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### LEADERSHIP IN HRM IN RELATION TO THE COMMITMENT OF EMPLOYEES IN SAUDI ARABIA

*Leena I. Bakheet<sup>1</sup>, Uzma Javed<sup>2</sup>*

<sup>1,2</sup> College of Business, Effat University, Qasr Khuzam St., Kilo. 2, Old Mecca Road.

P.O.BOX 34689, Jeddah 21478, Saudi Arabia,

Email: [libakheet@effatuniversity.edu.sa](mailto:libakheet@effatuniversity.edu.sa), [ujaved@effatuniversity.edu.sa](mailto:ujaved@effatuniversity.edu.sa)

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**Additional Keywords and Phrases: Leadership; Employee Commitment; Organization; Saudi Arabia.**

#### **ABSTRACT**

Leadership is the most important factor in terms of organizational management. A leader is essential for attaining an organization's goals and ensuring the commitment of an employee towards the company. Thus, in this work, the relationship between leadership and employee commitment in a private organization in Saudi Arabia was analyzed. The sample size of this work is 133 employees of the private organization in Saudi Arabia. Quantitative research method has been used in this work. The data was collected by sending survey questions to the employees via e-mail and instant messaging applications. The results were analyzed in terms of basic percentage statistic. The findings of this work have shown that 94.7 % of the respondents stated that the leader have set priorities and organize the work to meet the deadlines. Furthermore, the results have shown that the leader in their company conducts work discussion and resolves disagreement, includes employees in work discussion, solves problems through analysis, assists subordinates to clarify work-related goals, uses policies and procedures as guidance to solve problems and promotes unconventional beliefs. Likewise, majority of the respondents have agreed that they feel committed to the organization. Hence, it is concluded that there is a good relationship between leadership and employee commitment.

#### **INTRODUCTION**

Leadership in the corporate world is an important feature. It determines both the organization and the individual's ability to sustain competition and competitors and develop business strategies that can run for a long period of time [1]. It is the ability that everyone possesses in some form or the other, but

only a few of them can channel in the right way. It can be used to benefit the business or even weaken it based on the way the business is managed [2]. Furthermore, leadership brings about the best activities in the performance of the company. People involved in leadership are mostly looking to the company's improvement and development, thereby increasing the chances of building the economy. They are bound to be in management and are appointed as managers in the company performing managerial roles [3]. They are set to develop strategies and revolutionize the company's working strategies and tactics for better performance. Their main task is to supervise and regulate the procedures, functions, processes and operations within and outside the company [4].

Leadership and its adequacy are essential in organizations to achieve administrative goals and to foster organizational commitment for their agencies in their employees [5]. Moral choices and leadership behavior shape worker practices in the working environment. Employee commitment is recognized as mental relationship that binds individuals to the manager, occupation, and organization [6]. Employee commitment is connected with individual qualities such as age, status and experience with restrictive variables such as organizational attributes, atmosphere, and work fulfillment [6].

Luo et al. [7] stated that work fulfillment assumes a key role in determining employee commitment. There is a refinement between employee engagement and job fulfillment; employee engagement can be viewed as the passionate reaction of an employee to their organization whereby work fulfillment is the reaction of an employee to any work-related activity. Likewise, Dhar [8] stated that the best idea of connecting workers to their association as a mental state is organizational commitment. It makes employees continue to be committed to the organization as opposed to demonstrating turnover intention and dissatisfaction. Shin et al. [9] analysed the role of leadership towards employee's commitment and found that employees are more committed to their work under good leadership. This is because there is good communication between the leader and the employee which contributes to enhanced work performances. Han et al. [10] examined the effect of transformation leadership on employee engagement and found that transformation leadership plays a mediating role in employee commitment with their organizations. Van der Voet et al. [11] evaluated the relationship between affective employee engagement and leadership style in the public sector and found that direct leadership style is a significant contribution for effective employee engagement. Semedo et al. [12] analyzed the connection between employees work commitment and authentic leadership, and found that authentic leadership significantly influences employees work commitment and work performance. In addition, the findings concluded that organization should focus on engaging leaders with authentic features to increase employees overall work commitment and performance.

