

LEADERSHIP, NEGOTIATION, AND DECISION MAKING OF LEADERS IN
MALAYSIA AND KINGDOM OF SAUDI ARABIA

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HIND KRAMATAULH MAKHDOM

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Dedicated to

My parents, to my children, and to my mentor, thank you

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ABSTRACT

There are a few researches on leadership, decision making and negotiation but such studies were not directed to understand the dynamics of leadership, negotiation, and decision making in Saudi Arabia and Malaysia. This study fills the gap in the current literature on Saudi and Malaysian leadership and sought the experience of national leaders in Malaysia and Saudi Arabia using a qualitative approach. The research focuses on understanding leadership, negotiation and decision making of the national leaders through interviews. This multiple case study contains seven single case studies where each leader is a subject of an individual case. Based on information from previous literature and research works, a theoretical framework was proposed by which the practices of leadership, negotiation, and decision making of leaders in Malaysia and Saudi Arabia were explored. The research would assist in comprehending the dynamics of leadership in both countries, in subtle and nuanced ways evoked by the collective information from leaders. This understanding contributes to a sense of clarity and direction for the future generations of the two countries. The results of this research may be of interest to Malaysian and Saudi leaders and all of those working in the leadership field in the two countries. The findings suggest that there are many more similarities between the styles of the leadership, negotiation and decision making of the leaders from the two countries than there were differences. The leaders from both countries practice a mix of leadership styles depending on the context they are leading, but it is noticed that the adoption of transformative leadership style was common among the leaders. It seems that culture had an impact on the way leadership is practiced in the two countries. The leaders in this research seem to excel in most of the areas of the proposed framework.

ABSTRAK

Kajian mengenai kepimpinan, rundingan dan membuat keputusan ada, tetapi tidak terarah untuk memahami dinamik kepimpinan, rundingan dan membuat keputusan di Arab Saudi dan Malaysia. Kajian ini mengisi jurang dalam literatur semasa tentang kepimpinan dan mencari pengalaman pemimpin negara di Malaysia dan Arab Saudi dengan menggunakan pendekatan kualitatif melalui temubual. Kajian kes pelbagai mengandungi tujuh kajian kes tunggal di mana setiap pemimpin adalah subjek kepada satu kes. Berdasarkan maklumat dari literatur yang lepas, satu rangka kerja teori telah dicadangkan dan amalan kepimpinan, rundingan dan membuat keputusan para pemimpin di Malaysia dan Arab Saudi telah dibentangkan. Kajian ini akan membantu dalam memahami dinamik kepimpinan di kedua-dua negara, dengan cara yang halus hasil dari maklumat kolektif daripada pemimpin. Pemahaman ini menyumbang kepada perasaan jelas dan faham hala tuju untuk generasi akan datang daripada kedua-dua negara. Hasil kajian ini boleh menarik minat para pemimpin dan semua mereka yang bekerja dalam bidang kepimpinan di kedua-dua negara. Hasil kajian menunjukkan bahawa terdapat lebih banyak persamaan antara gaya kepimpinan, rundingan dan cara membuat keputusan para pemimpin dari kedua-dua negara daripada perbezaan. Mereka mengamalkan gaya kepimpinan bercampur dan ini bergantung kepada konteks dimana mereka memimpin, tetapi lebih menggunakan gaya kepimpinan transformasi. Nampaknya faktor budaya memberi kesan kepada cara kepimpinan diamalkan di kedua-dua negara. Pemimpin dalam kajian ini seolah-olah cemerlang dalam kebanyakan bidang rangka kerja yang dicadangkan.

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CHAPTER 1

INTRODUCTION

1.1 Overview

To face the big complexities of the twenty-first century environment, intuition, intellect and charisma are no longer enough. Leaders need tools and approaches to guide their organizations through less familiar waters (Snowden and Boone, 2007). To deal with the complexity of the environment of the current business and political world, leaders often will be called upon to act against their instincts. They will need to know when to share power and when to wield it alone, when to look to the wisdom of the group and when to take their own counsel, to reach the right decision and how to negotiate. In order to make things happen in time of increased uncertainty, leaders need to have a deep understanding of the problem and its context, the ability to embrace complexity and paradox, and willingness to flexibly change leadership, negotiation, and decision making.

