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**The Impact of Project Manager Leadership Styles on the Organizational
Commitment of Employees in Saudi Vision 2030 Projects in the Kingdom of
Saudi Arabia.**

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:Semester

Second

Date: 2026

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Chapter 1 : General Framework of the Study

Introduction

The Kingdom of Saudi Arabia is currently undergoing an unprecedented strategic transformation driven by the ambitious Saudi Vision 2030, which aims to diversify the national economy and reduce dependence on oil as the primary source of national income. Major capital projects constitute the central axis of this transformation, as they represent the most important implementation mechanism for translating national strategies into tangible reality on the ground. The Kingdom has allocated enormous budgets to these projects, with the value of major projects linked to Vision 2030 exceeding US\$1.3 trillion by 2024, making the construction and development projects sector one of the most important drivers of economic diversification in the region (Bloomberg, 2024).

This vision has been reflected in the launch of a portfolio of mega-projects such as NEOM, the Red Sea Project, Qiddiya, Amaala, and the Jeddah Central Project, in addition to dozens of other major development projects in tourism, entertainment, renewable energy, industry, and logistics. These projects share unique characteristics, including massive investment volume, complex organizational structures, multiple stakeholders, and a diverse workforce in terms of nationalities, cultures, and specializations. This shapes the administrative and leadership challenges facing the managers of these projects, making the leadership style practiced by the project manager a decisive factor in determining performance efficiency and the level of commitment among work teams.

In this context, the project manager emerges as a pivotal element in the success or failure of projects. Project leadership goes beyond the traditional administrative functions of planning, organizing, and control to include motivating teams, unifying visions, and investing human resources efficiently and effectively. Contemporary theoretical literature confirms that the leadership styles practiced by the project manager are among the most prominent factors influencing employees' behaviors and psychological orientations, one of the most important of which is organizational commitment (Bass & Avolio, 1994). Organizational commitment represents the psychological state that reflects the individual's relationship with the organization and influences the decision to remain a member of it or to leave it (Meyer & Allen, 1991), which is of great importance in the environment of Vision 2030 projects characterized by cultural, occupational, and often temporary diversity among many teams.

Modern administrative literature has focused on three prominent leadership styles as the most relevant to the environment of complex projects: transformational leadership, introduced by Burns and later developed by Bass and Avolio, which focuses on inspiring followers and motivating them to transcend self-interest in pursuit of a shared vision (Bass & Avolio, 1994); transactional leadership, which is based on a clear exchange system of rewards and punishments (Burns, 1978); and servant leadership, which prioritizes serving and developing followers over the leader's personal ambitions (Greenleaf, 1977). Many contemporary researchers believe that these three styles provide the most appropriate theoretical reference for understanding leadership in the project context, given their ability to explain leader–team relationships in temporary and changing environments (Khan & Siddiqui, 2024).

Nevertheless, scientific research on project leadership styles and their impact on organizational commitment remains limited in the Saudi context, especially with regard to Vision 2030 projects, which are distinguished by their large scale, organizational complexity, and workforce diversity. Previous studies have also varied in identifying the leadership style with the strongest effect on organizational commitment, differing in their methodologies, study populations, and sectors, as many focused on the healthcare or education sectors without addressing the major projects sector. For example, the study by Al-Yami and colleagues showed that transformational leadership was the strongest style affecting the organizational commitment of nurses in two hospitals in the Kingdom of Saudi Arabia (Al-Yami et al., 2018), whereas the study by Asiri and colleagues reached a partially opposite conclusion, revealing a weak negative correlation between transformational leadership and nurses' organizational commitment at King Abdulaziz Medical City in Riyadh (Asiri et al., 2016), which indicates contextual variation worthy of investigation.

Hence, this study seeks to contribute to filling the existing knowledge gap by investigating the impact of the three leadership styles (transformational, transactional, and servant) practiced by the project manager on the organizational commitment of employees working in Vision 2030 projects in the Kingdom of Saudi Arabia. The study's results are expected to provide decision-makers and project leaders with practical, evidence-based insights into the most effective leadership style for enhancing the commitment of work teams, thereby supporting the success of strategic projects and strengthening their ability to achieve the desired developmental goals within the specified time and budget framework, which in turn will be reflected in the economic efficiency of the Vision 2030 system as a whole.

Research Problem

The research problem is embodied in the fact that Vision 2030 projects in the Kingdom of Saudi Arabia—despite their massive funding and great strategic importance—face numerous challenges in achieving their targeted performance. This is largely attributable to a limited understanding of the nature of the relationship between project managers' leadership styles and employees'

organizational commitment. Many of these projects suffer from challenges in human resource management and fluctuations in the levels of organizational commitment among work teams, which negatively affects implementation efficiency and achievement.

