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Pepperdine University
Graduate School of Education and Psychology

WHAT ARE THE NECESSARY SKILLS FOR LEADING AN ONLINE BUSINESS IN
SAUDI ARABIA?

A dissertation submitted in partial satisfaction
of the requirements for the degree of
Doctor of Education in Organizational Leadership

by

Ahmmad Abbas Garatli

July, 2014

June Schmieder-Ramirez, Ph.D. – Dissertation Chairperson

This dissertation, written by

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DOCTOR OF EDUCATION

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DEDICATION

In the name of Allah, most gracious, most merciful.

I dedicate this study to the people in my life who filled it with love and joy, whom without after Allah I wouldn't be the person I am or accomplished what I have. To my father Eng. Abbas Garatli, who is my true role model, who taught me how to become a man and that contentment is an exhaustible treasure. You are right dad; if there is a will, there is a way to do anything I desire. To my mother Rabab Zahied who always inspires and pushes me to be a better person and who taught me that the most important thing a person can have is his good ethics and kind treatment to others. I hope I can be half the parent that you guys were to me; I love you both very much.

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To my best friend and life partner my lovely wife Ghazal Besharah who believes in me, is there for me at all times, and loves me unconditionally. Thank you sweetie for being in my life. I know together we will accomplish a lot of great things. To my beautiful daughter Ghalia who lighted my life with happiness, just thinking of you always puts a smile on my face. Love you very much.

To my cousin Ammar Sherbini may Allah bless your soul; I truly miss you.

Most important, I dedicate this to Allah and his messenger Prophet Mohammad, peace be upon him who are the center of my life. It is narrated that the Prophet Mohammad peace be upon him said: *"When a man dies, the addition of his action to his records is*

discontinued, except for three: a perpetuating charity, or a piece of knowledge that is benefited from, or a pious child who prays for him.” I hope this work can be considered a piece of knowledge from which leaders can benefit.

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In the name of Allah, most gracious, most merciful.

It is important to acknowledge that after Allah, what you are in life and what you accomplish is a result from the influence exerted on you by the people you encounter. I have indeed been fortunate to be in the company of countless people who encouraged me to succeed and to be fortunate to be presented with opportunities that allowed me to reach this point.

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To all my friends and family who have helped and supported me throughout time; if there is a will there is a way, thank you.

VITA

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-Leadership Characteristics Enquiry: A Group Analysis [Hawaii International Conference on Education, Hawaii International Conference] – Reference: Tadeja, C., Uribe, B., Garatli, A., & Martin, R. (2010). *Group analysis: Leadership characteristics enquiry of select senior level leaders*. Paper presented at the annual meeting of the Hawaii International Conference on Education (HICE), Waikiki, HI

ABSTRACT

Online business in Saudi Arabia is almost certain to grow because a large proportion of the population is younger than 25, tech perceptive, and global in their perspectives toward product buying in their everyday lives. The purpose of this research was to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies of growth and success today and in the future. An online instrument surveyed 142 Saudi Arabian citizens to identify factors affecting online business in Saudi Arabia and to identify the necessary skill sets a leader must have to lead an online business in Saudi Arabia. An important limitation of this study was that the history of Saudi Arabian online business was difficult to research and find. Another limitation is that clarifying problems in the Saudi Arabian social, economic, legal, and political environments were a very sensitive, touchy undertaking for certain facts and information. After getting the approval from this study's committee and getting approval from the Institutional Review Board (IRB) at Pepperdine University, findings from 142 participants (Saudi Arabian citizens) who took the online survey were analyzed, and based on these findings, the researcher generated implications and recommendations. Some of the findings were that the majority of the respondents preferred responding in Arabic. Most of the respondents were male (75.4%). Only a small percentage was younger than 21 and older than 50. The majority were people with bachelor's and master's degrees. Business owners accounted only 44.4% of the total number of respondents. The growth of online business was attributed to passage of time and likelihood of young people using more online services. The respondents thought that the government did not provide enough infrastructure support for online businesses. According to the findings, the most important leadership traits a leader must have to lead an online business in Saudi Arabia are honesty and integrity.

Chapter 1: What Are the Necessary Skills for Leading an Online Business in Saudi Arabia?

This dissertation was designed to study the perception of online businesses and the necessary skill sets needed to lead an online business in Saudi Arabia. Online business in Saudi Arabia is certain to grow because a large proportion of the population is younger than 25, tech savvy, and global in their perspectives toward product buying in their everyday lives. This large segment of young Saudis then will be prone to use online shopping with increasing frequency and magnitude as these online markets and available products grow. Online business has become a high-growth, worldwide phenomenon as individuals everywhere, especially among younger generations, engage in it on a persistent level. Companies have taken advantage of this global growth and target these younger customers who are prone to and capable of buying, selling, and trading products over the Internet.

