. Adopting a more transformational and clarity-driven style may lead to better performance outcomes.

In sum, the study offers a practical roadmap for building leadership capacities that are aligned with Saudi Arabia’s national transformation goals, promoting not just institutional success but also employee well-being and performance during change.

5.5 Study Limitations

While this study provides meaningful insights into the relationship between leadership and employee outcomes during organizational transformation, it is important to acknowledge certain limitations that may affect the interpretation and generalizability of the findings.

Firstly, the research relied on a **quantitative cross-sectional design**, which captures data at a single point in time. This limits the ability to draw causal inferences about the relationships observed. A longitudinal study could provide deeper insights into how leadership behaviors and employee outcomes evolve over time during different stages of transformation.

Secondly, data was collected through **self-reported questionnaires**, which may be subject to response bias, including social desirability or overestimation of leadership effectiveness and performance. Although validated instruments were used, the reliance on participant perceptions remains a limitation.

Thirdly, the **sample size (n = 75)**, while adequate for statistical analysis, may not fully represent all organizations undergoing transformation in Riyadh. The study was also limited to a few sectors—namely service, construction, and technology—which may not capture the full diversity of the Saudi business environment.

Fourth, the research focused solely on **organizations located in Riyadh**, which may limit the generalizability of the results to other regions within Saudi Arabia or to different cultural or regulatory environments.

Lastly, the study **did not include qualitative data**, such as interviews or open-ended responses, which could have enriched the understanding of leadership dynamics and employee experiences during transformation.

Despite these limitations, the study offers a solid foundation for understanding leadership's impact during change and provides a basis for further research in this important field.

5.6 Suggestions for Future Research

Building on the findings and limitations of this study, several avenues for future research are recommended to deepen the understanding of leadership's role in organizational transformation:

- **Longitudinal studies** are encouraged to examine how leadership practices influence employee outcomes over time. This would help capture the dynamic nature of change and provide more robust causal insights.
- Future research could benefit from a **mixed-methods approach**, combining quantitative data with qualitative interviews or case studies. This would allow for a more comprehensive exploration of employee perceptions and the context-specific challenges leaders face during transformation.
- Expanding the research to include a **larger and more diverse sample** across different Saudi regions or industries—such as education, healthcare, or energy—could enhance the generalizability of findings and identify sector-specific leadership practices.
- Investigating the **moderating or mediating effects** of variables such as organizational culture, employee engagement, or digital transformation readiness may provide a more nuanced understanding of how leadership influences outcomes during change.
- Comparative studies across **different cultural or national contexts** would offer insights into whether leadership behaviors that are effective in Riyadh are similarly effective in other Arab Gulf or international settings.
- Lastly, future studies could focus on **female leadership** during organizational transformation, an area that remains underexplored in the Saudi context and is increasingly relevant in light of Vision 2030's emphasis on women's empowerment.

By addressing these areas, future research can build on this study's foundation to better inform both academic theory and leadership practices in evolving organizational landscapes.

5.7 Conclusion

This study set out to investigate the pivotal role of effective leadership in shaping employee performance and psychological well-being during periods of organizational transformation, with particular attention to companies in Riyadh transitioning from traditional establishments to formal corporate structures in support of Saudi Arabia's Vision 2030. The research aimed to bridge the gap between theoretical leadership models and real-world application in a rapidly developing economic and institutional environment. By analyzing how leadership influences employee motivation, satisfaction, performance, and resistance to change, this study contributes both conceptually and practically to the evolving landscape of organizational leadership in the Kingdom.

Anchored in a strong theoretical framework, the study drew on **Transformational Leadership Theory**, **Self-Determination Theory**, **Goal-Setting Theory**, and **Kotter's Eight-Step Change Model** to examine the multifaceted impact of leadership behaviors. It explored four leadership dimensions: transformational leadership, supportive and communicative leadership, participative decision-making, and leadership clarity (in vision and direction). Each of these dimensions was empirically assessed for its relationship with key employee outcomes.