Nevertheless, the effective leadership needs to change the mindset. Successful leaders will know not only how to identify the context they are working in at any given time but also how to change their behaviors and their decisions to match the complexities they face. Moreover, they are required to prepare their organizations to understand the different contexts and conditions for transition between them. Effective leadership now is an important antecedent in maintaining competitive advantage and improving organization performances. However, not all leaders achieve the desired results when they negotiate and face difficult situations that require a variety of decisions and responses. Effective leaders learn to shift their negotiation and decision making approaches to match changing business environments, By correctly identifying the governing context, staying aware of

danger signals, and avoiding inappropriate reactions, leaders can lead effectively in a variety of situations.

It is not enough to explore leadership in isolation because leadership involves negotiation and decision making as well. Making decisions is one of the most important functions performed by leaders (Yukl and Becker, 2006). In a recent study by Nutt (2002), it was found that over 400 decisions that had been made by managers in medium to large organizations in the USA, Canada and Europe over a two-year period in which he interviewed key participants (including the manager making the decisions, after they made the decisions), shockingly, over half of the decisions failed. What were the reasons behind these wrong decisions? It is often said that great leaders are great negotiators (Nanus and Dobbs, 1999), but how do great leaders negotiate and make decisions? Effective leadership, decision making, and negotiation are essential for economic development, especially in developing countries like Saudi Arabia and Malaysia. Effective decision making is increasingly an important part of a leader's job. This has become more complicated due to technological advances, domestic and global competition as well as the increasing complexity of the issues leaders face. In this sense decision making merges with issues of leadership.

As leaders approach negotiation and decision making differently in different cultures, it is necessary to understand the differences between them in both countries (Saudi and Malaysia), if any, and the factors that contribute to it. It is essential to understand the nature of leadership, negotiation and decision making in Saudi Arabia and Malaysia, and how it is practiced. This research study aims to explore the basic parameters of leadership, negotiation and decision making, in Malaysia and Saudi Arabia. The discussion highlights the differences and similarities between these two aspects. This inquiry of the researcher aims to find out the characteristics of leadership, negotiation, and decision making of Malaysian and Saudi Arabian leaders, it is also about identifying strategies and techniques in negotiation and decision making.

1.2 Background of the Problem

There are many theories of leadership and many previous studies discussed leadership; theories such as the great man theory (Jago, 1982, Yammarino and Bass,

1990), behaviorist theories (McGregor, 1960), and situational leadership (Fiedler, 1964, Hersey et al., 1979). Some believe that leaders are born while others believe that leaders are developed. Personally, there is a belief that leaders can be developed purposely through education and programmed training or indirectly through experiential learning during the formative years. Nevertheless inborn traits, characteristics or talents are important and even vital contributory factors. It would be interesting to know what leaders think, how they behave in certain situations, what characters or attributes do they consider necessary and important and how these leaders negotiate and make decisions.

Malaysia is rich of cultures that include Malay, Chinese and Indians. This environment adds many values to the leadership in Malaysia (Kennedy, 2002). Cultural and religious interchange from the Spice Route time provided an energetic culture in Malaysia. Although the Malaysians have diverse religions, races and symbolic expressions, the common denominator is their deep-seated values Malaysians emphasize displaying the strong humanistic orientation that respects hierarchical differences. Clearly defined human relation principles are essential in a plural society such as Malaysia, where leaders deal with people from diverse backgrounds (Selvarajah and Meyer, 2008b). Selvarajah and Meyer determined personal qualities as one of the main components of leadership in Malaysia. In general Malaysian leadership has the following:

- Being creative and risk-taking
- Relating and communicating
- Articulating vision
- Showing benevolence
- Monitoring operations and
- Being authoritative

However, these leadership characteristics are based on several principles, for example a person must harmonize with the external environment and that Malaysians should be humble, non-confrontational, and able to adapt and maintain an attitude of submission in the society when needed. In addition, hierarchical relationship is important and that respect for elders and authority should follow the norms. The relationships are built on ethics and trust. Moreover, Malaysian practice high context form of communication where both verbal and circumstances surrounding the communication must be taken into account. Worldly and religious dimensions are equally important in the

development of the individual or group. Also, personal qualities and proficiency are important, when an individual's performance is evaluated (Selvarajah and Meyer, 2008b).

