LEADER-MEMBER EXCHANGE, WORK-RELATED ATTITUDES AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG ADMINISTRATORS IN HIGHER EDUCATION INSTITUTIONS OF SAUDI ARABIA

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DEDICATION

In the name of Allah, the most Gracious, the most Merciful. May Allah's benedictions and salutations be upon to His beloved messenger Muhammad, members of His household and His companions.

This work is dedicated to my parents, brothers, sisters, wife, and children, for their love, prayers and support.

ACKNOWLEDGEMENT

ABSTRACT

Numerous studies have empirically confirmed that positive relationship exists between Leader Member Exchange (LMX) and Organizational Citizenship Behaviour (OCB). However, research on the relationship between LMX and OCB from Islamic perspective in Muslims countries is still very limited specifically, in Saudi Arabian context. Many scholars have argued that research studies are needed to examine the role of mediating variables in the relationship between LMX and OCB from Islamic perspective. Therefore, the objective of this study is to explain the influence of LMX dimensions (i.e. affect, loyalty, contribution, and professional respect) on work attitudes such as job satisfaction and affective commitment, and dimensions of OCB from Islamic perspective (i.e. Altruism, civic virtue, advocating high moral standards, and removal of harm). This study also intends to investigate the influence of work-related attitudes (i.e. job satisfaction, and affective commitment) on OCB from Islamic perspective dimensions (i.e. Altruism, civic virtue, advocating high moral standards, and removal of harm). In addition, this study tests the mediating effects of work-related attitudes in the relationship between LMX and OCB. The study applied quantitative cross-sectional approach using data collected through distribution of questionnaires to administrative employees in Saudi Arabian universities. Out of 520 questionnaires distributed, 422 were returned. After data screening, a total of 373 were usable for further data analysis. Descriptive analysis and correlations were analysed using IBM SPSS 24. Partial least square-based structural equation modelling using SMART PLS version 3.2.7 was used to analyse the measurement and structural models in this study. The findings of this study reveal that overall LMX are positively correlated with OCB. In term of dimensions, the findings prove that the relationship between LMX's loyalty and OCB's civic virtue is not significant; LMX's contribution and professional respect have no relationship with all the dimensions of OCB from Islamic perspective. This study confirmed that LMX's affect and loyalty are positively associated with the most of dimensions in OCB. This study revealed that overall LMX and its dimensions are positively correlated with job satisfaction. Also, the findings reveal that there is a significant relationship between the overall LMX with affective commitment. In terms of dimensions of LMX, this study found that only two dimensions which are affect and professional respect that significant and positively related to affective commitment. However, the finding shows that there is no significant effect of job satisfaction on OCB and on all its dimensions. In addition, the results revealed significant and positive relationships between affective commitment and OCB from Islamic perspective and with all of its dimensions. This study found that affective commitment has functioned as a mediator between the global factors of LMX and OCB, however there is no mediating effects for job satisfaction. This study provides practical and theoretical implications to the Saudi universities regarding the mechanisms to positive behaviour and attitudes among administrative staff. This study also provides empirical evidences for future studies in this research area.

ABSTRAK

Banyak kajian secara empirikal mengesahkan bahawa hubungan positif wujud antara *Leader Member Exchange* (LMX) dan Tingkah laku Kewarganegaraan Organisasi (OCB). Walau bagaimanapun, penyelidikan mengenai hubungan antara LMX dan OCB dari perspektif Islam di negara Islam masih sangat terhad khususnya dalam konteks Arab Saudi. Ramai ilmuan berpendapat bahawa penyelidikan diperlukan untuk meneliti peranan pemboleh ubah pengantara dalam hubungan antara LMX dan OCB dari perspektif Islam. Oleh itu, objektif kajian ini adalah untuk menjelaskan pengaruh dimensi LMX (iaitu kasih sayang, kesetiaan, sumbangan, dan penghormatan profesional) terhadap sikap kerja seperti kepuasan kerja dan komitmen afektif, dan dimensi OCB dari perspektif Islam (iaitu Altruisme, etika kebajikan, advokasi piawaian moral yang tinggi, dan menghapuskan bahaya). Kajian ini juga bertujuan untuk mengkaji pengaruh sikap berkaitan kerja (iaitu kepuasan kerja dan komitmen afektif) terhadap OCB dari perspektif Islam (iaitu Altruisme, etika kebajikan, menganjurkan piawaian moral yang tinggi, dan menghapuskan bahaya). Di samping itu, kajian ini menguji kesan pengantara sikap kerja dalam hubungan antara LMX dan OCB. Kajian ini menggunakan pendekatan kuantitatif keratan rentas menggunakan data yang dikumpul melalui pengedaran soal selidik kepada pekerja pentadbiran di universiti Arab Saudi. Daripada 520 soal selidik yang diedarkan, 422 telah dikembalikan. Selepas penapisan data, sebanyak 373 soal-selidik boleh digunakan untuk analisis data. Analisis deskriptif dan korelasi dianalisis menggunakan IBM SPSS version 24. Pemodelan persamaan struktur separa paling rendah dengan menggunakan SMART PLS version 3.2.7 digunakan untuk menganalisis model pengukuran dan model struktur kajian. Penemuan kajian ini menunjukkan bahawa keseluruhan LMX secara positif berkorelasi dengan OCB. Dari aspek dimensi, dapatan kajian membuktikan bahawa hubungan antara dimensi kesetiaan LMX dan etika kebajikan dengan OCB adalah tidak signifikan; dimensi sumbangan dan penghormatan profesional LMX juga tidak mempunyai hubungan dengan semua dimensi OCB dari perspektif Islam. Dapatan kajian ini mengesahkan bahawa dimensi kasih sayang dan kesetiaan LMX mempengaruhi kebanyakan dimensi OCB. Kajian ini mendedahkan bahawa LMX secara keseluruhan dan dimensinya mempunyai pengaruh yang signifikan dengan kepuasan kerja. Selain itu, penemuan kajian ini mendedahkan bahawa terdapat pengaruh yang signifikan antara LMX keseluruhan dengan komitmen afektif. Dari segi dimensi LMX, kajian ini mendapati bahawa hanya dua dimensi iaitu kasih sayang dan penghormatan profesional mempengaruhi secara signifikan terhadap komitmen afektif. Walaubagaimanapun, dapatan kajian menunjukkan bahawa tiada pengaruh signifikan kepuasan kerja terhadap OCB dan kesemua dimensinya. Di samping itu, dapatan juga menunjukkan hubungan yang signifikan dan positif di antara komitmen afektif dan OCB dari perspektif Islam dan dengan semua dimensinya. Kajian ini menunjukkan bahawa komitmen afektif berfungsi sebagai pengantara dalam hubungan antara faktor secara global LMX dan OCB, walaubagaimanapun tiada kesan pengantara dengan kepuasan kerja. Kajian ini menyediakan implikasi praktikal dan teori kepada institusi pengajian tinggi di Saudi mengenai mekanisme untuk tingkah laku dan sikap positif di kalangan staf pentadbiran. Kajian ini turut menyediakan bukti empirikal untuk kajian masa depan dalam bidang kajian ini.

