

جامعة ميدأوشن

كلية الإدارة

قسم: إدارة الأعمال

عنوان:

دور القيادة في تشكيل استراتيجيات فعالة لإدارة المواهب في وزارة الموارد البشرية
والتنمية الاجتماعية في السعودية

إعداد:

سماهر عيد الرفاعي

إشراف:

د. الفصيل حسن

د. فايز جراد

2025

Acknowledgment

I would like to express my sincere gratitude to everyone who contributed to the completion of this questionnaire. Your valuable time, insights, and honest responses are greatly appreciated and play a crucial role in enriching this study.

A special thank you goes to the professionals and participants who took the time to share their experiences and perspectives on leadership, crisis management, and organizational resilience. Your input is essential in understanding the dynamics of effective leadership during challenging times and its impact on organizational success.

I would also like to acknowledge the guidance and support of my mentors, colleagues, and anyone who provided feedback and encouragement throughout this research process. Your expertise and constructive suggestions have significantly contributed to shaping the direction of this study.

Finally, I extend my appreciation to all organizations and leaders who continuously strive to foster resilience and adaptability in the face of crises. Your efforts not only ensure stability but also inspire growth and innovation in the ever-evolving business environment.

Thank you once again for your valuable contributions and support.

Abstract

This study examines the impact of different leadership styles—democratic, freedom-oriented (*laissez-faire*), and autocratic—on the effectiveness of talent management strategies. Using regression analysis, the results indicate that democratic leadership has the most significant positive effect on talent management effectiveness, followed by freedom-oriented leadership, while autocratic leadership shows no significant impact. The model, with an R-value of 0.707 and an R Square of 0.500, suggests that 50% of the variation in talent management effectiveness can be explained by these leadership styles. The statistical significance of the model is confirmed by an F-statistic of 42.624 and a p-value of 0.000. Among the leadership styles, democratic leadership (Beta = 0.464, $p = 0.000$) emerges as the most influential, demonstrating that encouraging employee participation and fostering team collaboration significantly enhance talent management outcomes. Freedom-oriented leadership (Beta = 0.284, $p = 0.002$) also has a positive effect, suggesting that granting employees autonomy can improve talent management effectiveness, provided there is structured oversight. In contrast, autocratic leadership (Beta = 0.031, $p = 0.658$) has no statistically significant impact, indicating that a rigid, top-down approach does not contribute to effective recruitment, development, or retention strategies. These findings highlight the critical role of participative and empowering leadership styles in enhancing talent management. Organizations aiming to attract, develop, and retain top talent should prioritize inclusive decision-making, collaboration, and a balanced approach to employee autonomy. This study reinforces the importance of leadership strategies that foster engagement and adaptability in today's competitive business environment.

Keywords: Leadership styles, Autocratic , Talent management, Business environment, Retention strategies

Table of Contents

ب.....	Acknowledgment
ت.....	Abstract
ج.....	List of Tables
ح.....	List of Figures
1.....	Chapter 1: Introduction
1.....	1.1. Introduction
2.....	1.2. Problem Statement
3.....	1.3. Research Significance
3.....	Theoretical Significance: 1.3.1.
4.....	Practical Significance: 1.3.2.
4.....	Research Objectives 1.4
5.....	Research Questions 1.5.
5.....	Research Hypotheses 1.6.
7.....	1.7. Study limitations
8.....	Chapter 2: Literature review
8.....	2.1. Introduction
9.....	2.2. Literature review
15.....	2.3. Theoretical foundations of the study
15.....	2.3.1. Definition of Leadership and Talent Management
16.....	2.3.2. Theories of leadership
21.....	The role of strategic leadership 2.3.4.
	Talent Management: Concepts and 2.3.6.
24	Frameworks
	2.3.5.
Def	
27	initiation and importance of talent management in public sector organizations
	All human resource management strategies of the Saudi government follow ... 2.3.6.
27.....	the guiding principles of Vision 2030.
33.....	2.3.10. Ministry's strategic objectives in talent development
35.....	Chapter 3. Methodology
35.....	3.1. Introduction
35.....	3.2. Research Approach
36.....	3.3. Research Design
36.....	3.3.1. Research Sample
38.....	3.3.2. Data Collection
38.....	3.3.3. The Validity

40.....	3.3.4. Reliability
41.....	3.3.5. Study Procedures
41.....	3.3.6. The Statistical Method
42.....	Chapter 4. Analysis and Results
42.....	4.1. Introduction
42.....	4.2. Statistical Analysis and Results Interpretation
42.....	4.2. 1. Axis One: Leadership Styles
46.....	4.2. 2. Dependent variable: : Talent Management Strategies
48.....	Test Hypotheses.4.3
53.....	4.4. Verification of Hypotheses
55.....	Chapter 5. Discussion and Conclusion
55.....	5.1. Discussion
58.....	5.2. Conclusion
59.....	5.3. Managerial Relevance
60.....	5.4. Scientific Implications
61.....	5.5. Limitations and Scope for Future Research
62.....	References
67.....	Appendix

List of Tables

36.....	Table 1 Characteristics of the Research Sample
38.....	Table 2 The Five- Point Likert Scale
39.....	Table 3 The results of the correlation coefficient for the validity of the tool
40.....	Table 4 The results of Cronbach's alpha coefficient for the reliability of the tool.
42.....	Table 5 The result of First Dimension Trust
44.....	Table 6 The result of Second Dimension Democratic Leadership
45.....	Table 7 The results of Third Dimension Freedom Leadership
46.....	Table 8 The result of Talent Management Strategies

Table 9 Effect of autocratic leadership on the effectiveness of talent management	48..... strategies
Table 10 Effect of democratic leadership on the effectiveness of talent management	49..... strategies
Table 11 Effect of freedom-oriented leadership (laissez-faire) on the effectiveness of	50.....talent management strategies
51.....Regression analysis model summary Table 12	
52..... Coefficients of Independent Variable Table 13	
53..... Table 14 Verification of Hypotheses	

List of Figures

6..... Research models Figure 1

Chapter 1: Introduction

Introduction .1.1

Success for contemporary organizations depends heavily on leadership to create strategic approaches through which organizations achieve their goals in the dynamic progressive modern world. The reality of human capital development stands most prominently within the governmental organizations that advance national development through employee training. Saudi national development receives leadership from the Ministry of Human Resources and Social Development (MHRSD) through its direction of workforce initiatives that support Vision 2030 objectives. The Ministry executes talent management through an entire operational process which develops professionals and nurtures their skills to generate competitive skilled workers (Albaroudi & Iqbal,2024).

Powerful leadership throughout MHRSD's organization is essential for achieving successful talent management implementation. Forward-thinking leaders at policy-setting positions need to establish learning-oriented spaces where people embrace innovation and inclusiveness. The Ministry maintains its successful talent development programs because leaders harness technological tools to activate global patterns and local benchmarks to hit fundamental targets. The Ministry's talent management system receives direction from strong leadership through strategic approaches which align to implement national goals and fulfill labor market needs (Al Doghan & Abdelwahed, 2023).

The Ministry has established a working environment that integrates staff professional growth programs with sustainability principles and social duty protocols. Structural policies advanced by MHRSD leaders must guarantee three key elements in the workplace: training program improvement and employee equality and staff health

promotion. Strategic leadership requires leaders who can both project visionary plans and execute their planned strategies as operational achievements. Through their authority leaders should establish advanced career planning initiatives and training structures and reward systems that unite to improve both workforce dedication and organizational achievement (Iqbal et al.,2013).

Leadership at the MHS deals with workforce challenges because the organization hosts people from multiple sectors along with different demographic groups. The MHRSD leadership team requires the application of strategic thinking and adaptive practices alongside resilience to establish inclusive workplace guidelines that meet different workforce requirements including women and youth staff members. The implementation of digital transformation through Vision 2030 intensified the talent management process at multiple levels. The implementation of both cutting-edge technologies together with data-focused methods by leaders helps produce informed decisions for advancing talent management operations with higher efficiency. This requires leaders who not only understand the intricacies of human capital management but who also embody the principles of collaborative and transformative leadership

Problem Statement .1.2

Under Vision 2030 the Saudi Ministry of Human Resources and Social Development (MHRSD) devotes itself to developing talent management systems but encounters various substantial barriers. The MHRSD encounters three critical obstacles that prevent it from effectively carrying out strategic targets and building flexible leadership methods as well as implementing state-of-the-art technology for its talent management systems. Leadership effectiveness represents a crucial element that enables the Ministry to defeat its operational issues since proper leadership determines success with talent recruitment methods and employee growth strategies. The MHRSD implements talent management approaches that struggle to scale up and merge different skill sets and implement modern technology and global best practices using their existing conventional operating methods. The Ministry must act to handle workforce management through proper

examination of observable skill and professional characteristics among different employee groups. Leaders need to handle two distinct demands because they must demonstrate strategic understanding and technical competence to apply data-based choices as well as establish new methods during modern digital change. MHRSD needs core leadership that will incorporate adaptable methods based on technology and inclusion to advance its talent management practices which respond to current workforce needs throughout Saudi Arabia and internationally. Saudi Arabia needs to address workforce resilience development urgently since it will help achieve socio-economic development according to Vision 2030 goal.

Research Significance .1.3

The research on "The Role of Leadership in Shaping Effective Talent Management Strategies at the Saudi Ministry of Human Resources and Social Development" holds considerable significance both theoretically and practically. This dual significance lies in the potential contributions to academic literature and the practical implications for policymakers, organizational leaders, and the broader workforce within the Kingdom of Saudi Arabia.

Theoretical Significance: .1.3.1

Contribution to Leadership and Talent Management Literature: This research aims to fill a .1 gap in existing academic literature by exploring the specific role of leadership within a government institution such as the MHRSD. While much research has been conducted on leadership and talent management in corporate and private sectors, studies focusing on public sector applications—particularly in a Middle Eastern context—remain limited. This research will contribute new insights that highlight the unique challenges and opportunities inherent in public-sector talent management.

Understanding Contextual Influences: The research will offer a nuanced understanding of .2 how cultural, economic, and organizational factors specific to Saudi Arabia impact leadership effectiveness in shaping talent management strategies. This adds a dimension to global leadership theories by providing context-specific knowledge that can inform future comparative studies and model development.

Integrating Leadership Styles and Outcomes: By examining the relationship between .3 different leadership styles (e.g., transformational, transactional, and adaptive) and their influence on talent management outcomes, this research can contribute to theoretical frameworks that connect leadership effectiveness with workforce development practices.

It will provide empirical data that support or challenge existing theories, offering avenues for refining or expanding these models.

Practical Significance: .1.3.2

The research results provide strategic direction to MHRSD policymakers and leaders who .a
require them to establish improved talent management strategies. The Ministry should use
its grasp of leadership functions to create policies which support Vision 2030 objectives
thus establishing better connections between leadership approaches and workforce
development initiatives.

Research-derived practical strategies enable MHRSD to boost their leadership practices. .b
The Ministry should identify leadership methods that produce the greatest talent
attainment impact because this will help them create leadership development initiatives
that produce the desired talent management results.

A focused approach toward talent management under strong leadership drives the .c
development of competitive professional personnel. This investigation will deliver hands-
on leadership guidelines which direct leaders to create an environment that supports
permanent learning alongside innovation thereby preparing staff for contemporary
workforce needs.

Other public institutions inside and outside of Saudi Arabia can use the research findings .d
as reference points to advance their talent management by employing leadership-centered
techniques. The research will review successful methods alongside new techniques which
other public sector organizations can use and modify through their own operations.

. Research Objectives1.4

To analyze the impact of leadership on the formulation and implementation of talent .1
management strategies at the Saudi Ministry of Human Resources and Social
Development.