The findings affirm that **transformational leadership** is not only relevant but highly effective in the context of organizational transformation. Leaders who articulate a clear vision, provide individualized support, and inspire followers to transcend self-interest significantly enhance employee performance. This aligns with both the theoretical assumptions of Bass and Avolio (1994) and with Saudi Arabia's broader push for institutional excellence and innovation under Vision 2030.

Similarly, **supportive and communicative leadership** was found to play a crucial role in fostering trust, psychological safety, and open dialogue, all of which are essential for sustaining employee engagement during disruptive periods of change. Leaders who are empathetic, transparent, and approachable can mitigate uncertainty and help employees remain focused and committed.

The research also confirms that **participative decision-making** has a positive influence on employee motivation and performance, highlighting the value of inclusive leadership practices that give employees a voice and a sense of ownership. This supports the principles of Self-Determination Theory, which posits that autonomy, competence, and relatedness are essential for intrinsic motivation.

Moreover, **leadership clarity**—defined as the ability to consistently communicate goals, expectations, and organizational direction—was shown to reduce resistance to change and

improve alignment, thereby enhancing performance. This finding resonates with Goal-Setting Theory, which underscores the motivational power of clear, specific, and challenging goals.

The **ANOVA analysis** further revealed statistically significant differences in employee performance based on the dominant leadership style experienced. Transformational leadership stood out as the most effective, suggesting that the style of leadership exercised during change directly influences how employees respond, adapt, and contribute.

Together, these findings confirm that leadership is a determining factor in the success or failure of organizational transformation. The study not only validates key leadership theories in the Saudi context but also underscores their practical relevance in supporting national transformation efforts. Effective leadership is a strategic asset—one that can amplify performance, foster well-being, and enable organizations to adapt in line with Vision 2030’s ambitious objectives.

Despite the study’s limitations—such as its cross-sectional design, reliance on self-reported data, and focus on a specific geographic area—the research offers a robust foundation for future inquiry and practical application. It opens the door for further exploration of sector-specific leadership strategies, cultural influences, and leadership development frameworks tailored to the unique dynamics of the Saudi labor market.

In conclusion, this study affirms that leadership is not merely a supportive function during organizational transformation; it is the **central driver of change**, employee engagement, and organizational resilience. As companies across Riyadh and the Kingdom navigate strategic restructuring, digital transformation, and workforce modernization, the insights from this study can serve as a valuable resource for shaping leadership practices that are visionary, inclusive, and performance-oriented. The alignment of effective leadership with national development goals is not optional—it is imperative for sustainable growth and long-term success in the new Saudi economy.

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Appendices

Questionnaire

Dear Mr. / Ms.,

I am a student at Midocean University – College of Management, currently pursuing a Master of Business Administration (MBA). I am conducting a research study titled:

“The Role of Effective Leadership in Organizational Transformation and Its Influence on Employee Performance in Riyadh”

This study is part of the academic requirements for obtaining the MBA degree. Given the importance of your perspective, I kindly request your participation in completing this questionnaire.

Your responses will be treated with strict confidentiality and used exclusively for academic research purposes. Your contribution is highly appreciated and will significantly support the achievement of accurate and reliable research findings.

Thank you for your time and cooperation.

Sincerely,

Supervisors

Dr. Faisal Abdul Hamid Mohammed

Dr. Fayez Ali Jarad

College of Management, Midocean University

Researcher

Ahmed Binmahfodh

Master of Business Administration

Midocean University

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الاستبيان

بسم الله الرحمن الرحيم

السيد / السيدة المحترم/ة،

أود ان اعلمكم أنني طالب في جامعة ميد أو شن - كلية الإدارة، وأدرس حالياً ماجستير إدارة الأعمال. أُجري دراسة بحثية بعنوان :

"دور القيادة الفعالة في التحول التنظيمي وأثرها على أداء الموظفين في مدينة الرياض"

ويأتي هذا البحث ضمن متطلبات الحصول على درجة الماجستير في إدارة الأعمال. ونظراً لأهمية أرائكم وخبرتكم، أرجو منكم التكرم بالمشاركة في تعبئة هذا الاستبيان.