Previous studies have revealed the influence of leadership styles on organizational commitment, although their results have varied. The study by Al-Yami and colleagues found that transformational leadership was the most dominant style and the strongest in affecting nurses' organizational commitment after controlling for job position, nationality, and hospital variables (Al-Yami et al., 2018). The study by Alkahtani also proposed a theoretical hypothesis that leaders' emotional intelligence acts as a moderating variable in the relationship between leadership styles and organizational commitment (Alkahtani, 2016). In contrast, the study by AbuAlRub and Alghamdi indicated that leadership styles (transformational and transactional together) explained 32% of the variance in Saudi nurses' job satisfaction (AbuAlRub & Alghamdi, 2012).

In the Saudi context in particular, the importance of this problem is amplified by the broad scope of Vision 2030 projects and their connection to national implementation programs. The Kingdom has launched giga-projects such as NEOM, the Red Sea Project, Qiddiya, and Amaala with budgets estimated at hundreds of billions of riyals. However, the success of these projects does not depend solely on available funding; rather, it depends decisively on project managers' ability to practice leadership styles that enhance the organizational commitment of work teams.

The core issue of the study lies in the lack of clarity regarding the nature and strength of the relationship between the project manager's leadership styles (transformational, transactional, and servant) and the organizational commitment of employees working in Vision 2030 projects. In light of the Kingdom's unique organizational and administrative context—characterized by workforce cultural diversity and rapid strategic transformations—there is a need to understand how these leadership styles interact and the extent of their contribution to enhancing organizational commitment.

Accordingly, the main research problem can be formulated in the following question: What is the impact of the project manager's leadership styles (transformational leadership, transactional leadership, and servant leadership) on the organizational commitment of a sample of employees working in Vision 2030 projects in the Kingdom of Saudi Arabia?

Research Gaps

First: Gaps at the Theoretical Level

- A scarcity of theoretical studies that have addressed project leadership styles as an independent and specialized field in the Saudi context, as most previous studies focused on administrative leadership in general without delving into the specificities of leadership at the project level.
- The absence of an integrated conceptual framework that combines the three leadership styles (transformational, transactional, and servant) in a single study, as most previous studies were limited to one style or at most two styles.
- A lack of theoretical models linking the project manager's leadership styles to organizational commitment from a multidimensional perspective within the environment of major Saudi projects.

Second: Gaps at the Applied Level

- A shortage of empirical field studies that have investigated the reality of leadership styles in Vision 2030 projects, as most studies are either theoretical or were conducted in contexts not similar to the environment of giga-projects.
- The lack of studies analyzing differences in the impact of leadership styles on organizational commitment according to demographic variables such as

experience, job level, and type of organization.

- An urgent need for evidence-based recommendations that government entities and the private sector can benefit from in improving project leadership practices.

Importance of the Study

Scientific Importance

This study contributes to enriching the academic literature in the field of project leadership and organizational commitment through several key pathways:

First: Filling the knowledge gap—despite the abundance of studies addressing leadership styles and organizational commitment in Western contexts, scientific research in this field remains limited in the Saudi context. Most previous studies have focused on the healthcare or education sectors without sufficient attention to the environment of major projects associated with Vision 2030.

Second: Knowledge integration—the study seeks to build a bridge between the international literature on leadership models (Bass & Avolio's model and Greenleaf's servant leadership model) and the Saudi organizational context by developing a hybrid framework that takes into account the specificities of the Kingdom's administrative and organizational environment.

Third: Laying the groundwork for future studies—by developing reliable measurement tools for project leadership styles and organizational commitment in the Saudi context, this study paves the way for future researchers to conduct comparative or longitudinal studies.

Practical Importance

First: Guiding decision-makers—the results of the study provide practical insights for officials in government entities and contracting companies regarding the leadership styles that most strongly affect employees' organizational commitment.

Second: Improving project implementation efficiency—by identifying the leadership styles that effectively contribute to enhancing organizational commitment, the study helps promote the efficiency and effectiveness of implementing Vision 2030 projects.

Third: Supporting the National Transformation Program—the National Transformation Program aims to achieve excellence in government performance, and this study provides practical recommendations to strengthen project leadership capabilities.

Fourth: Enhancing institutional practices—the study contributes to spreading a culture of effective leadership among project management practitioners in the Kingdom.

Study Objectives

Main Objective: To investigate the impact of the project manager's leadership styles (transformational leadership, transactional leadership, and servant leadership) on the organizational commitment of a sample of employees working in Vision 2030 projects in the Kingdom of Saudi Arabia.

Sub-objectives:

- To provide a critical review of the theoretical and applied literature in the field of project leadership styles and organizational commitment, while identifying the knowledge gaps that the study seeks to address.
- To build an integrated conceptual framework that clarifies the expected relationships between leadership styles (independent variables) and organizational commitment (dependent variable).
- To diagnose the reality of practicing leadership styles (transformational, transactional, and servant) among managers of Vision 2030 projects from the

participants' perspective.