- To examine the role of leadership in influencing the effectiveness of talent development and retention practices within the Ministry. .2
- To identify and evaluate the leadership approaches that contribute most effectively to enhancing the outcomes of talent management strategies at the Ministry. .3
- To assess the extent to which different leadership styles align with and contribute to achieving the talent management objectives in line with Saudi Arabia's Vision 2030. .4

Research Questions .1.5

- What is the impact of leadership on the formulation and implementation of talent management strategies at the Saudi Ministry of Human Resources and Social Development? .2
- How does the role of leadership influence the effectiveness of talent development and retention practices within the Ministry? .3
- What leadership approaches are most effective in enhancing the outcomes of talent management strategies at the Saudi Ministry of Human Resources and Social Development? .4
- To what extent does the impact of leadership styles contribute to aligning talent management strategies with the objectives of Vision 2030? .5

Research Hypotheses .1.6

clear to us from the earlier figure, that the current research attempts to The Role of is Leadership in Shaping Effective Talent Management Strategies at the Saudi Ministry of Human Resources and Social Development

(Autocracy, Democracy and Freedom) Independent Variable : Leadership

Dependent Variables: Talent Management Strategies

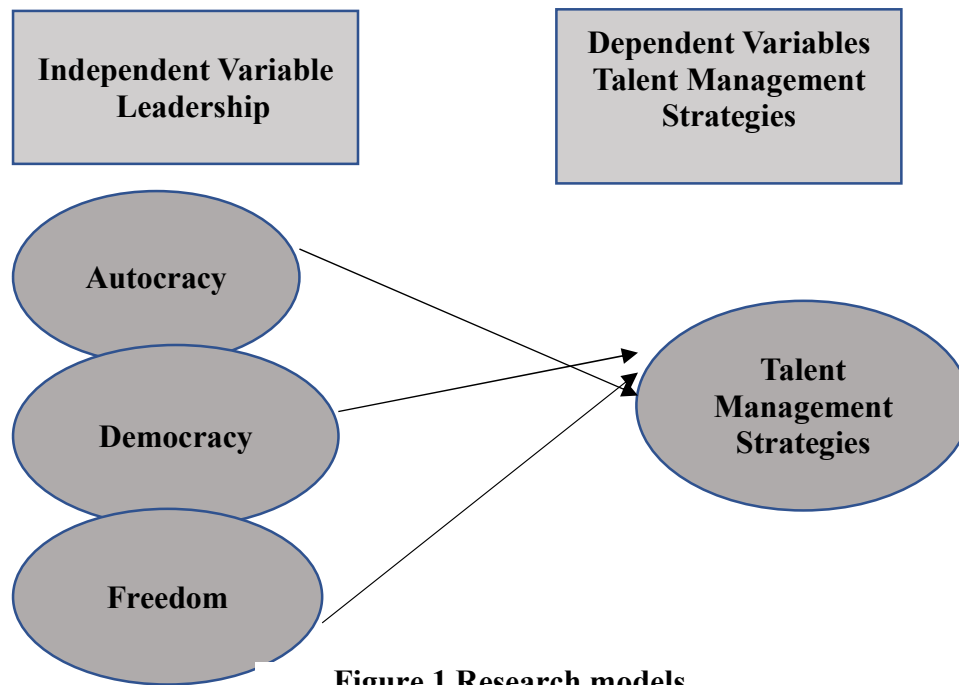


Figure 1 Research models

H1: There is a statistically significant effect of **autocratic leadership** on the effectiveness of talent management strategies at the Saudi Ministry of Human Resources and Social Development. ✓

H2: There is a statistically significant effect of **democratic leadership** on the effectiveness of talent management strategies at the Saudi Ministry of Human Resources and Social Development. ✓

H3: There is a statistically significant effect of **freedom-oriented leadership** (laissez-faire) on the effectiveness of talent management strategies at the Saudi Ministry of Human Resources and Social Development. ✓

Study limitations .1.7

Temporal Limitations: This study will be conducted over the course of 2024, ensuring that .1
the data collection and analysis reflect current practices and challenges in leadership and
talent management at the Saudi Ministry of Human Resources and Social Development
(MHRSD) within the specified time.

Spatial Limitations: The research will be confined to the operations and initiatives of the .2
Saudi Ministry of Human Resources and Social Development. It will focus specifically on
leadership strategies and talent management practices within various departments and
divisions of the Ministry.

Comprehensively evaluate the current role of Objective Limitations: The study aims to: .3
leadership in shaping and implementing talent management strategies at the MHRSD.
Systematically investigate the impact of leadership styles (autocratic, democratic, and
freedom-oriented) on the effectiveness of talent management strategies at the Ministry.
Identify and thoroughly analyze the challenges faced by leaders at the MHRSD in applying
Develop and propose targeted strategies effective leadership practices to talent management.
and best practices to enhance leadership's role in talent management, aiming to align these
practices with the strategic goals of Vision 2030.

: The study will involve a targeted sample of employees within the Human Limitations .4
MHRSD, including leaders, managers, HR professionals, and other relevant staff members.
These individuals will provide critical insights into the practical application and effectiveness
of leadership-driven talent management practices within the Ministry.

Chapter 2: Literature review

Introduction .2.1

Effective talent management is a critical component of organizational success, particularly in the public sector, where workforce efficiency and innovation play a pivotal role in national development. Leadership serves as a driving force in shaping talent management strategies, influencing how organizations attract, develop, and retain skilled professionals. This chapter provides a comprehensive review of existing literature on leadership and talent management, examining their interconnection and significance within the Saudi Arabian context. The chapter begins by defining leadership and talent management, offering insights into their fundamental principles and importance. It then explores prominent leadership theories, including transformational and strategic leadership, to highlight how leadership styles influence talent management outcomes. Additionally, the discussion delves into the core concepts and frameworks of talent management, particularly within public sector organizations, emphasizing its role in workforce development and national progress. Furthermore, this chapter examines the impact of leadership on talent management, analyzing how effective leadership fosters employee engagement, retention, and overall organizational success. A special focus is given to the Saudi Arabian context, particularly the role of Vision 2030 in shaping human resources and talent policies. The challenges and opportunities in implementing talent management strategies in the public sector are also explored, providing a critical evaluation of existing initiatives. Lastly, the chapter discusses the strategic objectives of the Saudi Ministry of Human Resources and Social Development in talent development, assessing its efforts to create a sustainable and competent workforce.

Literature review .2.2

The study by (Ibrahim & Al-Taneiji ,2013) aimed to examine the relationship between principal leadership style, school performance, and principal effectiveness in Dubai schools. The researchers focused on identifying how different leadership styles employed by school principals influenced the overall performance of schools and the perceived effectiveness of the principals. The study used a quantitative approach, collecting data from principals, teachers, and administrative staff in various Dubai schools. Surveys were administered to gather participants' perceptions of their principals' leadership styles and the impact of these styles on school performance and effectiveness. The study analyzed various leadership styles, including transformational and transactional approaches, to evaluate their effectiveness in a school setting. The study found that transformational leadership styles positively impacted school performance and principal effectiveness. Principals who encouraged collaboration, set a clear vision, and fostered a positive school culture were seen as more effective by both teachers and administrative staff. In contrast, transactional leadership was less effective in driving school performance, as it focused more on structured tasks and rewards rather than on inspiration and personal development. This research contributes to the understanding of effective leadership in educational settings, highlighting the importance of transformational leadership in fostering a positive school environment and improving school performance. It provides insights for educational leaders and policymakers, suggesting that fostering a collaborative and inspirational leadership approach can enhance school outcomes.

Study by (Iqbal et al.,2015) aimed to investigate how different leadership styles affect employee performance. This study focused on examining the impact of transformational, transactional, and laissez-faire leadership styles on employee performance within various organizations. The researchers used a quantitative research design, distributing structured

questionnaires to employees across different organizations to measure their perceptions of leadership styles and self-reported performance. The study employed statistical analysis to identify correlations between leadership style and employee performance outcomes. The findings indicated that transformational leadership had a significant positive effect on employee performance. Employees collaborating with transformational leaders reported higher motivation, engagement, and productivity. Transactional leadership, which relies on rewards and structured processes, also had a positive but less substantial effect on performance, mainly in routine and stable environments. In contrast, laissez-faire leadership, characterized by a lack of direction and supervision, was associated with lower employee performance. This study highlights the importance of transformational leadership in enhancing employee performance and fostering motivation. It suggests that leaders who actively engage and inspire their employees contribute to higher productivity and job satisfaction. The research offers practical implications for managers, emphasizing the need for an initiative-taking, supportive leadership approach to optimize employee performance.

This study by (Gilstrao et al., 2022). aimed to explore how knowledge and uncertainty influence strategic decisions in international business, particularly focusing on cross-border mergers and acquisitions (M&A). The authors investigated how different types and levels of knowledge and environmental uncertainties impact firms' investment choices when engaging in M&A. The researchers utilized a mixed-methods approach, combining a review of relevant literature with empirical data from international business case studies. They examined variables related to knowledge (such as market and cultural understanding) and uncertainty (including political and economic volatility) and analyzed how these factors affected cross-border M&A strategies. The study found that firms with a higher degree of local market knowledge and a clear understanding of

cultural and regulatory environments were more likely to make confident investment decisions in cross-border M&As. Uncertainty, particularly in politically or economically unstable regions, increased risk aversion and decreased the likelihood of M&A. Knowledge mitigated some effects of uncertainty, enabling firms to navigate complex environments more effectively. This study contributes to strategic management by highlighting the importance of knowledge acquisition and uncertainty assessment in cross-border M&A. It suggests that firms should prioritize knowledge-building in international markets to reduce investment risks, providing practical insights for international business leaders navigating complex, uncertain environments.

Study by (Kalshoven et al., 2011) aimed to examine the effects of ethical leadership behaviors and an ethical organizational climate on employee attitudes, such as job satisfaction and commitment. The researchers focused on understanding how leaders who demonstrate ethical behaviors positively impact workplace culture and employee engagement. The study used a quantitative survey method, gathering data from employees across various organizations. The survey measured perceptions of ethical leadership behaviors, ethical organizational climate, and employee attitudes toward job satisfaction and commitment. Statistical analysis was conducted to explore relationships between these variables. The findings indicated that ethical leadership positively influenced employee attitudes, particularly enhancing job satisfaction and organizational commitment. Leaders who modeled ethical behaviors, such as fairness, transparency, and accountability, fostered a strong ethical climate. This ethical climate, in turn, contributed to positive employee perceptions, higher job satisfaction, and greater loyalty to the organization. This research underscores the importance of ethical leadership in shaping positive employee attitudes and cultivating a healthy organizational culture. The study provides valuable insights for leaders and HR

practitioners, suggesting that fostering ethical leadership can enhance employee engagement and retention by creating a trustworthy and supportive work environment.

This study (Kamaeudin et al.,2022) aimed to explore the relationship between product market competition, board gender diversity, and corporate sustainability performance. The researchers examined whether increased competition and diverse board composition (specifically gender diversity) contribute to better sustainability practices in international firms. The study utilized a quantitative approach, analyzing data from companies across various industries and countries. The authors collected information on market competition levels, board gender diversity, and sustainability performance indicators. Statistical models were used to analyze the effects of competition and gender diversity on sustainability outcomes. The study found that product market competition and gender diversity on corporate boards positively impacted corporate sustainability performance. Companies facing higher market competition were more likely to adopt sustainable practices to maintain a competitive edge. Furthermore, gender-diverse boards were associated with better sustainability outcomes, suggesting that diversity brings valuable perspectives and fosters socially responsible decision-making. This research highlights the roles of market competition and gender diversity in driving corporate sustainability efforts. It provides evidence that companies can enhance their sustainability performance by fostering board diversity and remaining responsive to competitive pressures. The findings are particularly relevant for policymakers and corporate governance bodies, emphasizing the value of diversity and sustainability in a global business landscape.

