UNIVERSITI PUTRA MALAYSIA

DIRECT AND INDIRECT EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE COMMITMENT AND PERFORMANCE IN SAUDI AIRLINES

KHALID K. ALHARBI

GSM 2018 27

DIRECT AND INDIRECT EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE COMMITMENT AND PERFORMANCE IN SAUDI AIRLINES

By

KHALID K. ALHARBI

Thesis Submitted to the Putra Business School in Fulfilment of the Requirements for the Degree of Doctor of Philosophy

June 2018

DEDICATION

This work is dedicated to my beloved parents, family, and friends

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

DIRECT AND INDIRECT EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE COMMITMENT AND PERFORMANCE IN SAUDI AIRLINES

By

KHALID K. ALHARBI

June 2018

Chairman : Abdul Rashid Abdullah, PhD
Faculty   : Putra Business School

The Path-Goal Theory is strongly referred to as one of the main organisational subjects of leadership styles in human resources literature. The theory proposes four leadership behaviors that are directive, supportive, participative, and achievement-oriented. In addition, the primary premise of the theory is to predict leadership effectiveness in maximizing employee attitude and performance in different situations. Nevertheless, several deficiencies have been identified in the literature which require further development such as understanding the underlying mechanisms and the boundary conditions of leadership effects.

Building on the Path-Goal Theory and the Social Identity Theory, the general objective of this study is to examine the effects of leadership styles on employee affective commitment and performance directly and through the mediating effect of organisational identification, as well as the moderating effect of job security in the context of Saudi Airlines in Saudi Arabia. This is motivated by the fact that Saudi Airlines faces an ongoing internal organisational and external environmental changes, and therefore, the role of organisational identification and job security is relevant.

This quantitative study utilized a stratified random sampling technique and used a sample of 353 respondents from the company headquarter, as well as the four international airports of Saudi Arabia (Jeddah, Riyadh, Dammam, and Medina). In addition, the collected data were analyzed using the partial least squares technique to achieve the study findings. In general, these findings revealed that the behaviors of leaders at Saudi Airlines were major determinants of the Path-Goal Theory's role on subordinates' attitudes and behavior. It was confirmed that there are significant relationships between leadership styles and the studied outcomes, as well as

significant mediating and moderating effects of organisational identification and job security respectively.

In specific, the results showed that affective commitment is influenced by participative leadership, achievement-oriented leadership, and organisational identification. Job performance is influenced by supportive leadership, organisational identification, and affective commitment. Organisational identification is influenced by directive, supportive and achievement-oriented leadership. In addition, organisational identification mediates the effect of directive, supportive, and achievement-oriented leadership on affective commitment and job performance. On the other hand, job security had a significant moderating effect on the influence of achievement-oriented leadership style on organisational identification. This study has identified the leadership determinants of organisational identification, affective commitment, and job performance, yet it demonstrates that leadership styles, according to the Path-Goal Theory, are good indicators for employee attitude and performance in the study context.

ii

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

KESAN LANGSUNG DAN TIDAK LANGSUNG GAYA KEPIMPINAN TERHADAP KOMITMEN DAN PRESTASI PEKERJA DI SYARIKAT PENERBANGAN SAUDI

Oleh

KHALID K. ALHARBI

Jun 2018

Pengerusi : Abdul Rashid Abdullah, PhD
Fakulti : Putra Business School

Kajian literatur sumber manusia menunjukkan bahawa teori *Path-Goal* adalah salah satu rujukan utama yang dianggap sebagai subjek pokok dalam bidang organisasi untuk corak kepimpinan. Teori ini mencadangkan empat corak kepimpinan, yaitu, kepimpinan yang memberi arahan, kepimpinan yang mendukung, kepimpinan yang partisipatif, dan kepimpinan yang berorientasikan pencapaian. Di samping itu, kekuatan utama teori ini adalah didalam meramalkan keberkesanan kepimpinan dalam memaksimumkan sikap dan prestasi pekerja dalam situasi yang berbeza. Walau bagaimanapun, beberapa kekurangan telah dikenal pasti dalam kajian literatur yang memerlukan pengamatan yan lebih lanjut, seperti kefahaman mekanisme asas dan batasan kesan kepimpinan.

Berlandaskan Teori *Path-Goal* dan Teori *Social Identity*, objektif asas kajian ini adalah untuk mengkaji kesan corak kepimpinan terhadap komitmen dan prestasi pekerja secara langsung dan juga melalui kesan perantara (*mediating*) identiti organisasi, serta kesan pengadaran (*moderating*) jaminan pekerjaan dalam konteks Syarikat Penerbangan Saudi di Arab Saudi. Ini didorong oleh fakta bahawa Syarikat Penerbangan Saudi menghadapi perubahan dalaman organisasi dan persekitaran yang berterusan. Oleh itu, peranan identiti organisasi dan jaminan pekerjaan adalah sangat relevan.

Kajian kuantitatif ini menggunakan teknik pensampelan rawak berstrata (*stratified random sampling*) dan menggunakan 353 responden dari ibu pejabat syarikat, serta empat lapangan terbang antarabangsa di Arab Saudi (Jeddah, Riyadh, Dammam, dan Madinah). Di samping itu, data yang dikumpul dianalisis dengan menggunakan teknik

partial least squared untuk mencapai hasil kajian. Secara umum, hasil kajian ini mendedahkan bahawa corak kepemimpinan di Syarikat Penerbangan Saudi adalah penentu utama (dalam peranan Teori *Path-Goal*) ke atas sikap dan tingkah laku pekerja bawahan. Ini mengesahkan bahawa terdapat hubungan yang signifikan antara corak kepimpinan dan hasil kajian, serta kesan pengantara (*mediating*) dan pengadaran (*moderating*) yang signifikan oleh identiti organisasi dan jaminan pekerjaan.

Secara khusus, keputusan menunjukkan bahawa komitmen afektif dipengaruhi oleh kepimpinan yang partisipatif, kepimpinan yang berorientasikan prestasi, dan identiti organisasi. Prestasi kerja dipengaruhi oleh kepemimpinan yang mendukung, identiti organisasi, dan komitmen yang afektif. Identiti organisasi dipengaruhi oleh kepimpinan yang memberi arahan, sokongan dan kepimpinan yang berorientasikan pencapaian. Di samping itu, identiti organisasi bertindak sebagai penengah (*mediator*) antara kesan kepimpinan yang memberi arahan, kepimpinan yang mendukung, dan kepimpinan yang berorientasikan pencapaian dengan komitmen yang afektif dan prestasi kerja. Sebaliknya, jaminan pekerjaan mempunyai pengaruh pengadaran (*moderating*) yang signifikan terhadap pengaruh gaya kepimpinan yang berorientasikan pencapaian terhadap identiti organisasi. Kajian ini telah mengenal pasti determinan untuk kepimpinan ke atas identiti organisasi, komitmen yang afektif, dan prestasi kerja. Juga, ia menunjukkan bahawa corak kepimpinan, mengikut Teori *Path-Goal*, adalah petunjuk yang baik untuk sikap dan prestasi pekerja dalam konteks kajian.

ACKNOWLEDGEMENTS

This research was undertaken at Putra Business School, University Putra Malaysia, under the supervision of Dr. Abdul Rashid Abdullah. I would like to express my deepest gratitude and appreciation to Dr. Abdul Rashid for his support and guidance throughout my doctoral studies. I would also acknowledge the enthusiastic supervision of my supervisory committee members Dr. Kenny Teoh Guan and Dr. Zuraina Dato' Mansor. I am really indebted and very grateful for their endless efforts.

Last but most important, I am also grateful to my parents, family, and friends for their patience, support, and understanding. My thanks also go to my children Malak and Sulaiman who always enlightened and inspired this journey.

I certify that a Thesis Examination Committee has met on 4 June 2018 to conduct the final examination of Khalid K. Alharbi on his thesis entitled "Direct and Indirect Effects of Leadership Style on Employee Commitment and Performance in Saudi Airlines" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Degree of Doctor Philosophy.

Members of the Thesis Examination Committee were as follows:

Sazali Abdul Wahab, PhD
Professor
Putra Business School
Serdang, Selangor
(Chairman)

Ho Jo Ann, PhD
Associate Professor
Faculty of Economics and Management
University Putra Malaysia
Serdang, Selangor
(External Examiner)

Wan Khairuzzaman Wan Ismail, PhD
Professor
Azman Hashim International Business School
Universiti Technology Malaysia
Jalan Sultan Yahya Petra (Jalan Semarak)
Kuala Lumpur
(External Examiner)

John Burgess, PhD
Professor
School of Management
RMIT University
Melbourne, Australia
(External Examiner)

_____
PROF. DR. M. IQBAL SARIPAN
Deputy Vice Chancellor (Academic & International)
Universiti Putra Malaysia

Date:

On behalf of,
Putra Business School

This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Doctor of Philosophy in Accounting. The members of the Supervisory Committee were as follows:

Abdul Rashid Abdullah, PhD
Senior Lecturer
Department of Management and Marketing
Faculty of Economics and Management
Universiti Putra Malaysia
(Chairman)

Kenny Teoh Guan Cheng, PhD
Department of Management and Marketing
Faculty of Economics and Management
Universiti Putra Malaysia
(Member)

Zuraina Dato' Mansor, PhD
Department of Management and marketing
Faculty of Economics and Management
Universiti Putra Malaysia
(Member)

_____

PROF. DR. M. IQBAL SARIPAN
Deputy Vice Chancellor (Academic & International)
Universiti Putra Malaysia

Date:

On behalf of,
Putra Business School

Declaration by graduate student

I hereby confirm that:
- this thesis is my original work;
- quotations, illustrations and citations have been duly referenced;
- this thesis has not been submitted previously or concurrently for any other degree at any institutions;
- intellectual property from the thesis and copyright of thesis are fully-owned by Universiti Putra Malaysia, as according to the Universiti Putra Malaysia (Research) Rules 2012;
- written permission must be obtained from supervisor and the office of Deputy Vice-Chancellor (Research and innovation) before thesis is published (in the form of written, printed or in electronic form) including books, journals, modules, proceedings, popular writings, seminar papers, manuscripts, posters, reports, lecture notes, learning modules or any other materials as stated in the Universiti Putra Malaysia (Research) Rules 2012;
- there is no plagiarism or data falsification/fabrication in the thesis, and scholarly integrity is upheld as according to the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) and the Universiti Putra Malaysia (Research) Rules 2012. The thesis has undergone plagiarism detection software

Signature: _____   Date: _____

Name and Matric No: Khalid K. Alharbi, PBS1414603

Declaration by Members of Supervisory Committee

This is to confirm that:
- the research conducted and the writing of this thesis was under our supervision;
- supervision responsibilities as stated in the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) were adhered to.

Chairman of Supervisory Committee

Signature   : _____
Name   : Dr. Abdul Rashid Abdullah
Faculty   : Putra Business School

Member of Supervisory Committee

Signature : _____
Name   : Dr. Kenny Teoh Guan Cheng
Faculty   : Putra Business School

Signature : _____
Name   : Dr. Zuraina Dato' Mansor
Faculty   : Putra Business School

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
BOT	Build-Operate-Transfer
CR	Composite Reliability
GACA	General Authority of Civil Aviation
GOF	Goodness of Fit
HTMT	Heterotrait-Monotrait Ratio
IATA	International Air Transport Association
LBDQ	Leader Behavior Description Questionnaire
LPC	Least-Preferred Co-worker Questionnaire
PLS	Partial Least Squares
SBDQ	Supervisory Behavior Description Questionnaire
SIT	Social Identity Theory
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

1.1   Introduction

This introductory chapter begins with the background of the study which also includes a brief overview of the aviation sector in Saudi Arabia, as well as, Saudi Airlines. Furthermore, the chapter continues with a discussion of the problem statement, purpose and objectives, research questions, significance, and scope of the study, as well as, definitions of terms. Finally, the chapter concludes with the organisation of the thesis.

1.2   Background of the Study

Present day, organisations often change in an attempt to enhance organisational viability (Van Knippenberg, Martin, & Tyler, 2006). This happens due to the fact that today's corporate environment is not static due to the rapid technological advancement and globalisation. In such times, leadership has always been an essential factor to achieve the new organisational goals. Scholars have demonstrated that leadership is extremely necessary for the success of organisations. Organisations need strong leadership for optimal effectiveness, as well as, creating a vision and inspiring organisational members who want to realise that vision (Robbins & Judge, 2013). Leadership has been known to enhance employees' commitment towards their jobs, motivation at work, and task performance (Lussier & Achua, 2013). Thus, understanding how leadership processes may help to achieve more motivated and productive employees.

Leadership is probably one of the most critical topics in the realm of organisational behaviour (Lord & Maher, 1990). It can be defined as the ability to motivate, influence and enable individuals, who are members, to contribute to the objectives of organisations (House et al., 2002; Robbins & Judge, 2013). In other words, leadership is a process affecting others in order to obtain the desired outcomes.