- To assess the level of organizational commitment among employees in Vision 2030 projects from the participants' perspective.
- To test the statistical hypotheses related to the effect of each leadership style on organizational commitment.
- To identify any statistical differences, if present, in the evaluation of leadership styles and organizational commitment according to the study variables (experience, job level, and type of organization).
- To provide scientific and evidence-based recommendations that relevant entities can use to improve project leadership practices.

Research Questions

Main Question

What is the impact of the project manager's leadership styles (transformational leadership, transactional leadership, and servant leadership) on the organizational commitment of a sample of employees working in Vision 2030 projects in the Kingdom of Saudi Arabia?

Sub-questions

- What is the degree to which leadership styles (transformational, transactional, and servant) are practiced by managers of Vision 2030 projects from the participants' perspective?
- What is the level of organizational commitment among employees in Vision 2030 projects from the participants' perspective?
- Is there a statistically significant correlational relationship between the project manager's leadership styles (transformational, transactional, and servant) and employees' organizational commitment?
- Which leadership style has the greatest impact—from the participants' perspective—on achieving employees' organizational commitment?
- Are there statistically significant differences in the evaluation of leadership styles and organizational commitment attributable to the variable of work experience?
- Are there statistically significant differences in the evaluation of leadership styles and organizational commitment attributable to the variable of job level?
- Are there statistically significant differences in the evaluation of leadership styles and organizational commitment attributable to the type of organization variable (government/private)?

Research Hypotheses

Main Hypothesis

H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the project manager's leadership styles (transformational, transactional, and servant) on the organizational commitment of a sample of employees working in Vision 2030 projects in the Kingdom of Saudi Arabia.

Sub-hypotheses

H1: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of transformational leadership on the organizational commitment of employees working in Vision 2030 projects.

H2: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of transactional leadership on the organizational commitment of employees working in Vision 2030 projects.

H3: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of servant leadership on the organizational commitment of employees

working in Vision 2030 projects.

Study Terminology

Transformational Leadership: According to Bass and Avolio, transformational leadership is defined as the leadership style in which the leader motivates followers to transcend self-interest and achieve superior performance through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994). In the context of this study, transformational leadership refers to the leadership style practiced by the project manager to motivate team members to exceed ordinary expectations and exert exceptional effort to achieve project goals.

Transactional Leadership: According to Burns, transactional leadership is defined as a leadership style based on a clear exchange relationship between the leader and subordinates, whereby the leader provides rewards and incentives in return for subordinate performance and intervenes when deviations from agreed-upon standards occur (Burns, 1978). In the context of this study, transactional leadership refers to the style practiced by the project manager in managing exchange relationships with the work team through a clear system of rewards and sanctions.

Servant Leadership: According to Greenleaf, servant leadership is defined as the leadership philosophy in which the leader places followers' needs first and focuses on serving them and supporting their personal and professional development (Greenleaf, 1977). In the context of this study, servant leadership refers to the leadership style practiced by the project manager through focusing on serving the interests of the work team and empowering them to achieve the best performance.

Organizational Commitment: According to Meyer and Allen, organizational commitment is defined as the psychological state that reflects the relationship between the employee and the organization and affects the decision to remain in or leave membership in it. It consists of three dimensions: affective commitment (desire to stay), continuance commitment (need to stay), and normative commitment (obligation to stay) (Meyer & Allen, 1991).

Vision 2030 Projects: These are the major capital projects launched by the Kingdom of Saudi Arabia within the framework of Vision 2030, including mega-projects such as NEOM, the Red Sea Project, Qiddiya, Amaala, the Jeddah Central Project, and other large-scale development projects associated with the Vision realization programs.

Research Methodology

In light of the nature of the study problem, objectives, and questions, the present study adopts the quantitative descriptive-analytical method, as it is the most appropriate for investigating the relationships between the independent variables (the three leadership styles: transformational, transactional, and servant) and the dependent variable (organizational commitment with its three dimensions: affective, continuance, and normative), and for measuring the strength and direction of this effect statistically.

First: Type and Design of the Study

This study is a descriptive-analytical field study with a cross-sectional design, as data will be collected from participants at one point in time through a questionnaire designed to measure employees' perceptions of their project managers' leadership styles and their level of organizational commitment. This design is common in studies of organizational behavior and leadership due to its efficiency in exploring relationships among variables in large and geographically dispersed populations.

Second: Study Population and Sample

The study population consists of employees working in major Vision 2030 projects in the Kingdom of Saudi Arabia, including employees in both the public and private sectors across a number of giga-projects (such as NEOM, the Red Sea Project, Qiddiya, Amaala, and the Jeddah Central Project). The sample will be selected using stratified random sampling to ensure fair representation of different job categories and sectors. The sample size will be no fewer than 300 respondents, based on Stephen Thompson's formula and taking into account the rules for adequate sample size in multiple regression techniques, whereby the number of observations should not be less than $(50 + 8k)$, where k is the number of independent variables.

