

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

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

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Introduction:

The challenges of today's new for organizations the challenges brought on by the increasing pace of technological evolution, new markets and customer demands. Nowhere is this more the case than in Riyadh, where businesses are navigating major changes as part of Saudi Arabia's Vision 2030, an ambitious national vision to diversify the economy, embolden an entrepreneurial environment and modernize the public and private sectors. To cope, many companies in Riyadh are reorganizing, implementing new strategies and changing the way they do business. Although these developments may present significant opportunities for development and enhancement, they can also be a source of risk and apprehension. A key factor as to whether a transformation is successful relies on leadership.

Leadership is pivotal in times of transition. The sole task of leaders is not just to implement, but to ensure employees continue to be engaged, focused and supported in the journey. The way leaders communicate, the way they manage resistance, the way they build trust, can have a direct bearing on how effectively employees cope during times of change.

Employees always get the short end of the stick whenever an organization changes. In Riyadh's rapidly changing business environment, they might be feeling pressure in new ways, or they might be unsure of what new roles await them. In these cases, the way leaders handle change matters a great deal not only in terms of business outcomes but also in how employees feel and perform. Strong leadership can ease confusion and lift spirits and performance, even in moments of disorder.

This study will analyze how leadership styles are influential towards employee performance in an organization experiencing a change and will emphasize on how employees cope with change at Riyadh organizations. The aim is to learn more about what leaders can do and how they should behave to keep their people engaged in their work when the place in which they do it is changing. The research also seeks to present elements of guidance that would help leaders navigate change initiatives more effectively, particularly with regard to Vision 2030.

Research Problem:

Organizations are continuously required to undertake structural, strategic and operational changes in order to adapt to an ever dynamic and competitive business environment. This is evident in the Saudi capital, Riyadh, where several companies are transitioning from small family operations to incorporated businesses in order to keep up with global competitors and serve national development goals. The potential for growth, change and innovation that these transformations bring also comes with their fair share of challenges, especially concerning employee engagement, morale, and performance.

Leadership is key in leading organizations through these difficult changes. The role that leaders play in helping employees navigate transitions and transformations is critical to the ultimate success of any change. But in many cases, there is a disconnect between leadership approaches and what real employees want during those times, and the result is lower productivity and greater resistance to change and lower job satisfaction.

However, this issue is so significant, but in the organizational context in Riyadh is still very rare research so far, while the role of leadership has on the impact of the performance of a sample of employees in the transition from the institution to business entities are few in numbers. This void illustrates the necessity for more in-depth investigations of the effectiveness of leadership as a factor of employee outcomes in organizational change

Based on the essential question, this research aims to answer the following question: How does leadership affect the performance of employees in organizations undergoing a process of change from institutional to full corporate structure in Riyadh?

Importance Of The Research:

This research is notable at the organizational, national, and scholarly levels. At the institutional level, the research focuses on how, during structural and strategic change, leadership can effectively create performances in organizations. At the current time, many Riyadh companies are growing from small or family-based businesses to larger, formal organizations which typically re-organize, restructure, introduce new management systems and change their corporate culture. These shifts can breed confusion and stress among the workforce, which is precisely where strong leadership plays a critical role in ensuring that teams are led, spirits kept up and work gets done.

From a general perspective, the research meets the aspirations of the kingdom Saudi Arabia's Vision 2030, which prioritizes the development of private sector, the economic diversification, and the increase of organizational effectiveness. While companies throughout Riyadh are transforming and growing, leadership that can skillfully manage transformative change while taking care of their workforce is a national imperative. Implications for managers and decision makers seeking to achieve a balance between performance targets and employee well-being during change are discussed. Furthermore, it may help HR departments develop leadership development programs that are attuned to the demands of transformation.

Moreover, it seems that the built environment sector is a particularly suitable setting for it, as change is frequently not just about internal reconfiguration, but equally about embedding new technologies, learning new sustainability standards and adhering to changing regulations. Anywhere in which employees are under organizational pressures to meet demand, and leadership becomes that little bit more core to successful change management.

Academically, this research complements an under researched domain in the Saudi and the Middle Eastern context. Leadership and organization performance is well covered in Western literature but less researched in relation to how these are playing out in Riyadh given its unique characteristics of social, economic and cultural fabric. The missing link here is of local research which is reflective of the business environment and challenges faced by companies/employees of this area.