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OCB	-	Organisational Citizenship Behaviour
LMX	-	Leader-member-Exchange
PLS	-	Partial Least Squares

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CHAPTER 1

INTRODUCTION

1.1   Introduction

This study examined the effects of leader-member exchange on organisational citizenship behaviour and work-related attitudes among administrative staff in universities. Leader-member exchange functions as a predictor of organisational citizenship behaviour and work-related attitudes. This study used social exchange theory (SET) to present the leader-member exchange factors, work-related attitudes and organisational citizenship behaviour dimensions. Meanwhile, the work-related attitudes consisted of job satisfaction and affective commitment. In addition, this study identified the mediating role of work attitudes in the relationship between leader-member exchange and organisational citizenship behaviour. The multi-dimensions of leader-member exchange studied were affect, loyalty, contribution and professional respect. Moreover, organisational citizenship behaviour was examined based on the dimensions from Islamic perspective namely altruism, civic virtue, advocating high moral standards and removal of harm.

This chapter includes the introduction explaining the background of study followed by problem statement and significance of study, which further describe the importance of understanding more about the research area. Moreover, this chapter presents the research question, research objectives, research scope, limitations, and operational definition of each variable.

1.2   Background of Study

The main component in ensuring the elevation of effectiveness of an organisation is employee. Each employee that puts in a great commitment and dedication without being forced or asked to do in undertaking their tasks at the workplace, which is actually known as positive organisational behaviour, will benefit not only to oneself, but will also propel a high effectiveness and success of the organisation (Idrus *et al.*, 2019). In addition, organisational citizenship behaviour plays an essential role in characterising contemporary organisations. It is a beneficial feature that provides increasing effectiveness, efficiency and performance of an organisation (Podsakoff *et al.*, 2000). Besides, the implementation of organisational citizenship behaviour will optimise human resources in achieving the organisations' social goals. For example, the organisational citizenship behaviour can positively affect the employees by corporate social responsibility, which in turn enhances organisation's effectiveness, efficiency, and performance. Organisational citizenship behaviour is an optional employee's behaviour that is not required in the job description and in aggregate promotes effective functioning within the organisation (Zhang *et al.*,2020). To understand the employees' positive behaviour, it is important to realise the predictors of this behaviour to produce employees who can spread the positivity on each other within an organisation. Leader-member exchange, affective commitment and job satisfaction have been considered as the main predictors of organisational citizenship behaviour that promote the most positive behaviour of employees.

So far, studies on organisational citizenship behaviour and relationships with its predictors including employees' work-related attitudes and leader-member exchange have been dominated in non-Muslims contexts such as; India, Brazil, USA, Taiwan, and China but were less conducted in Muslim's countries (Bhal, 2006; Blau *et al.*, 2010;Haskasap, Saner and Eyupoglu, 2020; Hora, Júnior and de Souza, 2018; Ibrahim *et al.*, 2017; Inelmen *et al.*, 2017; Isiaka *et al.*, 2019; Kapil & Rastogi, 2019; Michel & Tews, 2016; Peng & Lin, 2016; Saxena *et al.*, 2019; Swaminathan and Jawahar, 2013 Wan, 2011; Yang *et al.*, 2016; Zhang *et al.*, 2020). Specifically, the research in this topic remained scares in some regions including middle-east countries due to the deficiency of researchers' interest to investigate the Islamic

perspective in organisational citizenship behaviour and that most of the instruments to measure organisational citizenship behaviour were introduced in western countries. Only recently, some researchers have started to study the concept of organisational citizenship behaviour from the Islamic perspective in developing and eastern countries including Saudi Arabia (e.g., Kamil, Sulaiman, Osman-Gani *et al.,* 2014; Elamin & Tlaiss, 2015).

In recent decade, the public universities in Saudi Arabia have been experiencing greater challenges, which required much efforts to achieve the goals of Saudi 2030 vision. The Saudi government launched the 2030 vision aiming at enriching the Saudi national character by fostering a set of values rooted in the Kingdom's legacy and Islamic heritage (Khorsheed, 2015). The vision will define an approach centred on Saudi employees through policies designed to strengthen several values of volunteering behaviour, excellence, hard work, ambition, and optimism. The vision's employees-centric policies will contribute to building the national economy and expanding Saudi Arabia's intellectual, human and social legacies in line with the Kingdom's leading role and ambitions at the heart of the Arab and Islamic worlds.

Furthermore, the vision aims to improve the outputs of the education and training system at higher education and provide training to reach the international levels through education (Kingdom of Saudi Arabia, 2016b). Besides, it contributes to the development of all components in the education and training system including administrative employees in higher educational institutions. The program will be based on the Islamic, educational, social and professional foundations. It will introduce new educational and training policies and systems that will enhance the efficiency of administrative employees in line with the Kingdom Vision 2030 to achieve comprehensiveness, quality, flexibility and serve all segments of the society to promote the Kingdom's regional leadership and international competitiveness. For this purpose, the Saudi higher education institutions mint to apply the organisational citizenship behaviour among their employees.

Therefore, administrative employees in Saudi Arabian universities need to display extra role behaviour to help their universities toward achieving the stated gaols. One of the main goals for universities in Saudi Arabia is working to achieve the Saudi 2030. Continuous training for the administrative staff at the university is one of the significant factors toward achieving vision 2030 as they are among the main pillars of human recourses in achieving the vision 2030 (Kingdom of Saudi Arabia, 2016b). Therefore, the success of an organisation can be achieved if its members did not only do the main tasks, but also additional tasks such as preparing to cooperate, helping each other, providing input and playing an active role to provide additional services and take advantage on their effective working time (Robbins & Judge, 2013).