Besides leadership, organisational identification has an important role in determining employees' commitment and performance. Organisational identification is a key factor for unifying employees with their organisations (Ashforth, Harrison, & Corley, 2008; He & Brown, 2013). High levels of organisational identification will more likely derive employees to adopt the organisation's perspectives and to act in accordance with organisational values, norms, and attitudes (Ashforth & Mael, 1989; Van Knippenberg et al., 2006). Employees who are identified with their organisations will devote their efforts to be involved in their organisations while simultaneously empathise with the successes and failures of their organisation as their own. Also,

1

they act and behave in a way that helps the organisation to achieve its goals (Ashforth et al., 2008). In addition, highly identified employees are more satisfied, committed, productive, and will continue to work for their organisations in order to provide higher performance (Ashforth et al., 2008; Lee, Park, & Koo, 2015; Riketta, 2005).

Organisation theorists have examined the ways people define themselves in terms of their relationship to organisations, thus applying the Social Identity Theory (SIT) and the concept of social identification to the workplace (Mael & Ashforth, 1992). Therefore, organisational identification is considered as a specific form of social identification. The SIT asserts that employees define themselves based on their group memberships (Tajfel, 1978). Members are said to identify with the organisation when they define themselves, at least partially, in terms of what the organisation is thought to represent. Organisational identification has an important place in the field of organisational behaviour as it has significant implications for individuals, groups, and organisations (He & Brown, 2013; Lee, Park, & Koo, 2015; Riketta, 2005). According to Bergami & Bagozzi (2000), and Hogg & Terry (2000), membership in a work organisation is one of the most crucial group affiliations a person has, probably more important than any other group membership.

On a different note, the increasing importance of job security concerning the lives of millions of employees has led to an increased focus of research on this phenomenon. It is an employee's perception that reflects on the ability to continue maintaining the job, in addition to the stability of the career features (Probst, 2003). Therefore, employees with high job security will perceive to maintain their jobs and safeguarding the same job features. On the other hand, employees with perceptions of low levels of job security will have a feeling of uncertainty, and ambiguity regarding their future employment, and difficulty in choosing the appropriate reaction within the work environment (Lee & Peccei, 2007; Loi, Chan, & Lam, 2014). For the most part, job insecurity has been considered as a form of stress at work (Cheng & Chan, 2008; Sverke et al., 2002), which is detrimental to employees' physical and psychological wellbeing (Sverke et al., 2002).

In this study, leadership styles will be studied in order to observe their effects on employees' identification with their organisation, and the overall effect on employees' attitude and behaviour, specifically on affective commitment and job performance. Simultaneously, taking into consideration the moderating effect of job security. In addition, this study is taking place at Saudi Airlines in Saudi Arabia. An overview of the aviation sector in the country, as well as the company, will be discussed next.

1.2.1 Overview of the Aviation Sector of Saudi Arabia

In 2016, Saudi Arabia has announced "Vision 2030". The vision of this national transformation plan is that Saudi Arabia is "the heart of the Arab and Islamic worlds, the investment powerhouse, and the hub connecting three continents". In addition, the government has set 24 goals to be achieved. Among the most important ones are; to raise the share of non-oil exports from 16% to 50%; to increase the private sector's contribution in the GDP from 40% to 65%; to be among the top ten countries on the Global Competitiveness Index; and to raise the ranking in the Government Effectiveness Index from 80 to 20 (Vision 2030, 2016).

Moreover, one of the main goals that will affect the aviation sector, especially in terms of flight and passenger traffic, is to increase the number of Umrah visitors from 8 million to 30 million per year. These goals and others will be achieved through different transformative programmes, such as the privatisation programme, the government restructuring programme, the performance measurement programme, and many others (Vision 2030, 2016).

In harmony, the aviation sector in the country is under reform. The government, represented by the General Authority of Civil Aviation (GACA), is working hard to develop the industry through infrastructure development, privatisation, and market deregulation. The government planned to upgrade existing airports, as well as build new ones. For instance, the government dedicated $7.2 billion to build a new international airport in Jeddah, in order to increase the capacity to 30 million passengers per year (Altaley, 2014).

In terms of privatisation, GACA announced that all airports in the county will be privatised (GACA, 2017). This announcement came in accordance with "Vision 2030", which was stimulated by the successful partnership with the private sector in building the new international airport in Medina (Prince Mohammed Bin Abdulaziz International Airport), which is the first airport in the region that was developed as a build-operate-transfer project (BOT). It is worth noting that Saudi Arabia has 27 airports, four of which are international airports.

The deregulation of the aviation industry in Saudi Arabia has caused the already competitive industry to be more intense, thus giving passengers more choices when selecting airlines. Currently, five commercial airline companies are licensed by the Saudi authorities, which are Saudi Airlines, Flynas, Nesma Airlines, Saudi Gulf Airlines, and Flyadeal (the last three companies just started to operate in 2017). Other regional big companies such as Qatar Airways, Emirates, and Etihad Airways, as well as the low-cost airlines such as Fly Dubai, Fly Almasria, Air Arabia, and many other international companies that can operate to or from Saudi international and regional destinations, are among the long list of competitors.

Furthermore, the International Air Transport Association (IATA) expects 7.2 billion passengers to travel worldwide in 2035, a near doubling of the 3.8 billion air travellers in 2016. The prediction is based on a 3.7% annual compound average growth rate. To be specific, the Middle East is forecasted to be among the five fastest-growing markets in terms of additional passengers per year with 4.8% annually. The aforementioned market will see an extra 244 million passengers a year on routes to, from and within the region by 2035, where the total market size prediction is 414 million passengers. The United Arab Emirates, Qatar, and Saudi Arabia will all enjoy strong annual growth of 5.9%, 4.7%, and 4.1% respectively (IATA, 2016).

1.2.2 Saudi Airlines

Saudi Airlines is the national flag carrier of Saudi Arabia. The company was established in 1945, with a modest fleet of three DC-3 planes, and became one of the largest airline companies in the world. Nowadays, Saudi Airlines plays a critical role in the kingdom's development. The company operates 194,840 flights yearly and obtains 141 aircrafts ("Saudi Airlines to," 2017). Its domestic flights serve 26 cities throughout the Kingdom, and its international flights serve many destinations in the Middle East, Asia, Africa, Europe and North America. Furthermore, the pride of the company lies in that it is the national carrier of the country, and is one of the pillars to achieve the goals of "vision 2030". Saudi Airlines plays a vital role in transferring the pilgrims and tourists while keeping pace with the steady increase in their numbers.

Throughout its entire tenure, Saudi Airlines went through different stages. However, recently the company foster its capital investment, as well as, organisational change to adapt to the new competitive and environmental changes. The publicly owned company received huge subsidies from the government of Saudi Arabia. The primary aim of this capital investment is to increase the number of fleet which will reach 200 airplanes by the year 2020 (Abdul Ghafour, 2015), which almost doubled the number of 2015.

The increase in the number of fleet was in tandem with the expected growth in demand. The company plans to increase the number of passengers to 45 million by the year 2020 compared to 29.5 million in 2015. Furthermore, the company has enhanced its competitive position by opening more routes primarily in Asia, Africa, and North America.

Moreover, Saudi Airlines is currently under privatisation, where some of the company's sectors are in the final stages of the privatisation process (Alarabia, 2016). The motives for ownership restructuring through privatisation are diverse and usually include objectives such as enhancing carrier financial performance and efficiency (Backx, Carney, & Gedajlovic, 2002), as well as providing high-quality services to be more competitive. As some may insist that improvement is difficult to bring about for a company that still operates according to a public sector model, where customer

satisfaction and loyalty are not top objectives, nor is profit maximisation or cost reduction (Aluwaisheg, 2015; Backx et al., 2002).

Saudi Airlines has been widely criticised for providing low-quality services (Albedewi, 2016; Ansari, 2015; Kutbi, 2011). The Shura Council highlighted that the company is providing low-quality services which led to losing customers to other regional airlines. Moreover, the Council tackled the company as it is getting huge government subsidies, nevertheless, the company was still ranked low compared to other airline companies (Shura Council, 2015). The ranking of the Saudi Airlines moved downward from its already low position of (77) in 2014, to an even lower position of (84) and (82) in 2015 and 2016 respectively. Other regional competitors such as Qatar Airways, Turkish Airlines, Emirates, and Etihad Airways were ranked among the top six companies (Skytrax, 2016). The ranking is based on five criteria which are: staff, catering, in-flight entertainment, seat comfort, and value for money. While most of the criticisms and complaints, however, were focused on the conduct and performance of its staff (Aluwaisheg, 2015; Skytrax, 2016).

Leadership is critical for the performance of every organisation in the twenty-first century. (Mumford & Gibson 2011), specifically in the airlines industry (Almutairi, 2013; Burckhardt, Hargiss, & Howard, 2012; Gusau, 2014). Furthermore, Leadership is a crucial element in influencing employees' commitment and performance in order to achieve high-quality services (Lee, Cheng, Yeung, & Lai, 2011). In Saudi Arabia, the Shura Council stressed that, with Saudi Airlines, the procedures for promoting employees to leadership positions are not clear and that the company should emphasise on leadership roles and practices to enhance organisational effectiveness to achieve organisational goals (Alqahtani, 2018; "Shura Council holds," 2018).

Although, it has been noted that there is an absence of strong leadership within the service organisations in Saudi Arabia (Drummond & Al-Anazi, 1997), nevertheless the role of leadership in the airlines industry in Saudi Arabia has so far not been investigated. In addition, studies that have addressed airline companies in Saudi Arabia remain limited in number, and the few that were available (e.g., Al-medabesh & Ali, 2014; Ansari & Qadri, 2014; Ansari, 2015) focused only on specific technical aspects such as seating comfort, in-flight entertainment systems, and cleanliness. This study, however, focuses on managers and employees as the key elements in service organisations.

Furthermore, Saudi Airlines is going through an organisational change (privatisation), which might affect employees' organisational identification (Elstak et al., 2015; He & Brown, 2013; Van Knippenberg et al., 2006; Van Dick, Ullrich, & Tissington, 2006). It has been noted that such a process puts employees' organisational identification at stake (He & Brown, 2013), as it involves a possible threatening change in identity (Elstak et al., 2015). Despite pre-change levels of organisational identification, it is hard to preserve identification during changes. Organisational change negatively affects organisational identification that might lead to the loss of identification or the

so-called dis-identification (Bartels, Douwes, De Jong, & Pruyn, 2006; Elstak et al., 2015; Kim, Song, & Lee, 2013; Lee & Mao, 2015; Smith, da Cunha, Giangreco, Vasilaki, & Carugati, 2013), yet, lack of commitment and lower performance (Lee et al., 2015; Smith et al., 2013).

Organisational identification is a key factor of pre, during, and post-organisational change. A high level of organisational identification among employees at Saudi Airlines is required to maintain a smooth psychological transition, as well as, employees' support for change and adaptation of new goals and objectives. Identification guarantees that the employees maintain their connection with the company (Chreim, 2002; Fiol, 2002), and orient their behaviour towards supporting the organisation through its difficult period (Elstak et al., 2015). In addition, when employees have a strong belief in the necessity of change, supportive mindset towards change, and positive appraisal of the result, then the danger or threats of lost identification to oneself is mitigated, and the employees will be more dedicated to their jobs (Lee & Mao, 2015).

Job security rises as a critical issue in Saudi Arabia as the government has passed a law the allows government agencies and bodies, as well as private sectors, to terminate employees resulting to the cancellation of the position he or she is holding (Alshamrani, 2017). This coupled with the fact that job security is one common situational factor that is associated with organisational restructuring (Ashford, Lee, & Bobko, 1989; Cartwright & Cooper, 2014), such as privatisation (Backx et al., 2002; Hooijberg & Choi, 2001). It has been widely accepted that employees involved in organisational change are expected to experience a significant reduction in job security levels (Fried et al., 2003). Fried and his colleagues also found that following a drastic organisational change, employees differed in their experiences of job security. They attributed this variation in employees' perceptions of job security to some organisational circumstances.

In this regard, Saudi Airlines offers an excellent opportunity for research and future studies due to internal organisational and external environmental changes. Saudi Airlines needs an all-around analysis to identify gaps and fulfilling those gaps to face the intensity of competition and the increasing demand.

1.3   Problem Statement

The low performance of employees at Saudi Airlines has attracted great concern recently. As aforementioned, Saudi Airlines has been ranked low compared to other regional airlines as most of the criticisms were about employees' attitude and performance. In addition, more passengers are shifting to other airlines due to the poor service quality. This, in turn, has led the company to launch the new strategic project "TOP 5" which aims to classify the company as a 5-star company by the end of 2019

through a comprehensive process to develop the travel experience at all stages ("Saudi Airlines Launches," 2018).