The private employment sector in Saudi Arabia is booming to meet the demands of globalization. Furthermore, Saudi Arabia's government has introduced a 2030 vision in which it intends to be a well-developed nation by

then [13]. Thus, to achieve this vision, the role of leadership and the commitment level of employees is very important. Thus, this work has analyzed the relationship between leadership and employee commitment in a private organization in Saudi Arabia. This study is important, as it will give an idea of how these two terms are associated and how one affects the other.

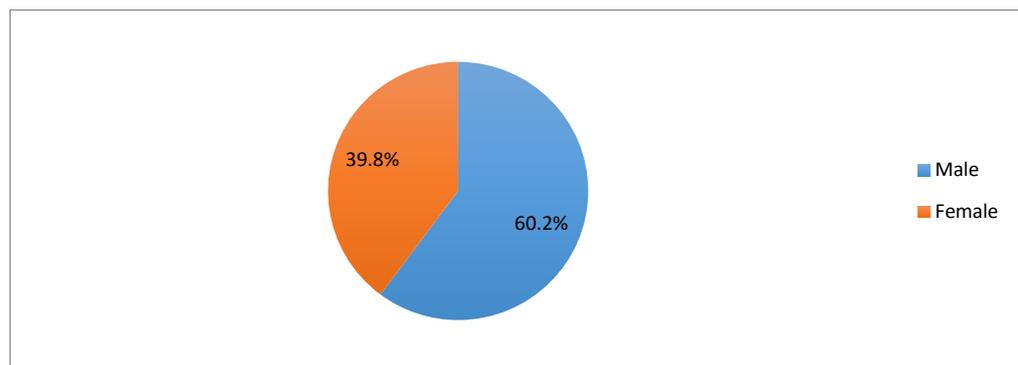
## METHODOLOGY

This work has used quantitative research method. Data collection was done using surveys and questionnaires. The data was collected by sending out survey questions to the employees via e-mail and instant messaging applications. The sample size of this work is 133 private organization employees in Saudi Arabia. The participation of the employees for this study was entirely voluntarily. The data were analyzed in terms of basic statistics and were presented in graphical form.

## RESULT AND DISCUSSION

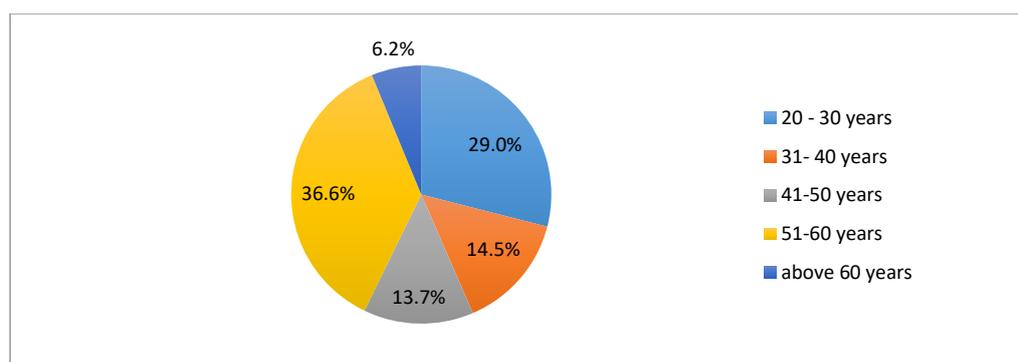
### *Demographic Characteristics*

Based on Figure 1, 60.2% of the respondents were males and 39.8 % were females.