Third: Study Instrument

The questionnaire will be used as the primary data collection instrument, and it will be designed using a five-point Likert scale ranging from (1 = Strongly Disagree) to (5 = Strongly Agree). The questionnaire will consist of three main sections:

Section One: Demographic data (gender, age, educational qualification, years of experience, job level, and type of organization).

Section Two: Leadership styles scale, based on a shortened version of the Multifactor Leadership Questionnaire (MLQ-5X) by Bass and Avolio to measure the transformational and transactional styles (Bass & Avolio, 1994), in addition to a servant leadership scale based on the dimensions identified by Van Dierendonck (Van Dierendonck, 2011).

Section Three: Organizational commitment scale according to Meyer and Allen's three-dimensional model, which includes affective, continuance, and normative commitment (Meyer & Allen, 1991).

Fourth: Validity and Reliability of the Instrument

To verify the validity of the instrument, it will be presented to a group of academic arbitrators specialized in project management and organizational behavior to ensure face validity and content validity. Construct validity will also be calculated through exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Reliability will be measured using Cronbach's Alpha, and its value should not be less than 0.70 for each dimension of the instrument to ensure an acceptable level of internal consistency.

Fifth: Study Variables

- Independent variables: the project manager's leadership styles (transformational, transactional, and servant).
- Dependent variable: organizational commitment with its three dimensions (affective, continuance, and normative).
- Intervening/Demographic variables: years of experience, job level, and type of organization (government/private).

Sixth: Statistical Processing Methods

The data will be analyzed using the Statistical Package for the Social Sciences (SPSS) and the AMOS program for structural equation modeling, employing the following statistical methods: frequencies and percentages, arithmetic means and standard deviations, Pearson's correlation coefficient to test correlational hypotheses, multiple regression analysis to measure impact, T-test and one-way ANOVA to detect differences according to demographic variables, in addition to Cronbach's Alpha for reliability and exploratory and confirmatory factor analysis for construct validity.

Seventh: Study Delimitations

- Subject delimitations: The study is limited to the three leadership styles (transformational, transactional, and servant) and their impact on organizational

commitment with its three dimensions.

- Human delimitations: Employees in major Vision 2030 projects at the supervisory and operational levels.
- Spatial delimitations: The Kingdom of Saudi Arabia – locations of major projects associated with Vision 2030.
- Temporal delimitations: The academic semester designated for implementing the study according to the approved research plan. □

Chapter 2 : Theoretical Framework and Previous Studies

First: Leadership and Its Styles

1. The Concept of Leadership

Leadership is one of the central concepts in management and organization, and it has received considerable attention from researchers and practitioners over the decades. The concept of leadership has evolved from being merely a descriptive concept of individual traits to being a dynamic process involving influence over others to achieve shared goals. Bass and Avolio defined it as the process through which the leader activates, directs, and motivates others toward achieving superior performance and exceeding expectations (Bass & Avolio, 1994). Burns views leadership as a process in which the leader and followers raise one another's levels of motivation and morality through a relationship of mutual influence (Burns, 1978).

In the context of project management, leadership acquires special importance because of the unique and temporary nature of projects. The project manager leads a temporary team composed of individuals from diverse backgrounds and must achieve a balance between technical and human objectives. Kerzner argues that project management requires graduated organizational maturity and leadership competencies that combine technical and behavioral aspects (Kerzner, 2011).

2. Leadership Styles in the Literature

The management literature has addressed several leadership styles, most notably:

Transformational Leadership: Transformational leadership is one of the most widely studied and prevalent leadership styles in contemporary management literature. The concept formally originated with Burns (1978) and developed significantly through the work of Bass and Avolio. Bass and Avolio presented the Full Range of Leadership Model, which describes transformational leadership as the style in which the leader brings about deep change in followers by raising their awareness of the importance of outcomes and motivating them to transcend self-interest for the sake of the organization (Bass & Avolio, 1994). The two researchers developed the MLQ-5X instrument to measure this style and its dimensions.

According to Bass and Avolio's model (1994), transformational leadership consists of four main dimensions:

- **Idealized Influence:** The leader's ability to serve as a role model for followers and to earn their respect and trust by adopting high ethical values.
- **Inspirational Motivation:** The leader's ability to communicate a clear and compelling vision of the future and to motivate followers to make extraordinary efforts to achieve that vision.
- **Intellectual Stimulation:** The leader's encouragement of followers to think creatively and innovatively and to challenge conventional assumptions.
- **Individualized Consideration:** The leader's attention to the individual needs of each follower and the provision of the support and guidance necessary to develop their capabilities.