This study by Alrashedi (2024) aimed to examine talent identification practices to transform human resource management (HRM) within Saudi Arabia's coordination industry. The study focused on understanding the critical factors in identifying and nurturing talent that could

revolutionize the coordination sector, addressing the industry's unique challenges and aligning HRM practices with Saudi Arabia's Vision 2030. The study employed a qualitative research approach, conducting interviews with HR professionals and industry experts in Saudi Arabia's coordination sector. Through these interviews, Alrashedi gathered insights into current talent identification processes, key challenges, and the specific skills needed in coordination. Thematic analysis was used to identify recurring themes and factors essential for effective talent identification. The findings highlighted several essential practices for talent identification in the coordination industry, such as focusing on technical skills, adaptability, and familiarity with digital tools. The study revealed that HRM in coordination requires a shift toward data-driven approaches to identifying talent, given the evolving demands of the industry. Additionally, the research pointed to challenges such as skill shortages, high turnover rates, and a need for continuous training. This research contributes to HRM by identifying effective talent identification practices that could enhance workforce quality in Saudi Arabia's coordination industry. The study offers practical recommendations for HR professionals, suggesting that leveraging digital tools and focusing on specific skill sets can help meet the sector's needs. It also supports broader national goals by aligning HRM strategies with Saudi Arabia's Vision 2030 objectives for economic diversification.

Study by (Al-Romeedy,2024) aimed to investigate the role of human resource management (HRM) and digital leadership in promoting innovative performance within Saudi Arabia's tourism and hospitality industry. The study specifically examined how digital talent and digital culture mediate the relationship between HRM practices, digital leadership, and organizational innovation. The research used a quantitative approach, collecting data from employees in the tourism and hospitality industry in Saudi Arabia. Surveys were administered to assess perceptions of digital leadership, digital talent, digital culture, and their impact on innovative performance. Structural

equation modeling (SEM) was used to analyze the mediating effects of digital talent and digital culture. The findings indicated that both digital talent and digital culture significantly mediate the relationship between HRM practices, digital leadership, and innovative performance. Organizations with strong digital leadership and HRM practices that prioritize digital talent and foster a digital culture were more likely to achieve higher levels of innovation. The study emphasized the need for building digital capabilities to enhance competitive advantage in the tourism and hospitality sectors. This research provides valuable insights into how HRM and digital leadership can drive innovation by cultivating a digital workforce and culture. It highlights the importance of digital transformation in talent management and organizational strategy, offering practical implications for leaders in Saudi Arabia's tourism and hospitality industry. The study aligns with Saudi Vision 2030, supporting the development of a technologically skilled workforce to drive economic growth in the services sector.

This study by Alshehri et al. (2024) aimed to explore the impact of talent management strategies on multinational corporations (MNCs) within Saudi Arabia's oil and gas industry. The researchers focused on identifying effective talent management practices and the challenges faced in implementing these strategies within this critical sector. The study employed a mixed-methods approach, gathering quantitative data through surveys from HR managers and qualitative insights from interviews with industry professionals. The data was analyzed to identify key talent management strategies and the unique challenges encountered within the oil and gas sector in Saudi Arabia. The findings revealed that talent management strategies, such as career development programs, competitive compensation, and a focus on employee retention, positively influenced organizational performance in Saudi oil and gas MNCs. However, challenges such as high demand for specialized skills, retention of highly skilled employees, and the need for continuous workforce training were noted. Additionally, the study found that aligning talent management with evolving

industry demands and technological advancements is essential for sustainable growth. This study contributes to the field by highlighting the critical role of talent management in Saudi Arabia's oil and gas sector and providing strategies to address its unique challenges. The findings offer insights for HR professionals on the importance of aligning talent management practices with industry-specific needs, especially in sectors that require specialized skills and continuous innovation. The study's relevance to Saudi Vision 2030 supports efforts to strengthen the human capital required to maintain the global competitiveness of the oil and gas industry.

Theoretical foundations of the study .2.3

Definition of Leadership and Talent Management .2.3.1

Organizations depend on leaders as they establish organizational direction and select strategic choices and cultivate innovative and growing organizational cultures. Organizations follow multiple command and execution methods under the umbrella of leadership because different leadership patterns emerge based on organizational factors and workforce composition and target goals. Leading organizations with effectiveness display skills which include emotional intelligence together with adaptability and employee motivation and development competence.

Talent management describes organizations' systematic methods for selecting employees they need to accomplish their operational and business targets through development and retention. Organizations follow a full-range framework which combines workforce planning and recruitment and onboard new employees and handles performance management alongside learning and development and succession planning and employee retention plans. Long-term workforce sustainability and employee growth form the foundation of talent management

beyond basic human resource practices since these practices secure organizations with suitable talent for objective attainment (Alrashedi,2024).

The Saudi Ministry of Human Resources and Social Development alongside other public institutions depend heavily on talent management for developing their efficient workforce and skilled personnel. Public organizations that implement effective talent management strategies can hire skilled experts and keep them along with developing their employees to improve national service delivery and national objectives fulfillment. The basic element in talent management implementation and development is leadership. Through their guidance leaders establish workforce directives that build learning opportunities and strategic decisions to enhance staff commitment and maintain skilled employee retention. Leadership plays a crucial role in talent management systems when applied to the fast-moving economy of Saudi Arabia. Saudi Arabia's Vision 2030 initiative stresses human capital investment thus leaders must adopt talent management methods to drive the country's growth and revolutionary change. Through integration of leadership principles within talent management systems organizations establish performances cultures that match their extended economic and social targets (Samarin & Al-Asfour, 2023).

Theories of leadership .2.3.2

Researchers and analysts have thoroughly examined leadership which generated multiple different explanations about how leaders affect people and organizations. These theories establish structures which display different leadership ways and behaviors and explain their effects on operational efficiency. Leadership theories form basic frameworks for how leaders should approach staff relations and conduct decision-making and construct organizational culture which professionals utilize within talent management. Leadership theories determine the methods

through which leaders recruit and build and hold onto employees which directly influences worker commitment and production together with staff happiness. The following section presents relevant leadership theories for talent management together with their specific effects on workforce success (Al-Romeedy ,2024).

Transformational Leadership Theory .1

Leadership theory focused on transformation showcases how leaders motivate staff members toward extreme performance levels. Purposeful visionaries called transformational leaders use personal development strategies to advance their team members. The organization generates superior performance from its people through developing organizational values and shared vision among employees. The favorable workplace developed by transformational leaders enables both talent recruitment and employee retention of premium personnel. Leaders who follow the transformational leadership model offer guidance and continue to give feedback and development resources that assist team members in acquiring abilities which match their personal career aims and organizational mission. The strategic method increases employee dedication and organizational commitment through the inspiration and appreciation received in their duties (Al Jawali et al.,2022).

Servant Leadership Theory .2

People-focused leader behavior known as servant leadership lets leaders serve employee requirements before objectives of the organization. Servant leaders demonstrate empathy together with supportiveness and focus on developing their team members through empowerment. The leadership approach builds an inclusive working environment along with partnership and respect which creates happy employees who feel important. The framework of servant leadership enables better talent management because it develops supportive workplaces which attract and maintain

workers. A genuine leadership commitment toward employee well-being and development makes employees more dedicated to their organization as well as more engaged in their work. Leaders who exhibit servant traits develop employee learning opportunities that result in both professional development and increased team loyalty (Abouabidalla,2022).

Transactional Leadership Theory .3

Transactional leadership is based on structured processes, rewards, and penalties to motivate employees. This theory focuses on meeting specific goals and maintaining order through clear expectations and performance standards. While it may not be as inspirational as other theories, In .transactional leadership can be effective in managing performance and ensuring accountability talent management, transactional leadership provides clarity and structure, which can be particularly valuable in roles requiring consistent performance and adherence to processes. Transactional leaders set clear objectives, regularly evaluate performance, and reward achievements, helping employees understand their roles and what is expected of them. However, it may lack the motivational aspect that transformational or servant leadership offers, which can limit its effectiveness in highly creative or dynamic environments (Tunsi,2023).

Situational Leadership Theory .4

Situational leadership posits that leaders should adapt their style based on the specific needs of their team and the situation. This flexible approach means that leaders may shift between being directive, supportive, coaching, or delegating based on the employee's development level and the task at hand. Situational leadership is highly responsive and personalized, allowing leaders to meet Situational leadership supports talent management by enabling leaders employees where they are. to adjust their approach to individual employee needs, promoting customized development paths. For instance, new employees may require a direct approach, while experienced employees benefit

more from a delegating style. This adaptability enhances employee satisfaction, as leaders provide the right level of support and guidance, promoting skill development and job engagement over time (Lis et al.,2015).

Authentic Leadership Theory. .5

Authentic leadership emphasizes self-awareness, transparency, ethics, and consistency. Authentic leaders are true to their values and communicate openly with their employees, building trust and credibility. This style encourages employees to bring their whole selves to work, creating Authentic leadership supports talent management by a culture of honesty and mutual respect. creating an environment of trust and psychological safety. Employees are more likely to engage, share ideas, and take risks in a culture led by authentic leaders.

Path-Goal Theory. .6

Commanders utilizing the path-goal theory help employees achieve their performance endeavors by providing guidance and resources necessary for organizational direction. Leaders demonstrate goal accomplishment path to employees by stopping blockers and rewarding them with incentives that benefit organizational targets and employee objectives. This leadership approach demonstrates that leaders need to adapt their methods to fit employee needs for career growth in order to generate improved job satisfaction. Employee development through path-goal theory produces successful results since leaders guide their teams to reach personal objectives and professional milestones. This approach drives team leaders to establish customized career plans and performance-centered compensation models and particular training solutions for staff advancement. Staff members become more motivated through individualized workplace support as they feel better encouraged to meet their performance objectives (Hazy, 2012).

Leader-Member Exchange (LMX) Theory. .7

The path-goal theory suggests that leaders help employees achieve their goals by providing direction, support, and resources. Leaders clarify the path to success, remove obstacles, and offer rewards aligned with the employee's goals and organizational objectives. This theory emphasizes the leader's role in supporting employee growth and satisfaction by tailoring their approach to Path-goal theory is particularly effective in talent development, individual needs and motivations. as it focuses on helping employees reach personal and professional milestones. Leaders adopting this approach can create personalized career development plans, offer targeted training, and align rewards with employees' goals. This customization leads to a more motivated workforce, as employees feel supported in achieving both their individual and organizational goals (Hazy,2012).

Case Study: Strategic Leadership in the Saudi Ministry of Human .2.3.3

Resources and Social Development.

As the most powerful entity within the Saudi government the Ministry of Human Resources and Social Development leads the development of labor market rules as well as workforce guidelines and human capital advancement systems. The Ministry guides its talent management strategies with Vision 2030 objectives through strategic leadership (Basahal et al.,2020).

Saudization through Nitaqat program serves to increase Saudi national employment in ✓
the private sector.

The organization focuses on training and education programs to develop the expertise of ✓
Saudi workers.

The establishment of employment and labor policies needs to improve job opportunities ✓
and working conditions.

The strategic leadership of the Ministry drives changes that optimize public sector workforce productivity and employee retention which results in economic progress throughout Saudi Arabia.

Distributed Leadership Theory

Distributed leadership focuses on shared responsibility, where leadership roles are distributed across the organization rather than concentrated on a single individual. Employees are empowered to take the initiative, contribute ideas, and lead projects, fostering a culture of collaboration and Distributed leadership encourages employees to take ownership of their roles, autonomy. promoting engagement and satisfaction. This style is particularly effective in developing future leaders, as employees are given opportunities to lead and make decisions, building their skills and confidence. By fostering a sense of shared leadership, organizations can create a dynamic and empowered workforce, enhancing both retention and innovation.

The role of strategic leadership .2.3.4

Organizations require talent management strategies as their main selection framework for both hiring new staff and organizational development and staff retention to reach organizational goals. The organization creates its talent management strategy for hiring qualified staff to handle existing requirements and future requirements. Private companies and public institutions require essential talent management systems to advance workforce productivity and innovation as well as employee retention within the present complex work environment. Talent management stands as an essential operational system for public organizations to deliver efficient public services through national goal-oriented workforce development (Alshammari,2020).

Talent management has experienced detailed modifications throughout its progression in history. During previous years only recruitment and personnel administration tasks made up the complete operations of human resource management systems. The current talent management approach unites numerous HR components through workforce planning and employee engagement strategies that involve leadership advancement and performance assessment. The primary target aims to develop workers possessing both strong skills along with motivational traits which maintain flexible behavior toward organizational transformations to achieve enduring success. The approach of talent management surpasses standard HR practices since it combines personal career development with organizational achievement (Alanazi,2024).