Finally, the research will be of interest to academics, managers, and policy makers by providing empirically validated advice on how leadership can be used to maximize employee performance and facilitate successful organizational change in the transforming business context of Riyadh.

Research Objectives:

The primary purpose of this research is to investigate leadership impact on employee performance during organizational change especially in companies moving from establishment to corporation companies in Riyadh.

To achieve this, the research seeks to:

- 1- **Examine the leadership in handling the organizational change** in the relation to the emergent companies in Riyadh.
- 2- **Evaluate how management leadership styles and approaches** influence employee performance, motivation and engagement in times of change.
- 3- **Recognize the main obstacles employees experience** during change and what management can do to prevent the worst dips in their performance.
- 4- **Investigate how employees perceive** the effectiveness of leadership during the time of change.
- 5- **Recommendations for leaders and decision-makers:** How can they increase employee effectiveness and support successful change?

Research Questions

The problem of the Research is to answer the following questions:

Main Research Question:

How does leadership impact employee performance in the time of organizational change transformation in companies transitioning from establishment to formal corporate structures in Riyadh?

Sub-Questions:

What are the types of leadership styles that are widely used during change in companies in Riyadh?

How effective is leadership seen by employees in the transformation process?

What are primary obstacles staff perceive during organizational transition, and how are these mitigated by the leadership practices of their director?

How does leadership help to sustain or enhance worker motivation, engagement, and productivity during change?

How might we contextualize our leadership for the sake of helping our employees thrive and succeed during times of change?

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 (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.

Previous Studies:

1. **Leadership as a Key Driver of Organizational Transformation**
By: Kotter (1996)
2. **Transformational Leadership and Its Influence on Employee Motivation and Performance**
By: Avolio & Bass (2004)
3. **Adaptive Leadership and Employee Openness to Change**
By: Higgs & Rowland (2005)
4. **Transformational Leadership and Employee Adaptability**
By: Bass & Riggio (2006)
5. **Authentic Leadership and Employee Outcomes Across Cultures**
By: Walumbwa et al. (2008)
6. **Leadership Behaviors and Employee Productivity in Uncertain Environments**
By: Yukl (2013)
7. **Leadership Effectiveness in Saudi Organizations**
By: Al Kahtani et al. (2015)
8. **Leadership Approaches in Companies Aligned with Vision 2030**
By: Al-Shehri (2019)

Theoretical Framework of The Research:

- Transformational Leadership Theory

Transformational leadership theory suggests that effective leaders stimulate and inspire followers to perform beyond expectations by focusing on shared vision, supporting self-development, and fostering intrinsic motivation. This theory emphasizes four key components:

- **Idealized Influence**
- **Inspirational Motivation**
- **Intellectual Stimulation**
- **Individualized Consideration**

In the context of organizational transformation, transformational leadership has been found to increase employee commitment, reduce resistance to change, and enhance overall performance (Bass & Riggio, 2006).

- Organizational Change Theory

This research is also based on **Kotter's (1996) Eight-Step Model of Change**. This model provides an approach to leading organizational change successfully step by step. including establishing a sense of urgency, building powerful coalitions, and institutionalizing new behaviors Leadership is central in guiding and sustaining successful transformation. This structure is particularly applicable in the scenario of Saudi Vision 2030 where many organizations are undergoing both structural and strategic shifts.

- Motivation and Performance Theory

The **Self-Determination Theory (SDT)** developed by Deci and Ryan (1985) is also the theoretical framework for this research, which includes autonomous motivation and is based on the three psychological needs: autonomy, competence and relatedness. Leadership practices can help to foster these needs, and hence contribute to a well-motivated and engaged staff. Furthermore, even **Goal setting Theory** (Locke & Latham, 1990) expresses that well-stated, specific, and challenging goals when effectively communicated by leaders can greatly improve the performance and productivity of employees.

Methodology and Research Methods:

This research adopts a quantitative approach to investigate the impact of leadership on employee performance and well-being during organizational transformation, particularly in companies in Riyadh transitioning from establishment-based operations to formal corporate structures in line with Saudi Vision 2030. The methodology has been carefully selected to align with the objectives of the study and to provide reliable, generalizable, and measurable results.