Transactional Leadership: In contrast, transactional leadership focuses on processes of exchange and bargaining between leader and subordinate. Burns described it as leadership based on an exchange relationship in which each party gives something in return for what is received from the other (Burns, 1978). According to Bass and Avolio (1994), this style consists of two main dimensions:

- **Contingent Reward:** The leader rewards followers when they achieve the required performance according to agreed standards.
- **Management by Exception:** The leader intervenes only when deviations from agreed standards occur. This dimension varies between the active form (proactive monitoring) and the passive form (intervening after the problem occurs).

Servant Leadership: Servant leadership differs fundamentally from the previous two styles in that it places followers' needs first. Robert Greenleaf proposed it as a leadership philosophy in which the leader begins with a natural feeling of wanting to serve, and then conscious choice leads them to aspire to lead; the true test of this leadership is whether those served grow as persons and develop toward greater autonomy and the ability to serve others (Greenleaf, 1977). Van Dierendonck provided a synthesized review of the literature in which he identified six dimensions of servant leadership: empowerment, accountability, standing back, humility, authenticity/ethical behavior, and stewardship of human and institutional resources (Van Dierendonck, 2011).

3. Leadership in the Context of Project Management

In the context of project management, leadership is of great importance because of the unique challenges facing project managers. The project manager leads a temporary team composed of individuals from different functions and cultures and must strike a balance between the project triangle (time, cost, and quality) and the management of human relationships. The study by Khan and Siddiqui found that project managers' competencies have a significant effect on project success, that project commitment mediates this relationship, and that transformational leadership plays the role of a moderating variable that amplifies the positive effect of those competencies on success by creating an inspiring and motivating work environment (Khan & Siddiqui, 2024). Geoghegan and Dulewicz also indicate that the project manager's leadership competencies contribute to project success and that each type of project has an appropriate leadership competency profile (Geoghegan & Dulewicz, 2008).

Second: Organizational Commitment

1. The Concept of Organizational Commitment

Organizational commitment is one of the concepts that has attracted the greatest attention from researchers in the field of organizational behavior. The concept has evolved from being a behavioral commitment based on the idea of side bets (Becker, 1960) to being a multidimensional psychological state as proposed by Meyer and Allen. Meyer and Allen defined organizational commitment as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization (Meyer & Allen, 1991).

2. Dimensions of Organizational Commitment

Academic interest in studying organizational commitment revolves around the three-component model presented by Meyer and Allen (1991), which consists of:

- **Affective Commitment:** Refers to emotional attachment to the organization, identification with its goals, and the desire to maintain membership in it; thus, the individual remains in the organization because they "want" to stay (Meyer & Allen, 1991).
- **Continuance Commitment:** Reflects the employee's perception of the costs associated with leaving the organization, so the employee remains because they "need" to stay. This dimension is partly based on side-bet theory (Becker, 1960).

- **Normative Commitment:** Expresses the individual's sense of moral obligation to remain in the organization, so the employee stays because they "ought" to stay. This dimension is influenced by socialization processes and the values acquired by the individual (Meyer & Allen, 1991).

3. Importance of Organizational Commitment

The theoretical and applied literature has emphasized the crucial role of organizational commitment in achieving organizational outcomes. Meyer and colleagues conducted a comprehensive meta-analysis of the determinants, correlates, and consequences of organizational commitment and concluded that affective commitment has the strongest positive correlations with desirable organizational outcomes such as job performance and organizational citizenship behavior, and the strongest negative correlations with absenteeism and intention to leave, compared with continuance and normative commitment (Meyer et al., 2002). The earlier meta-analysis by Mathieu and Zajac also indicated that organizational commitment is associated with multiple personal, job-related, and organizational determinants and has clear effects on workplace behaviors and outcomes (Mathieu & Zajac, 1990).

Third: The Relationship Between Leadership Styles and Organizational Commitment

The relationship between leadership styles and organizational commitment is grounded in a clear theoretical logic: effective leadership provides the organizational and psychological environment that enables the employee to develop affective and normative attachment to the organization. Academic literature has shown a generally positive relationship between positive leadership styles and organizational commitment, although the strength and direction of this relationship vary from one context to another.

With regard to transformational leadership, the study by Al-Yami and colleagues showed that transformational leadership was the strongest style affecting nurses' organizational commitment in the Saudi context, even after controlling for job position, nationality, and hospital variables (Al-Yami et al., 2018). In the same context, the study by Bycio and colleagues concluded that the dimensions of transformational leadership are more strongly associated with organizational outcomes—including commitment—than the dimensions of transactional leadership (Bycio et al., 1995). Walumbwa and Lawler also demonstrated that transformational leadership is positively associated with positive job attitudes and reduces withdrawal behaviors (Walumbwa & Lawler, 2003).

As for servant leadership, Goh and Low propose a theoretical premise that servant leadership contributes to enhancing trust and commitment among employees, as the leader's focus on serving employees' needs creates a positive reciprocal relationship that strengthens their loyalty (Goh & Low, 2013). The study by Vrcelj and colleagues also positively confirmed the existence of a significant effect of servant leadership on organizational commitment and job satisfaction (Vrcelj et al., 2022). In a comprehensive systematic review of twenty years of servant leadership literature, Eva and colleagues concluded that servant leadership is positively related to attitudinal, behavioral, and performance variables, while noting the need for more studies in non-Western contexts (Eva et al., 2019).