On the other hand, in reality of geopolitical arena, the people in Saudi Arabia are fully aware of the existential danger that surrounds them which is threatening Saudi Arabia and the Gulf region is Iran and her nuclear program. On the other side, the Arabian revolutions are sweeping the Arab world; the local economic problems such as high unemployment may create discontent among the population in Saudi Arabia and to the world at large. On top of this critical phenomenon, the Israeli has increased domination in certain Middle Eastern regions. Given her worldwide standing and recognition as an important player in the Middle East and in the world affair, Saudi Arabia is obliged to exercise its leadership role in dealing with current and future issues. All these factors elucidate the importance of developing leader's minds and skills to face current and future challenges.

So based on that there is an increasing necessity to set up a systematic understanding regarding leadership in the Arabian Gulf area (Al-Jafary et al., 1989). As a result of higher oil revenue, there has been a fast industrial growth in this area, but many organizations have a severe shortage of trained human resources. Accordingly, the labor force in Saudi Arabian organizations is brimful with people from different countries. However leading this multinational workforce presents exceptional challenges to leaders in light of the absence of an established tradition of leadership practices. Leadership practices in Saudi Arabia may have been greatly influenced by the social and cultural background of leaders (AL-Jafary et.al, 1980). Nevertheless, there is a scarcity in systematic researches to evaluate the exact nature of the leadership of Saudi Arabian leaders. With the exception of a few studies (Drummond and Al-Anazi, 1997, Rad and Yarmohammadian, 2006, Ali and Swiercz, 1993), there are only a few researches on leadership, decision making, and negotiation. Moreover, such studies were not directed to understand the dynamic of leadership, negotiation, and decision making.

In general, there is a deficiency in the analysis of Arab leadership behavior and lack of cross cultural research, and lack of research in this region (Ajiferuke and Boddewyn 1970; Barrett and Bass 1976; Negandhi 1974). The existing researches of leadership in Saudi Arabia business environment are mostly social and cultural research studies from other Middle Eastern countries. The conclusions of such studies were assessed and criticized by Moughrabi (1978) who indicated the methodological problems

in these studies which invalidate their conclusions. A number of studies have compared Arabs to western nations and found that Arabs are more authoritarianism (Berger 1964; Prothro and Melikian 1953; Sauna 1974- 1975), while recent researches on the Arab organizations did not support this result.

Leaders in the Arabian Gulf countries have a democratic perception of an individual's capacity for leadership (Badawy, 1980). Al-Jafary and Hollingsworth (1981) pointed out that leaders in the Arabian Gulf countries view the success of their organizations based on the degree of democratic systems in these organizations. Earlier researches with weaker methodology have shaped stereotyped perceptions of the Arab world. This perception characterizes a Middle Eastern organization as a very bureaucratic with the unclear and unpredictable environment, unofficial close management, authoritarian and inflexible leadership style (Badawy, 1980). Such stereotypes might be derived from personal experiences or from social, psychological studies and not from a study of leaders behavior in cultural context. Analyses of leadership, negotiation and decision making of Saudi Arabian leaders in Saudi organizations need to be based on more exploratory research and not on such stereotypes as discussed above.

It is rational to expect that cultural differences exist between Arab culture, especially Saudi Arabia, and Malaysian culture. An extensive literature review indicates that there has not been any attempt to empirically link the leadership, negotiation, and decision making between Saudi Arabia and Malaysia. However, there is a cross cultural study that included Arab and western executives where Van Fleet and Al -Tuhaih (1979) found that though differences regarding what a leader should do exist, and these differences were influenced by demographic factors rather than by the national origin. On the other hand, there is the convergence view which argues that regardless of the common culture in different parts of the world the similarity of technology used by the Westerns and Arab organizations has fostered a universal value system. According to this view the leadership practices across various cultures would converge to one common leadership practices. A comparison of leadership practices and its determinants may clarify the extent and nature of the western influence on the emerging leadership practices in Saudi Arabia.