Moreover, work-related attitudes have been studied in the literature. Work attitudes refer to the evaluation of one's job that express one's feelings toward beliefs about and attachment to one's job, which are important due to their influence on workplace behaviour (Judge and Kammeyer-Mueller, 2012). For work-related attitudes, job satisfaction and affective commitment have been studied in the literature as types of work-related attitudes. In addition, researchers have found that job satisfaction is an important variable in predicting the citizenship behaviours, which can benefit higher education institutions (Mohammad *et al.*, 2011). Employees who have high level of job satisfaction and affective commitment are more likely to engage in organisational citizenship behaviour more than those who do not.

There is yet another research into the relationship between organisational citizenship behaviour from the Islamic perspective and its antecedents; those factors that determine an individual or work team's propensity to demonstrate organisational citizenship behaviour from Islamic perspective when at work. For example, the idea of positive relationship between organisational citizenship behaviour and job satisfaction emphasises that employees who exhibit organisational citizenship behaviour have higher job satisfaction. In addition to this, other researchers have stressed on various aspects of organisational citizenship behaviour including the commitment of organisations to their employee's perception of fairness (e.g., Ali, 2016; Haskasap, Saner and Eyupoglu, 2020; Ibrahim *et al.*, 2014; Saxena *et al.*, 2019; Swaminathan and Jawahar, 2013).

Another important domain that included in this study was Leader-member exchange. It stands for the high-quality relationship between leaders and their members (Uhl-Bien, 2006). Researchers have found many positive outcomes for higher leader-member exchange subordinates including higher levels of job satisfaction, affective commitment, stronger performance appraisal ratings, lower stress and lower intent to leave (Gerstner and Day, 1997; Van *et al.*, 2006; Loi *et al.*, 2009). Leader-member exchange has been also positively linked to organisational citizenship behaviour (Lapierre and Hackett, 2007; Blau *et al.*, 2010).

Similarly, the leader-member exchange theory posits that behaviour of leader is significantly and positively related with employees' performance (Graen and Uhl-Bien, 1995). Besides, when employers involve their employees in the decision-making process and support their individual development, employees incline to exhibit extra role behaviour as OCB (Uhl-Bien and Maslyn, 2000). Kapil and Rastogi (2018) explored that employees feel more embedded in their jobs if they share high-quality LMX relationship with their leaders, which further results in higher degree of OCBs.

Recently, several studies have been conducted to address the role of organisational citizenship behaviour in improving the higher education institutions in many countries (Idrus *et al.*, 2019; Affandi *et al.*, 2019; Ummah & Athambawa, 2018) . For example, the government of Saudi Arabia has granted a particular focus on education as it is the basis of the renaissance of nations. The human resources in Saudi Arabian higher education institutions consists of three pillars namely faculty members, administrators, and students.

In today's competitive world, organisations are constantly looking for new methods to maximise their personnel's efficiency and endeavour. Organisational citizenship behaviour is an important factor for increasing the productivity in an organisation (Smith *et al.*, 1983). Organisational citizenship behaviour is defined as some phrases such as good soldier, arbitrary behaviour, volunteer behaviour and practical behaviour; it creates a new phrase in organisational science especially in

organisational behaviour that has a remarkable role in organisational affection (Garg and Rastogi, 2006).

Furthermore, it has been suggested that these higher levels of organisational citizenship behaviour may lead to increased productivity and, consequently, higher profitability (Mohammad *et al.*, 2011). Organisational citizenship behaviour is a very beneficial aspect of the organisations' resources. An essential resource in the organisation is the human resource, particularly in higher education institutions due to the fact that universities will be able to achieve targets by utilising them positively (Ali, 2016; Aladadi, 2014).

In addition, previous researchers have primarily focused on examining employee's affective commitment as a potential antecedent of organisational citizenship behaviour (Carmeli and Colakoglu, 2005). Thus, the increase in affective commitment will increase the performance in job as well as improve the productivity (Morin *et al.*, 2011). Affective commitment is a significant attitude towards employee's citizenship behaviour in the organisation due to the emotional attachment of the employees. In view of the above, this study expects that job satisfaction and affective commitment have a possible mediating role in the relationship between leader-member exchange and organisational citizenship behaviour from Islamic perspective among the administrative staff in Saudi Arabian universities.

Over the years, administrative employees in Saudi Arabian universities have neglected highlighting their issues, which led to the lack of job satisfaction, affective commitment and organisational citizenship behaviour (Aladadi, 2014; Ali, 2016; Alkhazim, 2015; Ali, 2016; Kaki and Alaskar, 2017). The Saudi government and educational authorities have yet to extensively discuss administrative staff and did not highlight the issues on their conditions and constraints in the performance of their work. These situations have hindered to the introduction of exceptional allowances for administrative employees as well as scholarship procedures to facilitate conferences, loans and bonuses (Aladadi, 2014; Alkhazim, 2015). As a result, little improvement is seen in administrative employees' productivity and creativity.

Therefore, there is a need from the government and authorities to provide advantages and allowances to the administrative staff to increase the positive behaviours and attitudes and in return, the universities will get more beneficial aspects in achieving targets and goals.

In conclusion, the development of the leader-member exchange theory addresses the importance of leaders and members relationships in ensuring a successful work environment. This research provides a wider range of leader-member exchange that is relevant to the collectivistic culture of Saudi Arabia. This current study investigated the effects of leader-member exchange on work-related attitudes (job satisfaction and affective commitment), which in turn affects organisational citizenship behaviour among administrative employees in Saudi Arabian Universities.

1.3   Problem Statement

Organisational citizenship behaviour is an essential influence in increasing the productivity and creativity of the university's administrative staff in Saudi Arabia (Ali, 2016). According to the website of Ministry of Education in 2016, the total number of administrators in the Saudi Arabian public universities was approximately 71,845. The roles of administrative employees in Saudi Arabian universities include the departmental administrative assistants, curriculum developers, research centre directors, international engagement managers, quality assurance personnel (Ahmed, 2016). They are responsible for buildings and financial affairs, scholars and researchers; opinions on the organisational services are taken into consideration (Kaki and Alaskar, 2017). The administrative body performs all administrative and technical works, which involve establishing, developing, running and maintaining academic departments and administrative units within the universities. In spite of the huge roles administrative employees play in universities, researchers do not pay much attention to their contributions. For example, analysis of the extant literature shows that while research on the antecedents of organisational citizenship behaviours

of academic employees is growing fast (e.g., Atatsi, Curşeu, Stoffers *et al.*, 2020; Belogolovsky and Somech, 2010; Cohen and Eyal, 2015; Holsblat, 2014; Krimbill, Goess and Escobedo, 2019; Magdalena, 2014; Omobude and Umemezia, 2018; Runhaar, Konermann and Sanders, 2013), the same cannot be said with regards to administrative employees working in academic environments (Pick *et al.,* 2012). The neglect is even more pronounced with reference to the factors influencing citizenship behaviours of administrative employees in Saudi Arabian universities (Aladadi, 2014; Alkhazim, 2015). However, one of the few studies available (i.e., Farris, 2018) indicate the importance of citizenship behaviours in the effective functioning of administrative structures in universities. Thus, there is the need to look closely into the citizenship behaviours of university administrators in Saudi Arabia (Abu Hasan et al., 2015).