Human capital management includes multiple vital elements which form an organized approach to manage workforce activities. Through workforce planning organizations achieve better future staffing predictions which enables them to detect skill deficiencies while coordinating human resource tactics with business performance objectives. The recruiting process of skilled personnel requires the acquisition of future company professionals whose skills match the culture while meeting the organizational targets. Employee integration alongside onboarding supports new hires to adapt efficiently into the organization while minimizing their time to deliver results. Performance management combined with learning and development initiatives provide ongoing training to build employee competence and assessment methods which provide employees feedback through defined performance criteria. Through succession planning organizations discover and develop leadership candidates who ensure a smooth leadership transition process. Employee

engagement and retention strategies aim to create a favorable workplace that boosts motivation and provides value to employees (Dahlan,2024).

Research organizations have developed different frameworks to assist in defining their talent management procedures. The Integrated Talent Management Framework stands as one main conceptual model that requires HR practices to advance business targets while maintaining linked learning and career development processes. The Talent Management Life Cycle Model presents a comprehensive system by explaining all stages from acquisition to development and retention to transition of employees. The model enables organizations to implement systematic career management of their workforce which leads to sustainable employment practices.

Employee development depends on continuing education according to the influential 70-20-10 Learning Model. The learning process derives 70% of its content from workplace experiences and 20% comes through mentoring and social interactions alongside 10% generated from formal education and training programs. Organizations must deliver authentic workplace-learning programs to develop their employees' skills according to this model. The McKinsey "War for Talent" Model shows that organizations need to differentiate their employer value through choice positioning and leadership development while having robust retention systems. Public institutions require exceptional skills management strategies because their employee capabilities defined the quality-of-service delivery. Public sector organizations have to deal with departmental procedures and restricted hiring possibilities combined with funding restrictions. The public sector aims its talent management strategies at updating workforce regulations while boosting employee development and driving performance excellence throughout the organization. Talent

management policies for the Saudi Arabian public sector receive their direction from the Ministry of Human Resources and Social Development. The Ministry uses Vision 2030 guidelines to boost Saudi personnel capabilities while fostering Saudization efforts and adding jobs for nationals through direct Saudization (Khan,2013).

Definition and importance of talent management in public sector .2.3.5 organizations

The public sector utilizes a strategic methodical workforce process to help government agencies obtain and maintain dedicated employees throughout their departments. Talent management operates within the framework of human resource management to develop institutions staffed with suitable employees having necessary specialized skills and promise to execute exceptional public services efficiently. Public sector talent management follows diverse principles from private sector talent management since public sector organizations focus first on service delivery while meeting good governance standards and citizen service requirements. Talent management in the public sector demands organizations to execute workforce planning procedures as well as perform recruitment and selection tasks while providing employee development programs and leadership training and applying performance management strategies and succession planning initiatives. Advanced talent management approaches in the public sector become necessary because increasing public administrative challenges since such methods enhance workforce quality while sustaining public service delivery (Al Amri, et al.,2016).

Talent Management: Concepts and Frameworks .2.3.6

Talent management is a strategic approach to attracting, developing, retaining, and optimizing an organization's workforce to achieve its long-term goals. It ensures that organizations have the right talent in place to meet their current and future needs, aligning human capital with

business objectives. In today's competitive and evolving work environment, talent management is essential for both private and public sector organizations, as they strive to enhance workforce productivity, innovation, and retention. In the public sector, talent management plays a vital role in ensuring efficient service delivery and aligning workforce strategies with national development plans, such as Saudi Vision 2030 (Alshammari,2020).

The concept of talent management has evolved significantly over time. Traditionally, human resource management (HRM) focused mainly on hiring and administrative tasks. However, modern talent management takes a comprehensive approach, integrating various HR functions such as workforce planning, employee engagement, performance management, and leadership development. The primary goal is to create a motivated and skilled workforce capable of adapting to organizational changes and contributing to long-term success. Unlike conventional HR practices, talent management focuses on both individual career growth and overall organizational performance (Alanazi,2024).

Talent management consists of several interconnected components that ensure a systematic and strategic approach to managing human capital. Workforce planning helps organizations anticipate future workforce needs, identify skills gaps, and align HR strategies with business goals. Talent acquisition and recruitment involve attracting and hiring skilled professionals who fit the organizational culture and objectives. Onboarding and employee integration ensure that new employees' transition smoothly into the organization and quickly become productive. Learning and development initiatives provide continuous training opportunities to enhance employees' skills and knowledge, while performance management ensures that employees receive feedback and are evaluated based on clear expectations. Succession planning identifies and prepares future leaders, ensuring smooth leadership transitions. Lastly, employee engagement and retention strategies

focus on creating a positive work environment where employees feel valued and motivated (Dahlan,2024).

To guide organizations in structuring their talent management strategies, several frameworks have been developed. One widely used model is the Integrated Talent Management Framework, which emphasizes aligning HR practices with business goals and ensuring that recruitment, learning, and career development activities are interconnected. Another approach is the Talent Management Life Cycle Model, which outlines the various stages of talent management, from attracting and developing employees to retaining and transitioning them. This model helps organizations systematically manage employees throughout their careers, ensuring workforce sustainability.

Another influential framework is the 70-20-10 Learning Model, which highlights the importance of continuous learning in employee development. According to this model, 70% of learning comes from on-the-job experiences, 20% from mentoring and social interactions, and 10% from formal education and training programs. This model underscores the need for organizations to provide real-world learning experiences to enhance employees' skills. Additionally, the McKinsey "War for Talent" Model stresses the importance of competing for top talent by differentiating the organization as an employer of choice, investing in leadership development, and implementing strong retention strategies. Talent management is particularly critical in the public sector, where government institutions must ensure that their workforce is capable of delivering high-quality services. Public sector organizations face unique challenges, including bureaucratic structures, limited flexibility in hiring, and budget constraints. Therefore, talent management strategies in the public sector focus on modernizing workforce policies, enhancing skill development, and promoting a performance-driven culture. In Saudi Arabia, the

Ministry of Human Resources and Social Development plays a key role in shaping public sector talent management policies. By aligning workforce strategies with Vision 2030, the Ministry aims to enhance workforce capabilities, promote job localization (Saudization), and create employment opportunities for Saudi nationals (Khan,2013).

Definition and importance of talent management in public sector organizations .2.3.5

The public sector utilizes a strategic methodical workforce process to help government agencies obtain and maintain dedicated employees throughout their departments. Talent management operates within the framework of human resource management to develop institutions staffed with suitable employees having necessary specialized skills and promise to execute exceptional public services efficiently. Public sector talent management follows diverse principles from private sector talent management since public sector organizations focus first on service delivery while meeting good governance standards and citizen service requirements. Talent management in the public sector demands organizations to execute workforce planning procedures as well as perform recruitment and selection tasks while providing employee development programs and leadership training and applying performance management strategies and succession planning initiatives. Advanced talent management approaches in the public sector become necessary because increasing public administrative challenges since such methods enhance workforce quality while sustaining public service delivery (Al Amri, et al.,2016).

All human resource management strategies of the Saudi government follow the guiding principles of Vision 2030. .2.3.6

Saudi Arabian Vision 2030 serves as the national development strategy that targets economic oil independency while upgrading Human Resources practices and developing superior talent organization structures. Sectors throughout all industries benefit from the workforce development process to create job opportunities through enhanced skills development and systemic human resources management changes. The human talent functions as the fundamental building block for sustainable economic growth in the Vision 2030 society. The economic development targets of Saudi Arabia necessitate developing a workforce based on client-focused methods that will launch transformational change. Various employee engagement-oriented approaches in HR management resulted in advanced professional progress and superior leadership capabilities simultaneously.

Workforce Nationalization and Saudization Policies .2.3.7

The Nitaqat Program under Vision 2030 serves as the main human resources policy through Saudization by imposing employment percentage requirements for Saudi nationals to businesses. Businesses now need to use Saudi training programs for national workforce employment as part of their new talent recruiting process following this policy reform. Official government policies which include business regulations help persuade companies to invest in Saudi nationals. Workforce requirement systems will join forces with salary supplement payments through current Saudi nationals hire programs to create financial restrictions for businesses that fail to participate in these programs. The Saudi government created new labor market policies to achieve three main objectives they set which involve setting equal work standards and increasing employment rates for Saudi citizens in healthcare and IT and financial fields.

Investment in Human Capital Development .1

The Human Capability Development Program (HCDP) under Vision 2030 Saudi Arabia focuses on educational system enhancement and builds both vocational training and work-related competencies that match industry requirements. The program establishes operational goals to build teams of employees for already forecasted employment needs.

The existing academic curricula in educational institutions require modification to ✓
align with industrial standards of performance.

The nation requires better development of its existing vocational training programs ✓
to train workers in specialized skills.

The organization needs established ongoing learning centers that operate along with ✓
trained skills development programs in each department.

This initiative requires direct policy modifications to human resources because employers need to establish training programs which match their talent management methods in both public sector and private organization spaces. Job market security develops for Saudi employees through this protective strategy because they attain advanced skills and new vocational abilities.

Enhancing Women's Participation in the Workforce .2.3.4

Women's workforce involvement represents the central goal for implementing Vision 2030.

Current human resources policies from the government remove all barriers to workforce transformation that prevent women from entering employment. These reforms include:

Women gained approval for occupation access that was restricted to men during the past

Workplace anti-discrimination legislation with equal pay requirements was established. decades.

Flexible work scheduling systems in the workplace should grant employees the right to work remotely or part-time away from office premises to simplify access to employment opportunities. The increased engagement of female workers in the labor market especially for female workers stems from Saudi women leading companies and establishing businesses besides participating in STEM programming. Workplace transitions required organizations to develop modern human resource policies which allow inclusive hiring practices in their workplaces.

Digital Transformation and Smart HR Solutions .2

Starting from 2030 Vision the technological advancements drove HR management systems to adopt digital workforce direction that relies on automated workforce control mechanisms. The combination of smart HR systems and cloud-based hiring platforms with AI analytics software enables organizations to produce enhanced strategic workforce planning and better executive choices. E-government services operated by the government make these human resource operations simpler through these features: The platform enables Saudi job seekers to obtain online operations simpler through these features: Labor law compliance is preserved access to employers by means of its job matching system. through automated systems and monitoring software which maintain automated payroll systems. Human resource departments use AI analytical tools for workforce pattern identification to locate talent deficits that their organizations may have.

The new human resources approaches developed through enhanced research allow organizations to discover performance-driven systems for workforce recruitment as well as employee education and measurements.

Leadership Development and Succession Planning .3

The Human Capability Development Program (HCDP) within the vision of Saudi Arabia 2030 educates both students and professionals to receive expertise which matches market needs through education and vocational training. Through its program the initiative takes action to develop The educational curricula qualified staff members who will fulfill future market requirements. The current size of inside institutions need to shift toward meeting professional standards. technical and vocational training courses in Saudi Arabia needs expansion to provide workers with specialized abilities..

The organization needs to build continuous learning environments along with regular skill •
improvement programs.

The program needs immediate policy transformation in public and private institutions to •
establish personnel training programs within their management systems. Saudi workers maintain protection of the job market as the strategy ensures both their skill development and acquisition of new learning abilities.

Enhancing Women's Participation in the Workforce .3

A major milestone of Vision 2030 is the empowerment of women in the workforce. The government has implemented progressive HR policies that remove legal and social barriers preventing women from participating in the labor market. These reforms include:

- Lifting restrictions on female employment in previously male-dominated sectors. •
- Implementing equal pay regulations and workplace anti-discrimination laws. •
- Encouraging flexible work arrangements, such as remote work and part-time employment, •
to increase accessibility for women.

As a result, women's workforce participation has seen a significant increase, with more Saudi women entering leadership roles, entrepreneurship, and STEM fields. This transformation has required organizations to adopt HR policies to accommodate a more diverse and inclusive workforce.

