



AN EMPIRICAL STUDY ON THE PREFERRED LEADERSHIP STYLE OF SAUDI WOMEN ENTREPRENEURS

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ABSTRACT

The last decade has seen increased contribution of Saudi women in senior management roles and organizational decision-making. There is also a steady progress in the number of Saudi women entrepreneurs. Women Entrepreneurs are the leaders, idea generator and the sole owner of the available resources. Women Leaders and Entrepreneurs have similar job responsibility as they both work as per the available limited resources and manage their tasks in the presence of these constraints. The principal objective of this research is to study the different leadership styles being practiced by Saudi women entrepreneurs or managers, as well as to study the effectiveness of these leadership styles. Primary data was collected through a structured questionnaire which consists of questions designed to collect data about the leadership style being practiced by the Saudi women entrepreneurs or managers. Data was collected from 210 women entrepreneurs in Saudi Arabia. The survey data was analyzed using various analytical softwares. The result shows that authoritarian leadership style is highly practiced by women entrepreneurs followed by democratic leadership style in Hail and Riyadh region. This study can be used to acquire knowledge about the various leadership styles being practiced by women entrepreneurs or managers in Saudi Arabia. It will also be useful to the Saudi women entrepreneurs / managers in identifying the most effective leadership style. This study aims to add to the limited research by offering fresh understanding into the leadership styles embraced by Saudi female entrepreneurs.

Keywords: Female Entrepreneurs, Entrepreneurial Leadership, Arab women leaders, leadership style, Saudi Arabia.

1 INTRODUCTION:

The contribution of Saudi women in senior management roles and the organizational decision-making over the last ten years has increased because of increased admissions of women in professional degree courses and in different





employment areas. Saudi Arabia's government has chosen a strong vision for women's empowerment, as seen in the recent Vision 2030, which demonstrates a significant shift in planning efforts toward focus on women's roles rather than focusing on women's right to jobs and education. Women's empowerment and increased participation in social affairs have been stressed not just as goals of development programs, but also as a way of achieving strategic development goals. Globalization, economic and social trends in Saudi Arabia show that policymakers are convinced that long - term and holistic development is not possible without including all public stakeholders in the global community (Metcalf and Rees 2010).

Women are becoming more visible and recognized as professionals in companies all across the world. Economic growth, changes in public attitudes toward women, as well as other political and legal changes, are all contributing to this trend (Burke and Richardsen, 2016; Powell, 2010). There have been a few studies on women in management and leadership positions in Arab countries (e.g. Karam and Afioni, 2014; Sidani et al., 2015). According to these research, government measures to promote gender equality in the workplace have led to women advancing into various managerial positions. Economic resources and free education have contributed in the creation of more job prospects for Saudi women in both the commercial and public sectors (Abalkhail, 2016). Women's engagement in the labor field has signified a significant shift in their social roles. They've also been steadily progressing into more professional and managerial roles (Abalkhail, 2016).

Women leadership has been extensively explored in various studies (Al-Lamky, 2007; Alhaj and Van Horne, 2013; Blackmore, 2008; Calás and Smircich, 1991; Carless, 1998; Kawatra and Krishnan, 2004; Yaseen, 2010; Rehman & Elahi, 2012). However, they were largely carried out in Western settings that may not be applicable to Arab nations because of cultural and theological differences. Most labor markets around the world today recognize the importance of promoting women's involvement and employment. The rapid pace of global social development, as well as shifts in labor and skill imbalances, necessitate sustained and consistent advancement in women's economic and educational empowerment.





Today, most organizations around the world recognize the importance of boosting women's involvement and employment. However, the rapid pace of global social changes, as well as shifts in labor and skill gaps, necessitate stable and consistent progress in women's educational and economic empowerment, particularly because the gender gap in economic participation among the age of 25–54 years remains significant (World Economic Forum (WEF), 2015a; Roberts & Soederberg, 2012; Price Waterhouse Coopers (PwC), 2006).

There have been a few studies on women in leadership and management in Arab countries (e.g. Karam and Afiouni, 2014; Sidani et al., 2015; Rehman, 2017). According to these research, as a result of several government efforts to support gender equality in the workplace, women have gradually been advancing into many managerial professions. Women's employment, on the other hand, continues to face numerous obstacles, including the impact of socio-cultural and male dominance norms on women's status in the workplace (Karam and Afiouni, 2014), as well as the issue of gender stratification in organizations, where women are primarily employed in "feminine fields" (Hutchings et al., 2012).