The theoretical rationale for this relationship is based on several foundations: first, transformational leaders create a shared vision that makes employees feel they are part of something larger than themselves; second, transactional leaders provide a clear system of rewards and incentives that enhances commitment—especially continuance commitment—through utilitarian exchange; third, servant leaders care about employees' individual needs, which constitutes fertile ground for the growth of affective commitment and long-term loyalty.

Previous Studies

Previous studies related to the topic of the study were reviewed and arranged

chronologically from the most recent to the oldest within both the Arab and foreign streams, with a focus on presenting the objective, methodology, sample, and most prominent results of each study as explicitly documented in its original source.

First: Arab Studies

1) The Study by Laghbi and Al-Ariqi (2025)

Entitled “The Impact of Humble Leadership on Enhancing Organizational Commitment: An Applied Study on Employees of the Emirate of the Jazan Region,” published in the Journal of Economic, Administrative, and Legal Sciences, Vol. 9, No. 10, pp. 47–77.

The study aimed to identify the level of both humble leadership and organizational commitment in the Emirate of the Jazan Region and to measure the impact of humble leadership on enhancing organizational commitment among its employees. The study adopted the descriptive-analytical method, and the questionnaire was applied to a sample of 217 employees out of a study population of 509 individuals. The results showed that the dimensions of humble leadership (self-awareness, teachability, appreciation of others, and low self-focus) were present to a very high degree (mean = 4.21, standard deviation = 0.89), and that the level of organizational commitment was high (mean = 4.12, standard deviation = 1.03). The results also confirmed a statistically significant effect at the significance level ($\alpha \leq 0.05$) of humble leadership on organizational commitment (Laghbi & Al-Ariqi, 2025).

2) The Study by Bin Tirash Al-Rawas (2024)

Entitled “The Impact of Administrative Leadership Styles on Project Performance: An Applied Study on Construction Projects in Riyadh,” published in the First Journal of Business and Accounting.

The study aimed to reveal the impact of administrative leadership styles (transformational and transactional) on the performance of construction projects in Riyadh. It adopted the descriptive-analytical method, using the questionnaire as a data collection tool with a sample of employees working in construction projects in Riyadh. The results concluded that there is a positive and significant effect of administrative leadership styles on project performance, with transformational leadership showing stronger impact than transactional leadership (Bin Tirash Al-Rawas, 2024). This study is one of the few in the Saudi context linking leadership styles to project performance, which makes it an important reference for the current study.

3) The Study by Mustafa, Al-Awkali, and Ali (2022)

Entitled “Dimensions of Transformational Leadership and Their Relationship to Organizational Commitment Among Public Secondary School Administrators in the City of Derna,” published in Al-Mukhtar Journal of Human Sciences, Vol. 40, No. 2, pp. 263–299.

The study aimed to reveal the relationship between the dimensions of transformational leadership and organizational commitment among secondary school administrators in Derna. It adopted the descriptive method on a sample of 149 administrators. The study concluded that transformational leadership, with its dimensions, contributes significantly and effectively to achieving organizational commitment among administrators (Mustafa, Al-Awkali, & Ali, 2022).

4) The Study by Al-Sharif, Huweidi, and Salem (2021)

Entitled “The Impact of Leadership Skills on Enhancing Organizational Loyalty,” published in Al-Ustadh Journal, No. 21.

The study aimed to measure the effect of leadership skills on enhancing organizational loyalty among employees of Libyana Mobile Phone Company. It adopted the descriptive-analytical method on a sample of 66 respondents. The results showed a significant effect of leadership skills on organizational loyalty, as leadership skills explained 39.3% of the variance in organizational loyalty (Al-

Sharif, Huweidi, & Salem, 2021).

5) The Study by Al-Ghamdi (2019)

Entitled “Ethical Leadership and Its Relationship to Organizational Commitment Among Female Teachers and Administrative Staff in Schools of the Al-Baha Region,” published in the Journal of the Faculty of Education – Al-Azhar University, Vol. 38, No. 181, pp. 1137–1173.

The study aimed to measure the relationship between ethical leadership and organizational commitment among female teachers and administrative staff in schools in Al-Baha. It adopted the descriptive correlational method. The results showed that ethical leadership is positively associated with organizational commitment and offered recommendations to strengthen this style as a prevailing leadership style in the school environment (Al-Ghamdi, 2019).

6) The Study by Al-Ajmi and Al-Sulami (2019)

Entitled “The Role of Administrative Leaderships in Enhancing Organizational Commitment from the Perspective of Employees at the National Guard Hospital,” issued by Naif Arab University for Security Sciences.