Digital Transformation and Smart HR Solutions .4

The technological growth under Vision 2030 advances Human Resource management into systems of digital transformation that control workforces automatically. Today's businesses implement integrated smart HR solutions which merge cloud recruitment platforms with AI talent analytics tools to reinforce workforce planning capabilities as well as better their decision outcomes. The government established e-government electronic services to smooth Human Resources management through these functions:

- A digital platform connects Saudi Arabian jobseekers to employers for exchanging information needed in their job search activities.
- The automated labor market monitoring system gives organizations the ability to meet legal labor compliance requirements by managing payroll through automated systems.
- AI analytics tools working within human resources departments enable organizations to identify talent gaps and discover workforce trends because of their analysis capabilities.
- The enhancements develop Human Resources practices which enable organizations to acquire talents effectively by using data-driven methods while establishing structured systems for training personnel and assessing their performance.

Ministry's strategic objectives in talent development .2.3.10

MHRSD fulfills this mission by operating from its basic responsibility to establish workforce competency guidelines and develop Saudi Arabian talent development models. The Ministry applies Vision 2030 to create strategic goals which will build an operational workforce that leads Saudi Arabia toward future economic and social development through 2030. The ministry created particular targets for developing these three major components with labor market efficiency enabling workforce inclusion and digital transformation and skills development resulting in workforce nationalization. The Ministry uses strategic approaches to implement active employment creation methods and human resource promotional programs for building national human capital development programs under its management. Through the Saudization campaign the Ministry administers Nitaqat Program for enhancing employment opportunities for Saudi workers.

Workplace diversity together with workplace inclusion stands at the top of operational priorities within the Ministry. The development of Vision 2030 established workforce equality between female and male employment numbers. The newly enacted policies from the Ministry serve dual objectives of embracing female leadership as well as STEM development to achieve career parity for women. Businesses gain advantages from workplace programs that reinforce both female workforce support and adaptable work hours and maternal absence policies. The government's labor force participation support for everyone in society will lead to economic development. The ministry supplies funding to executive development programs together with leadership transition programs for the creation of enduring executive development structures.

Different organizations implement discovery systems to detect upcoming leaders who eventually shape future leadership structures within both public services and private businesses. The government relies on executive training programs and formal career development structures together with mentorship programs to form future national leadership groups that promote national development. The Ministry oversees development of unified governance practices which deliver benefits to every public sector part.

The Department of Promotion develops modern sales approaches from its business model to generate work options for a wider demographic. The government provided licenses to freelance operators through funding programs that created innovative camps which assisted individuals with developmental goals to establish their businesses. The educational program helps working staff identify multiple paths to economic development during their process of exploring different workplaces. The Ministry has selected employee satisfaction and engagement as essential strategic goals which serve as priorities for all personnel. A fusion between mental wellness promotion initiatives and employee engagement initiatives produces balanced along with productive workplace environments. The implementation of flexible scheduling together with mental wellness programs within recognition initiatives generates better satisfaction among office staff and lowers employee turnover rates.

Chapter 3. Methodology

Introduction .3.1

The methodology of the study will be presented, including a description of the sample, the research tools used, and the method of preparation. This section will also detail the validity and reliability of the tools. Furthermore, it will clarify the statistical methods and treatments employed, which were primarily used to analyze the study's hypotheses, aiming to achieve reliable scientific results.

Research Approach .3.2

This study was conducted to answer the questions raised, and therefore, it relied on a quantitative approach to examine the impact of relationship building on sales performance in Saudi

Arabia (KSA) **During this study, the researcher relied on two types of data:**

Primary Data: This was collected through a field study where a data collection tool, - namely a questionnaire designed by the researcher, was used. The questionnaire was distributed to the study sample, and the data collected was analyzed using the Statistical Package for the Social Sciences (SPSS) to reach scientific results.

Secondary Data: This includes reliable scientific information gathered from academic books, research papers, and studies related to the study topic, as well as published research articles relevant to the study variables.

Research Design .3.3

Research Sample .3.3.1

A random sampling method was employed to select the study sample. The questionnaire was distributed electronically through social networking sites to gather responses. The study

The table below presents the characteristics of the sample. .) people132sample comprised (

Table 1 Characteristics of the Research Sample

Characteristics	Sub Characteristics	N	%
Gender	Female	87	65.9%
	Male	45	%34.1
Age Group	18 - 29 Years old	36	%27.3
	30 – 40 years old.	54	%40.9
	41- 50 years old.	34	%25.8
	51 – 59 Years old	7	%5.3
	60 or more years	1	%0.8
Educational Level	High School	19	%14.4
	Bachelor's degree	63	%47.7
	Master’s degree	48	%36.4
	Doctorate degree	2	%1.5
Years of experience	Less than 5 years	56	%42.4
	From 6 to 10 years	30	%22.7

	From 11 to 15 years	17	%12.9
	16 or more years.	29	%22
	Other	34	%25.8
Total		132	100%

The data provided gives an insightful overview of a demographic sample, detailing characteristics such as gender, age group, educational level, years of experience, and job roles. With a total sample size of 132 individuals, the gender distribution reveals a predominance of females, accounting for 65.9% (87 individuals), while males constitute 34.1% (45 individuals). This gender disparity might reflect industry-specific trends or cultural factors influencing participation rates.

Examining the age distribution, the majority of the sample falls within the 30-40 years age bracket, representing 40.9% (54 individuals). This is followed by the 18-29 years group at 27.3% (36 individuals), and the 41-50 years group at 25.8% (34 individuals). The 51-59 years category and the 60 or more years category constitute smaller portions, at 5.3% (7 individuals) and 0.8% (1 individual) respectively. This distribution suggests a relatively young and middle-aged workforce, with fewer older participants, potentially indicating trends in career longevity or retirement.

Regarding educational attainment, the largest segment holds a bachelor's degree, making up 47.7% (63 individuals) of the sample. Those with a master's degree follow at 36.4% (48 individuals), highlighting a highly educated group overall. Individuals with a high school education account for 14.4% (19 individuals), while doctorate degree holders represent a small fraction, at 1.5% (2 individuals). This elevated level of educational achievement may correlate with the nature of the industry or the specific roles within the sample.

In terms of work experience, 42.4% (56 individuals) have less than five years of experience, indicating a considerable proportion of relatively new entrants to the field. Those with six to ten years of experience make up 22.7% (30 individuals), while 12.9% (17 individuals) have 11 to 15 years of experience. A notable 22% (29 individuals) have 16 or more years of experience, reflecting a blend of seasoned professionals and newcomers.

Data Collection .3.3.2

The study tool consisted of a questionnaire divided into two sections as follows:

Section One: This section gathered basic demographic data of the sample members, -
including educational qualifications, years of experience, job position, and age.

Section Two: This section included the core items of the questionnaire, comprising 19 -
items divided into two principal areas:

Axis One: leadership styles This area is further divided into three dimensions: First ✓
dimension of Autocratic is consistent with form 5 items

The second dimension of Democratic is consistent with form 4 items ✓

The third dimension of Freedom is consistent with form 5 items ✓

Axis Two: Talent Management is consistent with 5 items ✓

The questionnaire will be used in order to collect data through the five-point Likert scale, which

can be expressed through the following table:

Table 2 The Five- Point Likert Scale

Term	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Answer Degree	1	2	3	4	5

The Validity .3.3.3

Internal consistency was used to measure the validity of the tool by assessing the extent to which each item of the questionnaire is consistent with its corresponding construct. Pearson correlation coefficient was used to measure the correlation between each item and the total score of the construction it belongs to, as shown in the following table:

Table 3 The results of the correlation coefficient for the validity of the tool

Pattern Scales											
Leadership Styles									Talent Management		
Autocratic			Democratic			Freedom					
No	Pearson Correlation	Sig.(2 Tailed)	No	Pearson Correlation	Sig.(2 Tailed)	No	Pearson Correlation	Sig.(2 Tailed)	No	Pearson Correlation	Sig.(2 Tailed)
1	0.504	0.000	1	0.815	0.000	1	0.738	0.000	1	0.817	0.000
2	0.730	0.000	2	0.820	0.000	2	0.741	0.000	2	0.808	0.000
3	0.832	0.000	3	0.818	0.000	3	0.792	0.000	3	0.838	0.000
4	0.792	0.000	4	0.824	0.000	4	0.816	0.000	4	0.806	0.000
5	0.734	0.000				5	0.741	0.000	5	0.778	0.000

The results presented in Table 3 show the correlation coefficients used to assess the validity of the measurement tool in evaluating leadership styles and talent management strategies. The analysis confirms that all correlation coefficients are statistically significant ($p = 0.000$ for all For autocratic values), indicating strong validity and consistency in the measurement tool. For autocratic leadership, the correlation coefficients range from 0.504 to 0.832, with the highest correlation observed in item 3 (0.832) and the lowest in item 1 (0.504). This suggests that while autocratic leadership is measured effectively, some aspects (such as strict control and decision-making For democratic authority) have stronger associations with talent management than others. For democratic leadership, the correlation coefficients are consistently high, ranging from 0.815 to 0.824,

confirming a strong and valid measurement of this leadership style. The highest correlation (0.824) is observed in item 4, indicating that democratic leadership elements—such as encouraging For freedom- employee participation and valuing feedback—are well-captured by the tool. oriented (laissez-faire) leadership, the correlation values range from 0.738 to 0.816, with item 4 (0.816) showing the strongest correlation. This indicates that the tool effectively captures the essence of laissez-faire leadership, including autonomy and minimal supervision, making it a Regarding talent management strategies, all correlation reliable measure of this leadership style. values are significantly high, ranging from 0.778 to 0.838, with item 3 (0.838) displaying the highest correlation. This suggests that the measurement tool is highly valid in assessing talent management effectiveness, particularly in areas related to recruitment, development, and employee Overall, the consistently high correlation values across all dimensions confirm that the retention. measurement tool effectively evaluates leadership styles and talent management strategies, making it a reliable and valid instrument for assessing their impact within the Saudi Ministry of Human Resources and Social Development.

Reliability .3.3.4

Table 4 The results of Cronbach's alpha coefficient for the reliability of the tool.

Variables		Number	Axis Stability
Leadership Styles	Autocratic	5	0.764
	Democratic	4	0.836
	Freedom	5	0.824
Talent Management		5	0.866
Total Cronbach's Alpha		19	15.614

To calculate the questionnaire's reliability, we used Cronbach's alpha coefficient to determine the tool's stability. The following table shows the reliability coefficients. The table indicates that the questionnaire has an elevated level of reliability, with Cronbach's alpha values to 0.866. This demonstrates that the scale has an 0.764 for the questionnaire's axes ranging from elevated level of stability, meaning the results are consistent each time the scale is applied.

Therefore, this questionnaire can be reliably used to generalize the results.

Study Procedures .3.3.5

Initially, the questionnaire was designed by reviewing previous studies related to the research topic and the collected theoretical frameworks. After designing the questionnaire, it was presented to several experts for review, and necessary amendments were made through deletion and addition.

Next, the validity and reliability of the tool were assessed. The questionnaire was then prepared electronically and distributed via social networking sites such as Facebook and WhatsApp. After the survey was administered, data were collected to achieve reliable scientific results.

The Statistical Method .3.3.6

The data collected from the sample were entered using the program (SPSS-V.22). The statistical methods that were used to process the data varied, including:

- Cronbach's Alpha coefficient to ensure consistent performance. •
- Use frequencies and percentages to determine the significance of the sample's •
responses to the questionnaire items.
- Correlation coefficient for the calculation of honesty. •
- Regression analysis •

Chapter 4. Analysis and Results

Introduction .4.1

This chapter details the statistical analysis of the collected data, outlining the analytical processes used to derive clear and meaningful scientific information. These processes are designed to achieve the study's objectives and address its research questions.

Statistical Analysis and Results Interpretation .4.2

Axis One: Leadership Styles .1 .4.2

First Dimension : Autocratic Leadership ✓

Table 5 The result of First Dimension Trust

No	Items	Mean	SD	Order	The reliability
1	My supervisor makes decisions without consulting employees.	1.70	0.798	5	-
2	Employees are expected to follow instructions without questioning.	2.84	1.054	1	-

3	Leaders in my organization focus on discipline and strict control.	2.29	0.843	4	-
4	Employee suggestions and opinions are rarely considered in decision-making.	2.29	0.843	3	-
5	My organization values results more than employee well-being.	2.33	0.843	2	-
Total		2.29	0.632	-	0.764

The results of the first dimension, Autocratic Leadership, as shown in Table 5, indicate a notable emphasis on control and discipline within the organization. The highest mean score (2.84) corresponds to the statement that "Employees are expected to follow instructions without questioning," suggesting that strict adherence to directives is a defining characteristic of leadership in this context. Additionally, the statement "My organization values results more than employee well-being" received a mean score of 2.33, ranking second, which implies that organizational priorities may lean more toward performance outcomes rather than employee welfare.