إن مشاركتكم تمثل دعماً مهماً. أؤكد لكم أن جميع الإجابات ستكون سرّية تماماً، وسنستخدم فقط لأغراض البحث الأكاديمي لتحقيق نتائج دقيقة وموثوقة لهذا البحث.

مع خالص الشكر والتقدير لتعاونكم الكريم.

المشرفان الأكاديميان

د. فيصل عبد الحميد محمد

د. فايز علي جراد

كلية الإدارة – جامعة ميدأوشن

الباحث

أحمد بن محفوظ

طالب ماجستير إدارة أعمال

جامعة ميدأوشن

Engr.binmahfodh@gmail.com

Research Questionnaire

Title of the Study: The Role of Effective Leadership in Organizational Transformation and Its Influence on Employee Performance in Riyadh

Instructions: Please read each statement carefully and indicate your response by placing a tick (✓) in the appropriate box. All responses will be kept confidential and used solely for academic purposes.

Section 1: Demographic Information

1. Gender:

- ☐ Male
- ☐ Female

2. Age:

- ☐ Under 25
- ☐ 25–34
- ☐ 35–44
- ☐ 45 and above

3. Educational Level:

- ☐ High School
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ PhD

4. Job Title: _____

5. Years of Experience:

- ☐ Less than 1 year
- ☐ 1–3 years
- ☐ 4–6 years
- ☐ 7–10 years
- ☐ More than 10 years

6. Sector:

- ☐ Public
- ☐ Private

Section 2: Leadership Practices

Please rate the following statements using a scale from 1 to 5.

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

Number	Statement	scale
1	My leader provides a clear vision for the future	
2	My leader inspires and motivates employees to exceed expectations	
3	My leader listens to and values employee input	
4	My leader communicates goals clearly	
5	My leader supports innovation and creative thinking	
6	My leader involves employees in important decisions	
7	My leader treats employees with respect and fairness	
8	My leader clearly defines performance expectations	
9	My leader provides feedback that helps me improve	
10	My leader fosters a sense of ownership and responsibility	

Section 3: Employee Motivation and Performance

Use the same scale: 1 = Strongly Disagree to 5 = Strongly Agree

Number	Statement	scale
11	I feel motivated to contribute to my organization's success	
12	I understand how my role contributes to organizational goals	
13	I perform my tasks efficiently and effectively	
14	I am committed to continuous learning and improvement	
15	I feel recognized and appreciated for my efforts	
16	I stay engaged and focused during organizational changes	
17	I experience job satisfaction in my current position	
18	I adapt well to new procedures or systems introduced by the organization	
19	I am willing to go beyond my job responsibilities when needed	
20	I feel confident in my ability to meet performance expectations	

الاستبيان

عنوان الدراسة : دور القيادة الفعالة في التحول التنظيمي واثرها على اداء الموظفين في مدينة الرياض
يرجى قراءة كل عبارة ووضع علامة (✓) في الخانة المناسبة . جميع الردود ستحفظ بسرية وتستخدم لأغراض أكاديمية فقط
القسم الأول: المعلومات الديموغرافية

1. الجنس :

ذكر- []

أنثى- []

2. العمر :

- أقل من 25 عام []

- 25 الى 34 عام []

- 35 الى 44 عام []

- فوق 45 عام []

3. المستوى التعليمي :

- ثانوية عامة []

- بكالوريوس- []

- ماجستير- []

- دكتوراه- []

4. المسمى الوظيفي : -----

5. سنوات الخبرة :

أقل من سنة- []

- 1 الى 3 سنوات []

- 4 الى 6 سنوات []

- 7 الى 10 سنوات []

أكثر من 10 سنوات- []

6. القطاع :

القطاع الحكومي- []

القطاع الخاص- []

