

ANALYZING BUILDING BLOCKS OF ORGANIZATIONAL TRUST AND OPENNESS DURING CHANGE PROCESS IN SAUDI ARABIA'S TELECOM SECTOR

Ilyas M., Muneer S., Tripathi A.*

Abstract: Building organizational trust is important for the progressive performance of any organization and therefore, this study has examined the various building blocks that effects the organizational trust among the employees of the firm. Moreover, the openness to the market getting effected from these has also been studied with the role of ethical and authentic leadership and the leader member role. The interconnected relationship between the organizational trust, authentic, leadership and leader member role and the openness change has also been focused in this research study. The research outcomes showed that the ethical leadership and leader member role is positively associated with the openness to the market and building organizational trust among the employees. Moreover, the research outcomes also supported the significance of authentic leadership, ethical leadership and leader member role on building trust in the organization structure, which then acts as a mediator in effecting the openness change of the organization. Contrary to this, the results of the study provided empirical evidence that there does not exists much significant impact of authentic leadership on the organizational openness change. Moreover, the practical, managerial and theoretical significance and implementations of the study were also discussed.

Key words: organizational trust, openness during change process, leader member exchange, ethical leadership.

DOI: 10.17512/pjms.2020.21.1.13

Article history:

Received January 9, 2020; *Revised* February 25, 2020; *Accepted* March 8, 2020

Introduction

Saudi Arabia is considered as one of the largest Arabian countries which have the Red Sea. It has Persian Gulf to the East and Gulf of Aqaba to the West. Its neighbor countries are Qatar, Jordan, Kuwait, Iraq, Oman, Bahrain and Yemen. In this state, more than 5.5 million foreign workers are working within this state (Marsden, 2017). Now, its current government plays a significant role to encourage the growth rate of private and public sectors which reduces its state dependency on the oil reserves and enhanced more employment-based opportunities, which plays

* **Muhammad Ilyas** PhD., College of Business Administration, University of Hail, KSA; **Saqib Muneer** PhD., College of Business Administration, Department of Economics and Finance, Hail, KSA, **Abhishek Tripathi** PhD., Assistant Professor, Department of Management & Information Systems College of Business, University of Hail, KSA
✉corresponding author: milyasafri@gmail.com
✉ sa.muneer@uoh.edu.sa; a.tripathi@uoh.edu.sa

an important role to expand its population (Black, 2019; Chaichan & Kazem, 2018). In a business field, many entrepreneurs made new challenging projects within a state, which create more opportunities for the state development (Sahay, 2017). In the current era, advance leadership majorly worked on trust-building factors within the followers of a brand that creates its market share in the industry (Shafai, 2018; Taqi, 2016). In Saudi Arabia, many industries and management are performing well which makes a great contribution to the telecom industry. The major objective of these companies is to earn a large amount of profit by effectively utilizing an advanced technology-based developments. In the telecommunication sector, majority of the multinational and local companies within this state are performing well in the market (Busari, Khan, Abdullah, & Mughal, 2019). A large amount of economic growth is occurred due to this telecom industry. According to the scholars, efficient leadership plays a significant role to upgrade the performance level of a company and upgrade its reputation among its stakeholders (Ike, 2020).

When the revenue growth rate of Saudi Telecom is considered, then it becomes clear that all-around 16.6% of its economic growth is occurred due to its telecom sector, and it is located in 4th position among other developing nations except China (Alomari, 2019; Alotaibi, 2019).

According to the above figure of revenue growth of Saudi Telecom among the other South Asian and Middle East Countries, it becomes clear that the performance level of the telecommunication based advanced industry is continuously growing. There are many reasons behind it like resources, capable workforce, efficient leadership and other ethical values of businesses in this state. Majority that companies are more developed in a state whose management is more efficient and capable as compared to the other ones. The kingdom of Saudi Arabia is ranked as 13th most economically competitive country in the world (Alharbi, Dowling, & Bhatti, 2019). In the Middle East countries, Saudi Arabia is more economically strong and have a large amount of oil reserves in the world.

In this state, three major telecommunication companies earn a large amount of profit and market share of a company. In the last year research, Mobility, STC and Zain gain a large amount of market share of Saudi Arabia and plays a major role in its economic growth (Fodol & Aziz, 2019).