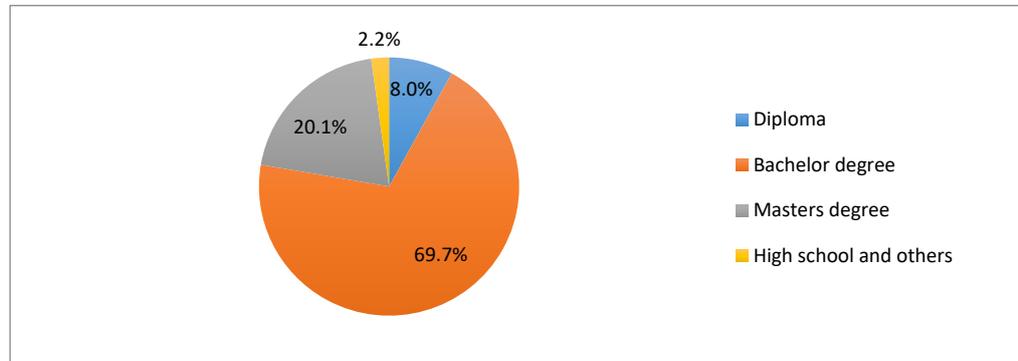
**Figure 1:** Gender Of The Respondents

Based on Figure 2, 29.0 % of the respondents were in age group between 20 to 30 years, 14.5 % were in age group between 31 to 40 years, 13.7 % were in age group between 41 to 50 years, 13.7 % were in age group between 41 to 50 years, 36.6 % were in age group between 51to 60 years, and 6.2 % were in the age group above 50 years.



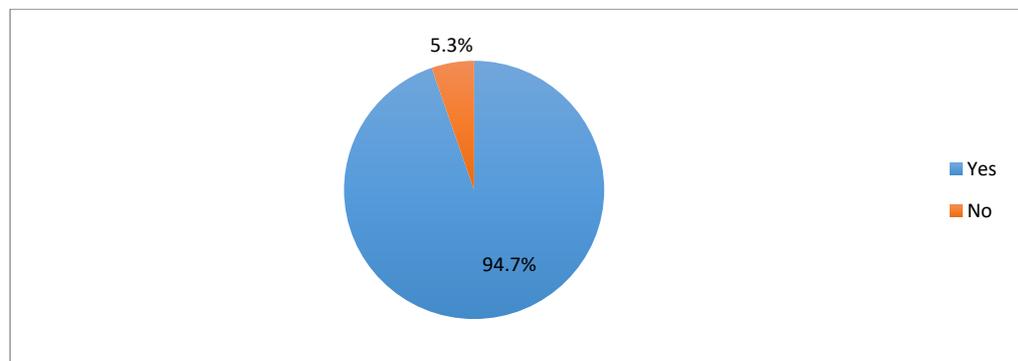
**Figure 2: Age Of The Respondents**

Based on Figure 3, 69.7% of the respondents have completed bachelors degree, 20.1 % have completed masters degree, 8.0% have completed diploma and 2.2 % have completed high school and other relevant education level.

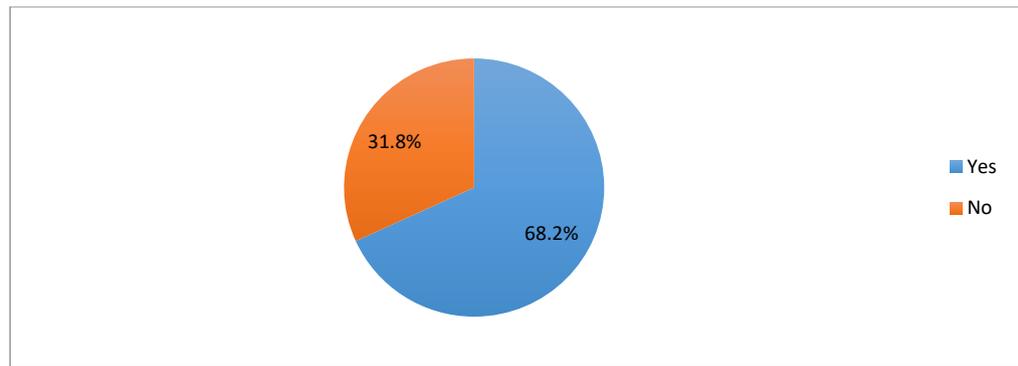
**Figure 3: Level Of Education**

### *Questionnaire Analysis*

For this work, the respondents were asked several questions to investigate the relationship between leadership and employee commitment. Therefore, the response to the questions is presented in this section. The respondents were asked 'Does your leader set priorities and organize the work to meet the deadlines?'. Based on Figure 4, 94.7 % answered yes and 5.3 % answered no.