The study aimed to identify the role of administrative leaderships in enhancing organizational commitment among employees at the National Guard Hospital. It adopted the descriptive method on a random sample of 283 respondents. The results showed moderate agreement from the sample regarding the reality of administrative leaderships in enhancing organizational commitment, with high agreement specifically on the dimension of affective commitment (Al-Ajmi & Al-Sulami, 2019).

7) The Study by Al-Turki (2014)

Entitled “The Administrative Skills of the Leader and Their Role in Organizational Commitment at the General Directorate of Passports in Riyadh,” unpublished master’s thesis, Imam Muhammad ibn Saud Islamic University.

The study aimed to identify the role of the leader’s administrative skills in organizational commitment among the personnel of the General Directorate of Passports in Riyadh. It adopted the descriptive-analytical method on a sample of 226 respondents. The results showed a high availability of administrative skills and a high level of organizational commitment among the sample members, with a positive relationship between the two variables (Al-Turki, 2014).

Second: Foreign Studies

1) The Study by Khan and Siddiqui (2024)

Entitled “The Impact of Project Managers’ Competencies on Project Success: The Mediating Role of Project Commitment Complemented by Transformational Leadership,” published on the Social Science Research Network (SSRN).

The study aimed to verify the effect of project managers’ competencies on project success while testing the mediating role of project commitment and the moderating role of transformational leadership. The researchers adopted a quantitative method using data collected through a questionnaire distributed to project managers and their team members across multiple industries. The results found a significant effect of the project manager’s competencies on project success, that project commitment mediates this relationship, and that transformational leadership functions as a moderating variable that amplifies the positive effect of those competencies on project success by creating an inspiring and empowering work environment (Khan & Siddiqui, 2024).

2) The Study by Vrcelj, Bevanda, and Bevanda (2022)

Entitled “Servant Leadership: Influence of Job Satisfaction and Organizational Commitment,” published in Management: Journal of Sustainable Business, Vol. 29, No. 3, pp. 1–11.

The study aimed to measure the impact of servant leadership on job satisfaction

and organizational commitment. It found that servant leadership has a positive and statistically significant effect on job satisfaction and organizational commitment and explains a large proportion of the variance in organizational commitment (Vrcelj et al., 2022).

3) The Study by Eva et al. (2019)

Entitled “Servant Leadership: A Systematic Review and Call for Future Research,” published in *The Leadership Quarterly*, Vol. 30, No. 1, pp. 111–132.

This study is a comprehensive systematic review covering more than two hundred peer-reviewed articles on servant leadership spanning twenty years (1998–2018). The review concluded that servant leadership is positively associated with multiple attitudinal, behavioral, and performance variables and identified the most prominent research gaps, including the need to expand studies in non-Western contexts and in diverse sectors, including project management (Eva et al., 2019).

4) The Study by Al-Yami, Galdas, and Watson (2018)

Entitled “Leadership Style and Organisational Commitment among Nursing Staff in Saudi Arabia,” published in the *Journal of Nursing Management*, Vol. 26, No. 5, pp. 531–539.

This study is among the most important studies that examined the relationship between leadership styles and organizational commitment in the healthcare sector in the Kingdom of Saudi Arabia. It adopted a survey design using the Multifactor Leadership Questionnaire (MLQ) and the organizational commitment questionnaire, applied to a sample of 219 nurses and nursing managers in two hospitals in Saudi Arabia. The results showed that transformational leadership was the most dominant leadership style in the hospitals studied and that—after controlling for job position, nationality, and hospital variables—it was the strongest contributor to explaining organizational commitment. The findings also indicated that perceptions of both transformational and transactional leadership increase with age among both nurses and nursing managers. The study recommended introducing the Full Range of Leadership Model into the Saudi nursing environment to prepare nurses for future leadership positions (Al-Yami et al., 2018).

5) The Study by El Dahshan et al. (2017)

Entitled “Effect of Nurse Managers’ Leadership Styles on Organizational Commitment of Nurses Working at Taif Governmental Hospitals in Kingdom of Saudi Arabia,” published in *IOSR Journal of Nursing and Health Science / Global Journal of Management and Business Research*.

The study aimed to explore nurse managers’ leadership styles and their effect on nurses’ organizational commitment in two government hospitals in Taif: King Faisal Specialist Hospital and King Abdulaziz Specialist Hospital. It adopted a descriptive cross-sectional design on a random sample of 570 male and female nurses. The results showed that 74.4% of participants perceived their managers as transformational leaders and that 87.1% of them possessed organizational commitment, in addition to the existence of a statistically significant positive relationship between transformational leadership and organizational commitment in both hospitals (El Dahshan et al., 2017).

6) The Study by Asiri et al. (2016)

Entitled “The Association of Leadership Styles and Empowerment with Nurses’ Organizational Commitment in an Acute Health Care Setting: A Cross-sectional Study,” published in *BMC Nursing*, Vol. 15, Article 38.