Airlines undergoing privatisation require highly effective leadership practices. The fact that public and private managers differ in leadership behaviours had already been demonstrated (Anderson, 2010; Hansen & Villadsen, 2010). In addition, Hooijberg & Choi (2001) concluded that managers in the public sector see a weaker association between the goal-orientation leadership role and effectiveness as compared to the private sector counterpart. This is consistent with the notion that in public sector organisations, managers believe they have less discretion in exercising leadership roles than in private sector organisations. Also, it has been suggested that leadership in the public system is more weakly quoted than that in the private system, which is well structured and developed (Bedrule-Grigoruta, 2012).

Employees are considered as the main element to the success of any organisation. Therefore, managers in Saudi Airlines should ensure that their employees maintain a positive attitude and performance in order to be more competitive in terms of providing high-quality services. According to Backx et al. (2002), managers in privately owned airlines have greater incentive to seek out and implement better organisational practices to achieve efficiency and improve labour productivity especially that lower employees' performance levels are manifested in public carriers. In addition, Backx and colleagues noted that managers in privately owned airlines should be more sensitive to service quality than their public counterparts since perceived service quality is generally held to influence a firm's financial performance. This could be achieved through more leadership practices.

The critical role of leadership has been widely proclaimed in business research (Lord & Maher, 1990; Zhang & Chen, 2013). Empirical studies have found that leadership is one of the most important factors for employees commitment and performance (Miao, Newman, Schwarz, & Xu, 2013; Shin, Oh, Sim, & Lee, 2016; Tanchaisak, 1995) . Nevertheless, most leadership studies that took place in Saudi Arabia only focused on transformational and transactional leadership behaviours (e.g., Abualrub & Alghamdi, 2012; Alkahtani, 2016; Almutairi, 2013, 2016; Mutahar, Rasli, & Al-ghazali, 2015; Nafei, Khanfar, & Kaifi, 2012), and little attention was given to specific leadership behaviours. He & Brown (2013) pointed out that there is a need for further research to examine the relationships between the different dimensions of leadership behaviours such as directive leadership on employees' attitude and perfromance. Several studies (e.g., Miao, Newman, & Huang, 2014; Shin et al., 2016) have researched on specific leadership behaviour and found that directive, supportive, participative, and achievement-orient leadership significantly enhances employees' attitude and job performance. However, the role of these four leadership styles in the airlines industry in Saudi Arabia has not been investigated.

There is a common stance in the literature that the aforementioned leadership behaviours, as proposed by the Path-Goal Theory, have significant effects on employees' attitude and performance. However, this stance remains the only bigger picture of reality as these relationships are far from basic. Northouse (2016) and Yukl (2013) raised several concerns about the theory and its empirical studies as there is a significant failure to provide adequate explanation for the proposed relationships. Yukl referred to this issue as "inadequate explanation of causal effects" (p.173). Schwarz (2017) agreed that the individual-level mechanism underlying these relationships remains unclear.

Organisational identification, based on the SIT, provides a powerful lens to understand the relationships between leadership and its outcomes. In this regard, numerous research works have revealed that leadership is a primary source of employees' organisational identification. Employees' immediate leaders play an important role in their daily work lives in an organisation, and as employees picture their supervisor as an organisation representative (Eisenberger et al., 2010; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002), the leaders' behaviours may shape how employees view their relationship and social identification with their organisation (He & Brown, 2013). Although, extensive research was conducted on aspects relating to leadership and organisational identification, however, recent research efforts stated that most of the research was only limited to transformational leadership and other leadership styles such as directive leadership which should be emphasised (He & Brown, 2013).

Although a big deal of leadership research have emphasised on the contingent nature of leadership, most of the studies that attempted to investigate situational factors only focused on two moderators, namely role clarity and task structure (Alanazi, 2014). It has been noted that this has occurred because scholars generally feel uncomfortable in extending leadership theories because of the difficulty of developing meaningful extensions or modifications to the theories (Schriesheim & Neider, 1996). Miao et al. (2014) concluded that more investigation should be done to examine organisational contexts in which followers respond more positively to the exercise of leadership (Miao et al., 2013). In addition, there is a consensus that further development in this regard is required due to the fact that it is not clear how individual differences and situational factors affect the impact of leadership on employees' identification (He & Brown, 2013).

Saudi Airlines is going through a tremendous organisational change. In such times, job security raises an important situational factor, however, there is still no clear conclusion concerning the effects of job security on employees' behavioural reactions (Fried et al., 2003). In addition, only a few studies have examined the specific moderating effect of job security on job characteristics–employee reactions relations (Johns, Xie, & Fang, 1992; Tiegs, Tetrick, & Fried, 1992). It has been noted that studies in the area of job security should identify additional variables in the work environment that may help determine circumstances in which job security contributes as a moderator to positive or negative work-related outcomes (Fried et al., 2003). In

addition, the role that job security can play as moderator when studying employees' attitude and performance is less understood, therefore, warrants further investigation (Kraimer, Wayne, Liden, & Sparrowe, 2005). This study attempts to enhance knowledge on the contribution of job security to the employees' commitment and performance in the airlines industry, specifically, the Saudi Airlines in Saudi Arabia.

1.4   Purpose of the Study

The primary purpose of this study is to examine the effect of leadership styles on employees' attitude and performance as perceived by employees at Saudi Airlines, while simultaneously, investigating the mediating role of organisational identification and the moderating role of job security. In particular, this study examines four different leadership styles which are: directive, supportive, participative, and achievement-oriented, with the aim to identify their effects on organisational identification, affective commitment, and job performance. This will help to achieve the following objectives:

1. To examine the relationship between leadership styles (directive, supportive, participative, and achievement-oriented) that are related to employees' organisational identification, affective commitment, and job performance.
2. To examine the relationships between employees' organisational identification and their affective commitment, and job performance.
3. To examine the mediating effect of organisational identification on the relationships between leadership styles and employee affective commitment and job performance.
4. To examine the moderating effect of job security on the relationships between leadership styles and employees' organisational identification.

1.5   Research Questions

The following questions were designed to address the objectives of this study, as well as, to test the proposed model:

1. Are there any significant relationships between leadership styles and employees' organisational identification, affective commitment, and job performance?
2. Are there any significant relationships between employees' organisational identification and their affective commitment, and job performance?
3. Does organisational identification mediate the relationships between leadership styles and affective commitment, and job performance?
4. Does job security moderate the relationship between leadership styles and organisational identification?

9

1.6 Significance of the Study

The notion that leadership could be a source for organisational identification has caught the attention of organisational behaviour and human resource management scholars in recent years (He & Brown, 2013). This study employs these two key constructs that have significant effects on employees' commitment and performance, in addition to job security as a boundary condition. It aims to expand the literature on issues that are left open. Accordingly, this study has some theoretical and practical significance.

1.6.1 Theoretical Significance

Theoretically, this current study is significant as it is among the pioneer, if not the first, to integrate the Path-Goal Theory and the SIT in an attempt to unveil the underlying mechanism in which leadership styles (directive, supportive, participative, and achievement-oriented) are translated into employees' affective commitment and performance by examining the mediating effect of organisational identification. Consequently, this study also expands on the literature with regard to the leadership-identification linkage. To the best of my knowledge, this study is the first which have incorporated the studied leadership styles and organisational identification, addressing the echoes of Alharbi & Abdullah (2016) and He & Brown (2013) for expanding and deepening our knowledge in such areas.

This study deliberated on the contingent nature of leadership by investigating job security as a boundary condition of the relationships between leadership styles and organisational identification. Therefore, this study enhances our existing knowledge of the conditions when leadership styles can effectively stimulate employees' organisational identification, and in turn, their job attitude and performance.

Also, this study has placed equal emphasis on all four leadership styles (directive, supportive, participative, and achievement-oriented) as previous studies did not equally emphasise some of them (Bass & Bass, 2008; Northouse, 2016; Yukl, 2013). Likewise, this study is different as it investigates two different outcomes. According to House & Dessler (1974) and House & Mitchell (1975), the Path-Goal Theory is solid in which it could be used as the underpinning theory to examine further dependent variables. This, in turn, allows for more experimental studies to be done in order to improve our knowledge on the leadership effect. Thus, in addition to job performance, this study takes a step further by considering organisational identification and affective commitment.

This study includes organisational identification and affective commitment and emphasises on their theoretical and empirical differences in relation to leadership. The relationship between organisational identification and organisational commitment is one of the fuzziest relationships between the SIT and employee attitude. It is very

important to distinguish between the two constructs, as many studies have overlapped or interchangeably use the terms as synonyms (Ashforth et al., 2008; Riketta, 2005). Van Dick and colleagues (2004) stated: "Because the two concepts have different bases and consequences, one should be cautious in translating the findings from organisational commitment research into the organisational identification area" (p.353). In addition, Ng (2015) highlighted that although researchers usually choose only one of these variables as a focal outcome of the study based on a seldom justification, the choice of one construct over another seems arbitrary. Ng also concluded that researchers should consider including the two constructs in their investigations.

This study contributes to the regional managerial studies in regard to leadership, as well as, organisational identification. Notably, the research on the studied leadership styles and organisational identification has been widely neglected in regional literature. In this respect, this study helps to investigate the applicability of Western-developed leadership styles to a local sitting (Saudi sitting), which is different from the Western sitting in a number of ways (Cassell & Blake, 2012). This study, also, addresses Ngo et al.'s (2013) calls to expand the knowledge of organisational identification in non-Western countries. Accordingly, a foundation for future research on the applications of the Path-Goal Theory and organisational identification in the region is established.

1.6.2 Practical Significance

This study is significant to Saudi Airlines managers as it helps them to understand how they can strategise their role in the organisation in different situations. In particular, it enhances their knowledge by maximising the use of leadership styles (directive, supportive, participative, and achievement-oriented) to enhance employees' attitude and performance by having highly identified employees. Leaders need to choose a leadership style that best fits the needs of followers and the work they are doing (House, 1996). In addition, such empirical studies which are based on the Path-Goal Theory have practical utility as it offers significant insights that can be applied in ongoing settings to improve one's leadership (Gibson et al., 2012; Northouse, 2016).

Furthermore, supervisors should pay more attention to their leadership behaviours especially with employees who have low levels of job security. Given that job insecurity is becoming a common organisational phenomenon due to the rapidly changing economic environment (Loi et al., 2014), as well as, organisational changes (Ashford et al., 1989; Cartwright & Cooper, 2014), it would be fruitful for the organisation to cultivate high leadership practices in such a context.

This study is also significant to Saudi Airlines employees as it investigates the possibilities that can help them fulfil their social identification needs, which is a fundamental human need (Elsback, 1999; Johanson & Ashforth, 2008). This, in turn, will help them inculcate better work attitude and performance (He & Brown, 2013; Lee et al., 2015), especially that organisational change negatively affects the level of employees' identification (He & Brown, 2013).

In general, this study may help Saudi Airlines to overcome some of the shortcomings of employees' negative attitude and performance, by having more effective managers and highly identified employees. The Path-Goal Leadership has been developed specially to address such issues (House, 1996).

1.7 Scope of the Study

This quantitative study is limited to the effects of leadership styles (directive, supportive, participative, and achievement-oriented) on employees' affective commitment and job performance, with the mediating effect of organisational identification, and the moderating effect of job security. In addition, the underpinning theories are the Path-Goal Theory and the SIT. This is a generic study on the aforementioned constructs conducted in Saudi Arabia which targeted Saudi Airlines for the purpose of applying the proposed framework. Saudi Airlines offers an appropriate context for this study, in addition to the researcher's accessibility to data collection due to his previous affiliation with the company. Furthermore, all permanent subordinates who work at the company's headquarters, as well as the four international airports of Saudi Arabia (Jeddah, Riyadh, Dammam, and Medina airports), are included in the present study.

1.8 Definitions of Key Terms

The following terms, which are frequently used in this study, have the following meaning:

a. Leadership

It is the ability to motivate, influence and enable individuals to contribute to the objectives of organisations of which they are members (House et al., 2002; Robbins & Judge, 2013).

b. Leadership Styles

The manner and approach of providing direction, implementing plans, and motivating people as seen by the employees, which includes the total pattern of explicit and implicit actions performed by their leader (Newstorm & Davis, 1993). In this study, the leadership styles refer to the directive, supportive, participative, and achievement-oriented styles.

c. Directive Leadership Style

Leadership behaviours are directed towards providing psychological structure for subordinates, such as letting subordinates know what they are expected to do, scheduling and coordinating work, giving specific guidance, and clarifying policies, rules, and procedures (House, 1996; Northouse, 2016).

d. Supportive Leadership Style

Leadership behaviours are directed towards the satisfaction of subordinates' needs and preferences, such as displaying concern for subordinates' welfare and creating a friendly and psychologically supportive work environment (House, 1996; Northouse, 2016).

e. Participative Leadership Style

Leadership behaviours are directed towards encouragement of subordinate influence on decision making and work unit operations, such as consulting with subordinates and taking their opinions and suggestions into account when making decisions (House, 1996; Northouse, 2016).

f. Achievement-Oriented Leadership Style

Leadership behaviours are directed towards encouraging performance excellence, such as setting challenging goals, seeking improvement, emphasising excellence in performance, and showing confidence that subordinates will attain high standards of performance (House, 1996; Northouse, 2016).

g. Organisational Identification

A specific form of social identification, which can be defined as "the perception of oneness with or belongingness to an organisation, where the individual defines him or herself in terms of the organisation(s) in which he or she is a member" (Mael & Ashforth, 1992; p.104).

h.   Organisational Commitment

A psychological state that "can reflect a desire, a need, and/or an obligation to maintain membership in the organisation" (Meyer & Allen, 1991; p.62).

i.   Job Performance
"behaviours or actions that are relevant to the goals of the organisation" (McCloy, Campbell, & Cudeck, 1994; p.439).

j.   Job Security

"the perceived stability and continuance of one's job as one knows it" (Probst, 2003; p.452).