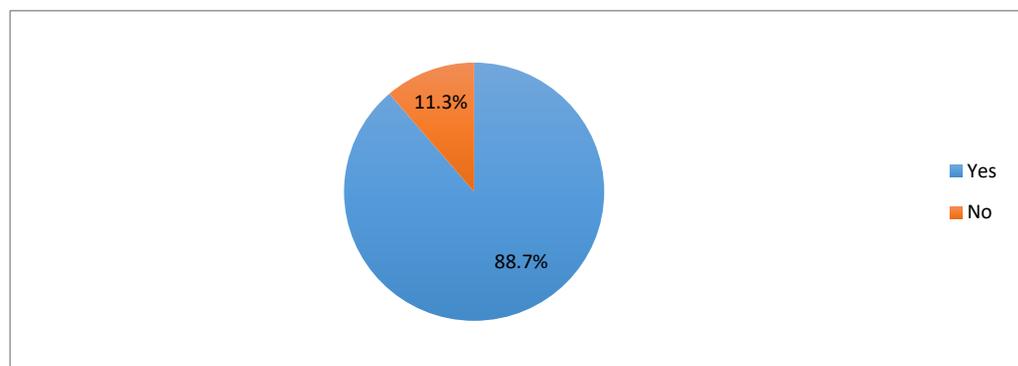
**Figure 4: Setting Priorities**

The respondents were asked 'Does your leader provide you space to discuss a serious disagreement until it is completely resolved?' Based on Figure 5, 68.2 % answered yes and 31.8 % answered no.



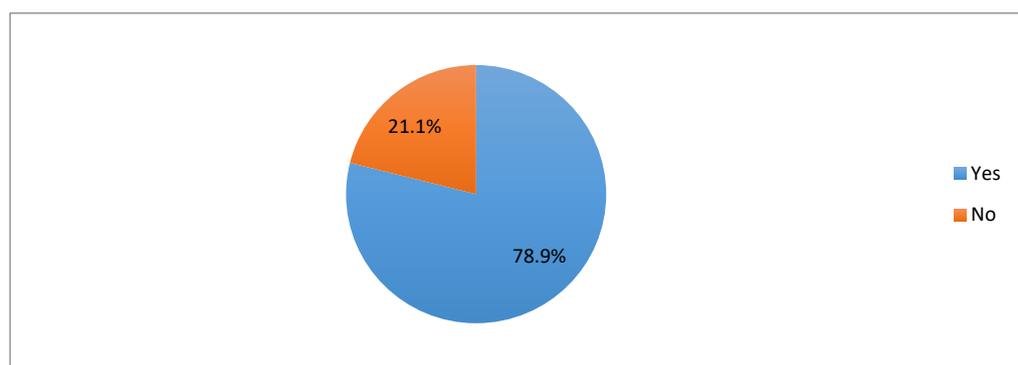
**Figure 5:** Discussion And Resolving Disagreements

The respondents were asked 'Does your leader reach out to include people in work activities and discussion?' Based on Figure 6, 88.7% answered yes and 11.3 % answered no.



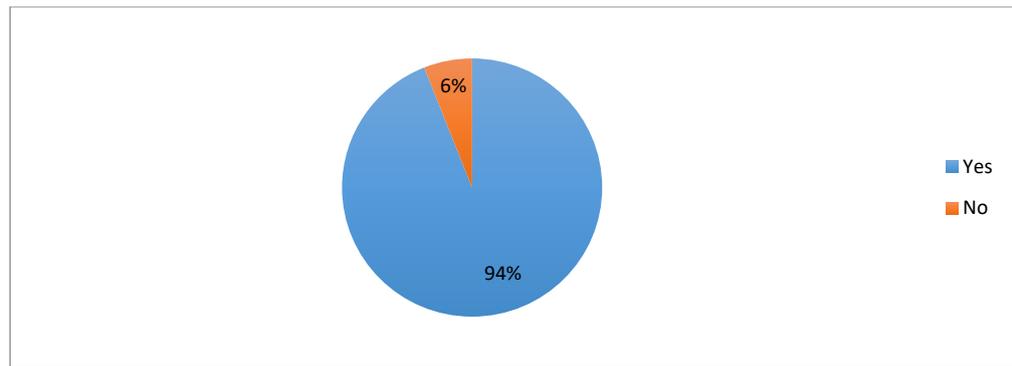
**Figure 6:** Including People In Activities And Discussions