The study was conducted at King Abdulaziz Medical City – Ministry of National Guard Health Affairs in Riyadh. A total of 350 questionnaires were distributed to full-time nurses in acute care units, of which 332 valid questionnaires were returned for analysis, representing a 95% response rate. The results showed that organizational commitment had a statistically significant negative correlation with transformational leadership ($r = -0.113$, $p = 0.045$) and a statistically

significant positive correlation with transactional leadership ($r = 0.124$, $p = 0.028$). This result is important because it reveals that the relationship between leadership styles and commitment may take different directions depending on the nature of the organizational context and field of work (Asiri et al., 2016).

7) The Study by Alkahtani (2016)

Entitled “The Influence of Leadership Styles on Organizational Commitment: The Moderating Effect of Emotional Intelligence,” published in *Business and Management Studies*, Vol. 2, No. 1, pp. 23–34.

This study is a conceptual paper rather than a field study. Alkahtani sought to discuss the effect of leadership styles—as the most dominant organizational factor—on employees’ organizational commitment in its three dimensions (affective, continuance, and normative), with a focus on leaders’ emotional intelligence. The researcher proposed two main theoretical hypotheses: first, that leadership styles significantly affect the three types of organizational commitment; and second, that leaders’ emotional intelligence strengthens the relationship between leadership styles and organizational commitment as a moderating variable. The researcher also discussed the practical and research implications resulting from this theoretical framework (Alkahtani, 2016). The value of this paper lies in the fact that it provides a theoretical framework linking leadership styles, emotional intelligence, and organizational commitment, which can serve as a starting point for later applied studies in the Saudi context.

8) The Study by Goh and Low (2013)

Entitled “The Role of Servant Leadership in Fostering Trust and Commitment among Employees,” published in the *Journal of Business Ethics*, Vol. 116, No. 3, pp. 529–540.

The study presents a theoretical and applied perspective suggesting that servant leadership is a key pillar in enhancing trust and commitment among employees by focusing on serving team members’ needs and building a positive reciprocal relationship reflected in their loyalty to and commitment toward the organization (Goh & Low, 2013).

9) The Study by AbuAlRub and Alghamdi (2012)

Entitled “The Impact of Leadership Styles on Nurses’ Satisfaction and Intention to Stay among Saudi Nurses,” published in the *Journal of Nursing Management*, Vol. 20, No. 5, pp. 668–678.

The study aimed to examine the effect of nursing managers’ leadership styles on job satisfaction and intention to stay among Saudi nurses. It adopted a descriptive correlational design using the MLQ-5X questionnaire, the Job Satisfaction Survey (JSS), and McCain’s intention-to-stay scale on a convenience sample of 308 Saudi nurses. The results concluded that Saudi nurses have a moderate level of job satisfaction and that satisfaction increases among those led by managers who practice the transformational style. It was also found that demographic variables along with the transformational and transactional styles together explain 32% of the variance in the nurses’ job satisfaction (AbuAlRub & Alghamdi, 2012).

10) The Study by Bycio, Hackett, and Allen (1995)

Entitled “Further Assessments of Bass’s (1985) Conceptualization of Transactional and Transformational Leadership,” published in the *Journal of Applied Psychology*, Vol. 80, No. 4, pp. 468–478.

The study re-examined Bass’s (1985) model of transformational and transactional leadership styles using the MLQ questionnaire on a large sample of workers in the healthcare sector. It concluded that the dimensions of transformational leadership are more strongly associated with positive employee outcomes—including commitment—than the dimensions of transactional leadership, with some relative factorial overlap among these dimensions (Bycio et al., 1995).

What Distinguishes the Present Research from Previous Studies

A comparison between the current study and the reviewed previous studies shows several aspects that distinguish this research:

First: Focus on the context of Vision 2030 projects—this research specifically focuses on Vision 2030 projects in the Kingdom of Saudi Arabia, a unique context characterized by major strategic transformation and mega-projects, whereas most previous studies focused on the healthcare and education sectors or on Western contexts.

Second: Integration of the three leadership styles—this research focuses on three main leadership styles (transformational, transactional, and servant) together and tests the effect of each style separately, thereby providing a comprehensive view of leadership practices in the Saudi project environment.

Third: The hybrid framework—this research is based on a hybrid framework that combines the international literature on leadership (Bass & Avolio, 1994; Greenleaf, 1977) with the Saudi organizational context specific to Vision 2030 projects.

Fourth: The quantitative perspective—the study relies on a quantitative approach with multivariate statistical analysis, which allows hypotheses to be tested accurately and the strength and direction of impact to be measured statistically.

Fifth: Practical contribution—the results of this research are expected to provide new insights into the factors affecting organizational commitment within the context of Vision 2030 projects, thereby supporting decision-makers in developing more effective leadership policies and practices.

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