Taking a cue from the foregoing, the researcher discovered that, notwithstanding the claims of Abu Hasan et al. (2015) and Lievens and Anseel (2004) to the contrary, organisational citizenship behaviour is not context invariant but differ in character from one context to another (Rauf and Kumar, 2015, 2019). This contextual variation, according to the review results of Podsakoff (2000), may be informed by cultural factors operating in the work place. Specifically, Elamin and Tlaiss (2015) established that the cultural influence of Islam in Islamic countries is pervasive and greatly influences the nature of employees' citizenship behaviours. With regards to leader-member exchange, Mirza and Isha (2017) noted that the extant "literature remains largely oblivious to the context in which the leader-follower relationship operates" (p. 167), and to that extent limits our understanding of its true impact on the organisational citizenship behaviours of employees. Saudi Arabia is a Muslim country with an all-Muslim population whose values encourage positive behaviours including organisational citizenship behaviour among employees (Elamin and Tlaiss, 2015). In view of these results, the present study considers that the citizenship behaviours of administrative employees in Saudi Arabian universities from the Islamic perspective.

Furthermore, another issue arising in connection with the multidimensional is a methodological one: that of measuring organisational citizenship behaviour. Most

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of the extant measures are self-reports (Vijayalakshmi and Supriya, 2017) and were derivatives based on the several measures, commentaries, reviews and meta-analysis of Organ and his colleagues (Bateman and Organ, 1983; Farh, Zhong and Organ, 2002; Moorman, Niehoff and Organ, 1993; Organ, 1977, 1997, 2018a, 2018b; Organ and Konovsky, 1989; Organ and Ryan, 1995; Paine and Organ, 2000; Podsakoff and Organ, 1986; Smith, Organ and Near, 1983). The current trend in measurement of organisational citizenship behaviour seems to gravitate towards context-specificity as evidenced by the increasing number of context-specific measures of the construct, including faith-based employee behaviour (Kamil, Sulaiman, Osman-Gani *et al.*, 2010). Following this trend, this study attempted to measure organisational citizenship behaviour from the Islamic perspective. As noted earlier, the respondents in this study are all Muslims and their Islamic cultural system is known to exert a determining influence on their behaviours at work. The notion is a settled science that culture determines employee attitudes and behaviours, including organisational citizenship behaviour (Rurkkhum and Bartlett, 2017). Thus, measures of employees' citizenship behaviour should reflect the influence of Islamic virtues.

The current research therefore reviewed the extant measures of employee citizenship behaviour from the Islamic perspective and found that the conception is multidimensional. For example, Kamil *et al.* (2014) advocated four dimensions: altruism, civic virtue, advocating high moral standards and removal of harm. Alhyasat (2012) developed a measure with five dimensions: altruism, conscience, sportsmanship, friendliness, and civilised conduct. Likewise, Sani and Ekowati (2020) presents a five-dimensional measure: supportive criteria, organisational participation, corporate belongingness, altruism, and interpersonal. Thus, it could be seen that there are different from one to another on the number and nature of dimensions that constitute organisational citizenship behaviour from Islamic perspective.

However, for the purpose of this study, the measure developed by Kamil *et al.* (2014) was used. Kamil *et al.* (2014) developed their scale based on the notion of that this world is temporary place of habitation and all good deeds are act of worship. Therefore, Kamil *et al.* (2014) scale focused on the Islamic elements that integrate

both work and religion. In other words, employees who are performing their works to the best of their abilities, they will get closer to Allah, and this religious orientation is reflected in the scale measuring organisational citizenship behaviour from Islamic perspective.

This measure developed by Kamil *et al.* (2014) was selected because, more than any other measure, it adequately satisfies the reliability and validity criteria for selecting a research instrument (Constantine and Ponterotto, 2006) as well as answers the eight questions associated with instrument selection (Hagan, 2014). Specifically, the reliability and validity of Kamil *et al.*'s (2014) instrument have been established in several studies, and it is the most widely used instrument for measuring organisational citizenship behaviour from Islamic perspective (e.g., Fard, Damavandi, Mahdilouytazehkandi *et al.*, 2020; Hamsani, Sule, Hilmiana *et al.*, 2017; Selamat, Nordin and Fook, 2018). Also, the instrument maps onto the theoretical domain of organisational citizenship behaviour, it was developed for an adult population like this study's, it is similar to but different from the generic forms of the organisational citizenship behaviour measures, is cost-free, not too lengthy, and adequate for self-administration (Hagan, 2014; Kamil *et al.*, 2010; Kamil *et al.*, 2014).

Furthermore, the administrative functions are usually carried out in teams and in superior-subordinate dyads. Sidorenkov and Borokhovsk (2020) have found that citizenship behaviours are more pronounced among teams than organisational units, thus suggesting the potency of employees' interpersonal exchange as facilitator of the desired selfless behaviours. For teams and superiors/subordinates to work effectively, the social bond between them must therefore be strong. According to Blau (1964), "Only social exchange tends to engender feelings of personal obligation, gratitude, and trust; purely economic exchange as such does not" (p. 94). Extant empirical studies have supported Blau's suggestion by showing that organisational citizenship behaviour is underpinned by a social exchange element and is therefore influenced by leader-member-exchange (Hsiung and Bolino, 2018; Khan and Malik, 2017; Lee, Thomas, Martin *et al.*, 2019; Mi, Gan, Xu *et al.*, 2019; Rockstuhl, Dulebohn, Ang *et al.*, 2012). Indeed, prior to these studies, Ilies and his

colleagues (2007) meta-analysed 51 studies and found a moderately strong, positive relationship between leader-member exchange and organisational citizenship behaviours. Thus, the degree to which the administrators are successful in performing their functions significantly depends not only on the quality of the exchange relationship among the teams/dyads but also on the willingness of the administrators to engage in citizenship behaviours that goes beyond their formal job responsibilities. Thus, administrators' citizenship behaviours play important roles in the effective functioning of higher educational institutions in Saudi Arabia. However, researchers have not paid much attention to the significance of the organisational citizenship behaviours resulting from the nature of the exchange relationships that subsists between individual administrators and their respective leaders in Saudi Arabian universities. It is in this regard that this study investigated the influence of leader-member exchange on organisational citizenship behaviour in public universities of Saudi Arabia.