Despite their impressive contribution in pushing the transformation process in Arab world and persisting efforts to achieve equality and take up leadership positions in work organizations, majority of the ongoing gender research examines female's position and management style in Western countries rather than in Arab countries (World Bank, 2013b). As a result, the goal of this research is to fill in the gaps and provide new information about Arab women in this field.

2 OBJECTIVES:

1. To study the different types of Leadership styles being practiced by Saudi women entrepreneurs or managers.
2. To study the effectiveness of Leadership style among Saudi women entrepreneurs or managers.

3 LITERATURE REVIEW:





Because the changing business climate necessitates leaders who employ new innovative strategies, leadership is regarded a vibrant phenomena that is significantly dependent on the social needs and structures (Marques, 2015). Some scholars believed that some leadership styles were universal and successful in all settings (Avolio & Bass, 1995), while others stated that leadership styles should be analyzed according to situation and cultural background (Abu-Hussain, 2014; Dickson, Den Hartog, & Mitchelson, 2003; House et al., 2004; Klimoski, 2013; Weir, 2012; Rehman, 2021; Rehman et. al. 2021). As a result, researchers have studied leadership issues in relation to leaders' values, and discovered that values have an impact on diverse elements of managerial life and play an important part in leadership practice. Furthermore, according to Copeland (2014), when moral and ethical standards are observed, value-based leadership (VBL) produces outstanding results.

Values affect leaders' decision-making, interpersonal interactions, and ethical behavior, according to Kalshoven, Hartog, and Hoogh (2011). The GLOBE study (House et al., 2004) examined the cultural, social, organizational, and leadership differences amongst cultures to assess the magnitude of universality or uniqueness of leadership values and practices. According to Gutierrez, Spencer, and Zhu (2012); and Rehman and Fai (2022), when evaluating leadership effectiveness in different countries, cultural context should be taken into account because different nations have different behaviors, communication styles, and management practices due to variances in cultural and national values. Researchers and practitioners in business and government organizations all around the world are paying more attention to the roles and competencies of women leaders (Omair 2008; Stead and Elliot 2009; Elahi and Rehman, 2012).

Leadership study in the 1990s looked into the characteristics of charismatic, transformational, and transactional leaders (Bass, 1997; Bryman, 1992; Tichy & Devanna, 1997). Nevertheless, due to a rise in moral misconduct among public and private officials since the beginning of the 21st century, authentic and values-based leadership (VBL) theories have evolved, with studies highlighting the importance of leaders' ethical behavior (Bishop, 2013; Copeland, 2014; Wajih and Rehman, 2014).

Several studies (Carless, 1998; Eagly and Johnson's, 1990) described women as transformational and men as transactional in their leadership style. Other researchers





(Carli and Eagly, 2001; Gregory, 1999; Bass and Avolio, 1994) came to similar conclusions, claiming that women prefer interpersonal activities, and utilize participative and inclusive leadership styles, whereas men prefer order and controlling leadership styles. Furthermore, Carli (1998) found that female managers are more transformational than the male managers in a sample of 345 metropolitan branch managers, with females scoring higher on supportive leadership, vision, empowerment, leading by example, and charisma.

Moore et al. (2011) propose a variety of hypotheses for determining if women's leadership qualities learned in corporate contexts and then employed in starting their own enterprises assist them to successfully deal with the difficulties of a crisis. Each proposition is based on research in organizational behavior and entrepreneurship, specifically in the areas of trust building, team building, application of transformational leadership, and gender diversity perceptions.

Raja and Palanichamy (2010) examined the most favored leadership behaviors among transactional and transformational leadership, as well as their impact on employee engagement. The study found that, while the respondent's designation had a substantial impact on their perceptions of leadership style and organizational commitment, salary did not appear to influence the perception of these respondents.

According to Sahoo and Das (2012), successful organisation management necessitates a mix of two theories: management and leadership. Based on the situational requirements, women entrepreneurs should use the connective leadership strategy, which incorporates power direct achieving style, social instrumental achieving style, and relationship achieving style. Women entrepreneurs in the twenty-first century can succeed by focusing more on appropriate counseling and coaching, intellectual capital management, self-organizing networks, power balance, expertise knowledge, and well stated corporate goals.

Chebolu Radha Mohan (2009) found that the executives involved in either shaping new ventures or developing the capabilities needed to jump-start innovation, have to be much more integrative with regard to the management of human capital. He concludes that by focusing on the core challenges of managing product development and service delivery in the unpredictable markets, the leaders must be prepared to develop innovative





processes by identifying and leveraging new opportunities and threats. In an economic downturn, corporate strategists are challenging to do more with less, yet still keep their companies at the forefront of innovation and by doing this they could establish their leadership traits.