Similarly, statements regarding limited employee involvement in decision-making and a strong focus on discipline both received a mean score of 2.29, reinforcing the perception of a hierarchical and authoritative leadership style. The lowest mean score (1.70) pertains to the assertion that "My supervisor makes decisions without consulting employees," indicating that, although autocratic tendencies exist, some level of consultation may occur. The overall mean score for this dimension is 2.29, with a reliability coefficient of 0.764, signifying a reasonable level of internal consistency in responses. These findings collectively highlight a structured and control-oriented leadership approach that may impact on employee engagement and participation in organizational decision-making.

Second Dimension: Democratic Leadership ✓

Table 6 The result of Second Dimension Democratic Leadership

No	Items	Mean	SD	Order	The reliability
1	My leader encourages employees to participate in decision-making.	1.83	0.757	1	-
2	Employees are given opportunities to express their opinions freely.	1.63	0.703	3	-
3	Teamwork and collaboration are encouraged in my organization.	1.78	0.713	2	-
4	Leadership in my organization values feedback from employees.	1.57	0.690	4	-
Total		1.70	0.586	-	0.836

The findings for the **Democratic Leadership** dimension, as presented in Table 6, reveal relatively low mean scores across all items, suggesting a limited implementation of democratic leadership practices within the organization. The highest-rated statement, "My leader encourages employees to participate in decision-making," received a mean score of 1.83, indicating that while some level of participatory leadership exists, it is not strongly emphasized. The promotion of teamwork and collaboration follows closely with a mean score of 1.78, suggesting that collective efforts are somewhat encouraged but may not be a dominant feature of the organizational culture. On the other hand, statements regarding employees' freedom to express their opinions (1.63) and leadership valuing employee feedback (1.57) received the lowest mean scores,

highlighting a possible gap in communication and inclusivity within the decision-making process. The overall mean score for this dimension stands at 1.70, with a reliability coefficient of 0.836, reflecting an elevated level of consistency in responses. These results suggest that democratic leadership elements are present but not strongly integrated into the organizational framework, potentially limiting employee engagement and shared decision-making.

Third Dimension: Freedom Leadership ✓

Table 7 The results of Third Dimension Freedom Leadership

No	Items	Mean	SD	Order	The reliability
1	Leaders in my organization allow employees to make decisions on their own.	2.13	.7350	1	-
2	Employees are given full independence in completing their tasks.	1.95	.6910	3	-
3	There is little supervision from leaders, and employees have complete control over their work.	1.98	0.771	2	-
4	Employees receive minimal guidance from leaders and are expected to be initiative-taking.	1.88	0.762	4	-
5	Leaders in my organization avoid direct involvement in employee responsibilities.	1.76	0.711	5	-
Total		1.93	0.563	-	0.824

The findings for the Freedom Leadership dimension, as illustrated in Table 7, suggest that while some aspects of autonomy are present in the organization, full independence in decision-making and task execution is not strongly emphasized. The highest-rated item, "Leaders in my organization allow employees to make decisions on their own," received a mean score of 2.13, indicating that employees have some level of decision-making power, but it is not widespread. Similarly, statements reflecting limited supervision (1.98) and independence in task completion (1.95) suggest that while employees may have some autonomy, it is not absolute, and leadership still maintains a degree of oversight. The lowest mean scores were assigned to statements indicating minimal guidance (1.88) and leaders avoiding direct involvement in employee responsibilities (1.76), implying that employees still rely to some extent on their leaders for direction and support.

The overall mean score for this dimension is 1.93, with a reliability coefficient of 0.824, indicating an elevated level of internal consistency in responses. These results suggest that while elements of freedom leadership exist, employees are not granted complete autonomy, and leadership maintains a certain level of involvement and control in workplace operations.

Dependent variable: : Talent Management Strategies .2 .4.2

Table 8 The result of Talent Management Strategies

No	Items	Mean	SD	Order	The reliability
1	My organization has a clear and structured recruitment process.	1.61	0.798	2	-
2	The hiring process ensures that only the most qualified candidates are selected.	1.68	0.794	1	-

3	Leaders are actively involved in identifying and attracting top talent.	1.57	0.679	4	-
4	Employees are recruited based on long-term organizational needs.	1.61	0.706	3	-
5	My organization prioritizes hiring individuals with leadership potential.	1.54	0.659	5	-
Total		1.60	0.588	-	0.866

The findings for the Talent Management Strategies variable, as presented in Table 8, indicate that the organization's approach to recruitment and talent acquisition is relatively weak, with all mean scores falling below 2.0. The highest-rated statement, "The hiring process ensures that only the most qualified candidates are selected," received a mean score of 1.68, suggesting that while there is an effort to maintain selection standards, the process may still lack efficiency or transparency. Similarly, the statement "My organization has a clear and structured recruitment process" scored 1.61, indicating that while a framework for hiring exists, it may not be well-defined or consistently implemented.

Other aspects of talent management, such as aligning recruitment with long-term organizational needs (1.61) and leaders' involvement in identifying and attracting top talent (1.57), received even lower scores, implying that workforce planning is not a primary focus. The lowest-rated statement, "My organization prioritizes hiring individuals with leadership potential," received a mean score of 1.54, suggesting that the organization does not emphasize leadership development when recruiting new employees. The overall mean score for this dimension stands at 1.60, with a high reliability coefficient of 0.866, indicating a strong internal consistency in responses. These results

suggest that while some hiring processes are in place, the organization lacks a strategic approach to talent management. There appears to be minimal emphasis on leadership potential, long-term workforce planning, and initiative-taking talent acquisition, which could affect organizational growth and sustainability.

Test Hypotheses .4.3

H1: There is a statistically significant effect of autocratic leadership on the effectiveness of talent management strategies at the Saudi Ministry of Human Resources and Social Development. ✓

Table 9 Effect of autocratic leadership on the effectiveness of talent management strategies

Hypothesis	Sales Performance	
	Pearson Correlation	Sig. (2-tailed)
Effect of autocratic leadership on the effectiveness of talent management strategies	0.327	0.658

The analysis presented in Table 9 examines the relationship between autocratic leadership and the effectiveness of talent management strategies within the Saudi Ministry of Human Resources and Social Development. The Pearson Correlation coefficient for this relationship is 0.327, indicating a weak positive correlation between autocratic leadership and talent management effectiveness. This suggests that as autocratic leadership practices increase, there is a slight tendency for talent management strategies to improve, but the relationship is not strong. Furthermore, the significance value (Sig. 2-tailed) is 0.658, which is greater than the standard significance threshold of 0.05. This indicates that the relationship between autocratic leadership and talent management strategies is not statistically significant. In other words, the observed correlation may have occurred by

chance, and there is no convincing evidence to suggest that autocratic leadership directly influences talent management effectiveness within the organization. These results imply that while some aspects of autocratic leadership might have a minor impact on talent management, the overall effectiveness of recruitment, selection, and workforce planning is not significantly affected by this leadership style. This may indicate that other factors, such as organizational policies, external labor market conditions, or alternative leadership approaches, play a more critical role in shaping talent management outcomes. Organizations aiming to enhance talent management strategies may need to explore more participative leadership styles or improve their human resource practices independently of leadership style.

H2: There is a statistically significant effect of democratic leadership on the effectiveness of talent management strategies at the Saudi Ministry of Human Resources and Social Development. ✓

Table 10 Effect of democratic leadership on the effectiveness of talent management strategies

Hypothesis	Sales Performance	
	Pearson Correlation	Sig. (2-tailed)
Effect of democratic leadership on the effectiveness of talent management strategies	0.675	0.000

The analysis in Table 10 evaluates the relationship between democratic leadership and the effectiveness of talent management strategies within the Saudi Ministry of Human Resources and Social Development. The Pearson Correlation coefficient for this relationship is 0.675, indicating a strong positive correlation between democratic leadership and talent management effectiveness. This suggests that as democratic leadership practices increase, talent management strategies tend

to improve significantly. Moreover, the significance value (Sig. 2-tailed) is 0.000, which is well below the standard threshold of 0.05, confirming that the relationship is statistically significant. This means that the observed correlation is unlikely to have occurred by chance, providing convincing evidence that democratic leadership has a meaningful and positive impact on talent management effectiveness.

These findings suggest that organizations emphasizing employee participation, open communication, and inclusive decision-making are more likely to have effective talent management strategies. Democratic leadership fosters an environment where employees feel valued and engaged, leading to better recruitment, retention, and workforce development. For the Saudi Ministry of Human Resources and Social Development, adopting and strengthening democratic leadership practices could enhance talent management efforts, ensuring that the right individuals are selected, developed, and retained to support organizational success.

**H3: There is a statistically significant effect of freedom-oriented leadership (laissez-faire) ✓
on the effectiveness of talent management strategies at the Saudi Ministry of Human
Resources and Social Development.**

Table 11 Effect of freedom-oriented leadership (laissez-faire) on the effectiveness of talent management strategies

Hypothesis	Sales Performance	
	Pearson Correlation	Sig. (2-tailed)
Effect of freedom-oriented leadership (laissez-faire) on the effectiveness of talent management strategies	0.622	0.000

The analysis presented in Table 11 assesses the relationship between freedom-oriented leadership (laissez-faire) and the effectiveness of talent management strategies within the Saudi Ministry of Human Resources and Social Development. The Pearson Correlation coefficient is 0.622, indicating a strong positive correlation between laissez-faire leadership and talent management effectiveness. This suggests that as freedom-oriented leadership increases, the effectiveness of talent management strategies tends to improve significantly.

Additionally, the significance value (Sig. 2-tailed) is 0.000, which is well below the 0.05 threshold, confirming that the relationship is statistically significant. This means that the positive correlation between laissez-faire leadership and talent management effectiveness is unlikely to be due to chance, providing convincing evidence that freedom-oriented leadership positively influences talent management outcomes. These results suggest that granting employees greater autonomy and minimizing direct leadership control can contribute to more effective talent management. When employees are trusted to make decisions, work independently, and take ownership of their responsibilities, it may foster an environment where creativity, innovation, and professional growth thrive. For the Saudi Ministry of Human Resources and Social Development, these findings imply that a leadership approach that balances autonomy with strategic oversight could enhance the organization's ability to attract, develop, and retain top talent. However, while a laissez-faire approach can empower employees, it is essential to ensure that it does not lead to a lack of direction or accountability, which could negatively impact organizational performance in the long run.

Regression analysis model summary Table 12

R	R Square	Adjusted R Square	Mean Square	F	Sig
0.707a	0.500	0.488	7.563	42.624	0.000b

Coefficients of Independent Variable Table 13

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
autocratic	0.029	0.065	0.031	0.443	0.658
democratic	0.466	0.089	0.464	5.252	0.000
freedom-oriented	0.297	0.094	0.284	3.145	0.002

The regression analysis results indicate that democratic leadership has the most significant positive impact on the effectiveness of talent management strategies, followed by freedom-oriented (laissez-faire) leadership, while autocratic leadership shows no significant effect. With an R-value of 0.707 and an R Square of 0.500, the model suggests that 50% of the variation in talent management effectiveness can be explained by the three leadership styles. The F-statistic (42.624) and significance value (0.000) confirm the model's statistical relevance. Among the leadership styles, democratic leadership (Beta = 0.464, $p = 0.000$) has the strongest positive effect, indicating that encouraging employee participation and valuing team collaboration significantly enhance talent management effectiveness. Freedom-oriented leadership (Beta = 0.284, $p = 0.002$) also contributes positively but to a lesser extent, suggesting that while granting employees autonomy improves talent management, it requires structured oversight. Conversely, autocratic leadership (Beta = 0.031, $p = 0.658$) has no statistically significant impact, implying that a rigid, top-down approach does not foster effective recruitment, development, or retention strategies. These findings highlight the importance of participative and empowering leadership styles in enhancing

organizational talent management, emphasizing the need for inclusive decision-making, collaboration, and balanced autonomy to attract, develop, and retain top talent effectively.