As earlier mentioned, Blau (1964) has suggested that employees' citizenship behaviour is driven in part by the quality of the social exchange pervading the workplace. Such behaviours could therefore be expected to be positively influenced by leader-member-exchange. Ilies *et al.*'s (2007) meta-analysis has established positive relationship between leader-member exchange and organisational citizenship behaviour. This has likewise been supported by recent empirical studies such as Estiri *et al.* (2018), Omobude and Umemezia (2018) and Yusof *et al.* (2019). However, most of the existing literature measured leader-member exchange at the global level only (Aliyu *et al.*, 2020; Atatsi *et al.*, 2020; Ibrahim, Amin and Salleh, 2014; Truckenbrodt, 2000; Vahidipour *et al.*, 2016) and not at dimensional level, thereby limiting our understanding of the unique variance these dimensions bring on the organisational citizenship behaviour. Additionally, almost none of the extant studies that investigated citizenship behaviour dimensions from Islamic perspective (Alhyasat, 2012; Fard *et al.*, 2020; Hamsani *et al.*, 2017; Kamil *et al.*, 2015; Kamil *et al.*, 2014; Sani and Ekowati, 2020) used leader-member exchange as an independent variable. The paucity of research on leader-member exchange—organisational citizenship behaviour at dimensional level as well as the lack of studies linking leader-member exchange with the Islamic dimensions of organisational citizenship

behaviour offers an avenue for further research. Therefore, the present research incorporated the four dimensions of leader-member exchange (affect, loyalty, contribution, and professional respect) and examined their effects on the counterpart dimensions of Islamic organisational citizenship behaviour (altruism, civic virtue, advocating high moral standards, and removal of harm) using data from a sample of administrative employees from Saudi Arabian universities.

As mentioned earlier, the results from Sidorenkov and Borokhovsk's (2020) study have suggested the potency of interpersonal exchange as facilitator of citizenship behaviours in both educational and commercial settings. This suggestion is in line with the provisions of the social exchange theory which state that social and psychological factors are the main drives that shape the outcomes of exchanges among individuals and teams. In their study on the motivational causes of organisational citizenship behaviour, Rioux and Penner (2001) identified employee motives that appertains to the organisation (which we relate to affective commitment) and those that appertains to the employee themselves (which we relate to employees' satisfaction with their jobs). According to the authors, "Each of the motives accounted for unique amounts of variance in OCB [organisational citizenship behaviour]" (Rioux and Penner, 2001, p. 1306). Also, in their meta-analytic reviews, Organ and Ryan (1995) and Podsakoff (2000) termed these two proximal causes of employee citizenship behaviours as "job attitudes" and "employee attitudes" respectively, and both singled out employees' commitment and satisfactions as most significant. Indeed, several other studies (e.g., Chiaburu, Lorinkova and Van Dyne, 2013; Conway, Amel and Gerwien, 2009; Scott, Craven and Green, 2006) have suggested that employee work-related attitudes play significant role as the mediators of the impact of leader-member exchange on organisational citizenship behaviours. The researcher therefore assumes that job satisfaction and affective commitment could facilitate good relationship between leader-member exchange and employee citizenship behaviour.

In view of the foregoing arguments, this study examined the effects of leader-member exchange dimensions (i.e. affect, loyalty, contribution, and professional respect) on work related attitudes of administrative employees from Saudi Arabian

universities. Numerous previous studies have examined the relationship between leader-member exchange dimensions and variety of work-related attitudes (affective commitment and job satisfaction) in different contexts (Liao *et al.*, 2017; Ali Bhatti, Islam, Hassan Mirza & Hadi Ali, 2015; Casimir *et al.*, 2014). Alshamrani (2017) argued that when employees have high quality of leader-member exchange, they may increase their level of affective commitment and job satisfaction. This is because employees feel that their managers care more about their contribution and value their well-being. However, most of researchers has yet to examine the effects of four dimensions of leader-member exchange (affect, loyalty, contribution and professional respect) on job satisfaction and affective commitment, thus requiring further investigations (Garg & Dhar, 2016; Li *et al.*, 2018; Saputra & Ariyanto, 2019; Shaikh *et al.*, 2019). The effects of leader-member exchange were mostly measured at global level. For example, several studies used the 7-item global leader-member exchange measure developed and recommended by Scandura and Graen (1984) and Graen and Uhl-Bien (1995) to measure the effects of the construct on affective commitment (Audenaert, Van der Heijden, Rombaut *et al.*, 2020; Garg and Dhar, 2016; Li, Zhu and Park, 2018; Trinchero, Borgonovi and Farr-Wharton, 2014) and job satisfaction (Eşitti and Kasap, 2020; Kim and Yi, 2019; Li, Zhu and Park, 2018; Loi, Chan, and Lam, 2014). It is however, known the effects of a construct's dimensions tend to get hidden when the construct is evaluated at the global level (Van Den Wittenboer, 2001; Zhang, Gable and Rai, 2016). Therefore, here is still limited of incorporation of the four dimensions of leader-member exchange as the predictors of job satisfaction and affective commitment in previous research. Thus, this study attempted to fill the gap by examining the effects of leader-member exchange dimensions including affect, loyalty, contribution and professional respect on job satisfaction and affective commitment among the administrative employees in Saudi Arabian universities.

As stated earlier, various studies have been conducted to examine the effects of work-related attitudes on organisational citizenship behaviour (Leephaijaroen, 2016; Pertiwi *et al.*, 2019; Rijanti *et al.*, 2019; Saxena *et al.*, 2019; Ummah & Athambawa, 2018). For example, a study by Leephaijaroen, (2016) found that work-related attitudes are highly correlated with organisational citizenship behaviour.

Another study by Gaudet and Tremblay (2017) revealed a weak relationship between work attitudes and organisational citizenship behaviour. Even though there are numerous studies already conducted regarding the relationship between work-related attitudes such as affective commitment and job satisfaction and organisational citizenship behaviour, most of these studies were previously done in the western societies, which are different with Saudi Arabia (Alshamrani, 2017). Western countries have cultural norms and practice different religions than Saudi Arabia (Hofstede *et al.*, 2010). The contextual differences may not make the conclusions reached with regards to the relationship between work attitudes (affective commitment/job satisfaction) and organisational citizenship behaviour in Western countries applicable to the Saudi Arabia context. Therefore, this research attempted to fill this gap by examining the effects of affective commitment and job satisfaction on organisational citizenship behaviour from Islamic perspective in Saudi Arabian universities.