According to the above ratios, it becomes clear that a large amount of share is earned by Saudi Telecom Company (KCA) due to its advanced leadership style and technology. In the future perspective, there are more opportunities in front of the telecom industries in KSA that will enhance the economic situation of this state (Alharbi et al., 2019; Alotaibi, 2019).

Literature review

According to Yue, Men, & Ferguson, an authentic leadership style has become necessary for the development of a business. According to them, such leadership

approach helps a manager to make a long term relationship with the manager (Yue, Men, & Ferguson, 2019). Majority of the long term commitments and loyalty of the employees and customers towards the company are only generated because of the adoption of authentic leadership style in the operating activities of a company. In a research article, Elrehail, Emeagwali, Alsaad, & Alzghoul made a quantitative correlational analysis in order to critically evaluate how authentic leadership plays an efficient role to adopt any changing environment with the smart communication skills.

In 2017, Bakari, Hunjra, & Niazi stated that most of the time, a transformational and authentic leadership style plays a significant role in enhancing the long relationship of the company with the customers and other related stakeholders. They concluded that due to this leadership, the conscious awareness and the acceptance level of the individuals help the entrepreneur to make a more demanding product and services to the end-users (Bakari, Hunjra, & Niazi, 2017). Hence, the following hypothesis is generated from the above studies;

H1: There is a significance relationship between Authentic Leadership and Openness to Change during change

According to scholars, an organizational reputation plays a significant role to maintain a growing phase in the highly competitive environment (Yue et al., 2019). According to Kulophas, Hallinger, Ruengtrakul, & Wongwanich, such trust level of an organization helps management to make some challenging projects in the diverse market and this technological environment is one of them (Kulophas, Hallinger, Ruengtrakul, & Wongwanich, 2018). In 2018, the scholars stated that organizational trust plays a significant role in the development of authentic and transformational leadership which majorly focused on the development of high-trust, collaborative and engaged culture within an organization (Karacay, Ertenu, & Kabasakal, 2018).

According to Guenter and others, there is a basic need to understand the emotions and values of the followers in any complex situation, because such understanding enhances the trustworthy reputation of companies in a customer market (Guenter, Schreurs, van Emmerik, & Sun, 2017). To earn a good and long term profit-oriented relationship, there is a need to majorly work on the leadership style of a company (Bakari et al., 2017). So, these studies proposed the following hypothesis;

H2: Organizational Trust during Change between Authentic Leadership and Openness to Change during Change

In 2018, Neves, Almeida, & Velez stated that an ethical leadership helps a company to boost its productivity by directly creating organizational culture and values in the lives of the employees (Neves, Almeida, & Velez, 2018). According to Miao & Qian, an ethical leadership majorly worked to critically make a concept of honesty, charisma, trust, fairness and consideration. They concluded that such leadership reduces the employee turnover rate within a company (Miao & Qian, 2016).

According to Javed and others, there is an ultimate need to make a dual openness to change. They conducted a longitudinal study by evaluating the impact of the employees' openness to the organizational change (Javed, Rawwas, Khandai, Shahid, & Tayyeb, 2018). Such professional and ethical leadership creating value for the stakeholders (Freeman, 2016). In 2017, the business scholars concluded that there is a need to adopt the Kurt Lewis change model in the operating activities to boost the organizational productivity (Augustsson, Richter, Hasson, & von Thiele Schwarz, 2017), so, following hypothesis is suggested;

H3: There is a significance relationship between Ethical Leadership and Openness to Change during Change

According to Thompos, organizational trust enhances the efficient practice of leadership with the stakeholders (Thompson, 2018). According to them, such an ethical approach enhanced the loyalty factor among the customers and employees towards the company (Mo & Shi, 2017). The other concluded that a creativity factor is only developed through affective commitment (Demirtas, Hannah, Gok, Arslan, & Capar, 2017; Hussain et al., 2018). They said that ethical leadership enhances the contextual, political and relations practice of a manager (Akar, 2018). In the end, they concluded that such fruitful leadership enhances the group learning behavior by mediating a justice climate and ethical conduct (Demirtas et al., 2017; Hussain et al., 2018; Mo & Shi, 2017). Hence, a following hypothesis;

H4: Organizational Trust during Change between Ethical Leadership and Openness to Change during Change

According to business scholars, a leader-member exchange theory is more suitable to make a long term relationship between the followers and leaders (Park & Jo, 2018). According to Maslyn and others, such a two-way relationship enhances the innovative factor within an organization, which secures the future of a company (Maslyn, Schyns, & Farmer, 2017). They stated that an advanced leadership behavioral approach helps the managers to maintain their position in groups and enhance the productivity of the organization for a long run (Lloyd, Boer, & Voelpel, 2017).