1.9   Organisation of the Thesis

This study is organised as follows. Chapter 1 is the introductory chapter, in particular, it illustrates the problem statement, study objectives, and the context in which the study is taking place. Chapter 2 contains a review of the literature pertaining to the study. Chapter 3 discusses the underpinning theories, research framework, and hypotheses development. Chapter 4 presents the methodology employed to achieve results. Chapter 5 consists of the data analysis and findings of this study. Last but not least, Chapter 6 presents the discussion, recommendations, and conclusion based on the study findings.

1.10   Chapter Summary

This chapter has outlined the proposed study. Specifically, this introductory chapter contains the background of the study, the statement of the problem, the purpose of the study, the research question, the research significance, and the scope of the study, followed by the definitions of terms. The chapter ends with the organisation of the study. The next chapter provides a review of the literature that are related to this study.

REFERENCES

Abdul Ghafour, P. K. (2015, May 19). Saudia Aims to have 200 Aircraft by 2020. *Arab News*. Retrieved from http://www.arabnews.com/news/748811

Abualrub, R. F., & Alghamdi, M. G. (2012). The Impact of Leadership Styles on Nurses' Satisfaction and Intention to Stay among Saudi Nurses. *Journal of Nursing Management*, *20*(5), 668–678.

Adair, M. (1934). *The Skills of Leadership*. Hants: Gower Publishing Company.

Alanazi, T. R. (2014). *Examining Path Goal Theory On Leadership Styles And Job Satisfaction, Job Performance And Turnover Intention*. Universiti Teknologi Malaysia.

Alanazi, T. R., Alharthey, B. K., & Rasli, A. (2013). Overview of Path-Goal Leadership Theory. *Jurnal Teknologi (Scocial Sciences)*, *64*(2), 49–53.

Alarabia.net. (2016). Saudi Arabian Airlines Raised Five Companies To Go Public. Retrieved from http://ara.tv/bacun

Albedewi, F. (2016, December 22). The Shura Council To Saudi Airlines: do not compensate for losses from citizens. *Al Hayat*.

Al-Gattan, A.-R. (1983). *The Path-Goal Theory Of Leadership: An Empirecal And Longitudenal Analysis*. Arizona State University.

Alharbi, K. K., & Abdullah, A. R. (2016). Leadership Styles As A Source Of Employee Organizational Identification. *International Journal of Economics, Commerce and Management*, *IV*(12), 270–279.

Alkahtani, A. H. (King A. A. U. (2016). The Influence of Leadership Styles on Organizational Commitment. *Business and Management Studies*, *2*(1), 23–34. http://doi.org/10.11114/bms.v2i1.1091

Alkhaliel, A. A. (2016). *Inventives Effects On Job Performance And Mediation Of Motivation In Tourism Industry Of Saudi Arabia*. University Technology Malaysia.

Allen, N. J., & Meyer, J. P. (1996). Affective , Continuance , and Normative Commitment to the Organization : An Examination of Construct Validity. *Journal of Vocational Behavior*, *49*, 252–276.

Allen, N. J., & Meyer, John, P. (1990). The Measurement And Antecedents Of Affective, Continuance And Normative Commitment To The Organization. *Journal of Occupational Psychology*, *63*(1), 1–18.

Al-medabesh, A. M., & Ali, M. M. (2014). Customer Services in Saudi Arabian Airlines : A Case Study of Jazan. *International Journal of Contemporary Research in Business*, *5*(9), 335–357.

Almutairi, D. O. (2013). The Relationship Between Leadership Styles and Organizational Commitment: A Test on Saudi Arabian Airline. *World Review of Business Research*, *3*(1), 41–51.

Almutairi, D. O. (2016). The Mediating Effects of Organizational Commitment on the Relationship between Transformational Leadership Style and Job Performance. *International Journal of Business and Management*, *11*(1).

Alqahtani, F. (2018, January 11). Shura to the Saudi Airlines: What Mechanisms To Occupy Positions And To Get Promotions? *Okaz*. Riyadh.

Alshamrani, S. (2017, September 26). Terminate Employees in the Case of Cancellation of the Position He or She Occupies. *Alhayat*. Riyadh .

Altaley, H. (2014, May 27). 27 Billion Riyals Is The Costs Of The New King Abdulaziz Airport Project In Jeddah With A Capacity Of 30 Million Passengers. *Alriyadh Newspaper*. Riyadh.

Aluwaisheg, A. A. (2015, August 28). Saudia In New Skytrax Rankings. *Arab News*.

Anaza, N. A., & Rutherford, B. (2012). How Organizational And Employee-Customer Identification, And Customer Orientation Affect Job Engagement. *Journal of Service Management*, *23*(5), 616–639.

Anderson, J. A. (2010). Public versus Private Managers: How Public and Private Managers Differ in Leadership Behavior. *Public Administration Review*, *70*(1), 131–141.

Ansari, Z. A. (2015). Passengers' Satisfaction from the Onboard Service Quality of Saudi Airlines – An Empirical Study. *MAGNT Research Report*, *3*(8), 1444–8939.

Ansari, Z. A., & Qadri, F. A. (2014). An Analysis of the Customer Satisfaction from the Service Quality of General Services of Saudi Airlines. *International Review of Management and Business Research*, *3*(3), 1564–1571.

Armandi, B., Oppedisano, J., & Sherman, H. (2003). Leadership Theory And Practice: A "Case" In Point. *Management Decision*, *41*(10), 1076–1088.

Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, Cause, and Consequences of Job Insecurity: a Theory-Based Measure and Substantive Test. *Academy of Management Journal*, *32*(4), 803–829.

Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in Organizations: An Examination Of Four Fundamental Questions. *Journal of Management*, *34*(3), 325–374.

Ashforth, B. E., Joshi, M., Anand, V., & O'Leary-Kelly, A. M. (2013). Extending The Expanded Model of Organizational Identification To Occupations. *Journal of Applied Social Psychology*, *43*(12), 2426–2448.

Ashforth, B. E., & Mael, F. (1989). Social Identity Theory and the Organization. *Academy of Management Review*, *14*(1), 20–39.

Awan, R.-U.-N., Zaidi, N. R., Naz, A., & Noureen, G. (2011). Task Structure as Moderator of College Principals' Leadership Behavior and Their Subordinates' Outcomes. *International Education Studies*, *4*(1).

Backx, M., Carney, M., & Gedajlovic, E. (2002). Public, Private And Mixed Ownership And The Performance Of International Airlines. *Journal of Air Transport Management*, *8*(4), 213–220.

Bakker, A. B., & Bal, P. M. (2010). Weekly Work engagement And Performance: A Study Among Starting Teachers. *Journal of Occupational and Organizational Psychology*, *83*, 189–206.

Bakker, A. B., & Xanthopoulou, D. (2009). The Crossover Of Daily Work Engagement: Test Of An Actor-Partner Interdependence Model. *Journal of Applied Psychology*, *94*(6), 1562–1571.

Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173–1182.

Bartels, J., Douwes, R., De Jong, M., & Pruyn, A. (2006). Organizational Identification During A Merger: Determinants Of Employees' Expected Identification With The New Organization. *British Journal of Management*, *17*(S1), 49–76.

Baruch, Y., & Cohen, A. (2007). Identities at Work - Google-kirjat. In *Identities at Work* (pp. 241–260).

Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. New York, NY: Free Press.

Bass, B. M., & Avolio, B. J. (1997). *Full Range Leadership Development : Manual For The Multifactor Leadership Questionnaire*. Redwood City, CA: Mind Garden.

Bass, B. M., & Bass, R. (2008). *The Bass handbook of leadership : theory, research, and managerial applications* (4th ed., Vol. 4th ed). New York, NY: Free Press.

Becker, H. S. (1960). Notes on the Concept of Commitment. *The American Journal of Sociology*, *66*(1), 32–40.

Bedrule-Grigoruta, M. V. (2012). Leadership in the 21st Century: Challenges in the Public Versus the Private System. *Procedia - Social and Behavioral Sciences*, *62*, 1028–1032.

Behery, M. (2016). A New Look at Transformational Leadership and Organizational Identification: A Mediation Effect of Followership Style in a Non-Western Context. *Journal of Applied Management and Entrepreneurship*, *21*(2), 70–94.

Bergami, M., & Bagozzi, R. P. (2000). Self-categorization, Affective Commitment And Group Self-esteem As Distinct Aspects Of Social Identity In The Organization. *British Journal of Social Psychology*, *39*(4), 555–577.

Blake, R. R., & McCense, A. A. (1991). *Leadership Dilemmas: Grid Solutions*. Houston, TX: Gulf Publishing.

Blake, R. R., & Mouton, J. S. (1964). *The Managerial Grid: The Key to Leadership Excellence*. Houston: Gulf Publishing Co.

Boivie, S., Lange, D., McDonland, M. L., & Westphal, J. D. (2011). Me Or We: The Effects Of CEO Organizational Identification On Agnecy Costs. *Academy of Management Journal*, *54*(3), 551–576.

Bono, J. E., Shen, W., & Yoon, D. J. (2014). Personality and Leadership: Looking Back, Looking Ahead. In D. V. Day (Ed.), *The Oxford Handbook of Leadership and Organizations*. New York: Oxford University Press.

Brammer, S., He, H., & Mellahi, K. (2015). Corporate Social Responsibility, Employee Organizational Identification, and Creative Effort: The Moderating Impact of Corporate Ability. *Group & Organization Management*, *40*(3), 323–352.

Brewer, M. B., & Kramer, R. M. (1986). Choice Behavior In Social Dilemmas: Effects Of Social Identity, Group Size, And Decision Framing. *Journal of Personality and Social Psychology*, *50*(3), 543–549.

Bryman, A. (1992). *Charisma and Leadership in Organizations*. London: Sage.

Burckhardt, O. H., Hargiss, K. M., & Howard, C. (2012). The Role of Leadership and Technology in Successful and Sustainable Airline Management: A Case of Two Carriers. *International Journal of Strategic Information Technology and Applications*, *3*(4), 16–30.

Callea, A., Urbini, F., & Chirumbolo, A. (2016). The Mediating Role Of Organizational Identification In The Relationship Between Qualitative Job Insecurity, OCB And Job Performance. *Journal of Management Development*, *35*(6), 735–746.

Carmeli, A., Atwater, L., & Levi, A. (2011). How Leadership Enhances Employees' Knowledge Sharing: The Intervening Roles Of Relational And Organizational Identification. *Journal of Technology Transfer*, *36*(3), 257–274.

Carmeli, A., Cohen-Meitar, R., & Elizur, D. (2007). The Role of Job Challenge and Organizational Identification in Enhancing Creative Behavior among Employees in the Workplace. *The Journal of Creative Behavior*, *41*(2), 75–90.

Carmeli, A., Gilat, G., & Waldman, D. A. (2007). The Role Of Perceived Organizational Performance In Organizational Identification, Adjustment And Job Performance. *Journal of Management Studies*, *44*(6), 972–992.

Cartwright, S., & Cooper, C. L. (2014). *Mergers and Acquisitions: The Human Factor*. Oxford: Butterworth Heinemann.

Cassell, M. a, & Blake, R. J. (2012). Analysis Of Hofstede's 5-D Model: The Implications Of Conducting Business In Saudi Arabia. *International Journal of Management Information Systems*, *16*(2), 151–160.

Çeri-Booms, M. (2012). How Can Authentic Leaders Create Organizational Identification? An Empirical Study On Turkish Employees. *International Journal of Leadership Studies*, *7*(2), 172–190.

Cheney, G. (1983a). On The Various And Changing Meanings Of Organizational Membership: A Field Study Of Organizational Identification. *Communication Monographs*, *50*(4), 342–362.

Cheney, G. (1983b). The Rhetoric Of Identification And The Study Of Organizational Communication. *Quarterly Journal Of Speech*, *69*, 143–158.

Cheney, G., & Tompkins, P. K. (1987). Coming To Terms With Organizational Identification And Commitment. *Central States Speech Journal*, *38*(1), 1–15.