A study of Al Jafary, Abdul-Aziz, Hollingsworth, (1980) was designed to determine the similarity between the leadership practices of Saudi Arabian and US managers as well as to determine the relationship between leadership practices, physiological needs, and personality characteristics of Saudi Arabian managers in a fast

growing economy and a highly religious and traditional society. Because of the large number of expatriate workers in Saudi Arabia, leaders face a unique challenge in leading culturally diversified workforce. The finding of that study indicated that the economic environment and the cultural and religious orientations of leaders in Saudi Arabia greatly influenced their scores on the relationship between their needs and leadership practices. For example, the need for achievement among those leaders was found to be highly related to the need for power and the structure aspect of leadership.

Traditional coercive leadership is a frequent leadership practice among leaders in the Middle East (Hay group, 2009). This style is characterized by leaders taking a command-and-control approach in leading people, less likely to use direct reports, supervise the tasks and tends to give remedial instructions. Consequently, this discourages employees from giving their best. The new necessary demand to growth calls for different sets of behaviors and leadership practices, characterized by more analysis, caution and professionalism. However, this is not the only argument for building stronger leadership. Saudi Arabian organizations are gradually becoming more important players in the world. They are also investing a significant amount of their capital in overseas businesses. Therefore, Saudi Arabian leaders have to be ready to perform on the world stage. It is unfair to assume that there is a shortage of talent or ambition among Saudi leaders; however, they have their own set of challenges: increasing growth in the last decade has catapulted young leaders to positions where they lead, make decision, and negotiate. This has resulted in young leadership population with fewer experiences. The work force dynamics in GCC (Gulf Cooperation Council) countries keep changing away from the traditional demographics, this means that most leaders are managing expatriate workers. Moreover, the workforce demographics continue to grow and talent continues to flow between Middle Eastern countries (Hay Group, 2009).

The business environment is highly oscillating between stability and instability each call for different leadership responses. By correctly identifying the governing context, staying aware of danger signals, and avoiding inappropriate reactions, leaders can lead effectively in a variety of situations. Accordingly, current Middle Eastern leaders realize that they have the chance to expand outside of their traditional environment and to compete successfully on the world stage. They are also looking forward to benefit from the current economic recovery, and they are well prepared to lead effectively in a variety of situations, make the right decision, and negotiate successfully.

1.3 Problem Statement

Leadership is tremendously important for the future. Nations and organizations look for brilliant and effective leaders who are capable to make the future. Leadership is a scarce talent; many researches discussed the concept of leadership and proposed many approaches to develop leadership in organizations. They discussed the different perspectives of leadership worldwide, and develop theories. However, those researches did not explore leadership in association with negotiation and decision making. Negotiation and decision making have become an important for, if not the main function of, leadership. This research explores leadership, negotiation, and decision making of national leaders. Nonetheless, the concept of leadership, decision-making, and negotiation has not been fully explored within the context of Saudi Arabia and Malaysia.

The following are the research questions:

1. What are the perspectives of leadership, negotiation, and decision-making in the context of Malaysia and Saudi Arabia?
2. How do Saudi Arabian and Malaysian leadership, decision making, and negotiation differ?
3. How do the attributes of good leaders from Malaysia and Saudi Arabia differ?

1.4 Research Objectives

This multiple case study research involves interviews with the national leaders, who have experience in various environments to give the young leaders the role model they need. It will explore the leaders' behavior, and the uniqueness, similarities, and differences in their leadership, negotiation, and decision making. It is expected that the research will discover from the leaders the secret of their leadership, and the lessons that can be learned from them. In-depth insights on leadership, negotiation, and decision making in Malaysia and Saudi Arabia remained relatively unexplored, and thus this research would be a beginning and fills the gap in the current literature on leadership. This research will collect leaders' experience and stories to spread the knowledge, wisdom, and tradition to future leaders. As the world nowadays is getting more complex, these conversations are a way to replenish and preserve a certain time of life, which allows us to

extend our senses, develop our perspectives, and benefit from the lessons to continue to work with a shared vision for the people of the two countries.