القسم الثاني: ممارسات القيادة

يرجى تقييم العبارات التالية من 1 إلى 5

ارفض بشدة = 1 , ارفض = 2 , محايد = 3 , اوافق = 4 . اوافق بشدة = 5

الرقم	الافادة	الجواب
1	يوفر قادتي رؤية واضحة للمستقبل	
2	يلهم قادتي الموظفين ويحفزهم على تحقيق التوقعات	
3	يستمع قادتي لمقترحات الموظفين ويقدرها	
4	يوضح قادتي الاهداف بشكل واضح	
5	يشجع قادتي على الابداع والتفكير المبتكر	
6	يشرك قادتي الموظفين في القرارات الهامة	
7	يعاملني قادتي بالاحترام والعدالة	
8	يوضح قادتي توقعات الاداء بشكل واضح	
9	يقدم قادتي تغذية راجعة تساعدني على التطور	
10	يعزز قادتي المسؤولية والانتماء للعمل	

القسم الثالث: الدافعية وأداء الموظف

يرجى تقييم العبارات التالية من 1 الى 5

نفس مقياس التقييم : ارفض بشدة = 1 , اوافق بشدة = 5

الرقم	الافدة	الجواب
11	أشعر بالرغبة في المساهمة في نجاح المنظمة	
12	أفهم دوري في تحقيق أهداف المنظمة	
13	أقوم بأداء مهامي بكفاءة وفعالية	
14	أنا ملتزم بالتعلم المستمر والتحسين	
15	أشعر بالتقدير والاعتراف بجهودي	
16	أظل منخرطاً ومركزاً أثناء التغييرات التنظيمية	
17	أشعر بالرضا الوظيفي في منصبي الحالي	
18	أتكيف بشكل جيد مع الإجراءات أو الأنظمة الجديدة التي تقدمها المنظمة	
19	أنا على استعداد لتجاوز مسؤوليات وظيفتي عندما تكون هناك حاجة لذلك	
20	أشعر بالثقة في قدرتي على تلبية توقعات الأداء	

الملخص

تهدف هذه الدراسة إلى استكشاف تأثير القيادة الفعالة على أداء الموظفين ورفاههم النفسي خلال عمليات التحول التنظيمي، وذلك في سياق رؤية السعودية 2030. ومع انتقال المؤسسات في مدينة الرياض من الهياكل التقليدية إلى نماذج مؤسسية أكثر ديناميكية، تبرز أهمية القيادة دورًا محوريًا في توجيه الموظفين خلال فترات التغيير الجذري. واستنادًا إلى نظرية القيادة التحويلية، ونموذج كوتر المكون من ثماني خطوات للتغيير، ونظرية تحديد الذات، ونظرية تحديد الأهداف، تبحث الدراسة في كيفية تأثير سلوكيات القيادة على التحفيز والأداء والرفاه النفسي للموظفين.

استخدمت الدراسة منهجًا كمياً من خلال توزيع استبانات منظمة على موظفين يعملون في مؤسسات تمر بمرحلة تحول. وتم للكشف عن العلاقات بين ممارسات القيادة ومخرجات الموظفين. وقد كشفت النتائج SPSS تحليل البيانات باستخدام برنامج أن القيادة التحويلية، والتواصل الواضح حول التغيير، ودعم الاستقلالية الذاتية للموظفين تسهم بشكل كبير في تعزيز الأداء والرفاه.

تُسهم هذه الدراسة في فهم فعالية القيادة في البيئات الانتقالية، كما تقدم رؤى عملية لقيادة المؤسسات وصناع القرار في المملكة العربية السعودية، وتشكل أساساً لدراسات مستقبلية حول أساليب القيادة التي تركز على الموظف خلال فترات الإصلاحات الوطنية الواسعة.

دور القيادة الفعالة في التحول التنظيمي وأثرها على أداء الموظفين في الرياض

إعداد :

الطالب / احمد ربيع بن محفوظ

الرقم الاكاديمي / 243000761

إشراف :

الدكتور/ الفیصل عبدالحمید محمد

الدكتور/ فايز علي جراد

العام الدراسي :

2025