Cheng, G. H.-L., & Chan, D. K.-S. (2008). Who Suffers More from Job Insecurity? A Meta-Analytic Review. *Applied Psychology*, *57*(2), 272–303.

Cheng, M.-Y., & Wang, L. (2015). The Mediating Effect of Ethical Climate on the Relationship Between Paternalistic Leadership and Team Identification: A Team-Level Analysis in the Chinese Context. *Journal of Business Ethics*, *129*(3), 639–654.

Chhokar, J. S., Brodbeck, F. C., & House, R. J. (2007). *Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies*. Mahwah, NJ: Lawrence Erlbaum Associates.

Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295–336). Mahwah, NJ: Lawrence Erlbaum Associates, Inc.

Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A Partial Least Squares Latent Variable Modeling Approach for Measuring Interaction Effects: Results from a Monte Carlo Simulation Study and an Electronic-Mail Emotion/ Adoption Study. *Information Systems Research*, *14*(2), 189–217.

Chreim, S. (2002). Influencing Organizational Identification During Major Change: A Communication- Based Perspective. *Human Relations*, *55*(200209), 1117–1137.

Chughtai, A. A., & Buckley, F. (2010). Assessing the effects of organizational identification on in-role job performance and learning behaviour The mediating role of learning goal orientation. *Personnel Review*, *39*(2), 242–258.

Cohen, A. (2013). Organizational Commitment Theory. In E. H. Kessler (Ed.), *Encyclopedia of Management Theory* (pp. 527–529). Thousand Oaks: SAGE Publications, Inc.

Cohen, J., & Cohen, P. (1983). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences* (2nd ed.). Hillsdale, NJ: Erlbaum.

Cohen-Meitar, R., Carmeli, A., & Waldman, D. a. (2009). Linking Meaningfulness in the Workplace to Employee Creativity: The Intervening Role of Organizational Identification and Positive Psychological Experiences. *Creativity Research Journal*, *21*(4), 361–375.

Cole, M. S., & Bruch, H. (2006). Organizational identity strength, identification, and commitment and their relationships to turnover intention: Does organizational hierarchy matter? *Journal of Organizational Behavior*, *27*(5), 585–605.

Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, Trustworthiness, And Trust Propensity: A Meta-analytic Test Of Their Unique Relationships With Risk Taking And Job Performance. *The Journal of Applied Psychology*, *92*(4), 909–927.

Corley, K. G., & Gioia, D. A. (2004). Identity Ambiguity and Change in the Wake of a Corporate Spin-Off, *49*(2), 173–208.

Council, T. S. (2015). Shura Council Held Its Third Regular Meeting.

Coyle-Shapiro, J. a-M. (2002). A Psychological Contract Perspective On Organizational Citizenship Behaviour. *Journal of Organizational Behavior*, *23*(8), 927–946.

Criswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed methods* (fourth, Vo). California: SAGE: Journal of Chemical Information and Modeling.

Crotty, M. (1998). *The Foundations of Social Research: Meaning and Perspective in the Research Process*. California, USA: Allen & Unwin.

Dale, K., & Fox, M. L. (2008). Leadership Style and Organizational Commitment: Mediating Effect of Role Stress. *Journal of Managerial Issues*, *20*(1), 109–130.

Davison, A. C., & Hinkley, D. V. (2013). *Bootstrap Methods and their Application*. Cambridge: Cambridge University Press.

Dawes, J. (2008). Do Data Characteristics Change According To The Number Of Scale Points Used? *International Journal of Market Research*, *50*(1).

DeCotiis, T. A., & Summers, T. P. (1987). A Path Analysis of a Model of the Antecedents and Consequences of Organizational Commitment. *Human Relations*, *40*(7), 445–470.

Demir, K. (2015). Teachers' Organizational Citizenship Behaviors and Organizational Identification in Public and Private Preschools. *Procedia - Social and Behavioral Sciences*, *174*, 1176–1182.

Denis, J.-L., Langley, a., & Rouleau, L. (2010). The Practice of Leadership in the Messy World of Organizations. *Leadership*, *6*(1), 67–88.

Ding, X., Li, Q., Zhang, H., Sheng, Z., & Wang, Z. (2017). Linking Transformational Leadership And Work Outcomes In Temporary Organizations: A Social Identity Approach. *International Journal of Project Management*, *35*(4), 543–556.

Dorfman, P., Javidan, M., Hanges, P., Dastmalchian, A., & House, R. (2012). GLOBE: A Twenty Year Journey Into The Intriguing World Of Culture And Leadership. *Journal of World Business*, *47*, 504–518.

Drummond, H., & Al-Anazi, F. B. (1997). Leadership Styles in Saudi-Arabia: Public and Private Sector Organisations Compared. *Cross Cultural Management: An International Journal*, *4*(4), 3–8.

Drzensky, F., Egold, N., & van Dick, R. (2012). Ready for a Change? A Longitudinal Study of Antecedents, Consequences and Contingencies of Readiness for Change. *Journal of Change Management*, *12*(1), 95–111.

Dukerich, J. M., Golden, B. R., & Shortell, S. M. (2002). Beauty Is in the Eye of the Beholder: The Impact of Organizational Identification, Identity, and Image on the Cooperative Behaviors of Physicians. *Administrative Science Quarterly*, *47*, 507–533.

Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational Images and Member Identification. *Administrative Science Quarterly*, *39*(2), 239–263.

Easterby-Smith, M., Richard, T., & Paul, J. (2015). *Management and Business Research*. (K. Smy, Ed.) (5th ed.). London: SAGE Publications Inc.

Edwards, M. R. (2005). Organizational identification: A conceptual and operational review. *International Journal of Management Reviews*, *7*(4), 207–230.

Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., & Steiger-Mueller, M. (2010). Leader-Member Exchange And Affective Organizational Commitment: The Contribution Of Supervisor's Organizational Embodiment. *The Journal of Applied Psychology*, *95*(6), 1085–1103.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived Supervisor Support: Contributions To Perceived Organizational Support And Employee Retention. *The Journal of Applied Psychology*, *87*(3), 565–573.

Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating Individuals And Groups At Work: A Social Identity Perspective On Leadership And Group Performance. *Academy of Management Review*, *29*(3), 459–478.

Elsbach, K. D., & Bhattacharya, C. B. (2001). Defining Who You Are By What You're Not. *Organization Science*, *12*(4), 393–413.

Elsback, K. D. (1999). An Expanded Model of Organizational Identification. *Research in Organizational Behavior*, *21*, 163–200.

Elstak, M. N., Bhatt, M., Van Riel, C. B. M., Pratt, M. G., & Berens, G. A. J. M. (2015). Organizational Identification during a Merger: The Role of Self-Enhancement and Uncertainty Reduction Motives during a Major Organizational Change. *Journal of Management Studies*, *52*(1), 32–62.

Ensley, M. D., Pearce, C. L., & Hmieleski, K. M. (2006). The Moderating Effect of Environmental Dynamism on the Relationship between Entrepreneur Leadership Behavior and New Venture Performance. *Journal of Business Venturing*, *21*(2), 243–263.

Epitropaki, O., & Martin, R. (2005). The Moderating Role Of Individual Differences In The Relation Between Transformational/Transactional Leadership Perceptions And Organizational Identification. *Leadership Quarterly*, *16*(4), 569–589.

Evans, M. G. (1996). R.J. House's "A Path-Goal Theory Of Leadership Effectiveness." *Leadership Quarterly*, *7*(3), 305–309.

Evans, W. R., & Davis, W. (2014). Corporate Citizenship and the Employee: An Organizational Identification Perspective. *Human Performance*, *27*(2), 129–146.

Fallatah, F., Laschinger, H. K. S., & Read, E. A. (2016). The Effects of Authentic Leadership, Organizational Identification, and Occupational Coping Self-efficacy on New Graduate Nurses' Job Turnover Intentions in Canada. *Nursing Outlook*, *In press*.

Fiedler, F. E. (1967). *A Theory of Leadership Effectiveness*. New York, NY: McGraw-Hill.

Fiol, C. M. (2002). Capitalizing on Paradox : The Role of Language in Transforming Organizational Identities. *Organizational Science*, *13*(6), 653–666.

Fiol, C. M., & O'Connor, E. J. (2002). When Hot and Cold Collide in Radical Change Processes. *Organization Science*, *13*(5), 532–546.

Fiol, C. M., & O'Connor, E. J. (2005). Organization Science Identification in Face-to-Face , Hybrid , and Pure Virtual Teams : Untangling the Contradictions. *Organizational Science*, *16*(1), 19–32.

Fleishman, E. A. (1957). Leader Behavior Description For Industry. In Stogdill R.M. & A. E. Coons (Eds.), *Leader behavior; its description and measurement* (pp. 103–114). Columbus, OH: Ohio State University, Bureau of Business Research.

Fleishman, E. A. (1972). *Examiners' Manualfor The Supervisory Behavior Description Questionnaire.* Washington DC: Management Research Institute.

Foddy, W. (1993). *Constructing Questions For Interviews And Questionnaires*. Cambridge, United Kingdom: Cambridge University Press.

Foley, S., Ngo, H., & Loi, R. (2006). How do Cultural Types Affect Work-Related Attitudes? The Mediating Role of Perceived Organisational Support. *International Journal of Employment Studies*, *14*(2), 37.

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, *18*(1), 39–50.

Fried, Y., Haynes Slowik, L., Shperling, Z., Franz, C., Ben-David, H. A., Avital, N., & Yeverechyahu, U. (2003). The Moderating Effect Of Job Security On The Relation Between Role Clarity And Job Performance: A Longitudinal Field Study. *Human Relations*, *56*(7), 787–805.

Fulk, J., & Wendler, E. R. (1982). Dimensionality Of Leader-Subordinate Interactions: A Path-Goal Investigation. *Organizational Behavior and Human Performance*, *30*(2), 241–264.

GACA. (2017). Civil Aviation Privatization Eill Be Distributed To The Rest Of The Kingdom's Airports.

GACA Statistical Yearbook. (2015). Jaddah, Saudi Arabia.

Galvin, B. M., Lange, D., & Ashforth, B. E. (2015). Narcissistic Organizational Identification: Seeing Oneself As Central To The Organization's Identity. *Academy of Management Review*, *40*(2), 163–181.

Gautam, T., Van Dick, R., & Wagner, U. (2004). Organizational Identification And Organizational Commitment: Distinct Aspects Of Two Related Concepts. *Asian Journal of Social Psychology*, *7*(3), 301–315.

Geisser, S. (1975). The Predictive Sample Reuse Method With Applications. *Journal of the American Statistical Association*, *70*(350), 320–328.

Gibson, J. L., Ivancevich, J. M., Donaelly, J. J. H., & Jonopaske, R. (2012). *Organizations: Behavior, Structure, Processes* (14th ed.). New York, NY: McGraw-Hill Irwin.

Gok, S., Karatuna, I., & Karaca, P. O. (2015). The Role of Perceived Supervisor Support and Organizational Identification in Job Satisfaction. *Procedia - Social and Behavioral Sciences*, *177*(July 2014), 38–42.

Golden, T. D., & Veiga, J. F. (2008). The Impact Of Superior-Subordinate Relationships On The Commitment, Job Satisfaction, And Performance Of Virtual Workers. *Leadership Quarterly*, *19*(1), 77–88.

Göncü, A., Aycan, Z., & Johnson, R. E. (2014). Effects Of Paternalistic And Transformational Leadership On Follower Outcomes Effects of Paternalistic and Transformational Leadership on Follower Outcomes. *The International Journal of Management and Business*, *5*(1), 36–58.

Gray, J. L., & Starke, F. A. (1997). *Organizational Behavior: Concept and Application* (3rd ed.). Columbus Bell and Hovells.

Greene, C. N. (1979). A Longitudinal Investigation of Modifications to a Situational Model of Leadership Effectiveness. *Academy of Management Proceedings*, (1), 52–58.

Griffin, R. W., & Moorhead, G. (2014). *Oranizational Behavior: Managing People and Organizations* (11th ed.). Mason: Cengage Learning.

Grubbs, F. E. (1969). Procedures for Detecting Outlying Observations in Samples. *Technometrics*, *11*(1), 1–21.

Gusau, A. I. (2014). *Exploring the Impact of CEO Leadership Style on Airline Growth and Sustainability*. Northcentral University.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Upper Saddle River, NJ: Prentice Hall.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer On Partial Least Squares Structural Equations Modeling (PLS-SEM)*. Thousand Oaks: SAGE.

Hansen, J. R., & Villadsen, A. R. (2010). Comparing Public and Private Managers' Leadership Styles: Understanding the Role of Job Context. *International Public Management Journal*, *13*(3), 247–274.

Haslam, S. A., & Ellemers, N. (2005). Social Identity In Industrial And Organizational Contributions: Concepts, Controversies and Contributions. *International Review of Industrial and Organizational Psychology*, *20*, 39–118.