However, most of these studies suffer from at least three critical limitations. First, studying the link between leader-member exchange and work-related attitudes from the economic perspective, while appropriate, may lead to the neglect of important social mechanisms that explain human behaviours in organisations. Second, arising from the unbalanced emphasis on economic factors in the leader-member exchange and work-related attitudes relationship, most of the studies rely on uniform set of mediating mechanisms such as creativity, performance, and organisational commitment (Mumtaz and Rowley, 2020) that emphasise structural rather than relational processes of workplace exchanges. Finally, the largest portion of research on leader-member exchange and workplace outcomes were conceived based on socio-economic assumptions current in Europe and North America, such as *"A satisfied person is a happy and productive person"* (Hosie, Sharma and Kingshott, 2019). These assumptions are largely alien (or even diametrically opposed) to the worldview current in the Arab world. In view of these three critical limitations this study investigated the parallel mediating influence of job satisfaction and affective commitment in the relationship between leader-member exchange and Islamic organisational citizenship behaviour in the context of higher education in Saudi Arabia.

The need to look into the linkages between leader-member exchange and organisational citizenship behaviour (Isiaka *et al.*, 2019; Kapil & Rastogi, 2019; Yang *et al.*, 2016) is supported by the mediation hypothesis of Baron and Kenny (1986). The hypothesis states that the mediator function of a third variable represents the generative mechanism through which the focal independent variable can influence the dependent variable of interest. Empirical evidence produced using Baron and Kenny's (1986) mediation procedure suggests that leader-member exchange has direct effect on work-related attitudes such as job satisfaction and affective commitment (Eisenberger, Karagonlar, Stinglhamber *et al.*, 2010; Erdeji, Jovicic-Vukovic, Gagic *et al.*, 2016; Estiri *et al.* 2018; Ibrahim *et al.*, 2014; Lee, 2005; Li *et al.*, 2018; Lapierre and Hackett, 2007; Saputra & Ariyanto, 2019; Savithri and Mozhi, 2018; Shaikh *et al.*, 2019; Vahidipour *et al.*, 2016; Volmer *et al.*, 2011). Also, work-related attitudes predict organisational citizenship behaviour (Leephaijaroen, 2016; Pertiwi *et al.*, 2019; Rijanti *et al.*, 2019; Saxena *et al.*, 2019; Ummah & Athambawa, 2018). Moreover, high quality of leader-member exchange leads to job satisfaction and affective commitment (Liao *et al.*, 2017; Casimir *et al.*, 2014).

In conclusion, this study is significant to investigate the effects of leader-member exchange dimensions on university administrative employees' work-related attitudes and organisational citizenship behaviour. Work-related attitudes (job satisfaction and affective commitment) play the role as mediators that provide the mechanism through which leader-member exchange dimensions (affect, loyalty, contribution, and professional respect) affect university administrative employees' organisational citizenship behaviour from the Islamic perspective dimensions (altruism, civic virtue, advocating high moral standards and removal of harm) in Saudi-Arabian universities.

1.4   Research Questions

The current research intends to address the following four questions:

i.   Do leader-member exchange dimensions (affect, loyalty, contribution and professional respect) influence the dimensions of organisational citizenship behaviour from the Islamic perspective (altruism, civic virtue, advocating high moral standards and removal of harm) exhibited by administrative employees in universities of Saudi Arabia?

ii. Do the dimensions of leader-member exchange (affect, loyalty, contribution, and professional respect) influence the work attitudes (job satisfaction and affective commitment) of administrative employees in universities of Saudi Arabia?

iii. Do work attitudes (job satisfaction and affective commitment) of administrative employees in universities of Saudi Arabia influence their organisational citizenship behaviour from the Islamic perspective?

iv. Do work attitudes of administrative employees in universities of Saudi Arabia mediate the relationship between their leader-member exchange dimensions (affect, loyalty, contribution and professional respect) and organisational citizenship behaviour from the Islamic perspective (altruism, civic virtue, advocating high moral standards and removal of harm)?

1.5   Objectives of Study

The objectives of this study are as follow:

i.   To examine the influence of leader-member exchange dimensions (affect, loyalty, contribution and professional respect) on dimensions of organisational citizenship behaviour dimensions from the Islamic perspective

(Altruism, Civic virtue, Advocating high moral standards and Removal of harm) exhibited by administrative employees in universities of Saudi Arabia.

ii. To examine the influence of leader-member exchange dimensions (Affect, Loyalty, Contribution and Professional respect) on work attitudes (job satisfaction and affective commitment) of administrative employees in universities of Saudi Arabia.

iii. To examine the influence of work-related attitudes (job satisfaction and affective commitment) of administrative employees in universities of Saudi Arabia on organisational citizenship behaviour from the Islamic perspective.

iv. To examine the mediating effect of work attitudes (job satisfaction and affective commitment) of administrative employees in universities of Saudi Arabia in the relationship between leader-member exchange and organisational citizenship behaviour from the Islamic perspective (altruism, civic virtue, advocating high moral standards and removal of harm).

1.6   Scope of Study

Barr and Pawar (1995) developed a comprehensive framework defining the domain of organisational citizenship behaviour based on a "three finer level concepts" making up the construct: namely, the co-worker-, the supervisor- and the organisation- level constructs. the framework holds that an employee may exhibit citizenship behaviour to the benefit of any one of three interest groups at the workplace: a co-worker, their supervisor or the organisation. Since the independent variable in this study (leader-member exchange) represents the quality of interaction that subsists between the employee and their supervisor (leader-member exchange), this study will relate to the second interest group in the workplace, namely: supervisor. Therefore, the finer level of organisational citizenship behaviour covered in this study, according to Barr and Pawar's (1995) domain specification, is the Supervisor Domain 2. Based on that specification, this study is scoped to investigate

the social aspect of the reciprocal exchange taking place between the leader and the led as they seek to enhance one another's effectiveness at the workplace.