The respondents were asked 'Does your leader solve problem through analysis?' Based on Figure 7, 78.9% answered yes and 21.1 % answered no.



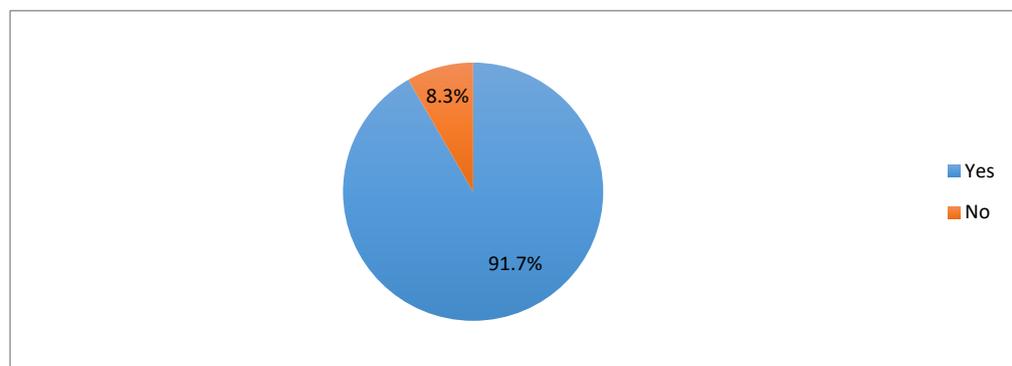
**Figure 7:** Solving Problem Through Analysis

The respondents were asked 'Does your leader help subordinates to clarify work goals and help to reach them?' Based on Figure 8, 94% answered yes and 6 % answered no.



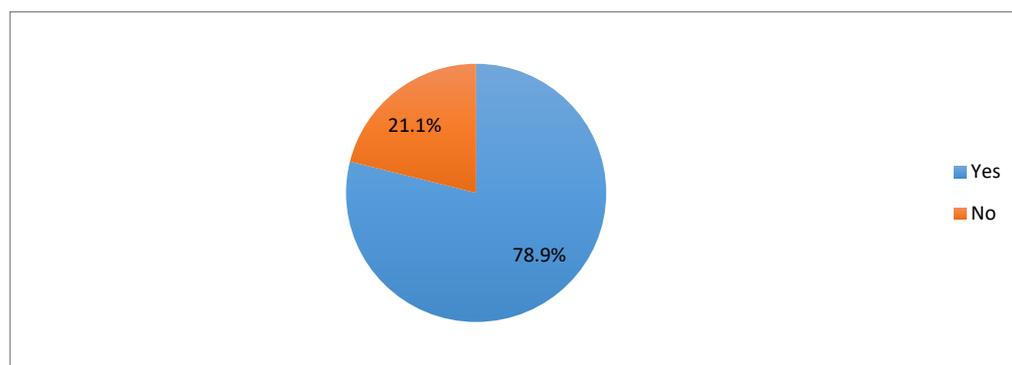
**Figure 8:** Help Subordinates To Clarify Work Goals

The respondents were asked 'Does your leader ensure that the given task is completed in time?' Based on Figure 9, 91.7% answered yes and 8.3% answered no.