Haunschild, P. R., Moreland, R. L., & Murrell, A. J. (1994). Sources of Resistance to Mergers Between Groups1. *Journal of Applied Social Psychology*, *24*(13), 1150–1178.

He, H., & Brown, A. D. (2013). Organizational Identity And Organizational Identification: A Review Of The Literature And Suggestions For Future Research. *Group & Organization Management*, *38*(1), 3–35.

He, H., Wang, W., Zhu, W., & Harris, L. (2015). Service Workers' Job Performance: The Roles Of Personality Traits, Organizational Identification, And Customer Orientation. *European Journal of Marketing*, *49*(11/12), 1751–1776.

Hekman, D. R., Steensma, H. K., Bigley, G. A., & Hereford, J. F. (2009). Effects Of Organizational And Professional Identification On The Relationship Between Administrators' Social Influence And Professional Employees' Adoption Of New Work Behavior. *The Journal of Applied Psychology*, *94*(5), 1325–1335.

Hellriegel, D., & Slocum, J. (1982). *Management*. Massachusetts: Addison-Wesly. Publishing Company.

Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS Path Modeling In New Technology Research: Updated Guidelines. *Industrial Management & Data Systems*, *116*(1), 2–20.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A New Criterion For Assessing Discriminant Validity In Variance-Based Structural Equation Modeling. *Journal of the Academy of Marketing Science*, *43*, 115–135.

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The Use Of Partial Least Squares Path Modeling In International Marketing. *Advances in International Marketing*, *20*, 277–319.

Herrbach, O. (2006). A Matter Of Feeling? The Affective Tone Of Organizational Commitment And Identification. *Journal of Organizational Behavior*, *27*(5), 629–643.

Hersey, P., & Blanchard, K. H. (1969). Life Cycle Theory Of Leadership. *Training & Development Journal*, *23*(5), 26–34.

Hofstede, G. (1980). Motivation, Leadership, And Organization: Do American Theories Apply Abroad? *Organizational Dynamics*, *9*(1), 42–63.

Hogg, M. A. (2001). A Social Identity Theory Of Leadership. *Personality & Social Psychology Review*, *5*(3), 184–200.

Hogg, M. A., & Mullin, B.-A. (1999). Joining Groups To Reduce Uncertainty: Subjective Uncertainty Reduction And Group Identification. In D. Abrams & M. A. Hogg (Eds.), *Social identity and social cognition* (pp. 249–249). Malden: Blackwell Publishing.

Hogg, M. A., & Terry, D. J. (2000). Social Identity And Self-Categorazation Processes In Organizational Contexts. *Academy of Management Review*, *25*(1), 121–140.

Hogg, M. A., & van Knippenberg, D. (2003). Social Identity and Leadership Processes in Groups. *Advances in Experimental Social Psychology*, *35*, 1–52.

Homburg, C., Wieseke, J., & Hoyer, W. D. (2009). Social Identity and the Service – Profit Chain. *Journal of Marketing*, *73*, 38–54.

Hooijberg, R., & Choi, J. (2001). The Impact of Organizational Characteristics on Leadership Effectiveness Models. *Administration & Society*, *33*(4), 403–431.

House, R. J. (1971). A Path Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*, *16*(3), 321–339.

House, R. J. (1996). Path-Goal Theory of Leadership: Lessons, Legacy, and a Reformulated Theory. *Leadership Quarterly*, *7*(3), 323–352.

House, R. J., & Dessler, G. (1974). The Path-Goal Theory of Leadership: Some Post Hoc and a Prior Test. In G. Hunt, James (Ed.), *Contingency Approach To Leadership* (pp. 29–55). Carbondle: Sothern Illinois University Press.

House, R. J., & Mitchell, T. R. (1975). Path-Goal Theory of Leadership. *Contemporary Business*, *9*(4), 81–98.

House, R., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding Cultures nd Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE. *Journal of World Business*, *37*(1), 3–10.

Huang, X., Iun, J., Liu, A., & Gong, Y. (2010). Does Participative Leadership Enhance Work Performance by Inducing Empowerment or Trust? The Differential Effects on Managerial and Non-managerial Subordinates. *Journal of Organizational Behavior*, *31*, 122–143.

IATA. (2016). *IATA Forecasts Passenger Demand to Double Over 20 Years*.

Indvik, J. (1985). A Path-Goal Theory Investigation of Superior-Subordinate Relationships. *PhD Thesis.The University of Wisconsin, Madiso*.

Indvik, J. (1986). Path-Goal Theory of Leadership: A Meta-Analysis. *Academy of Management Best Papers Proceedings*, 189–192.

Iveroth, E., & Hailencreutz, J. (2016). *Effective Organizational Change: Leading Through Sensemaking*. Now York, NY: Routledge.

Jaros, S. J., Jermier, J. M., Koehler, J. W., & Sincich, T. (1993). Effects of Continuance , Affective , and Moral Commitment on the Withdrawal Process : an Evaluation of Eight Structural Equation Models. *The Academy of Management Journal*, *36*(5), 951–995.

Jermier, J. M. (1996). The Path-Goal Theory Of Leadership: A Subtextual Analysis. *Leadership Quarterly*, *7*(3), 311–316.

Johanson, S. A., & Ashforth, B. E. (2008). Externalization of Employment in a Service Environment: The Role of Organizational and Customer Identification. *Journal of Organizational Behavior*, *29*(3), 287–309.

Johns, G., Xie, J. L., & Fang, Y. (1992). Mediating and Moderating Effects in Job Design. *Journal of Management*, *18*(4), 657–676.

Johnson, R. E., Chang, C. H., & Yang, L. Q. (2010). Commitment and Motivation at Work: The Relevance of Employee Identity and Regulatory Focus. *Academy of Management Review*, *35*(2), 226–245.

Joseph F. Hair, J., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). SAGE Publications, Inc.* (2nd ed.). Thousand Oaks, CA: SAGE Publications, Inc.

Joseph F. Hair, J., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *The Journal of Marketing Theory and Practice*, *19*(2), 139–152.

Joshi, M. (2013). *Supervisory Skills*. Ventus Publishing Aps.

Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and Leadership: A Qualitative and Quantitative Review. *Journal of Applied Psychology*, *87*(4), 765–780.

Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job Attitudes. *Annual Review of Psychology*, *63*(1), 341–367.

Khoreva, V. (2016). Article Information : *Leadership Development Practices*, *31*(2), 537–551.

Kim, J., Song, E., & Lee, S. (2013). Organizational Change and Employee Organizational Identification: Mediation of Perceived Uncertainty. *Social Behavior and Personality*, *41*(6), 1019–1034.

King, J. E. (2000). White-collar Reactions to Job Insecurity and the Role of the Psychological Contract: Implications for Human Resource Management. *Human Resource Management*, *39*(1), 79–92.

Knippenberg, B. Van, Martin, L., & Tyler, T. (2006). Process-Orientation Versus Outcome- orientation During Organizational Change : The Role of Organizational Identification, *27*(6), 685–704.

Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The Role of Job Security in Understanding the Relationship Between Employees' Perceptions of Temporary Workers and Employees' Performance. *The Journal of Applied Psychology*, *90*(2), 389–98.

Kraus, F., Haumann, T., Ahearne, M., & Wieseke, J. (2015). When Sales Managers and Salespeople Disagree in the Appreciation for Their Firm: The Phenomenon of Organizational Identification Tension. *Journal of Retailing*, *91*(3), 486–515.

Kreiner, G. E., & Ashforth, B. E. (2004). Evidence Toward an Expanded Model of Organizational Identification. *Journal of Organizational Behavior*, *25*, 1–27.

Krejcie, R. V, & Morgan, D. W. (1970). Dertermining Sample Saize For Research Activities. *Educational and Psychological Measurment*, *30*, 607–610.

Kutbi, Z. (2011, April 14). Level of Services in Saudi Arabian Airlines. *Okaz*.

Kwantes, C. T., & Boglarsky, C. A. (2007). Perceptions of Organizational Culture, Leadership Effectiveness and Personal Effectiveness Across Six Countries. *Journal of International Management*, *13*(2), 204–230.

Lam, L. W., & Liu, Y. (2014). The Identity-based Explanation of Affective Commitment. *Journal of Managerial Psychology*, *29*(3), 321–340.

Landry, G., Panaccio, A., & Vandenberghe, C. (2010). Dimensionality and Consequences of Employee Commitment to Supervisors: a Two-study Examination. *The Journal of Psychology*, *144*(3), 285–312.

Law, W. W. (2012). Educational Leadership and Culture in China: Dichotomies between Chinese and Anglo-American Leadership Traditions? *International Journal of Educational Development*, *32*(2), 273–282.

Lawler, E. E. (1967). The Multitrait-Multirater Approach to Measuring Managerial Job Performance. *Journal of Applied Psychology*, *51*(5), 369–381.

Lee, E.-S., Park, T.-Y., & Koo, B. (2015). Identifying Organizational Identification as a Basis for Attitudes and Behaviors: A Meta-Analytic Review. *Psychological Bulletin*, *141*(5), 1049–108.

Lee, J. (2003). An Analysis of the Antecedents of Organization-based Self-esteem in Two Korean Banks. *International Journal of Human Resource Management*, *14*(6), 1046–1066.

Lee, J., & Peccei, R. (2007). Perceived Organizational Support and Affective Commitment : The Mediating Role of Organization-based Self-esteem in the Context of Job Insecurity. *Journal of Organizational Behavior*, *28*, 661–685.

Lee, P. K. C., Cheng, T. C. E., Yeung, A. C. L., & Lai, K. hung. (2011). An Empirical Study of Transformational Leadership, Team Performance and Service Quality in Retail Banks. *Omega*, *39*(6), 690–701.

Lee, Y.-C., & Mao, P.-C. (2015). Survivors of Organizational Change: A Resource Perspective. *Business and Management Studies*, *1*(2), 1–5.

Leong, S. M., Randall, D. M., & Cote, J. A. (1994). Exploring the Organizational Commitment- Performance Linkage in Marketing: A study of Life Insurance Salespeople. *Journal of Business Research*, *29*(1), 57–63.

Liao, H., & Chuang, A. (2004). A Multilevel Investigation of Factors Influencing Employee Service Performance and Customer Outcomes. *Academy of Management Journal*, *47*(1), 41–58.

Liu, W., Zhu, R., & Yang, Y. (2010). I Warn you Because I Like you: Voice Behavior, Employee Identifications, and Transformational Leadership. *Leadership Quarterly*, *21*(1), 189–202.

Liu, Y., Loi, R., & Lam, L. W. (2011). Linking Organizational Identification and Employee Performance in Teams: The Moderating Role of Team-member Exchange. *International Journal of Human Resource Management*, *22*(15), 3187–3201.

Loi, R., Chan, K. W., & Lam, L. W. (2014). Leader-member Exchange, Organizational Identification, and Job Satisfaction: A Social Identity Perspective. *Journal of Occupational and Organizational Psychology*, *87*(1), 42–61.

Lord, R. G., de Vader, C. L., & Alliger, G. M. (1986). A Meta-analysis of the Relation between Personality Traits and Leadership Perceptions: An Application of Validity Generalization Procedures. *Journal of Applied Psychology*, *71*(3), 402–410.

Lord, R. G., & Maher, K. J. (1990). Perceptions of Leadership and Their Implications in Organizations. In J. S. Carroll (Ed.), *Applied Social Psychology and Organizational Settings*. New York, NY: Psychology Press.

Lussier, R. N., & Achua, C. F. (2013). *Leadership: Theory, Application, & Skill Development* (5th ed.). Mason, OH: South-Western.

Mael, F. a., & Ashforth, B. E. (1995). Loyal From Day One : Biodata , Organizational Identification , and Turnover Among Newcomers. *Personnel Psychology*, (48), 309–333.

Mael, F., & Ashforth, B. E. (1992). Alumni and Their Alma Mater : A Partial Test of the Reformulated Model of Organizational Identification. *Journal of Orgnazational Behavior*, *13*(2), 103–123.

Maertz, C. P., & Boyar, S. L. (2012). Theory-driven Development of a Comprehensive Turnover-attachment Motive Survey. *Human Resource Management*, *51*(1), 71–98.

Maguire, S., & Phillips, N. (2008). "Citibankers" at Citigroup: A Study of the Loss of Institutional Trust After a Merger. *Journal of Management Studies*, *45*(2), 372–401.

Malik, S. H., Hassan, H., & Aziz, S. (2011). Path Goal Theory : A Study of Employee Job Satisfaction in Telecom Sector, *8*, 127–134.

Marique, G., & Stinglhamber, F. (2011). Identification to Proximal Targets and Affective Organizational Commitment: The Mediating Role of Organizational Identification. *Journal of Personnel Psychology*, *10*(3), 107–117.

Marique, G., Stinglhamber, F., Desmette, D., Caesens, G., & De Zanet, F. (2012). The Relationship Between Perceived Organizational Support and Affective Commitment: A Social Identity Perspective. *Group & Organization Management*, *38*(1), 68–100.