Verification of Hypotheses .4.4

Table 14 Verification of Hypotheses

No	Hypotheses	Sig
H1	There is a statistically significant effect of autocratic leadership on the effectiveness of talent management	Not Accepted
H2	There is a statistically significant effect of democratic leadership on the effectiveness of talent management strategies at the Saudi Ministry of Human Resources and Social Development	Accepted
H3	There is a statistically significant effect of freedom-oriented leadership (laissez-faire) on the effectiveness of talent management strategies at the Saudi Ministry of Human Resources and Social Development.	Accepted

The verification of hypotheses presented in Table 14 confirms that not all leadership styles have a significant impact on the effectiveness of talent management strategies. H1, which hypothesizes a significant effect of autocratic leadership on talent management, is not accepted, as the statistical analysis showed no meaningful correlation between a rigid, top-down leadership

approach and the effectiveness of talent management strategies. This suggests that centralized decision-making and strict control do not contribute positively to talent recruitment, development, or retention. Conversely, H2, which examines the effect of democratic leadership, is accepted, confirming that a participative leadership style significantly enhances talent management effectiveness. This aligns with the findings that democratic leadership fosters employee involvement, collaboration, and an inclusive decision-making process, all of which support better recruitment and workforce development outcomes. Similarly, H3, which proposes a significant effect of freedom-oriented (*laissez-faire*) leadership, is also accepted, indicating that granting employees autonomy and minimizing direct supervision positively influences talent management effectiveness. However, while freedom-oriented leadership is beneficial, its impact is slightly weaker than that of democratic leadership, suggesting that autonomy must be balanced with guidance to maximize effectiveness. Overall, the results emphasize the importance of adopting democratic and freedom-oriented leadership styles to enhance talent management strategies, while autocratic leadership does not contribute significantly to achieving these goals.

Chapter 5. Discussion and Conclusion

Discussion .5.1

The findings of this study provide significant insights into the impact of different leadership styles on talent management strategies within the Saudi Ministry of Human Resources and Social Development. The results confirm that democratic leadership has the strongest positive effect on talent management, followed by freedom-oriented (*laissez-faire*) leadership, while autocratic leadership shows no significant influence. These findings align with previous research on leadership and human resource management (HRM), reinforcing the importance of participatory and empowering leadership styles in fostering effective talent acquisition, development, and retention.

The strong positive correlation between democratic leadership and talent management effectiveness ($\beta = 0.464$, $p = 0.000$) is consistent with the findings of Iqbal et al. (2015), who highlighted that democratic leadership enhances employee performance and engagement by fostering open communication, collaboration, and decision-making participation. Similarly, Al-Romeedy (2024) emphasized the role of digital leadership and HRM in driving innovative performance in Saudi Arabia, noting that organizations with participatory leadership structures are more successful in managing digital talent and fostering a digital-friendly organizational culture. The emphasis on employee involvement in strategic decisions creates a sense of ownership, which,

in turn, enhances recruitment effectiveness, employee retention, and leadership development initiatives.

Furthermore, the study aligns with Ciulla (2020), who argued that ethical and inclusive leadership practices shape business values and directly impact talent attraction and retention. When leaders prioritize feedback, encourage teamwork, and involve employees in decision-making, they create an ethical and growth-oriented work culture that strengthens talent management strategies. This finding is particularly relevant to Saudi Arabia's Vision 2030, where human capital development is a key pillar of economic transformation.

While democratic leadership had the strongest impact, freedom-oriented leadership ($\beta = 0.284, p = 0.002$) also showed a statistically significant positive effect on talent management strategies. This result is supported by Hazy (2012), who argued that leadership plays a unifying function in shaping organizational identity and workforce ethics. Allowing employees autonomy in decision-making fosters innovation, creativity, and self-motivation, which are critical elements for attracting and retaining top talent. However, the weaker correlation compared to democratic leadership suggests that laissez-faire leadership alone is not sufficient—organizations need to balance autonomy with structured guidance to maintain talent effectiveness.

The role of laissez-faire leadership in talent management is also evident in research by Irwin et al. (2022), who found that uncertainty and lack of leadership oversight can negatively affect strategic business decisions. While autonomy can encourage talent development, a completely hands-off approach may lead to a lack of direction, accountability, and strategic alignment with organizational goals. Alshehri et al. (2024) also highlighted that talent management challenges in Saudi oil and gas multinational corporations (MNCs) stem from leadership gaps and

inconsistent HR strategies, further reinforcing the need for a structured yet flexible leadership approach to drive workforce effectiveness.

In contrast to democratic and laissez-faire leadership, autocratic leadership was found to have no significant impact ($\beta = 0.031$, $p = 0.658$) on talent management effectiveness. This aligns with previous studies, such as Kelidbari et al. (2016), who found that authoritarian leadership styles negatively affect employee performance and engagement. Strict hierarchical control, limited employee involvement, and rigid decision-making processes create an environment where talent retention and professional growth opportunities are restricted. Similarly, Ibrahim & Al-Taneiji (2013) found that schools led by autocratic principals exhibited lower performance and reduced principal effectiveness, indicating that authoritarian leadership is not conducive to human capital development. This is particularly relevant to talent management in government sectors, where rigid bureaucratic structures may impede employee growth and innovation. Kalshoven et al. (2011) also highlighted that ethical leadership and a positive organizational climate contribute more to employee attitudes and retention than top-down control mechanisms, further explaining why autocratic leadership fails to drive talent management effectiveness.

The findings of this study hold significant implications for HRM practices and leadership strategies in Saudi Arabia. As demonstrated by Al-Romeedy (2024), integrating digital HRM practices with leadership strategies is essential for modern workforce management. Organizations aiming to enhance their talent management frameworks should prioritize democratic leadership by encouraging employee participation, fostering collaboration, and aligning leadership strategies with long-term workforce planning. Additionally, while freedom-oriented leadership has benefits, it should be implemented with structured oversight to prevent misalignment with organizational goals. The lack of a significant impact of autocratic leadership suggests that government goals.

institutions and private sector companies in Saudi Arabia should move away from rigid leadership models and adopt more participatory approaches. This is particularly crucial in industries undergoing rapid transformation, such as tourism, hospitality, and oil and gas, where attracting and Overall, retaining skilled professionals is essential for long-term growth (Alshehri et al., 2024). the study reinforces the importance of leadership adaptability in HRM, supporting the argument by Kamarudin et al. (2022) that corporate sustainability is strongly linked to leadership diversity and competitive market strategies. As Saudi Arabia continues its economic diversification efforts, adopting inclusive, ethical, and innovation-driven leadership models will be crucial for strengthening the national workforce and ensuring sustainable talent management practices.

Conclusion .5.2

This study examined the impact of leadership styles (autocratic, democratic, and freedom-oriented) on the effectiveness of talent management strategies within the Saudi Ministry of Human Resources and Social Development. The findings revealed that democratic leadership has the strongest positive effect on talent management effectiveness, followed by freedom-oriented (laissez-faire) leadership, while autocratic leadership showed no significant impact. These results underscore the importance of participative and empowering leadership approaches in fostering a The study work environment that enhances talent acquisition, development, and retention. supports previous research emphasizing the crucial role of democratic leadership in engaging employees, encouraging collaboration, and creating a positive organizational culture that enhances workforce effectiveness. Additionally, the findings suggest that while freedom-oriented leadership allows for autonomy and innovation, it must be balanced with structured oversight to ensure alignment with organizational goals. On the other hand, autocratic leadership, characterized by strict control and limited employee involvement, does not contribute meaningfully to talent

management effectiveness, highlighting the need for leadership adaptability in modern organizations.

From a practical perspective, these insights have important implications for leadership development and HRM strategies in Saudi Arabia's public and private sectors. Organizations should prioritize leadership training programs that encourage democratic decision-making, employee empowerment, and ethical leadership practices to enhance workforce management. Furthermore, aligning leadership strategies with Saudi Arabia's Vision 2030, which emphasizes human capital development and workforce competitiveness, will be critical for long-term success. Overall, this study contributes to the growing body of knowledge on leadership effectiveness in HRM and highlights the need for further research on digital leadership, AI-driven HRM strategies, and cross-sectoral leadership comparisons to advance talent management practices in an evolving global economy.

Managerial Relevance .5.3

The findings of this study provide valuable insights for managers, policymakers, and HR professionals in the Saudi Ministry of Human Resources and Social Development and beyond. The results highlight that democratic leadership has the most significant impact on the effectiveness of talent management strategies, followed by freedom-oriented (*laissez-faire*) leadership, while autocratic leadership does not contribute significantly. These insights can guide leadership development programs and HR strategies to enhance workforce management and productivity. Managers should prioritize participative leadership practices by fostering open communication, encouraging employee involvement in decision-making, and emphasizing teamwork. This approach enhances talent acquisition, development, and retention by creating an inclusive and engaging work environment. Additionally, while freedom-oriented leadership can

support innovation and autonomy, it should be balanced with structured guidance to prevent misalignment with organizational objectives. HR departments should implement policies that promote leadership training, mentorship programs, and continuous feedback mechanisms to Furthermore, these findings are particularly sustain an effective talent management framework. relevant in the context of Saudi Arabia's Vision 2030, where human capital development plays a central role in economic transformation. Government agencies and private sector organizations must shift away from rigid hierarchical structures and embrace leadership styles that empower employees, enabling them to contribute meaningfully to the workforce. Investing in leadership training programs focused on democratic and ethical leadership will be essential for long-term organizational success.

Scientific Implications .5.4

From a scientific perspective, this study contributes to the growing body of knowledge on leadership theory and human resource management by providing empirical evidence on the impact of leadership styles on talent management effectiveness within a government context. The findings support previous studies (e.g., Iqbal et al., 2015; Al-Romeedy, 2024; Alshehri et al., 2024) that emphasize the role of democratic leadership in fostering employee engagement and improving organizational performance. The study also adds to the existing literature by examining the Saudi Additionally, public sector, providing a localized perspective on leadership and HRM dynamics. the study confirms the insignificance of autocratic leadership in modern talent management, reinforcing arguments made by Kelidbari et al. (2016) and Ibrahim & Al-Taneiji (2013) that authoritarian leadership styles are ineffective in dynamic and people-oriented environments. This finding has theoretical implications for leadership development models, suggesting that organizations should reconsider traditional hierarchical structures and explore more adaptive

Furthermore, the results leadership frameworks that align with contemporary workforce needs. highlight the importance of balancing autonomy and structure within freedom-oriented leadership approaches, contributing to the ongoing debate on the effectiveness of laissez-faire leadership (Hazy, 2012; Irwin et al., 2022). Future research can expand on these findings by examining the role of digital leadership and AI-driven HRM strategies in enhancing talent management. Overall, this study advances effectiveness in Saudi Arabia and other emerging economies. scientific understanding of leadership effectiveness in HRM and provides a foundation for future research on leadership adaptability, talent acquisition, and workforce development in the evolving global business environment.

Limitations and Scope for Future Research .5.5

While this study provides valuable insights into the impact of leadership styles on talent management strategies within the Saudi Ministry of Human Resources and Social Development, One key limitation is the focus on a single it has certain limitations that should be acknowledged. government institution, which may limit the generalizability of the findings to other sectors, such as private organizations, multinational corporations (MNCs), or industries with different operational structures. Future research should explore similar relationships in diverse sectors, including healthcare, education, and technology, to determine whether the effects of leadership. Another limitation is styles on talent management vary across different organizational contexts. the cross-sectional nature of the study, which captures data at a single point in time and does not account for longitudinal changes in leadership effectiveness or talent management outcomes. Future research could adopt a longitudinal approach to assess how leadership styles evolve over time and their long-term impact on workforce development and retention.