The scope of this study covers several issues and examines many relations between different variables. First, this research involved three types of variables: predictor, mediator, and outcome. As the predicting variable, leader-member exchange consisted of four dimensions, which are affect, loyalty, professional respect and contribution. The direct effects of leader-member exchange dimensions (affect, loyalty, contribution and professional respect) as independent variables on work-related attitudes (job satisfaction and affective commitment) and organisational citizenship behaviour dimensions from Islamic perspective (altruism, civic virtue, advocating high moral standards, and removal of harm) were examined. Second, the mediator for this research was work attitudes included job satisfaction and affective commitment. Job satisfaction and affective commitment were examined as the mediators in the relationship between leader-member exchange and organisational citizenship behaviour from the Islamic perspective. Third, the outcome's variable of this research was organisational citizenship behaviour from Islamic perspective with four dimensions: altruism, civic virtue, advocating high moral standards and removal of harm.

Moreover, this study investigates the direct effects of work-related attitudes (job satisfaction and affective commitment) on organisational citizenship behaviour dimensions from the Islamic perspective (altruism, civic virtue, advocating high moral standards and removal of harm). Furthermore, in the current study, leader-member exchange and organisational citizenship behaviour were not examined only as global factors like the previous studies. Nevertheless, this study examined the dimensions of leader-member exchange and organisational citizenship behaviour.

Finally, most of the existing studies on organisational citizenship behaviour were conducted in non-Islamic countries, thereby revealing a dearth of studies in Islamic contexts. Accordingly, this study was conducted in an Islamic country using Muslim respondents. Specifically, the study was carried out in public universities of

Saudi Arabia. at present, there are 30 public universities in Saudi Arabia. However, this study is limited to a sample of five randomly selected universities (Majmaa University, Bisha University, Taif University, Imam Abdurrahman bin Faisal University, and Aljouf University). Furthermore, the target population in this study was the administrative employees working in the sampled public universities. They include managers, heads of departments, assistants, secretaries and technicians. The combined number of administrative employees from the five sampled universities stood at 8,746, from which 373 staff were drawn to form the study sample. This research involved cross-sectional research design. The data collection was conducted quantitatively through survey methods.

1.7   Significance of the Study

The present thesis provides theoretical and practical significant contributions. It is important for organisations to realise the significance of maintaining a productive and positive work environment. Consequently, it is necessary to properly understand employees' work-related attitudes and outcome behaviour. In response to this endeavour, the current research attempts to explain the relationship of leader-member exchange with organisational citizenship behaviour and work-related attitudes. It further investigates the mediating role of work-related attitudes in the relationship between leader-member exchange and organisational citizenship behaviour. Hence, the significance of this study is related to practical and theoretical contributions.

1.7.1   Theoretical Contribution

This study provides an insight on the effects of leader-member exchange on higher education and management fields in Saudi Arabia context, specifically in the university sector. The study findings clarify which dimension of leader-member

exchange that affects administrative employees' job satisfaction and affective commitment, as well as organisational citizenship behaviour. This area has not been extensively researched and still requires further investigations. Furthermore, the findings would assist organisations by providing a view to the issues that exist related to leader-member exchange as an illustration related to working attitudes and organisational citizenship behaviour. In short, the finding obtained through this study gives a significant contribution to organisational behaviour study among Arab Golf working for population specifically Saudi-Arabian university sector. More importantly, the current research contributes to the literature and extends previous studies on the relationships between leader-member exchange, work-related attitudes, and organisational citizenship behaviour by examining the relationships among the dimensions of leader-member exchange and organisational citizenship behaviour with work-related attitudes. It is also crucial that this study focuses on organisational citizenship behaviour from Islamic perspective, which is totally different with the findings of previous studies whose examine organisational citizenship behaviour from non-Islamic perspective.

Furthermore, previous studies have investigated organisational citizenship behaviour based on non-Islamic perspective with different dimensions (Yang, *et al.,* 2016; Leephaijaroen, 2016; Ishak and Alam, 2009). However, investigating organisational citizenship behaviour based on the dimensions from Islamic perspective is still scarce (Elamin &Tlaiss, 2015). Therefore, this study focused on organisational citizenship behaviour from Islamic perspective including all dimensions of altruism, civic virtue, advocating high moral standards and removal of harm. Additionally, from literature search, it was found that the relationship between leader-member exchange and organisational citizenship behaviour from Islamic perspective is still unclear and need further investigation. Therefore, the current research examined the influence of leader-member exchange on organisational citizenship behaviour from the Islamic perspective. Moreover, this study employed social exchange theory to examine organisational citizenship behaviour dimensions from Islamic perspective as the outcome variable of leader-member exchange, job satisfaction and affective commitment.

The current research used social exchange theory Blau (1964) to explain how leader-member exchange can lead to job satisfaction, affective commitment and organisational citizenship behaviour. The notion of reciprocity (*quid pro quo*) is at the heart of the social exchange theory (Cropanzano and Mitchell, 2005; Uhl-Bien and Maslyn, 2003). The reciprocity notion states that every action should have a reaction, which is the return of a favour for a favour received. Such notion strengthens the work attitude of Saudis to extend favours and opportunities to family and friends who have been there for them right from the start. The inverse equivalent reciprocity as explained earlier (returning good for good) also holds true: paying back someone in his own coins. This translates into unhelpful or uncooperative response to a person in the workplace who once refused to extend similar help or cooperation when it was expected from him/her. However, contrary to what obtained in economic exchanges (such as in contracts) where the receipt/giving of benefits is obligatory, the receipt of benefits for a favour earlier rendered is discretionary in social exchange (Aryee *et al.,* 2002). Several empirical studies supported the norm of reciprocity theorised in the social exchange theory (Ibrahim *et al.*, 2018; Huang *et al.*, 2016; Kapil and Rastogi, 2018; Mi *et al.*, 2019; Priyankara *et al.*, 2018; Thomas *et al.*, 2019). In most of similar studies, employees have been reported to have responded in kind to the perceived treatment they experienced in their workplaces.

The current study followed the same argument based on the social exchange theory by investigating various variables (leader-member exchange, organisational citizenship behaviour, job satisfaction and affective commitment). Employees who have positive relationships with leaders are more distinctly possible to perceive affective commitment and job satisfaction as beneficial to their personal well-being (Cropanzano and Mitchell, 2005). They are also more likely to reciprocate by engaging in safer behaviours, thereby increasing the organisational citizenship behaviour (Hofmann *et al.,* 2003). Moreover, social exchange theory specifies that individuals who have the ability for affecting others highly are possible to have more communication, higher level of friendship and social support from each other than those with a low impact on their relationships with each other (Dienesch and Liden, 1986).