1.5 Project Scope

The main challenge of qualitative research is the task of subjectively analyzing the data without bias (Gay and Airasian, 1996, Merriam, 2002). Alternatively, it is to make a sense of a program without imposing pre-existing expectations of the program setting. And it is recognized as having value when dealing with perceptions, not facts in some absolute sense (Patton, 1990). The reliability of the interview questions are not subject to the same scrutiny as in quantitative research. Bogdan and Biklen (1992) noted that qualitative researchers' main focus is the accuracy and comprehensiveness of their data. And the inclination to view reliability as a fit between what they record as data and what truly happen in settings. This study wanted to build knowledge based on interviews with seven national leaders who agreed to discuss their leadership, negotiation, and decision making with the researcher. However, trends and assumptions as identified by the researcher would help in shedding light on future research in leadership, negotiation, and decision making of leaders in Malaysia and Saudi Arabia. The limitations of this study are indicated as follows:

1. The study was limited geographically to Malaysia and Saudi Arabia
2. It was assumed that the leaders' answers are based on their own personal and professional experience
3. It was assumed that leaders honestly and correctly interpreted the questions as intended
4. Researcher bias was controlled through the use of the techniques of triangulation as explained in chapter four to increase the research validity and reliability.

Furthermore, leadership, negotiation, and decision making behavior in Malaysia and Saudi Arabia is a broad topic, and cannot be limited only to the perspectives of our selected leaders and to the researcher's interpretations; the researcher bias is a possible issue here. But it is worthy to say that the topic of leadership, negotiation, and decision making of Malaysian and Saudi leaders is broad. This study does not aim to define

leadership in Malaysia or Saudi Arabia, or assert that it has rigorously analyzed the current behavior of the leaders in both countries. It is a step into the field of leadership; it is only a beginning into what is important to many, which is having a sense of what leadership, negotiation, and decision-making practices is from the perspective of the selected leaders. In addition, it involves a reflection of the researcher's conversation with the leaders, as viewed from the seven windows of the proposed research framework. For this reasons the limitations of this research study are acceptable.

1.6 Significance of the study

The purpose of this study is to explore leadership, negotiation, and decision making of leaders in Malaysia and Saudi Arabia. The concern of this study is to explain the attributes of good leaders from the views of the successful leaders from both countries. In addition, this includes a critical comparison of leadership, negotiation, and decision making as practiced in each country. The comparison in this study is based on a proposed framework, which could later be used to assess leadership, negotiation and decision making. Hopefully, this study could bridge the gap in the literature which is still lacking in explaining on leadership, decision making and negotiation in unique contexts and settings. As such this will provide a reference point for theorist in various filed concerning leadership, negotiation, and decision making. This research is expected to contribute to understanding the dynamics of leadership, negotiation, and decision making in Malaysia and Saudi Arabia. This understanding accesses a subtle grasp about the development of leadership in Saudi Arabia and Malaysia, which contributes to a sense of clarity and direction for the future among the young generations in both countries.

This study may also contribute to how the current and next generation of Saudi Arabian and Malaysian leaders effectively tackle the complications and the challenges of leadership, negotiation and decision making. The results of this inquiry may be of interest to Malaysian and Saudi leaders, and those who are involved in leadership development and training in both countries. The fruit of this research would realistically and will support a broad range of efforts to improve the leadership ability of current Malaysian and Saudi leaders and to groom future generation of leaders. The information and findings hopefully could provide a path for the integration of the wisdom, experience, and insight of leaders. This would also extend the individual and collective perceptions of leadership

in both countries while understanding the attributes of good leadership based on differences and similarities between the practices of leadership, negotiation, and decision making of leaders in a different setting.