McCloy, R. A., Campbell, J. P., & Cudeck, R. (1994). A Confirmatory Test of a Model of Performance Determinants. *Journal of Applied Psychology*, *79*(4), 493–505.

Mertens, D. M. (2015). *Research and Evaluation in Education and Psychology : Integrating Diversity with Quantitative, Qualitative, and Mixed Methods* (4th ed.). Gallaudet University, USA: SAGE Publications, Inc.

Meyer, J. P., & Allen, N. J. (1991). A Three-component Conceptualization of Organizational Commitment. *Human Resource Management Review*, *1*(1), 61–89.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. SAGE Publications, Inc.

Meyer, J. P., & Allen, N. J. (2004). *TCM Employee Commitment Survey Academic Users Guide 2004*. Ontarip: University of Western Ontario.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-component Conceptualization. *Journal of Applied Psychology*, *78*(4), 538–551.

Meyer, J. P., Becker, T. E., & Van Dick, R. (2006). Social Identities and Commitments at Work; Toward an Integrative Model. *Journal of Organizational Behavior*, *27*(5), 665–683.

Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee Commitment and Motivation: A Conceptual Analysis and Integrative Model. *Journal of Applied Psychology*, *89*(6), 991–1007.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the Workplace: Toward a General Model. *Human Resource Management Review*, *11*(3), 299–326.

Meyer, J. P., Jackson, T. A., & Maltin, E. R. (2008). Commitment in the Workplace: Past, Present, and Future. In J. Barling & C. L. Cooper (Eds.), *The SAGE Handbook of Organizational Behavior: Volume I - Micro* (pp. 35–53). London: SAGE Publications Ltd.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, *61*(1), 20–52.

Miao, Q., Newman, A., & Huang, X. (2014). The Impact of Participative Leadership on Job Performance and Organizational Citizenship Behavior: Distinguishing between the Mediating Effects of Affective and Cognitive Trust. *The International Journal of Human Resource Management*, *25*(20), 2796–2810.

Miao, Q., Newman, A., Schwarz, G., & Xu, L. (2013). Participative Leadership and the Organizational Commitment of Civil Servants in China: The Mediating Effects of Trust in Supervisor. *British Journal of Management*, *24*(S3), 76–92.

Michel, A., Stegmaier, R., & Sonntag, K. (2010). I Scratch Your Back – You Scratch Mine. Do Procedural Justice and Organizational Identification Matter for Employees' Cooperation During Change? *Journal of Change Management*, *10*(1), 41–59.

Miller, R. L. (2008). Leadership: Theory and Practice. In S. Davis & W. Buskist (Eds.), *21st Century Psychology: A Reference Handbook* (pp. 152–161). Thousand Oaks, CA: SAGE Publications, Inc.

Millward, L. J., & Postmes, T. (2010). Who we are Affects how we Do: The Financial Benefits of Organizational Identification. *British Journal of Management*, *21*(2), 327–339.

Mooi, E., & Sarstedt, M. (2014). *A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics* (2nd ed.). Berlin: Springer.

Moore, L. L., & Rudd, R. D. (2006). Leadership Styles of Current Extension Leaders. *Journal of Agricultural Education*, *47*(1), 6–16.

Moriano, J. a., Molero, F., Topa, G., & Lévy Mangin, J.-P. (2014). The Influence of Transformational Leadership and Organizational Identification on Intrapreneurship. *International Entrepreneurship and Management Journal*, *10*(1), 103–119.

Motowidlo, S. J. (2003). Job Performance. In W. C. Broman, D. R. Ilgen, R. J. Klimoski, & I. B. Weiner (Eds.), *Handbook of Psychology*. Hoboken, NJ, USA: John Wiley & Sons, Inc.

Motowidlo, S. J., Broman, W. C., & Schmit, Ma. J. (1997). A Theory of Individual Differences in Task and Contesxual Performance. *Human Performance*, *10*(2), 71–83.

Mowday, R. T. (1998). Reflections on the Study and Relevance of Organizational Commitment. *Human Resource Management Review*, *8*(4), 387–401.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behavior*, *14*(2), 224–247.

Mullins, L. J. (2011). Essential of Organizational Behaviour (3rd ed.). Essex: Pearson.

Mutahar, A. Y., Rasli, A., & Al-ghazali, B. M. (2015). Relationship of Transformational Leadership, Organizational Learning and Organizational Performance. *International Journal Of Economics and Finance Issues*, *5*(Special Issue), 406–411.

Nafei, W. a., Khanfar, N. M., & Kaifi, B. a. (2012). Leadership Styles and Organizational Learning An Empirical Study on Saudi Banks in Al-Taif Governorate Kingdom of Saudi Arabia. *Journal of Management and Strategy*, *3*(1), 2–18.

Nazari, A., Alipour, H., & Feizi, M. (2013). Job Performance and Service Quality at Health Care Management of Social Security Organization in Ardabil Province. *International Journal of Business and Management*, *3*(7), 3121–3130.

Nelson, D., & Quick, J. (2013). *Organizational Behavior: Science, The Real World, and You* (8th ed.). Mason: Cengage Learning.

Neuman, W. L. (2011). *Social Research Methods Qualitative and Quantitative Approaches + Myresearchkit.* (7th ed.). Prentice Hall.

Newman, D. M., Obernauer, C., & Straka, T. (2014). *Airport Safety Starts with Safer Working Conditions New York Committee for Occupational Safety and Health*. New York, NY.

Newstorm, J. W., & Davis, K. (1993). *Organizational Behavior: Human Behavior at Work*. New York: McGraw-Hill.

Ng, T. W. H. (2015). The Incremental Validity of Organizational Commitment, Organizational Trust, and Organizational Identification. *Journal of Vocational Behavior*, *88*, 154–163.

Ng, T. W. H., & Feldman, D. C. (2011). Affective Organizational Commitment and Citizenship Behavior: Linear and Non-linear Moderating Effects of Organizational Tenure. *Journal of Vocational Behavior*, *79*(2), 528–53.

Ngo, H. Y., Loi, R., Foley, S., Zheng, X. M., & Zhang, L. Q. (2013). Perceptions of Organizational Context and Job Attitudes: The Mediating Effect of Organizational Identification. *Asia Pacific Journal of Management*, *30*(1), 149–168.

Northouse, P. G. (2013). *Leadership: Theory and Practice* (6th ed.). Thousand Oaks: SAGE Publications, Inc.

Northouse, P. G. (2016). *Leadership: Theory and Practice*. Thousand Oaks, California: Sage Publications.

O'Reilly III, C., & Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior. *Journal of Applied Psychology*, *71*(3), 492–499.

Oldham, G. R., Kulik, C. T., Stepina, L. P., & Ambrose, M. L. (1986). Relations Between Situational Factors and the Comparative Referents Used By Employees. *Academy of Management Journal*, *29*(3), 599–608.

Palanski, M. E., Kahai, S. S., & Yammarino, F. J. (2011). Team Virtues and Performance: An Examination of Transparency, Behavioral Integrity, and Trust. *Journal of Business Ethics*, *99*(2), 201–216.

Panaccio, A., & Vandenberghe, C. (2009). Perceived Organizational Support, Organizational Commitment and Psychological Well-being: A Longitudinal Study. *Journal of Vocational Behavior*, *75*(2), 224–236.

Parker, P. A., & Kulik, J. A. (1995). Burnout, Self- and Supervisor-rated Job Performance, and Absenteeism among Nurses. *Journal of Behavioral Medicine*, *18*(6), 581–599.

Piaralal, S. K., Bhatti, M. A., Piaralal, N. K., & Juhari, A. S. (2016). Factors Affecting Service Recovery Performance and Customer Service Employees A Study of Malaysian Life Insurance Industry. *International Journal of Productivity and Performance Management*, *65*(7), 898–924.

Pierce, J. L., & Gardner, D. G. (2004). Self-Esteem Within the Work and Organizational Context: A Review of the Organization-Based Self-Esteem Literature. *Journal of Management*, *30*(5), 591–622.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, *88*(5), 879–903.

Podsakoff, P. M., & Organ, D. W. (1986). Self-Reports in Organizational Research: Problems and Prospects. *Journal of Management*, *12*(4), 531–544.

Porter, L. W., Steers, R. M., & Boulian, P. . (1973). Organizational Commitment, Job Satisfactionand Turnover among Psychiatric Technicians. *Journal of Applied Psychology*, *59*(5), 603–609.

Pratt, M. G. (1998). To be or not to be: Central Questions in Organizational Identification. In P. C. Whetten, David A. Godfrey (Ed.), *Identity in Organizations: Building Theory Through Conversations. Foundations for Organizational Science* (pp. 171–207). Thousand Oaks, CA: Sage Publications, Inc.

Pratt, M. G. (2000). The Good, the Bad, and the Ambivalent: Managing Identification among Amway Distributors. *Administrative Science Quarterly*, *45*, 456–493.

Probert, J., & Turnbull James, K. (2011). Leadership Development: Crisis, Opportunities and the Leadership Concept. *Leadership*, *7*(2), 137–150.

Probst, T. M. (2003). Development and Validation of the Job Security Index and the Job Security Satisfaction Scale : A Classical Test Theory and IRT Approach. *Journal of Occupational and Organizational Psychology*, *76*, 451–467.

Pulakos, E. D. (2004). *Performance Management: A Roadmap for Developing, Implementing and Evaluating Performance Management Systems*. USA: Society for Human Resource Management (SHRM) publication.

Raddon, A. (2010). Early Stage Research Training: Epistemology & Ontology in Social Science Research. *Generic Skills Training for Research Students*.

Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, *87*(4), 698–714.

Riketta, M. (2002). Attitudinal Organizational Commitment and Job Performance: A Meta-analysis. *Journal of Organizatiortal Behavior*, *23*(September 2001), 257–266.

Riketta, M. (2005). Organizational Identification: A Meta-analysis. *Journal of Vocational Behavior*, *66*(2), 358–384.

Riketta, M. (2008). The Causal Relation Between Job Attitudes and Performance: A Meta-analysis of Panel Studies. *Journal of Applied Psychology*, *93*(2), 472–481.

Riketta, M., Van Dick, R., & Rousseau, D. M. (2006). Employee Attachment in the Short and Long Run: Antecedents and Consequences of Situated and Deep-structure Identification. *Zeitschrift Für Personalpsychologie*, *5*(3), 85–93.

Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (15th ed.). New Jersey: Pearson Education.

Rotundo, M., & Sackett, P. R. (2002). The Relative Impotance of Task, Citizenship, and Counterproductive Performance to Global Ratings of Job Performance: A Policy-Capturing Appoach. *Journal of Applied Psychology*, *87*(1), 66–80.

Rousseau, D. M. (1998). Why Workers Still Identify Essay with Organizations. *Journal of Organizational Behavior*, *19*(3), 217–233.

Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate. *The Journal of Applied Psychology*, *90*(6), 1217–1227.

Saudi Airlines Launches "TOP 5" Strategic Project. (2018, February 14). *Almowaten*. Riyadh.

Saudi Airlines to Transport 29.5 Million Passengers. (2017, December 11). *Okaz*. Riyadh.

Saudi Vision 2030. (2016). Retrieved May 20, 2016, from http://vision2030.gov.sa

Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods For Business Students* (6th ed.). Harlow, England: Pearson Education Limited.

Schriesheim, C. A., Castro, S. L., Zhou, X., & Dechurch, L. A. (2006). An Investigation of Path-Goal and Transformational Leadership Theory Predictions at the Individual Level of Analysis. *The Leadership Quarterly*, *17*, 21–38.

Schriesheim, C. A., & DeNisi, A. S. (1981). Task Dimensions as Moderators of the Effects of Instrumental Leadership: A Two-Sample Replicated Test of Path-Goal Leadership Theory. *Journal of Applied Psychology*, *66*(5), 589–597.

Schriesheim, C. a., & Neider, L. L. (1996). Path-Goal Leadership Theory: The Long and Winding Road. *The Leadership Quarterly*, *7*(3), 317–321.

Schriesheim, C., & Von Glinow, M. A. (1977). The Path-Goal Theory of Leadership: A Theoretical and Empirical Analysis. *Academy of Management Journal*, *20*(3), 398–405.

Schriesheim, J. F., & Schriesheim, C. A. (1980). A Test of the Path-Goad Theory of Leadership and Some Suggested Directions for Future Research. *PERSONNEPLS YCHOLOGY*, *33*(1974), 349–371.

Schriesheim, C. & Kerr, S. (1977). Theories and Measures of Leadership: A critical Appraisal of Present and Future Directions. In J. G. Hunt & L. L. Larson (Eds.), *Leadership : The Cutting Edge* (Eds). Carbondale: University Press.

128

Schrock, W. A., Hughes, D. E., Fu, F. Q., Richards, K. A., & Jones, E. (2016). Better Together: Trait Competitiveness and Competitive Psychological Climate as Antecedents of Salesperson Organizational Commitment and Sales Performance. *Marketing Letters*, *27*(2), 351–360.