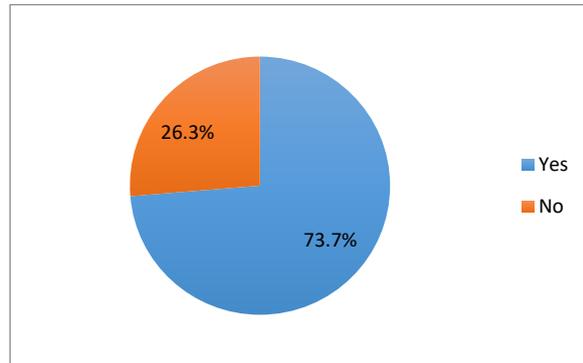
**Figure 9:** Leader Ensures That Jobs Get Done In Time

Furthermore, the respondents were asked 'Does your leader use policies and procedures as guidance to solve problems?' Based on Figure 10, 78.9 % of the respondents answered yes and 21.1% answered no



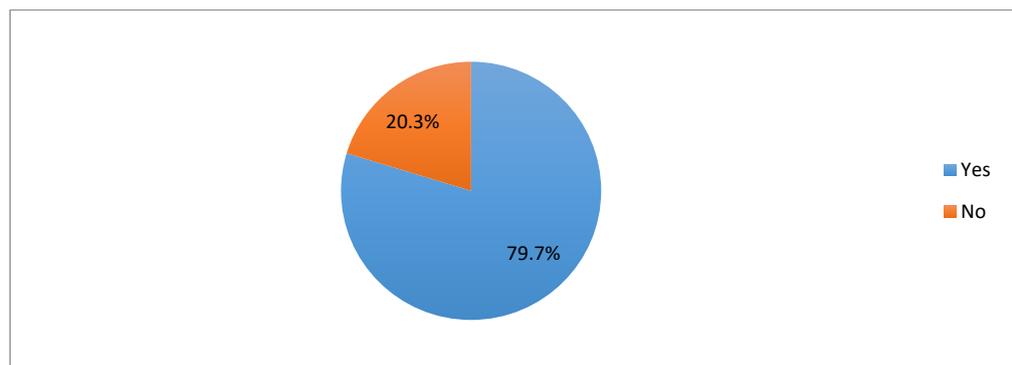
**Figure 10:** Leader Uses Policies And Procedures As Guidance To Solve Problems

The respondents were asked ‘Does your leader promote unconventional beliefs and values?’ Based on Figure 11, 73.7% answered yes and 26.3% answered no.



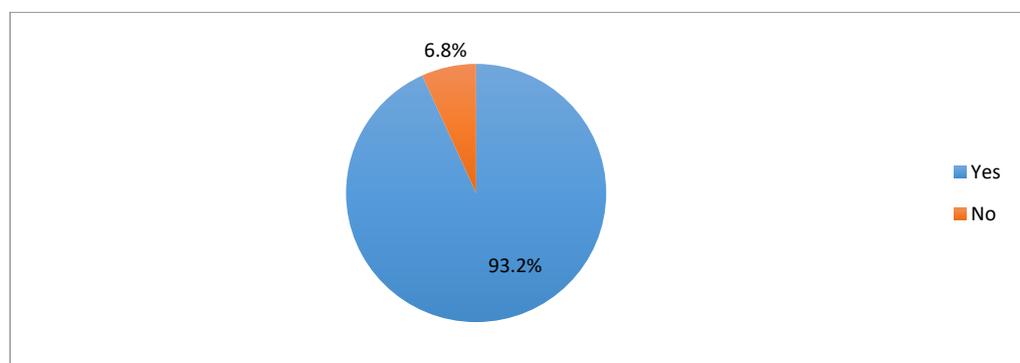
**Figure 11:** Leader Promotes Unconventional Beliefs And Values

The respondents were asked ‘Does your leader gives monetary rewards in exchange for high performance from subordinates?’ Based on Figure 12, 79.7% answered yes and 20.3% answered no.