Therefore, the employees will be engaging in organisational citizenship behaviour to give the benefits back to their leaders and providing helpful behaviours that may not be indicated in their official work description. The managers may consider it as a favour from their subordinates when the subordinates demonstrate individual creativity and motivation that positively reflect on their managers. To highlight this, social exchange theory becomes more helpful by shifting its focus from the employees' desire to maintain the relationship with the organisation to the highest desire of achieving Allah's pleasure. Considering this, this study extended the theory of social exchange by broadening the theoretical motivations to influence organisational commitment not only in maintaining relationships with one's organisation, but also the desire to live with a religious value to the maximum.

1.7.2   Practical Contribution

The finding from this research is important for practical implementation to organisations. According to research findings, the organisation will be aware of leaders' relationships with subordinates. Thus, this positive relationship will make employees very satisfied and become more committed to the organisation as they are loyal and loving their work. The organisation might establish a training program to enhance the relationships between leaders and subordinates. In addition, the organisations may start focusing on aspects that will lead to job satisfaction and affective commitment to their employees such as promotions, giving bounces and sending them to study abroad.

The finding of this research can help organisations to establish and maintain good relationships between leaders and members to have organisational citizenship behaviour among their employees. The empirical findings of the current research are expected to benefit both administrative employees and their managers to understand the extent to which leader-member exchange dimensions affect work-related attitudes and organisational citizenship behaviour dimensions from the Islamic perspective. For example, organisations will be able to establish some activities and

competition among their employees in achievement and accomplishments. In addition, organisations may nominate employees for new positions and delegate some authorities to them in doing tasks and taking responsibilities. Those decisions may lead to increased employees' job satisfaction and affective commitment as well as reducing attitude's problems within the workplace. Furthermore, organisations can create intervention strategies for the employees to enhance their organisational citizenship behaviour by managing the administrative employees' work attitudes.

1.8   Conceptual and Operational Definition of Key Variables

1.8.1   Leader-Member Exchange

Leader-member exchange is defined as a relational quality that subsists between a leader and his or her followers (Scandura and Graen, 1984). The cardinal point at the heart of the leader-member exchange theory is the affective dynamics developed by the leaders and their followers collectively in the cause of leadership process, which confers immense benefits to both parties (Graen and Uhl-bien, 1991).

In this study, leader-member exchange was operationalised based on an instrument widely used to measure the multi-dimensional of leader-member exchange, which was Leader-Member Exchange – Multi Dimensional Measure (LMX-MDM) scale by Liden & Maslyn (1998). The dimensions of leader-member exchange consist of affect, loyalty, contribution and professional respect, which are defined as below:

Affect – defined as the interpersonal liking of members in the dyad for each other.

Loyalty – described as the commitment developed by followers and leader following the support they received from each other.

Contribution – this describes the work-related value (efforts) a leader and a follower bring to the relationship towards achieving the clear goals of a dyad.

Professional respect – refers to perceived work-related reputation built by a leader and their subordinates in workplace relationship, which is recognised and acknowledged by each other as valuable to the relationship.

1.8.2   Organisational Citizenship Behaviour

Organisational citizenship behaviour refers to individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning within an organisation (Organ, 1988). Another definition of organisational citizenship behaviour by Borman and Motowidlo (1997) stated that it is a behaviour beneficial to the organisations and goes beyond formal job requirements (helping co-workers at work, working extra hours and making suggestions for improvement).

This study operationalised organisational citizenship behaviour from Islamic perspective based on four dimensions. Organisational citizenship behaviour dimensions from the Islamic perspective were altruism, civic virtue, advocating high moral standards and removal of harm (Kamil *et al.,* 2014). First, altruism involves assisting co-workers with work-relevant tasks by avoiding anything that is against the Islamic roles. Second, civic virtue reflects that an employee's participation in his or her work's life by attending the meetings and events with keeping in mind to do this by seeking the close relationship with Allah. Third, advocating high ethical standards is considered as an essential aspect of the Islamic principle that can be captured as citizenship behaviour whereby employees improve their moral behaviour

due to their faith and in turn, the organisational performance will be increased. Finally, removal of harm refers to the willingness of an employee to protect the organisation from harmful aspects.

1.8.3 Work-related Attitudes

Work-related attitudes can be defined as evaluative tendencies towards one's job that express one's feeling towards, beliefs about and attachment to one's job (Judge and Kammeyer-Mueller, 2012). In this study, work-related attitudes played the mediating role, which included job satisfaction and affective commitment.

1.8.3.1 Affective Commitment

Affective commitment reflects an employee's emotional attachment to, identification with and involvement in an organisation (McKenna, 2005). In this research, affective commitment was defined as the attachment between administrators toward their organisations. It explains to what extent the executive perceives that they are a part of the organisation. This current research also defined affective commitment as the meaning to the institution felt by the administrators.

1.8.3.2 Job Satisfaction

Job satisfaction is defined the degree of satisfaction individuals derived from intrinsic and extrinsic aspects of their careers including pay, promotions and opportunities of development (Judge and Kammeyer-Mueller, 2012). A satisfied employee is pleased with his/her job. This research defined job satisfaction as the

reaction of the administrative staff and whether or not they are happy with their job position.

1.9   Summary of the Chapter

This chapter has proved the introduction of this study. It has presented the overview of research background and problem statement. Then, it addressed the research questions and research objectives followed by the significance of study. In addition, the research scope and limitations have been discussed. Finally, the conceptual and operational definitions of the research variables have been elaborated.

CHAPTER 2

LITERATURE REVIEW

2.1   Introduction

This chapter explains the research variables by reviewing relevant literature and highlighting the knowledge that already exists. This study first discusses the overview of higher education in the Kingdom of Saudi Arabia. Then, the conceptualisation of the variables is discussed as the predictor, mediator and outcomes of the study. Next, the underlying theories supporting all the studied variables are explained. In the following section, the development of the research theoretical framework is described comprising all the variables. Finally, the empirical evidence is explained supporting the development of each hypothesis in this study.

2.2   Overview of Higher Education in the Kingdom of Saudi Arabia

Even though the Kingdom of Saudi Arabia was proclaimed in 1932, it was a poor country with just 12 schools serving about 700 students. At that time, the Kingdom depended on tax revenues from pilgrims and little trade. However, with the discovery of crude oil in commercial quantities 1938, things dramatically changed in the Kingdom. Development emerged everywhere overnight in quality and quantity. By 1950, 365 schools catered for 42,000 students across the Kingdom (Simmons and Simmons, 1994). Four years later (in 1954), the Ministry of Education was established to oversee the development of educational institutions at all levels. To avail the opportunity for higher education at home for Saudis, the King Saud University was established in 1957 at Riyadh, the Capital City of the Kingdom.

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