Schuh, S., Van Quaquebeke, N., Göritz, A. S., Xin, K. R., De Cremer, D., & van Dick, R. (2016). Mixed Feelings, Mixed Blessing? How Ambivalence in Organizational Identification Relates to Employees' Regulatory Focus and Citizenship Behaviors. *Human Relations*, 1–26.

Schwarz, G. (2017). Transformational Leadership and Job Performance: The Role of Organizational Identification. In N. Muenjohn & A. McMurray (Eds.), *The Palgrave Handbook of Leadership in Transforming Asia* (pp. 519–539). London: Palgrave Macmillan UK.

Sekaran, U. (2003). *Research Methods For Business: A Skill Building Approach* (4th ed.). New York, NY: John Wiley & Sons, Inc.

Shaheen, A., Naqvi, S. M. H., & Khan, M. A. (2013). Employees Training and Organizational Performance : Mediation by Employees Performance. *Interdisciplinary Journal of Contemporary Research in Business*, *5*(4), 490–503.

Sharma, J., & Dhar, R. L. (2014). Factors Influencing Job Performance of Nursing Staff Mediating Role of Affective Commitment. *Personnel Review2*, *45*(1), 161–182.

Shaw, J. D., Delery, J. E., & Abdulla, M. H. A. (2003). Organizational Commitment and Performance among Guest Workers and Citizens of an Arab Country. *Journal of Business Research*, *56*(12), 1021–1030.

Sheldon, M. E. (1971). Investments and Involvements as Mechanisms Producing Commitment to the Organization. *Administrative Science Quarterly*, *16*(2), 143–150.

Shin, Y., Oh, W., Sim, C., & Lee, J. (2016). A Multilevel Study Of Supportive Leadership And Individual Work Outcomes: The Mediating Roles Of Team Cooperation, Job Satisfaction, And Team Commitment. *The Journal of Applied Business Research*, *32*(1), 55–70.

Shura Council Holds its 11th Ordinary Session of the Second Year of the Seventh Session. (2018, January 10). *Saudi Press Agency*. Riyadh.

Silverthorne, C. (2001). Transformational Versus Servant Leadership: A Difference in Leader Focus A Test of the Path-Goal Leadership Theory in Taiwan. *Leadership & Organization Development Journal*, *22*(4), 151–158.

Sivunen, A. (2006). Strengthening Identification with the Team in Virtual Teams: The Leaders' Perspective. *Group Decision and Negotiation*, *15*(4), 345–366.

Skytrax. (2016). The World's Top 100 Airlines in 2014.

Smith, P., da Cunha, J. V., Giangreco, A., Vasilaki, A., & Carugati, A. (2013). The Threat of Dis-identification for HR Practices: An Ethnographic Study of a Merger. *European Management Journal*, *31*(3), 308–321.

Somech, A. (2005). Directive Versus Participative Leadership: Two Complementary Approaches to Managing School Effectiveness. *Educational Administration Quarterly*, *41*(5), 777–800.

Staw, B. M. (1984). Organizational Behavior: A Review and Reformulation of the Field's Outcome Variables. *Annual Review of Psychology*, *35*(1), 627–666.

Stinglhamber, F., Marique, G., Caesens, G., Desmette, D., Hansez, I., Hanin, D., & Bertrand, F. (2015). Employees' Organizational Identification and Affective Organizational Commitment: An Integrative Approach. *PLoS ONE*, *10*(4), 1–24.

Stogdill, R. (1948). Personal Factors Associated with Leadership; a Survey of the Literature. *Journal of Psychology*, *25*, 35–71.

Stogdill, R. M. (1963). *Manual for the Leader Behavior Description Questionnaire*. Columbus, Ohio: Bureau of Business Research, the Ohio State University.

Stogdill, R. M. (1974). Handbook of Leadership: A Survey of the Literature. New York: Free Press.

Stone, M. (1974). Cross-validatory Choice and Assessment of Statistical Predictions. *Journal of the Royal Statistical Society*, *36*(2), 111–147.

Storey, J. (2004). *Leadership in Organizations Current Issues and Key Trends*. London: Routledge.

Sverke, M., Hellgren, J., & Naswell, K. (2002). No Security : A Meta-Analysis and Review of Job Insecurity and Its Consequences. *Journal of Occupational Health Psychology*, *7*(3), 242–264.

Tajfel, H. (1978). Social Categorization, Social Identity, and Social Comparison. In H. Tajfel (Ed.), *Differentiation between Social Groups. Studies in the Social Psychology of Intergroup Relations* (pp. 61–76). London: Academic Press.

Tajfel, H., & Turner, J. . C. (1979). An Integrative Theory of Intergroup Conflict. In W. G. Austin & S. Worchel (Eds.), *The Social Psychology of Intergroup Relations* (pp. 33–47). Monterey, CA.

Tajfel, H., & Turner, J. . C. (1986). The Social Identity Theory of Intergroup Behavior. In S. Worchel & W. G. Austin (Eds.), *The Psychology of Intergroup Relations* (2nd ed., pp. 7–24). Chicago, IL: Nelson.

Tanchaisak, K. (1995). The Relationship between Leadership Styles and Entry Level Employees' Commitment to Organizations. *Human Relations*, *47*(8), 977–1010.

Taştan, S. B. (2012). The Relationship Between Employees ' Perceptions of Organizational Culture and Their Behavioral Outcomes : Assessing a Cognitive Process To in-Role Performance Behavior and. *Journal of Global Strategic Management*, *6*(2), 65–86.

Tiegs, R. B., Tetrick, L. E., & Fried, Y. (1992). Growth Need Strength and Context Satisfactions as Moderators of the Relations of the Job Characteristics Model. *Journal of Management*, *18*(3), 575–593.

Timothy, O., Okwu, A. T., Akpa, V. O., & Idown, N. (2011). Effects of Leadership Style on Organizational Performance: a Survey of Selected Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, *1*(7), 100–111.

Turner, J. C. (1975). Social Comparison and Social Identity: Some Prospects for Intergroup Behavior. *European Journal of Social Psychology*, *5*(1), 5–34.

Tyler, T. R., & Blader, S. L. (2001). Identity and Cooperative Behavior in Groups. *Group Processes & Intergroup Relations*, *4*(3), 207–226.

Van Dick, R. (2001). Identification in Organizational Contexts: Linking Theory and Research From Social and Organizational Psychology. *International Journal of Management Reviews*, *3*(4), 265–283.

Van Dick, R. (2004). My Job is my Castle: Identification in Organizational Contexts. In C. L. Cooper & I. Robertson, T. (Eds.), *International Review of Industrial and Organizational Psychology* (Vol. 19, pp. 1 – 203). Chichester: Wiley.

Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., … Tissington, P. A. (2004). Should I Stay or Should I Go? Explaining Turnover Intentions with Organizational Identification and Job Satisfaction. *British Journal of Management*, *15*(4), 351–360.

Van Dick, R., Grojean, M. W., Christ, O., & Wieseke, J. (2006). Identity and the Extra Mile: Relationships between Organizational Identification and Organizational Citizenship Behaviour. *British Journal of Management*, *17*(4), 283–301.

Van Dick, R., Ullrich, J., & Tissington, P. A. (2006). Working Under a Black Cloud: How to Sustain Organizational Identification After a Merger. *British Journal of Management*, *17*, 69–79.

Van Dick, R., Wagner, U., Stellmacher, J., & Christ, O. (2004). The Utility of a Broader Conceptualization of Organizational Identification: Which Aspects Really Matter? *Journal of Occupational and Organizational Psychology*, *77*, 171–191.

131

Van Knippenberg, D. (2000). Work Motivation and Performance: A Social Identity Perspective. *Applied Psychology*, *49*(3), 357–371.

Van Knippenberg, D., & Hogg, M. A. (2003). A Social Identity Model Of Leadership Effectivenss In Organizations. *Research in Organizational Behavior*, *25*, 243–295.

Van Knippenberg, D., & Sleebos, E. (1999). Identification, Commitment, and Individualism-collectivism: Their Interrelations and Relationship with Organizational Citizenship Behavior. *Unpublished Manuscript, University of Amsterdam*.

Van Knippenberg, D., & Sleebos, E. (2006). Organizational Identification versus Organizational Commitment: Self-definition, Social Exchange, and Job Attitudes. *Journal of Organizational Behavior*, *27*(5), 571–584.

van Knippenberg, D., van Knippenberg, B., De Cremer, D., & Hogg, M. A. (2004). Leadership, Self, and Identity: A Review and Research Agenda. *The Leadership Quarterly*, *15*(6), 825–856.

Van Wart, M. (2011). *Dynamics of Leadership in Public Service: Theory and Practice* (2nd ed.). New York, NY: Routledge.

Vandenabeele, W. (2009). The Mediating Effect of Job Satisfaction and Organizational Commitment on Self-reported Performance: More Robust Evidence of the PSM--performance Relationship. *International Review of Administrative Sciences*, *75*(1), 11–34.

Vogelgesang, G. R., Leroy, H., & Avolio, B. J. (2013). The Mediating Effects of Leader Integrity With Transparency in Communication and Work Engagement/Performance. *The Leadership Quarterly*, *24*(3), 405–413.

Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking Ethical Leadership to Employee Performance: The Roles of Leader-member Exchange, Self-efficacy, and Organizational Identification. *Organizational Behavior and Human Decision Processes*, *115*(2), 204–213.

Wang, X. H., & Howell, J. M. (2012). A Multilevel Study of Transformational Leadership, Identification, and Follower Outcomes. *Leadership Quarterly*, *23*(5), 775–790.

Wasti, S. A. (2005). Commitment Profiles: Combinations of Organizational Commitment Forms and Job Outcomes. *Journal of Vocational Behavior*, *67*(2), 290–308.

Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived Organizational Support and Leader-Member Exchange: a Social Exchange Perspective. *Academy of Management Journal*, *40*(1), 82–111.

Weichun, Z., He, H., Treviño, L. K., Chao, M. M., & Wang, W. (2015). Ethical Leadership and Follower Voice and Performance: The Role of Follower Identifications and Entity Morality Beliefs. *Leadership Quarterly*, *26*(5), 702–718.

Werts, C. E., Linn, R. L., & Jöreskog, K. G. (1974). Intraclass Reliability Estimates: Testing Structural Assumptions. *Educational and Psychological Measurement*, *34*(1), 25–33.

Wiener, Y. (1982). Commitment in Organizations: A Normative View. *Academy of Management Review*, *7*(3), 418–428.

Wieseke, J., Ahearne, M., Lam, S. K., & Van Dick, R. (2008). The Role of Leaders in Internal Marketing. *Journal of Marketing*, *73*(2), 123–145.

Wieseke, J., Ullrich, J., Christ, O., & Van Dick, R. (2007). Organizational Identification as a Determinant of Customer Orientation in Service Organizations. *Marketing Letters*, *18*(4), 265–278.

Wofford, J. C., & Liska, L. Z. (1993). Path-Goal Theories of Leadership: A Meta-Analysis. *Journal of Management*, *19*(4), 587–606.

Wolcott, C. (1983). *The Relationship between the Leadership Behavior of Library Supervisors and the Performance of Their Professional Subordinates*. Drexel University.

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work Engagement and Financial Returns: A Diary Study on the Role of Job and Personal Resources. *Journal of Occupational and Organisational Psychology*, *82*(1), 1–32.

Yiing, L. H., & Ahmed, K. Z. Bin. (2009). The Moderating Effects of Organizational Culture on the Relationships between Leadership Behaviour and Organizational Commitment and between Organizational Commitment and Job Satisfaction and Performance". *Leadership & Organization Development*, *30*(1), 53 – 86.

Yousef, D. A. (2000). Organizational Commitment: A Mediator of the Relationships of Leadership Behavior with Job Satisfaction and Performance in a Non-western Country. *Journal of Managerial Psychology*, *15*(1), 6–28.

Yukl, G. (2013). *Leadership in Organizations* (8th ed.). New Jersey: Pearson Education, Inc.

Zhang, H., Kwan, H. K., Everett, A. M., & Zhaoquan, J. (2012). Servant Leadership, Organizational Identification, and Work-To-Family Enrichemnt: The Moderating Role of Work Climate For Sharing Family Concerns. *Human Resource Management*, *51*(5), 747–768.

Zhang, Y., & Chen, C. C. (2013). Developmental Leadership and Organizational Citizenship Behavior: Mediating Effects of Self-determination, Supervisor Identification, and Organizational Identification. *Leadership Quarterly*, *24*(4), 534–543.

Zhu, W., Sosik, J. J., Riggio, R. E., & Yang, B. (2012). Relationships between Transformational and Active Transactional Leadership and Followers' Organizational Identification: The Role of Psychological Empowerment. *Journal of Behavioral & Applied Management*, *13*(3), 186–212.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2009). *Business research method*. USA: Allison Green.