According to the researchers, such an approach gives motivation to make some challenging and risky projects in the organization (Herman, Troth, Ashkanasy, & Collins, 2018). Augustsson with others concluded that affective events and the development of an organization are majorly based on the effective organizational approach of the manager (Augustsson et al., 2017). They all justified that such exchange factor creates more opportunities to maintain the company position in the changing and highly competitive market (Augustsson et al., 2017; Herman et al., 2018; Lloyd et al., 2017). Hence, these studies proposed the following hypothesis;

H5: There is a significance relationship between Leader Member Exchange and Openness to Change during Change

According to Qu, Janssen, & Shi (2017), a long term relationship between the leaders and his followers are only developed due to the strong bonding between

companies' management and its related stakeholders. They stated that the innovative behavior of the customers is mostly dependent on the advanced approach of the business manager towards technology (Qu, Janssen, & Shi, 2017). Herdman, Yang, & Arthur critically evaluate the impact of the leader-member exchange theory on the trustworthy reputation of a company. According to them, there are directly proportional to one another which enhances the capabilities of employees to work efficiently (Herdman, Yang, & Arthur, 2017).

In 2017, scholars stated that in the current diverse and continuously changed environment, it becomes essential for the workers and managers to follow the ethical values and norms in their entrepreneurial projects (Gaudet & Tremblay, 2017). According to Coleman, such trust factor boosts their profit margin and sustainability factor within a state (Coleman, 2017). In the end, they concluded that a current innovative organizational culture is only developed due to the advanced psychological and behavioral approach of entrepreneurs (Boon & Biron, 2016). So, the following hypothesis is suggested from the above studies;

H6: Organizational Trust during Change between Leader Member Exchange and Openness to Change during Change

Methodology

The hypothesized model to explain openness during change in telecom sector of Saudi Arabia has been tested by conducting survey of telecom sector Saudi Arabia. In order to collect the data on variables the purposive sampling techniques is employed which is based on assumption that survey sample is the representative of population data. The data have been collected through online survey on Qualtrics by sending web links to emails of employees working in telecom sector of Saudi Arabia in January 2020. Initially, the questionnaires were sent to 500 respondents among which only 314 valid responses were received. Few respondents quit survey in middle and few refuse to participate in survey. The final sample has significant representation of people from different demographic factors such as age, education, gender, and income. Moreover, a screening question is also include in survey, which asked that either telecom company is undergoing the change during past two years to get valid responses.

The scale is based on six survey items which elicit the responses of employees on their perceived trust with organization. The input variable such as authentic leadership is based on the study of Rego, Sousa, Marques, and e Cunha (2012) which is constructed by four survey items. The items elicit responses on leaders' transparency, self-awareness, self-efficacy, optimism, resilience, balance processing, and moral-ethical perspectives. Another key independent variable ethical leadership is assessed by six survey items based on the scale of Rubin, Dierdorff, and Brown (2010) such as trust, listening, treating employee fairly, communication response, and concerning behavior. The variable of leadership member exchange is developed from the study of Liden and Maslyn (1998). The

scale is based on six survey items that elicit responses from respondents on leadership personal loyalty, trust, effectiveness, and contribution. All the survey items of measures have been recorded on five point Likert scale from strongly disagree to strongly agree. Also, the reliability factors of all the variables are suffice to confirm validity of construct. The variables that are used in the study are mentioned below in Figure 1.