As a result, the purpose of this study was to see if the Saudi survey respondents are affected by the international leadership style context.

4 RESEARCH DESIGN & METHODOLOGY

The study deals with the interrelation between two important phenomena, Women Entrepreneurship and Leadership. Attempts are being made by the researcher to find out the various leadership styles being practiced and their effectiveness with context to the Women Entrepreneurs.

The researcher has studied the various types of leadership styles being practiced by the women entrepreneurs in the Hail and Riyadh region, India. The study shows the effectiveness of different leadership styles on women entrepreneurs. Over 330 questionnaires were distributed among Saudi women entrepreneurs, out of which 210 were used for analysis as the remaining questionnaires were not fit for use due to their incomplete responses.

The type of Research Methodology used is Purposive Research as Saudi women entrepreneurs / managers were the respondent. It is a formalized study that is typically structured with clearly stated hypotheses. The purpose here is to find the most effective leadership style being practiced by the women entrepreneurs / managers in Saudi Arabia.

Primary Data is collected through a structured questionnaire which contains close ended questions. The questionnaire used for data collection was a standardized questionnaire developed by Northouse (1999). The first section of the questionnaire was dedicated to various details of the women entrepreneurs such as their age, years of business experience and qualifications. The second section of the questionnaire focused on leadership style of these Saudi women entrepreneurs. The questions were designed





to measure the authoritarian Leadership Style, Democratic Leadership Style and Laissez Faire Leadership Style of these women.

4.1 HYPOTHESES OF THE STUDY

The following hypotheses were formulated:-

H₀₁: Authoritarian leadership is not perceived as effective by Women Entrepreneurs

H₀₂: Democratic leadership is not perceived as effective by Women Entrepreneurs.

H₀₃: Laissez Faire leadership is not perceived as effective by Women

Entrepreneurs.

5 DATA ANALYSIS AND INTERPRETATION

Table I shows the demographics of our female entrepreneurs and their enterprises. When it comes to the demographics of the women entrepreneurs who took part in the survey, we can see that the sample is quite heterogeneous. In terms of education, the bulk of respondents (58.6%) are graduates, followed by undergrads (17.3%) and postgraduates (13.5 %). The majority of our responses (64.6%) are between the ages of 26 and 35, with 17-25 years old coming in second (24 percent). The bulk of the firms in the sample (55.8%) are between the ages of 2 and 5, with a significant proportion (17.3%) working in the industry for 6 to 10 years.

Table 1: Respondents Demography

Demographics		Percent
Education	Under-graduate	17.3%
	Graduate	58.6%
	Post-graduate	13.5%
	Diploma	10.6%
	17 - 25 years old	24%
	26-35 years old	64.6%
	36 - 45 years old	6.7%





Age	46 - 55 years old	3.8%
	Over 55 years old	0.9%
Age of firm	Less than 2 years	15.4%
	From 2 to 5 years	55.8%
	From 6 to 10 years	17.3%
	11 to 15 years old	7.7%
	Over 15 years old	3.8%

Finally, in Table 2 three different leadership styles are investigated namely Authoritarian, Democratic and Laissez Faire leadership style. In our survey, all three leadership style are well-defined, and all of the items measure separate features of each style with a high degree of reliability. The reliability as measured by Cronbach's alphas ranges from 0.731 (for Authoritarian) to 0.854 (for Laissez Faire) which implies that correlations between items in each leadership style are quite strong. The factor means in all the three situations exceed the scale midpoint, with democratic style having the highest score (3.749) and laissez faire having the lowest score (1.978). The majority of respondents use an Authoritarian Leadership Style, as seen in Table 2. Such leaders maintain strong, intimate control over their followers by closely regulating the policies and procedures that they are given to subordinates. To maintain the difference between the authoritarian leader and their followers, these sorts of leaders ensure that only a professional relationship is formed. The second most popular leadership style among these female entrepreneurs was democratic leadership. The majority of these female entrepreneurs had negative impressions of laissez faire leadership, and it was the least preferred style among them.