Additionally, this study primarily relies on quantitative data and statistical analysis, which, while effective for identifying correlations and causal relationships, may not fully capture the nuanced experiences and perceptions of employees regarding leadership styles. Future research could incorporate qualitative methods, such as interviews or focus groups, to gain deeper insights into how employees perceive leadership behaviors and their influence on talent management. Furthermore, the study does not account for the potential moderating or mediating effects of factors such as organizational culture, employee motivation, or digital transformation in HRM. As highlighted by Al-Romeedy (2024), digital leadership and digital talent management are becoming increasingly relevant in shaping workforce dynamics. Future studies should examine the role of digital transformation, artificial intelligence (AI)-driven HRM systems, and remote work policies in influencing the relationship between leadership styles and talent management. Finally, cross-cultural comparisons could provide additional insights into how leadership styles influence talent management in different regions. While this study focuses on Saudi Arabia, future research could compare findings with other Middle Eastern, European, or Asian countries to explore cultural differences in leadership effectiveness and HRM strategies. By addressing these limitations, future research can further enhance the understanding of leadership dynamics in talent management and contribute to more effective HRM practices in an evolving global business landscape.

References

- Abaker, M. O. S. M., Al-Titi, O. A. K., & Al-Nasr, N. S. (2019). Organizational policies and diversity management in Saudi Arabia. *Employee Relations: The International Journal*, 41(3), 454-474.

Abouabidalla, E. A. (2022). *Investigating Talent Management Strategies–The Case of the Abu Dhabi Government in Light of the Abu Dhabi Economic Vision 2030*. Liverpool John

Moore's University (United Kingdom).

Al Amri, R., Glaister, A. J., & Spicer, D. P. (2016). Talent management practice in Oman: the institutional perspective. In *Handbook of human resource management in the Middle*

East (pp. 327-338). Edward Elgar Publishing.

Al Doghan, M. A., & Abdelwahed, N. A. A. (2023). Female Talent Management Practices and Sustainable Firm Performance in Saudi Arabia: Building the Relationship Through Perceived Organizational Support. *The Journal of Modern Project Management*, 11(1), 42-59.

Al Jawali, H., Darwish, T. K., Scullion, H., & Haak-Saheem, W. (2022). Talent management in the public sector: empirical evidence from the Emerging Economy of Dubai. *The International Journal of Human Resource Management*, 33(11), 2256-2284.

Alajaji, Y. A. (2023). *How strategic leaders facilitate public sector digitalisation: the context of two Saudi Arabian ministries* (Doctoral dissertation, Manchester Metropolitan University).

Alanazi, F. (2024). *The Impact of Transformational Leadership on Employee Performance: A Field Study in the Ministry of Sports in Saudi Arabia* (Doctoral dissertation, University of Baltimore).

Albaroudi, H. B., & Iqbal, S. (2024). Role of leadership styles in connecting quality culture and university performance: a higher education perspective from Saudi Arabia. *The TQM Journal*.

Alrashedi, A. K. (2024). Talent identification for revolutionizing human resource management in Saudi Arabia's logistics industry. *Acta Logistica (AL)*, 11(2).

Alrashedi, A. K. (2024). Talent identification for revolutionizing human resource management in Saudi Arabia's logistics industry. *Acta Logistica (AL)*, 11(2).

Al-Romeedy, B. S. (2024). HRM and Digital Leadership: Exploring the Mediating Role of Digital Talent and Digital Culture in Driving Innovative Performance in Saudi Arabia's Tourism and Hospitality Industry. In *HRM, Artificial Intelligence and the Future of Work: Insights from the Global South* (pp. 101-123). Cham: Springer Nature Switzerland.

Alshammari, A. (2020). Factors influencing the organizational culture, resource management and effective management in large KSA industries. *International Journal of Management*, 11(10).

Alshehri, A., Mulyata, J., Alqahtani, F., Ilahi, S., & Boy, F. (2024). The Effect of Talent Management in Saudi Oil and Gas MNCs: Strategies and Challenges. *Journal of Human Resource and Sustainability Studies*, 12(3), 522-554.

Basahal, A., Forde, C., & MacKenzie, R. (2020). The role of HR capabilities during external change in Saudi Arabia. *Journal of human resource management*, 23(2), 15-27.

Ciulla, J. B., & Ciulla, J. B. (2020). The importance of leadership in shaping business values. *The search for ethics in leadership, business, and beyond*, 153-163.

Dahinine, B., Laghouag, A., Bensahel, W., Alsolami, M., & Guendouz, T. (2024). Modelling the Combined Effect of Green Leadership and Human Resource Management in Moving to Green Supply Chain Performance Enhancement in Saudi Arabia. *Sustainability*, 16(10), 3953.

Dahlan, D. A. (2024). Who is the next leader? Understanding women leadership development and succession planning in Saudi Arabian higher educational institutions. *Frontiers in Sociology*, 9, 1442543.

- Hazy, J. K. (2012). The unifying function of leadership: Shaping identity, ethics and the local rules of interaction. *International Journal of Society Systems Science*, 4(3), 222-241.
- Ibrahim, A. S., & Al-Taneiji, S. (2013). Principal leadership style, school performance, and principal effectiveness in Dubai schools. *International journal of research studies in education*, 2(1), 41-54.
- Iqbal, N., Anwar, S., & Haider, N. (2015). Effect of leadership style on employee performance. *Arabian journal of business and management review*, 5(5), 1-6.
- Irwin, K., Gilstrap, C., McDowell, W., Drnevich, P., & Gorbett, A. (2022). How knowledge and uncertainty affect strategic international business investment decisions: Implications for cross-border mergers and acquisitions. *Journal of Business Research*, 139, 831-842.
- Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. B. (2011). Ethical leadership at work: The effects of leader behaviors and ethical organizational climate on employee attitudes. *Journal of Business Ethics*, 103(1), 79–96.
- Kamarudin, K. A., Ariff, A. M., & Wan Ismail, W. A. (2022). Product market competition, board gender diversity and corporate sustainability performance: International evidence. *Journal of Financial Reporting and Accounting*, 20(2), 233-260.
- Kelidbari, H. R. R., Fadaei, M., & Ebrahimi, P. (2016). The role of ethical leadership on employee performance at Guilan University of medical sciences. *Procedia-Social and Behavioral Sciences*, 230, 463-470.
- Kenny, D. A., & Zaccaro, S. J. (1983). An estimate of variance due to traits in leadership. *Journal of Applied Psychology*, 68(4), 678-685.
- Khan, S. A., & Varshney, D. (2013). Transformational leadership in the Saudi Arabian cultural context: Prospects and challenges. *Culture and gender in leadership: Perspectives from the Middle East and Asia*, 200-227.

- Khan, S. N., Busari, A. H., Abdullah, S. M., & Mughal, Y. H. (2018). Followership moderation between the relationship of transactional leadership style and employees' reactions towards organizational change. *Polish Journal of Management Studies*, 17(1), 131-143.
- Kumar, M., & Panshir, P. (2021). The impact of inclusive leadership on employee engagement: A systematic review and future research agenda. *Journal of Managerial Psychology*.
- Kumar, P., & Panshir, M. (2021). Creating positive work environments: Leadership styles and employee wellbeing. *International Journal of Human Resource Studies*, 11(3), 45–68.
- Lis, A., Glińska-Neweś, A., & Kalińska, M. (2015). The role of leadership in shaping interpersonal relationships in the context of positive organizational potential.
- Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of management journal*, 55(1), 151-171.
- McCrae, R. R., & Greenberg, D. M. (2014). Openness to experience. *The Wiley handbook of genius*, 222-243.
- Samarin, I. A., & Al-Asfour, A. A. (2023). National human resource development in transitioning societies: The case of Saudi Arabia. *New Horizons in Adult Education and Human Resource Development*, 35(1), 20-31.
- Taibah, M., & Jamjoom, M. (2013). Saudi Arabia: The need for a coherent national strategy for human capital development. *Education policy reform trends in G20 members*, 229-243.
- Tunsi, W. (2023). Evaluating the effect of human resource management on the relationship between human capital and social capital toward organizational success in the Saudi Arabian banking sector. *Cuadernos de Economía*, 46(132), 1-13.

Appendix

SURVEY INSTRUMENT

Questionnaire Introduction

In today's competitive business environment, organizations must adopt effective talent management strategies to attract, develop, and retain top talent. The ability to nurture employees and ensure their growth is essential for maintaining a productive and engaged workforce. At the core of successful talent management lies leadership, which plays a crucial role in shaping policies, fostering a positive work culture, and implementing strategic initiatives that enhance employee satisfaction and performance. Different leadership styles—autocratic, democratic, and laissez-faire—have varying impacts on talent management. Some leadership approaches focus on strict control and authority, while others emphasize collaboration, employee participation, and autonomy. Understanding how these leadership styles influence key aspects of talent management, such as recruitment, employee development, and leadership training, is essential for organizations aiming to improve workforce performance and retention. This questionnaire is designed to explore the relationship between leadership styles and talent management strategies within organizations. It seeks to assess how different leadership approaches affect employees' experiences, engagement levels, and career development opportunities. By collecting responses from employees at different levels, this study aims to provide valuable insights into the effectiveness of various leadership practices in managing and developing talent. The questionnaire is structured into three main sections. The first section gathers general demographic and professional background details to categorize responses. The second section focuses on leadership styles, evaluating how different approaches—autocratic, democratic, and laissez-faire—shape workplace experiences. The third section assesses talent management strategies, particularly in areas such as recruitment, employee training, and leadership development programs. Your participation in this survey is highly valuable and greatly appreciated. The responses collected will contribute to a deeper understanding of how

leadership influences talent management strategies and overall organizational effectiveness. All responses will be kept confidential, and the findings will be used solely for research purposes. Your input will help shape recommendations for organizations looking to enhance leadership effectiveness and create more supportive and growth-oriented work environments. Thank you for taking the time to complete this questionnaire. Your insights will provide essential knowledge on how leadership can positively impact talent management and workforce development.

Section 1: General Information

Please answer the following questions

Gender: 

Male

Female

Age group: 

I'm under 30 years old. ✓

30 –40 years old. ✓

40- 50 years old. ✓

50 or more. ✓

Educational level: 

Bachelor's degree ✓

Master's degree ✓

Doctorate degree ✓

Years of experience: 

1 – 5 years. ✓

6- 10 years. ✓

11- 15 years. ✓

16 or more years. ✓

Questionnaire terms .1

Please, mark with (✓) on your selection.

Section 2: Leadership Styles (Independent Variable)

A. Autocratic Leadership

No	Term	Strongly agree	Agree	Neutral	disagree	Strongly disagree
1	My supervisor makes decisions without consulting employees.					
2	Employees are expected to follow instructions without questioning.					
3	Leaders in my organization focus on discipline and strict control.					
4	Employee suggestions and opinions are rarely considered in decision-making.					
5	My organization values results more than employee well-being.					
B. Democratic Leadership						
1	My leader encourages employees to participate in decision-making					
2	Employees are given opportunities to express their opinions freely					
3	Teamwork and collaboration are encouraged in my organization.					
4	Leadership in my organization values feedback from employees.					

5	My organization supports open communication between employees and leaders					
Freedom (Laissez-Faire) Leadership						
1	Leaders in my organization allow employees to make decisions on their own.					
2	Employees are given full independence in completing their tasks.					
3	There is little supervision from leaders, and employees have complete control over their work.					
4	Employees receive minimal guidance from leaders and are expected to be self-motivated					
5	Leaders in my organization avoid direct involvement in employee responsibilities.					
Section 3: Talent Management Strategies (Dependent Variable)						
1	My organization has a clear and structured recruitment process.					

2	The hiring process ensures that only the most qualified candidates are selected					
3	Leaders are actively involved in identifying and attracting top talent					
4	Employees are recruited based on long-term organizational needs.					
5	My organization prioritizes hiring individuals with leadership potential					

Proposal Title:

**The Role of Leadership in Shaping Effective Talent Management
Strategies at the Saudi Ministry of Human Resources and
Social Development**

Prepared by:
Samaher Eid Alrefaiy

Supervised by:
DR. Alfaisal Hassan
DR. Fayz jrad

Year:2025