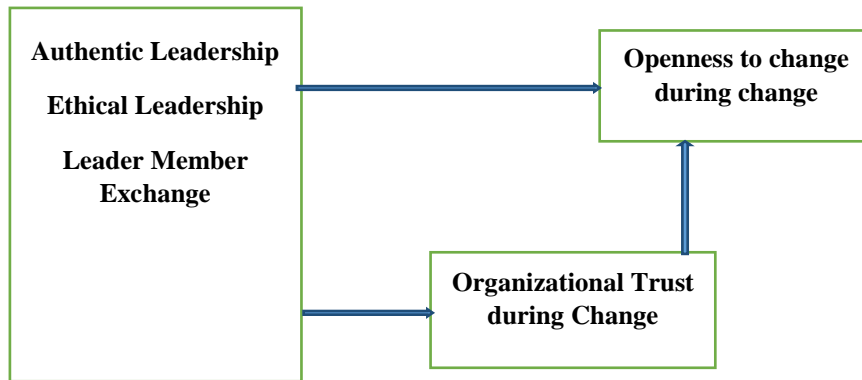


Figure 1: Theoretical framework

Results

Table 1 illustrates the results of CFA (composite factor analysis). The statistics indicate convergent validity, composite reliability (CR) and average variance extracted (AVE). The convergent reliability statistics indicates that correlation of items (questions) with each construct. The Column 1 indicates the correlation of all survey items (questions) with construct of ethical leadership. The statistics indicates that all six survey items of ethical leadership is more than 80.0 percent correlated with overall measures of ethical leadership. The matrix indicates the loading of measures which indicates that all the survey items are highly loaded with overall measures. The second last column indicates the values of composite reliability of measures. The composite reliability indicates the reliability of construct of each measures that depict the internal consistency in each scale items (questions), which that most of the measures have valid construct as the values of CR for each measures is higher than 0.7. The last column denotes the Average Variance Extracted (AVE) of each variable which is a measure of discriminant validity. Discriminant validity referred to the degree to which measures of different dimensions are distinct from each other. In other words AVE is a measure of amount of variance in constructed in relationship with variance in measurement error.

Table 1: Convergent validity

Items	Loadings	CR	AVE
EL6	.880	0.968	0.813
EL3	.867		
EL5	.866		
EL2	.862		
EL4	.856		
EL7	.845		
EL1	.793		
LMX6	.845	0.953	0.743
LMX5	.836		
LMX3	.827		
LMX4	.819		
LMX7	.816		
LMX2	.767		
LMX1	.731		
OT5	.870	0.934	0.707
OT6	.862		
OT4	.840		
OT3	.801		
OT2	.794		
OT1	.791		
AL3	.877	0.941	0.799
AL2	.859		
AL1	.837		
AL4	.828		
OC3	.802	0.909	0.715
OC2	.753		
OC4	.725		
OC1	.716		

The results of discriminant validity are presented in table 2. The discriminant validity is a measure to identify the uniqueness of each items or in other words confirm that each items only estimate one construct. The values in matrix of discriminant validity also authorizes that all variables have valid construct as the load factors are higher than threshold value that is 0.7. Furthermore, the issue of cross loading has also not observe in the variables' construct and discriminant validity test also authorizes the validity of measures.

Table 2: Discriminant validity

	OT	AL	EL	LMX	OC
OT	0.841				
AL	0.377	0.894			
EL	0.383	0.408	0.902		
LMX	0.491	0.512	0.475	0.862	
OC	0.429	0.404	0.702	0.554	0.846

Table 3 indicates the empirical findings of SEM model. The regression coefficients of all the latent variables indicate that except authentic leadership all the independent variables have significant impact on openness to change in telecom sector. The coefficient of ethical leadership and leader-member exchange indicate that one unit increase in EL and LMX will cause 30.9 and 15.7 percent increase in openness to change in telecom sector. The coefficients of mediating variables such as organizational trust indicate that it has significant mediating impact on the relationship of authentic and ethical leadership and LMX with openness during change. The coefficient of indirect relationship of authentic leadership with openness during change indicates that one unit increase in authentic leadership will enhance openness to change, due to organizational trust about 7.0 percent.

Table 3: Structural equation modeling

Hypothesis	B-Value	SE	P-Value	Decision
AL→OC	-.016	.046	.724	Rejected
EL→OC	.309	.045	.000	Accepted
LMX→OC	.157	.051	.003	Accepted
AL→OT→OC	.077	.030	.016	Accepted
EL→OT→OC	.083	.033	.010	Accepted
LMX→OT→OC	.132	.038	.010	Accepted