1- Research Design

The research design is descriptive and analytical in nature and is cross-sectional in approach and design (cross-sectional data is data that captures a population in a single point in time) and so can provide insights and understanding of current perceptions and experiences of employees and leaders during organizational change. This design is suitable for identifying patterns as well as relationships in between leadership practices and employee outcomes, such as performance, motivation, and well-being.

2- Population and Sample

The population of the study consists of employees and managers in Riyadh-based organizations that experience a transformation towards a formal corporation from the establishment, or those which have recently experienced such a transformation.

A stratified random sampling method will be used to ensure diverse representation across different industries (ie, service, construction, technology, etc) and positions in the organization (ie, managers, supervisors, operational workforce). The target sample size is approximately 50-75 respondents, sufficient for reliability and validity of the statistical data obtained.

3- Data Collection Methods

Data will be collected using a structured questionnaire online and/or face to face. Contents The survey is divided into the following three sections:

Demographics: Age, sex, grade, years of experience, specialty.

Leadership: Measured with validated scales (e.g., MLQ –Multifactor Leadership Questionnaire).

Employee impacts: such as perceived motivation, engagement, job satisfaction, and performance (using validated Likert scales-based tools).

All questions would be standardized, and translated into both Arabic and English to suit language preferences and for clarity.

4- Data Analysis Methods

Statistical Package for the Social Sciences (SPSS) will be used to analyses quantitative data. The analysis will include:

- **Descriptive statistics** (means, frequencies, standard deviations)
- **Correlation analysis** to assess the strength and direction of relationships between variables
- **Regression analysis** to determine the predictive power of leadership practices on employee performance
- **T-tests and ANOVA** to compare means across demographic groups (e.g., sector, experience level)

P-value less than 0.05 will be considered as significant.

5- Ethical Considerations

Ethical principles in the research aims to ensure **informed consent**, **confidentiality**, and **anonymity** of all participants. The participation will be voluntary, and respondents will have the right to quit responding at any stage.

Research Instruments

The research will use a structured questionnaire to collect data. This questionnaire will be based on and adapted from validated tools to make sure it is reliable and valid.

The questionnaire consists of three main sections:

1- Demographic Information:

This section captures participants' basic background information including age, gender, job position, years of experience, and department. This information will help contextualize the responses and support demographic analysis.

2- Leadership Styles:

The leadership style will be measured using the **Multifactor Leadership Questionnaire (MLQ)** by Bass and Avolio. The MLQ is a well-established and validated instrument that assesses transformational, transactional, and laissez-faire leadership styles. The Participants will be asked to answer with regard to their leaders' behavioral subsequent to the statements on a 5- point Likert Scale where strongly disagree is 1 and strongly agree is 5.

3-Employee Outcomes:

This section of the chapter considers employees' perceptions regarding their motivation, engagement, and job satisfaction and performance during organizational change. The items have been developed from previously published scales derived from both the **Self-Determination Theory (SDT)** and **Goal-Setting Theory** that are rated on a 5-point Likert-scale. These scales are designed to assess what effect leadership has on employees' psychological states and work effectiveness.

The tool will be translated and delivered in both **Arabic and English**, and will be provided in line with the preference of the participants in the language to maintain clarity and understanding. The instrument will be pilot tested before it is distributed to evaluate the clarity and reliability.

Scope of the Study

This research aims to investigate the impact of leadership styles on employee performance and well-being in times of organizational transformation in companies located in Riyadh, Saudi Arabia. This research specifically examines organizations moving from establishment model operations and toward official corporate structures in alignment with Saudi Vision 2030.

It includes employees and managers at these organizations and spans across multiple sectors including service, construction, and technology. This research is however a snap shot approach in a cross-sectional research approach, in that the data capture is about current experiences and perceptions with leadership and organizational change.

This research does not apply to companies located outside Riyadh and refers neither to companies that have already finished their process of transformation long time ago. It also does not consider external factors, such as economic policies or the structure of commodity markets, except to the extent that they indirectly affect the organizational changes of interest.

In the construction of these parameters, this research seeks to generate specific and applicable findings to the particular sociology, economics and culture of Riyadh during a time of national transition.

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