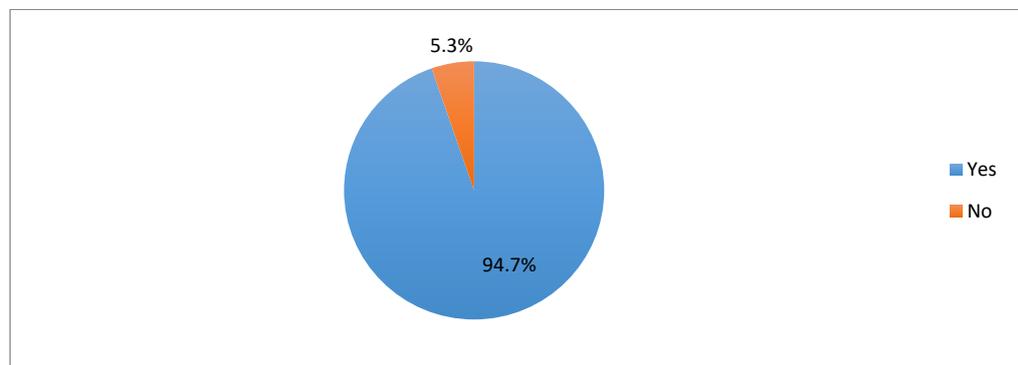
**Figure 12:** Leader Gives Monetary Rewards

The respondents were asked ‘Does your leader inspire trust from everyone in the department?’. Based on Figure 13, 93.2% answered yes and 6.8% answered no.



**Figure 13:** Leader Inspire Trust From Employee

The respondents were asked ‘Does your leader gives credit to the people who do their jobs well?’ Based on Figure 14, 94.7% answered yes and 5.3% answered no.

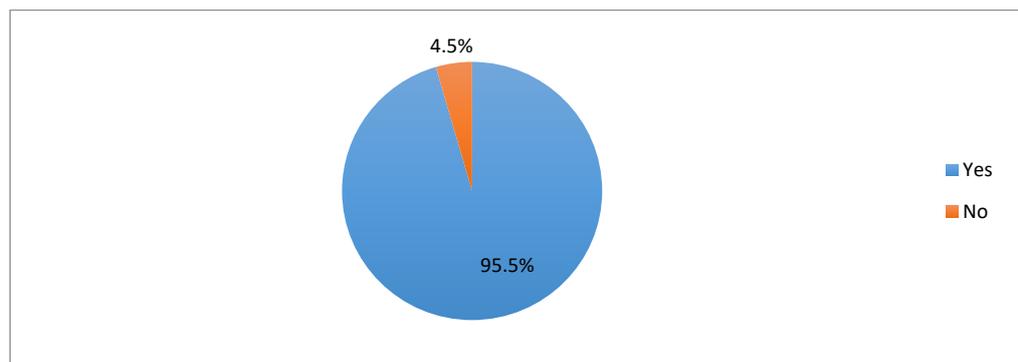


**Figure 14:** Giving Credit To People

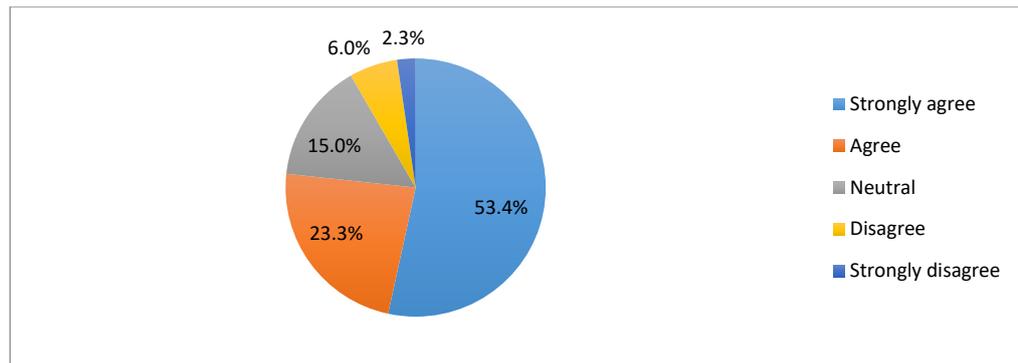
The respondents were asked ‘Does your leader establish the procedures to help the organization operate smoothly?’ Based on Figure 15, 95.5% answered yes and 4.5% answered no.