Table 2: Leadership styles of Saudi Female Entrepreneurs

S. No.	Statement	Mean	S.D.	Cronbach's α	Leadership style	Mean	S.D.
1	There should be close supervision of employees, otherwise they are not likely to complete their work.	3.724	0.693	0.731	Authoritarian	3.749	0.432
2	It is correct to assume that most employees are lazy.	3.78	0.876				
3	The supervisors must be motivated by offering them rewards or punishments in order to achieve organizational objectives.	3.68	0.838				





4	Majority of employees are insecure about their job and need constant supervision.	3.885	0.695	0.807	Democratic	3.228	0.528
5	The supervisor is the best person to judge the accomplishments of the members of the team.	3.644	0.691				
6	The successful and effective supervisors are those who give orders with clear instructions to clarify procedures.	3.78	0.752				
7	Employees want themselves to be involved in the decision making process.	3.788	0.724				
8	A good supervisor provides guidance without pressure or force.	2.764	0.782				
9	Majority of employees need supportive and regular communication from their supervisors.	3.786	0.842				
10	The employees should be supported by supervisors to accept responsibility for completing their work.	3.648	0.694	0.854	Laissez Faire	1.978	0.582
11	The supervisors is responsible in helping employees to find their "passion"	2.486	1.088				
12	Generally employees are competent and will do a good job if they are given a task.	2.9	0.817				
13	Supervisors should give authority to employees to work out problems on their own, in complex situations.	2.164	0.742				
14	A successful leadership stays out of the way of employees when they do their work.	2.068	0.912				
15	The leader should give authority to employees to evaluate their own performance.	2.246	0.698				
16	Supervisors should give complete authority to employees to solve the problems themselves.	2.188	0.752				
17	Employees prefer less feedback from their supervisor in most situations.	1.446	0.762				
18	As a general rule, it is best to let employees do their job and leave them alone.	1.760	0.728				

5.1 CLUSTER ANALYSIS

Cluster analysis is employed for maximizing group similarity and is also used for observing the differences between groups (Manning and Munro, 2007). This study has used K-means cluster analysis (case ≥ 210) and employed Squared Euclidean Distance





in order to separate the three groups of Saudi women entrepreneurs (N=210). Cluster analysis is a grouping procedure that attempts to identify relatively homogenous group cases based on selected characteristics (Veal 2006).

This research employed cluster analysis to divide respondents into three groups according to three leadership styles: Authoritarian Leadership (entrepreneurs in Group 1), Democratic Leadership (entrepreneurs in Group 2) and Laissez-Faire Leadership (entrepreneurs in Group 3). A number of studies have employed cluster analysis in their research (Stewart, 1988; Oshagbemi, 1997; and Shim, Lusch and Goldsberry, 2002).

As shown in Table 3, this study used cluster analysis to maximize the differences between the three groups of Saudi women entrepreneurs. As evident from the data below, there were 210 respondents in total, group 1= 112 women entrepreneurs, group 2 = 78 women entrepreneurs, and group 3 = 20 women entrepreneurs.

Table 3: Number of managers in each cluster

	Number of managers
Group	
1	112
2	78
3	20
Total	210

Source: Developed by Author

Table 4 shows that there were 112 participants in Cluster Analysis Group 1. The majority of managers in Cluster Analysis Group 1 received the highest means in Question No. 1, 4, 7, 10, 13, 16 of the Questionnaire. Cluster Analysis Group 1 received the highest total mean in Authoritarian Leader (3.22). These indicate that the managers in Cluster Analysis Group 1 had an Authoritarian Leadership.

Table 4: Compare Means (Cluster Analysis Group 1, 2 and 3) with Authoritarian Leadership Questions

Authoritarian Leadership	Cluster Analysis Group 1 (n=112)	Cluster Analysis Group 2 (n=78)	Cluster Analysis Group 3 (n=20)





	<u>Mean</u>	<u>Mean</u>	<u>Mean</u>
Question 1	3.11	2.83	2.68
Question 4	3.27	2.68	2.33
Question 7	2.68	2.79	2.11
Question 10	3.24	3.07	2.68
Question 13	3.37	2.98	2.56
Question 16	3.68	2.77	2.24
Mean	3.22	2.85	2.43

Source: Developed by Author(s)

Table 5 shows that there were 78 participants in Cluster Analysis Group 2. The majority of managers in Cluster Analysis Group 2 received the highest means in Question No. 2, 5, 8, 11, 14, 17 of the Questionnaire. Cluster Analysis Group 2 received the highest total mean in Democratic Leader (3.43). These results indicate that the managers in Cluster Analysis Group 2 had a Democratic Leadership.