In fact, all the leaders interviewed are well-known national leaders in both countries, who have been engaged in important leadership roles. Their participation brought valuable information and credit to the topic under investigation. By all odds, those leaders have depth of experience and insight that can overcome any possible limitations. The experience of those leaders would not just increase the understanding of leadership, negotiation and decision making in Malaysia and Saudi Arabia, but it would also help the future generation in playing a better leadership role for their country.

1.7 Theoretical Framework

Theory development is necessary for case studies as a part of the design phase (Yin, 2003), the purpose of this case study is to weave an integrative theoretical framework of leadership, negotiation and decision making in Malaysia and Saudi Arabia. This framework may also be applicable in other contexts. This case study is considered as a new empirical study, which is assuming the characteristics of an exploratory multiple case study within Malaysia and Saudi Arabian context. As the study progressed, the relationships between the factors influencing the situation emerged as data are analyzed. The final theoretical framework includes all the themes that emerged from data analysis. The developed framework is consistent with the empirical evidence concerning the consequences of participation. It is operational so that a leader of a similar characteristics and attributes and within a similar context may benefit from it.

The contingency theory, which is a refinement of the situational theory, which states that the performance of a leader will depend not only on the leader's qualities, but also on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances is being adopted in our framework. However, lessons from successful leadership should be used with great care so as not to be rendered irrelevant to the current context. This study investigated how Malaysia's national leadership was able to bring progress, growth and stability to the country for many years, especially during the days of the fourth Prime Minister Mahathir

Mohamad and how Malaysia was able to modernize the country and bring prosperity to her people. What did Malaysian leaders do or not do? What was the leadership (including negotiation and decision-making) of Mahathir (and other Malaysian leaders) that seems to contribute to Malaysia's success? What leadership characteristics and attributes did these leaders possess that may provide lessons for leaders from other developing and developed countries? What interesting and unique stories can be told by those leaders that could be passed down to current emerging leaders and future generation so that we may benefit from the wisdom and the valuable experience?

Similarly, Saudi Arabia is a country that has progressed and has achieved stability and prosperity. Lessons can be learnt regarding the leadership (including negotiation and decision-making in Saudi Arabia) that has enabled the country to progress and prosper. What lessons can be drawn from the two cases, Malaysia's leadership and Saudi Arabia's leadership, and how do these cases differ? It is the norm for historians and society to attribute the country's development to the wise rule of kings or great leaders. The fact that Tun Dr Mahathir Mohamad was seen as a great leader was because of the great progress and prosperity that he brought to Malaysia during his leadership.

This study proposed a theoretical framework for leadership to explore the leadership of Malaysian and Saudi national leaders. This framework was developed based on past research and previous leadership frameworks. The proposed framework included six dimensions of leadership, and these are: vision, strategy, management, process which includes decision making and negotiation, personal proficiency and leadership grooming. Figure 1.1 shows the proposed framework, where in the context of the research, the dimension 'process' means decision making and negotiation, vision means policy, strategy means politics, and management means structure.

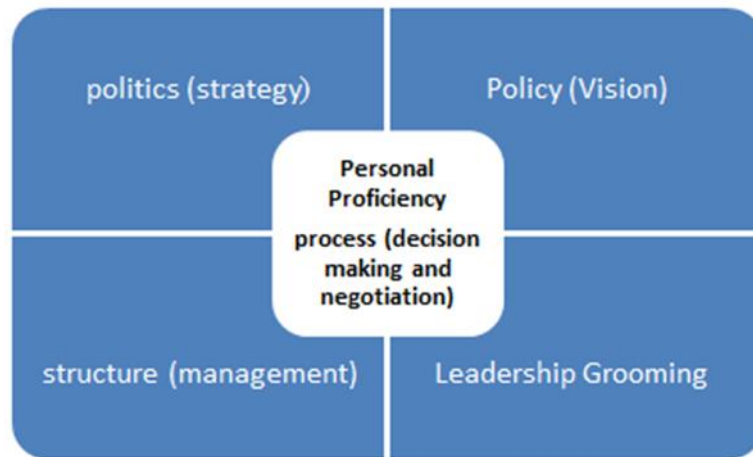


Figure 1.1 Proposed Framework of leadership profile

1.8 Definition of Key Terms

This study periodically uses many terms. In this section, those terms will be defined in order to remove any ambiguity and to understand those terms within the boundary of this research.