Discussion

Market changes and internationalization of the companies has increased the trend of openness to change. Moreover the companies have to adapt themselves to change constantly according to the market demands and consumer requirements. Failure to do so will be harmful for the brand name of the organization. Therefore, most of the multi-national organizations look for ways to attract international customers and that is why they have to be open to the market changes and must adapt to them with great pace. To constantly change the organizational structure, there is a need of advanced infrastructure along with employees that have trust in their organization (Hirst, Walumbwa, Aryee, Butarbutar, & Chen, 2016; Riaz, 2018; Yasir & Mohamad, 2016). That is why a number of studies have focused on

the factors that can increase trust of employees in the organization and improve the capability of the firm to open itself to the market changes. Therefore, the focus of this study was to look for the role of authentic leadership, ethical leadership and the leader member role in influencing the openness change and the trust in the organization. The second hypothesis of the study is accepted. Research studies (Hirst et al., 2016; Riaz, 2018; Yasir & Mohamad, 2016) shows that the ethical behavior of the leaders of an organizational highly affects the attitude and working performance of the employees towards the organization. Positive and supportive behavior of the leaders of the team also encourages the employees to perform well and to give their best performance as they gain a friendly working environment where they get support from the members of the team.

The leader member role of any organization has also found to influence the openness change of the organization. Therefore, the third hypothesis of the study has also been accepted. Literature studies also shows that the authentic leadership is quite helpful for building trust of the other employees in the organization. This is because of the human psychology that develops the trust factor among the other workers and they seem to be more involved in the organizational activities and therefore, shows a better performance at work and takes the organization to have openness changes. That is why the fourth hypothesis of the study is also accepted. The ethical leadership presence at the organization also greatly affects the trust of the other employees in the firm and this increases the openness to change of the organization. Therefore, the fifth hypothesis of the study is also accepted. The leader member role is equally important in building trust in the organization and a number of studies (Hirst et al., 2016; Riaz, 2018; Yasir & Mohamad, 2016) has supported this and the result outcomes of this study have also supported this relationship. That is why the last hypothesis of the study is also accepted.

Conclusion

This study reach to the conclusion that telecom sector of Saudi Arabia implemented the effective authentic leadership and ethical leadership that improve the openness to change during change. In addition, the telecom sector is also effective leader member exchange that also improve the openness to change during change. However, this study has few limitations that are also future directions for further studies. This study takes only three predictors to predict the openness to change during change and suggested that future studies should add more predictors in their studies. Moreover, this study takes mediation in the model and ignore the moderating role and suggested that future studies should incorporate this aspect in their studies.

References

- Akar, H. (2018). Meta-analysis of organizational trust studies conducted in educational organizations between the years 2008-2018. *International Journal of Educational Methodology*, 4(4), 287-302.
- Alharbi, M., Dowling, P. J., & Bhatti, M. I. (2019). Strategic planning practices in the telecommunications industry: evidence from Saudi Arabia. *Review of International Business and Strategy*.
- Alomari, A. (2019). Knowledge-Based Economy in Saudi Arabia.
- Alotaibi, H. J. (2019). Foresightful strategic planning and organisational flexibility in the Saudi telecommunications sector under turbulent economic conditions. *International Journal of Advanced Research in Management and Social Sciences*, 8(11), 114-134.
- Augustsson, H., Richter, A., Hasson, H., & von Thiele Schwarz, U. (2017). The need for dual openness to change: a longitudinal study evaluating the impact of employees' openness to organizational change content and process on intervention outcomes. *The Journal of Applied Behavioral Science*, 53(3), 349-368.
- Bakari, H., Hunjra, A. I., & Niazi, G. S. K. (2017). How does authentic leadership influence planned organizational change? The role of employees' perceptions: Integration of theory of planned behavior and Lewin's three step model. *Journal of Change Management*, 17(2), 155-187.
- Black, I. (2019). Just below the surface: Israel, the Arab Gulf States and the limits of cooperation.
- Boon, C., & Biron, M. (2016). Temporal issues in person-organization fit, person-job fit and turnover: The role of leader-member exchange. *Human Relations*, 69(12), 2177-2200.
- Busari, A. H., Khan, S. N., Abdullah, S. M., & Mughal, Y. H. (2019). Transformational leadership style, followership, and factors of employees' reactions towards organizational change. *Journal of Asia Business Studies*.
- Chaichan, M. T., & Kazem, H. A. (2018). Photovoltaic Experiences in Iraq Neighborhood Countries *Generating Electricity Using Photovoltaic Solar Plants in Iraq* (pp. 131-183): Springer.
- Coleman, A. T. (2017). *Investigating the Relationship between Extra-Role Behavior (E-RB) and Leader-Member Exchange, Organizational Commitment, and Trust in Management: A Quantitative Survey Design*. Northcentral University.
- Demirtas, O., Hannah, S. T., Gok, K., Arslan, A., & Capar, N. (2017). The moderated influence of ethical leadership, via meaningful work, on followers' engagement, organizational identification, and envy. *Journal of Business Ethics*, 145(1), 183-199.
- Fodol, M. Z., & Aziz, H. B. A. (2019). The impact of unanticipated political events on stocks market returns: empirical evidence from Saudi Arabia. *IJIBE (International Journal of Islamic Business Ethics)*, 4(2), 659-675.
- Freeman, R. E. (2016). Ethical leadership and creating value for stakeholders *Business ethics: New challenges for business schools and corporate leaders* (pp. 94-109): Routledge.
- Gaudet, M.-C., & Tremblay, M. (2017). Initiating structure leadership and employee behaviors: the role of perceived organizational support, affective commitment and leader-member exchange. *European Management Journal*, 35(5), 663-675.