Table 5: Compare Means (Cluster Analysis Group 1, 2 and 3) with Democratic Leadership Questions

Democratic Leadership	Cluster Analysis Group 1 (n=112)	Cluster Analysis Group 2 (n=78)	Cluster Analysis Group (n=20)
	<u>Mean</u>	<u>Mean</u>	<u>Mean</u>
Question 2	3.14	3.26	2.38
Question 5	3.33	2.85	1.38
Question 8	3.08	3.58	2.34
Question 11	3.11	3.47	2.42
Question 14	3.19	3.68	2.27
Question 17	2.97	3.77	2.84
Mean	3.13	3.43	2.27

Source: Developed by Author(s)

Table 6 shows that there were 20 managers in Cluster Analysis Group 3. The managers in Cluster Analysis Group 3 received the highest means in all Laissez-Faire Leadership Question No. 3, 6, 9, 12, 15, 18 of the Questionnaire. Cluster Analysis Group





3 received the highest total mean in Laissez-Faire Leadership (1.68). These results indicate that the managers in Cluster Analysis Group 3 were Laissez-Faire Leaders.

Table 6: Compare Means (Cluster Analysis Group 1, 2 and 3) with Laissez-Faire Leadership Questions

Laissez-Faire Leadership	Cluster Analysis Group 1 (n=112)	Cluster Analysis Group 2 (n=78)	Cluster Analysis Group 3 (n=20)
	<u>Mean</u>	<u>Mean</u>	<u>Mean</u>
Question 3	1.17	0.78	1.47
Question 6	1.22	0.68	1.49
Question 9	1.37	0.57	1.48
Question 12	1.68	0.42	1.97
Question 15	2.27	1.71	2.04
Question 18	1.47	0.58	1.65
Mean	1.53	0.79	1.68

Source: Developed by Author(s)

5.2 TESTING OF HYPOTHESES

5.2.1. Hypothesis I

H₀: Authoritarian leadership is not perceived as effective by Women Entrepreneurs.

H₁: Authoritarian leadership is perceived as effective by Women Entrepreneurs.

Autocratic Leadership = Question No. 1, 4, 7, 10, 13, 16 of the Questionnaire

Statistical Tool Used: Z-Test

$$Z = (X - \mu) / (\sigma / \sqrt{n})$$

Where, μ = Population mean, n = Number of respondents, σ = Standard Deviation, X = Sample mean. After putting these values in the above formulae, we get the following result:

Z= -18.148

INTERPRETATION: From a table of the standard normal distribution (or using a computer program), we can see that the probability of a z-score less than or equal to -





18.148 = 0.00001. At 95% confidence level the Null Hypothesis (H_0) is rejected with Z value = -18.148. This Z value is outside the limit of +/- 1.96.

Therefore, the Alternative Hypothesis (H_1) is accepted which states “Authoritarian leadership is perceived as effective by Women Entrepreneurs.”

5.2.2 Hypothesis II

H_0 : Democratic leadership is not perceived as effective by Women Entrepreneurs.

H_1 : Democratic leadership is perceived as effective by Women Entrepreneurs.

Democratic Leadership = Question No. 2, 5, 8, 11, 14, 17 of the Questionnaire

$$Z = (X - \mu) / (\sigma / \sqrt{n})$$

Where, μ = Population mean, n = Number of respondents, σ = Standard Deviation, X = Sample mean. After putting these values in the above formulae, we get the following result:

$$Z = -23.154$$

INTERPRETATION: From a table of the standard normal distribution (or using a computer program), we can see that the probability of a z-score less than or equal to -23.154 = 0.00001. At 95% confidence level the Null Hypothesis (H_0) is rejected with Z value = -23.154. The Z value is outside the limit of +/- 1.96

Therefore, the Alternative Hypothesis (H_1) is accepted which states “Democratic leadership is perceived as effective by Women Entrepreneurs.”

5.2.3 Hypothesis III

H_0 : Laissez Faire leadership is not perceived as effective by Women Entrepreneurs.

H_1 : Laissez Faire leadership is perceived as effective by Women Entrepreneurs.

Laissez Faire Leadership = Question No. 3, 6, 9, 12, 15, 18 of the Questionnaire

$$Z = (X - \mu) / (\sigma / \sqrt{n})$$





Where, μ = Population mean, n = Number of respondents, σ = Standard Deviation, X = Sample mean. After putting these values in the above formulae, we get the following result:

$$Z = -1.467$$

INTERPRETATION: From a table of the standard normal distribution (or using a computer program), we can see that the probability of a z-score less than or equal to $-1.467 = 0.072145$. At 95% Confidence level, the Null Hypothesis (H_0) is accepted with Z Value = -1.467 . This Z Value is within the limit of ± 1.96

Therefore, the Null Hypothesis (H_1) is accepted which states “Laissez Faire leadership is not perceived as effective by Women Entrepreneurs.”