1.8.1 Leadership

Volkman's definition of leadership gets a fundamental view. "Leadership involves the role (leader), the behavior and world views, including beliefs, intentions, attitudes and the like - (leading) and the context. But it is the context that goes beyond our notions of situation It is a context that includes culture, as well as systems, processes, technologies and so on" (para. 11).

1.8.2 Negotiation

"It is a united decision making process to achieve calm and legal change, and "the art of negotiation consists of arguing and convincing the partners about common interests, or in times of stagnation of the negotiation process, about the disadvantages of differing

interests by claiming or creating common values, or redistributing existing values" (Bolewski, 2007).

1.8.3 Decision Making

Decision-making refers to the act of selecting the most desirable action among alternatives and implement it. It is the thought process of selecting the best and most logical choice from the available options (Jones, 2000).

1.9 Summary

This chapter discussed the importance of leadership, negotiation and decision making in economic development. The reasons behind choosing the subject of the study were explained. The purpose of the study, research questions, problem statement and the conceptual framework were explained as well. The whole thesis describes the progression of thoughts and empirical work concerning this study. Chapter 1 provides the overview of the study. In chapter 2 a review of relevant literature was presented to explain the construct of leadership, negotiation, and decision making. Chapter 3 explains the established background theory related to the study. It lists and discusses theories related to leadership, decision-making and negotiation. The discussion is necessary to establish grounds for the proposed framework. Chapter 4 describes the methodology and the design of the research. Chapter 5 discusses the proposed framework of this study. The major components are elaborated and thoroughly described. In chapter 6 the research qualitative data were presented. A discussion of the themes that emerged from the interviews and the reflections of the leaders were presented in Chapter 7. A conclusion of the research study, implications for further research and future possible research were included in Chapter 8.

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APPENDIX A

Telephone Call / Email To Enroll Participants

Dear Sir, Madam

Request for face to face interview

It is with most pleasure that we invite you to share your wisdom and experience as a highly successful leader and statesman, so that future and potential leaders within the country and the region could benefit and emulate. In the context of my Doctoral Dissertation, I aimed to explore leadership, decision making, and negotiation in Malaysia and Saudi Arabia from the views of national and business leaders from both countries. The following interview is one of the key components allowing me to deepen my understanding of the concept of Leadership, negotiation, and decision making in Saudi Arabia and Malaysia.

I started my doctoral Studies in 2010 at the international business school (IBS) of university technology Malaysia (UTM) in Kuala Lumpur. The main motivation to engage in studies about leadership, I am convinced that the key component in facing today's challenges is Leadership. It is well known that leadership definitions and concepts vary according to individual world views, cultures, experiences and lives of the people practicing leadership. I, also, intend to recognize the leadership concept from Malay and Saudi perspective. Malaysia often had been hailed as an economic success story by developed and developing country similarly and third world nations look to Malaysia for guidance on the development, also the unique position of Saudi Arabia between the Islamic countries attracted my attention to study leadership characteristics and attributes, decision making, and negotiation in these countries.

However, if we are to truly understand what role leadership, decision making, and negotiation have to play for advancing the country's development agenda; and we can find ways to transfer knowledge about leadership from one country to another then we might increase our chances of building a better future across the world. In this research, I intend to go to the leaders in Saudi Arabia and Malaysia to ask about their leadership, negotiation, and decision making. And how the attributes of good leaders from

Malaysian and Saudi Arabian perspective differ? In addition, to find out if there is a definite practice or philosophy of leadership, negotiation, and decision making between leaders in Malaysia and Saudi Arabia. It is with the above in mind, that I intend to come to your office in search of your insights, your perspectives, and the wisdom that you may be able to share with me; and allow me to share what I have learned from you with people. I come to you as a researcher; I come to you as a learner, dedicated to listen, learn and pass your wisdom to other people. Thank you infinitely for your time and consideration. I very much look forward to interview you until then, I wish you well.