- Guenter, H., Schreurs, B., van Emmerik, I. H., & Sun, S. (2017). What does it take to break the silence in teams: Authentic leadership and/or proactive followership? *Applied Psychology, 66*(1), 49-77.
- Herdman, A. O., Yang, J., & Arthur, J. B. (2017). How does leader-member exchange disparity affect teamwork behavior and effectiveness in work groups? The moderating role of leader-leader exchange. *Journal of Management, 43*(5), 1498-1523.
- Herman, H., Troth, A. C., Ashkanasy, N. M., & Collins, A. L. (2018). Affect and leader-member exchange in the new millennium: A state-of-art review and guiding framework. *The Leadership Quarterly, 29*(1), 135-149.
- Hirst, G., Walumbwa, F., Aryee, S., Butarbutar, I., & Chen, C. J. H. (2016). A multi-level investigation of authentic leadership as an antecedent of helping behavior. *Journal of Business Ethics, 139*(3), 485-499.
- Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge, 3*(3), 123-127.
- Ike, O. (2020). *Moral and Ethical Leadership, Human Rights and Conflict Resolution*: CIDJAP Publications, Enugu.
- Javed, B., Rawwas, M. Y., Khandai, S., Shahid, K., & Tayyeb, H. H. (2018). Ethical leadership, trust in leader and creativity: The mediated mechanism and an interacting effect. *Journal of Management & Organization, 24*(3), 388-405.
- Karacay, G., Erten, B., & Kabasakal, H. (2018). Follower Gender and Authentic Leadership: Perspectives from the Middle East *Authentic Leadership and Followership* (pp. 33-58): Springer.
- Kulophas, D., Hallinger, P., Ruengtrakul, A., & Wongwanich, S. (2018). Exploring the effects of authentic leadership on academic optimism and teacher engagement in Thailand. *International Journal of Educational Management*.
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of management, 24*(1), 43-72.
- Lloyd, K. J., Boer, D., & Voelpel, S. C. (2017). From listening to leading: Toward an understanding of supervisor listening within the framework of leader-member exchange theory. *International Journal of Business Communication, 54*(4), 431-451.
- Marsden, S. (2017). Southwest Asia: the Arabian Gulf/Gulf of Oman and the Red Sea/Gulf of Aden regimes: China and the Third Pole *Environmental Regimes in Asian Subregions*: Edward Elgar Publishing.
- Maslyn, J. M., Schyns, B., & Farmer, S. M. (2017). Attachment style and leader-member exchange. *Leadership & Organization Development Journal*.
- Miao, C., & Qian, S. (2016). Does leadership matter? A multilevel investigation of the moderators for the relationship between openness and change-oriented behavior. *Journal of Leadership, Accountability and Ethics, 13*(1).
- Mo, S., & Shi, J. (2017). Linking ethical leadership to employee burnout, workplace deviance and performance: Testing the mediating roles of trust in leader and surface acting. *Journal of Business Ethics, 144*(2), 293-303.
- Neves, P., Almeida, P., & Velez, M. J. (2018). Reducing intentions to resist future change: Combined effects of commitment-based HR practices and ethical leadership. *Human Resource Management, 57*(1), 249-261.