6 FINDINGS OF THE STUDY

The result shows that authoritarian leadership style is highly practiced by women entrepreneurs followed by democratic leadership style in Hail and Riyadh region. Authoritarian leadership style is followed by many Women Entrepreneurs in the Hail and Riyadh region. This leadership style is effective among women as they are the leaders themselves to their business. They bring together all the necessary resources, manage them and extract maximum out of it. The analysis shows authoritarian leadership style is highly practiced by women entrepreneurs as compared to other styles of leadership. Authoritarian leadership style gained the highest mean value of 3.749 which shows its preference over the other styles. Authoritarian leadership style is mostly practiced due to various reasons. Employees tend to delay their job or work to be done as much as they can. Employees work for rewards, mainly financial, for achieving organizational objectives. Women Entrepreneurs are the leaders in small enterprises with limited resources and aims at close supervision of worker working under one roof. Women Entrepreneurs, today, mainly use “Carrot or Stick” Approach to get their work done through the employees.

Democratic leadership style is followed by women entrepreneurs in the Hail and Riyadh region. Even today, most women entrepreneurs perceive democratic style of





leadership. Here the leaders and the followers come together, perform together to accomplish the given piece of work. Democratic leadership style is second highly practiced style among all because of the different reasons. Women Entrepreneurs assumes that in small enterprises employees are part of the family and they must be equally participative. Frequent and supportive communication among leaders and the followers is the key to success. Women Entrepreneurs today, feels, complete satisfaction of all members in the enterprise is the ultimate success of the business. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas.

Very few women entrepreneurs follow laissez faire leadership style in the Hail and Riyadh region. Laissez faire leadership style is least in practice among the target respondents. Every leadership style has some benefits as well limitations and every women entrepreneur practice the style which best suit their beliefs and values. Laissez faire leadership style is least preferred among all the styles in practice due to the various reasons. In small enterprises where the resources are limited, women entrepreneurs find it very difficult to leave the work completely on the employees. Women Entrepreneurs do not want to take any chance by delegating the complete authority related to their work on the employees.

7 CONCLUSION

In today's scenario where the environment is so dynamic, democratic leadership style and authoritarian leadership style are being effectively perceived by the Women Entrepreneurs in the Hail and Riyadh region. Women must practice a style that is a blend of various leadership styles, suitable in almost every situation. Such a style is better known as "Situational Theory of Leadership". Leaders that practice Situational Leadership determine the optimal course of action depending on circumstances. Certain leadership styles may be better suited to different sorts of decision-making.

As a result, Saudi leaders and policymakers must achieve a cultural and socioeconomic transition that incorporates women's development into their goals and





strategies. It is also suggested that in order to achieve effective economic outcomes in Saudi Arabia, substantial support for Saudi women's engagement in economic growth is essential. Above all, more efforts are needed to provide Saudi women with the required competencies through education and training, as well as to include them in economic growth. Furthermore, because Saudi women face discrimination in promotion and wage payment (Dubai Women Establishment and PwC, 2009; Rehman 2020), various industries and businesses in Saudi are being urged to acknowledge women's leadership potential and provide them with the same opportunities as their male colleagues. Finally, due to increased demands for enhanced human capital investment in Saudi Arabia and other Middle-eastern countries (Sabri & Rayyan, 2014), women must endorse their career ambitions by imposing and portraying themselves in organizational and business settings as serious performers who are entitled to leadership and executive positions equivalent to their male counterparts.

Finally, women managers in Saudi Arabia must tackle the workplace challenges and embrace the available opportunities to exhibit their skills in adopting the suitable style of leadership that enables them to achieve organizational objectives and have an influence on their employees.

It is anticipated that this research will be useful to academic and industry specialists interested in Saudi organizational leadership. When it comes to women being promoted to executive and leadership positions, recognition of women is critical. The empirical findings of this study may assist Saudi policymakers and human resource experts in recognizing women's potential and considering them for leadership posts in Saudi organizations. This study can be used to acquire knowledge about the various leadership styles being practiced by women entrepreneurs or managers in Saudi Arabia. It will also be useful to the Saudi women entrepreneurs / managers in identifying the most effective leadership style.

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