The respondents were asked ‘Do you as employee feel committed to the organization?’ Based on Figure 16, 53.4 % strongly agree, 23.3 % agree, 15 % were neutral, 6 % disagree, and 2.3 % strongly disagree.

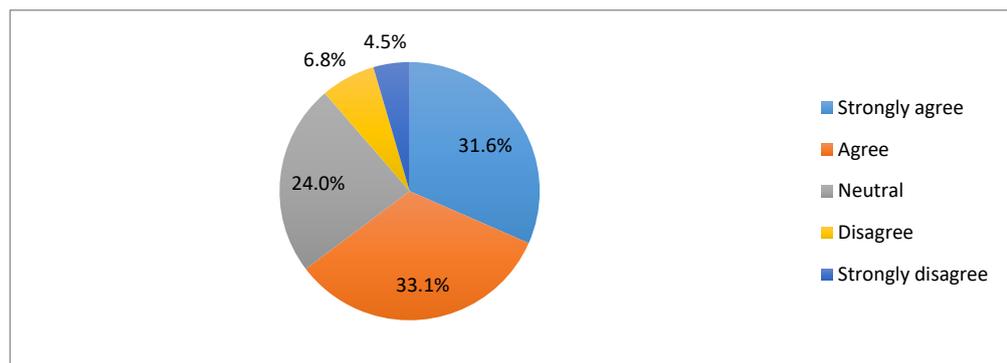
The respondents were asked ‘Do you as employee feel that your personal work values is similar to your company?’ Based on Figure 17, 31.6 % strongly agree, 33.1 % agree, 24 % were neutral, 6.8 % disagree and 4.5 % strongly disagree.



**Figure 15:** Establishing Procedures To Help The Department To Operate Smoothly



**Figure 16:** Feeling Committed To Organization



**Figure 17:** Values Of The Company

## OVERALL DISCUSSION

This work has analyzed relationship between leadership and employee commitment in a private organization in Saudi Arabia. The findings of this work have shown that overall there is a good relationship between leadership and employee commitment. The results of this work have shown that the majority of the employees have stated that the leader has set work priorities, performs work discussion and resolved disagreement, includes employees in work activities and discussion, solves problems through analysis, assist subordinates to clarify work related goals, ensures the job get done in time, utilized policies and procedures as guidance to solve problems and promotes unconventional beliefs and values in organization. Furthermore, the results of this work have shown that the leader gives monetary rewards, inspired trust from employees, gives credit to people and has established procedures to help department to operate smoothly. The outcome of this work is in accordance to the work of Babalola et al.[14] where it was reported that a good leader in a company should practice positive approach in order to enhance the overall commitment of the employee. The positive approach includes engaging with employee, setting work goals and targets, indulging in brainstorming session with employee, motivating employees through work recognition, crediting and monetary benefits. Furthermore, the work of Waris et al.[15] has confirmed that multiple good leadership qualities has a positive impact towards employee commitment towards organization. The qualities of the leadership includes good charisma, consideration towards individuals and their needs, inspiring and motivational, intellectual and positive towards attaining the goal of organization. Moreover, the findings of this work have shown that majority

of the employees feel committed to the organization. Likewise, the result has shown that employees feel that their personal work values are analogous to their organization's values and are committed to it. This outcome is similar to the work of Chen et al.[16] where it was reported that a good leadership quality contributes to the overall commitment of an employee towards any organization. It has also been confirmed that employees will be more committed to working under good leadership practices and this will be the most beneficial to the organization. Thus, overall outcome of this work has shown that there is a connection between leadership and employee commitment in a private organization.

## CONCLUSION

In this work, the connection of leadership in relation to employee commitment have been studied for a private organization in Saudi Arabia. The outcome of this work have shown that there is positive connection between leadership and employee commitment Leaders bring about a change and look forward to development in the organization. The leadership characteristic is important for the effectiveness and efficiency of employee and organization performance. Employees commit to an organization if they are properly led, and that is why they can be expected to be loyal if they are treated well.

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