- Park, S., & Jo, S. J. (2018). The impact of proactivity, leader-member exchange, and climate for innovation on innovative behavior in the Korean government sector. *Leadership & Organization Development Journal*.
- Qu, R., Janssen, O., & Shi, K. (2017). Leader-member exchange and follower creativity: the moderating roles of leader and follower expectations for creativity. *The international journal of human resource management*, 28(4), 603-626.
- Rego, A., Sousa, F., Marques, C., & e Cunha, M. P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal of Business Research*, 65(3), 429-437.
- Riaz, A. (2018). Impact of ethical leadership on organizational cronyism through mediating role of ethical culture and moderating role of leader member exchange. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 12(3), 831-850.
- Rubin, R. S., Dierdorff, E. C., & Brown, M. E. (2010). Do ethical leaders get ahead? Exploring ethical leadership and promotability. *Business Ethics Quarterly*, 20(2), 215-236.
- Sahay, S. (2017). *Communicative designs for input solicitation during organizational change: implications for providers' communicative perceptions and decisions*. Rutgers University-School of Graduate Studies.
- Shafai, A. A. (2018). The Perceptions of Saudi Arabia Higher Educational Leaders on Servant Leadership: The Use of Authority and Power.
- Taqi, A. (2016). A qualitative analysis of the current and future leadership development needs of third-line leaders in the oil and gas sector in Kuwait.
- Thompson, L. (2018). *The Roles of LMX, Readiness for Change and Organizational Trust on Employee Behaviours: The Moderating Effects of Organizational Support Constructs*. Auckland University of Technology.
- Yasir, M., & Mohamad, N. A. (2016). Ethics and morality: Comparing ethical leadership with servant, authentic and transformational leadership styles. *International Review of Management and Marketing*, 6(4S), 310-316.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779.

ANALIZOWANIE BUDOWANIA ZAUFANIA I OTWARTOŚCI ORGANIZACYJNEJ PODCZAS PROCESU ZMIAN W SEKTORZE TELEKOMU ARABII SAUDYJSKIEJ

Streszczenie: Budowanie zaufania organizacyjnego jest ważne dla progresywnego działania każdej organizacji, dlatego w niniejszym badaniu zbadano różne elementy składowe, które wpływają na zaufanie organizacyjne wśród pracowników firmy. Co więcej, zbadano również otwartość rynku na wpływ tych czynników, uwzględniając rolę etycznego i autentycznego przywództwa oraz rolę lidera. Związane ze sobą relacje między zaufaniem organizacyjnym, autentycznością, rolą przywódczą i rolą członka lidera, a zmianą otwartości zostały również skoncentrowane w niniejszym badaniu. Wyniki badań wykazały, że etyczne przywództwo i rola członka lidera jest pozytywnie związana z otwartością na rynek i budowaniem zaufania organizacyjnego wśród pracowników. Ponadto wyniki badań potwierdziły również znaczenie autentycznego przywództwa, etycznego przywództwa i roli członka lidera w budowaniu zaufania do struktury

organizacji, która następnie pełni rolę mediatora w dokonywaniu zmian w otwartości organizacji. W przeciwieństwie do tego wyniki badania dostarczyły empirycznych dowodów na to, że nie ma znaczącego wpływu autentycznego przywództwa na zmianę otwartości organizacyjnej. Ponadto omówiono także praktyczne, kierownicze i teoretyczne znaczenie oraz wdrożenia badania.

Słowa kluczowe: zaufanie organizacyjne, otwartość podczas procesu zmiany, wymiana członków lidera, etyczne przywództwo.

沙特阿拉伯电信部门变更过程中的组织信任度和开放度分析

摘要: 建立组织信任对于任何组织的渐进绩效都很重要, 因此, 本研究探讨了影响公司员工之间组织信任的各种构建基块。此外, 还通过道德和真实的领导角色以及领导者角色来研究由此产生的对市场的开放性。组织信任, 真实性, 领导力和领导者角色与开放度变化之间的相互联系关系也一直是本研究的重点。研究结果表明, 道德领导和领导成员的作用与市场的开放性和建立员工之间的组织信任度正相关。此外, 研究成果还支持了真正的领导, 道德领导和领导者角色对建立组织结构的信任的重要性, 然后, 组织结构将成为影响组织开放度的中介。与此相反, 研究结果提供了经验证据, 表明真实的领导力对组织的开放性变化没有很大的影响。此外, 还讨论了该研究的实践, 管理和理论意义以及实施方法。

关键词: 组织信任, 变革过程中的开放性, 领导者交流, 道德领导。