Background

The Middle East generally, and Saudi Arabia specifically, has great potential to be a massive market for online businesses. The increase in online trade and the proliferation of online businesses in the Middle East has been much slower than in the United States and Western countries. Understanding the reasons for the delay of online businesses in Saudi Arabia is important for this study. According to Kingdom of Saudi Arabia, Ministry of Planning (2005), one reason is that most of the Middle East countries, including Saudi Arabia, lack the technological infrastructure to offer widespread Internet service to its prospective consumer population. A second reason that relates to the first is the lack of government enthusiasm and support to have their people become intense Internet users and shop and bank online. A third reason is that prospective Middle Eastern online users and customers are untrustworthy and lack the confidence to conduct business and commerce with businesses online. A fourth reason is that online banking has been inadequately developed

and offered to prospective online customers in the Middle East despite advancements in security and safety for financial transactions. Yet, despite these obstacles facing Saudi Arabian online businesses and Saudi Arabian online customers, the potential for success and growth for companies involved in online shopping are enormous for the near future as well as the long term because of trends pointing toward increased online shopping growth worldwide, regionally in the Middle East, and specifically in Saudi Arabia. With its large young population segment being ideal target customers for any online business, Saudi Arabia could be a high-growth market and provide incredible opportunities for online consumers and the companies that sell the products and services to these shoppers.

The Social, Political, Economic, Legal, Intercultural, and Technological (SPELIT) Framework was utilized to study this potential success and boom for Saudi Arabian businesses engaging online consumers locally, regionally, and worldwide. This method focuses on evaluating and analyzing an array of environmental contexts that face organizations, in this case study, online businesses in Saudi Arabia, in order to clarify the accuracy and meaningfulness of this analysis. The different environments identified in the SPELIT Framework were analyzed in regard to Saudi Arabian online companies, which are: (a) Social Environment, (b) Political Environment, (c) Economic Environment, (d) Legal Environment, (e) Intercultural Environment, and (f) Technological Environment (Schmieder-Ramirez & Mallette, 2007).

The SPELIT Framework deeply exposed for proper analysis and discussion these obstacles and opportunities facing Saudi Arabian online businesses regarding the possibilities future online shopping. This clarification provides directions and possible areas of concentration for Saudi Arabian online business leaders in addressing their strategic thrusts and strategic angles to achieve greater customer numbers, greater financial revenue streams, and larger profit margins.

This clarification through the application of the SPELIT Framework made the feasibility of this case study apparent. By fully understanding the SPELIT environments facing Saudi Arabian online businesses, leaders of Saudi Arabian companies can become aware and capable of making accurate, correct decisions and shaping effective business strategies. This exposes the importance of online business leadership tactics, techniques, and visions in order to take advantage of what is learned in the analysis through the use of the SPELIT Framework. By knowing how to lead in these changing, growth-oriented conditions in the online shopping industry, Saudi Arabian online business leaders can take advantage of opportunities and make right decisions at when conditions are appropriate.

The theoretical basis for this research study was divided between an intensive investigation into the specific environmental contexts that impact online shopping in Saudi Arabia using the SPELIT Framework and an exhaustive literature review of Western leadership theory taught principally in graduate schools in United States and its application. These shaped some legitimate, accurate short- and long-term suggestions for improvement in Saudi Arabian online businesses. The theoretical basis for the study was crucial to legitimizing any suggestions for improvement to Saudi Arabian online businesses. The SPELIT Framework was described above; however, below, an overview of the leadership literature briefly discusses SPELIT's value to this study.

For a business owner in Saudi Arabia, it is not only important to manage effectively the day-to-day business operations, but he or she must also give direction to the business with his or her underlying vision. The same applies to an online business, which could be effectively managed if the organization's leadership is in effective and skilled hands. Leaders are denoted as leaders because they make certain plans for the business, which determines the future and current direction of the business, which differs from its competitors. For example, Schein (2004) explains that Apple Computer Corporation went back to the leadership of

Steve Jobs after letting him go because his unique leadership style focused on creating products that were fun and easy to use. Schein explains this fitting of Jobs's leadership style with Apple's cultural environment and organizational design as:

The attractive design of products and the use of stores to display them suggest that Apple now very much has a marketing orientation but that this orientation had to be combined with their technical skills, something that perhaps only Steve Jobs could do. (p. 340).

In other words, Apple had gone to a different style of leadership after letting Jobs go to try to reach out to the mass consumer but realized that long-term success probably rested with its original leadership style under Jobs. This proved accurate, as Apple is doing very well catering to consumers who want easy-to-use products such as the iPod and iPhone.

Northouse (2007) argues that certain components have to be identified as central to the definition of leadership. These components consist of: (a) Leadership is a process, (b) Leadership involves influence, (c) Leadership occurs in a group context, (d) Leadership involves goal attainment. Saudi Arabian businesses have to be effective and long lasting and online businesses are no different than any other type of business in the market. If we look at the example of Apple, then whatever Apple is today is because of the vision and the ability of the organization's leader. The consumer's mind-set can also be influenced by the skill and ability of the leader, which leave the customer who used the product satisfied and they often return as repeat customers. Saudi Arabian online business could benefit from the same boost Apple received under Jobs's leadership. He engendered consumer trust in the company's products whether they were bought online or in a store. Consumer apprehension could retard sales if the customer fears he or she might not get the same quality product when purchasing online. Visionary leadership can develop consumer trust in the organization, as Jobs did with

Apple. Doing online business could be beneficial for both the supplier and the customer. For an organization, it could reduce costs, and for customers, it could save time.

Robbins (2005) presents an overview of a wide variety of leadership theories, including trait theory, behavioral theory, contingency theory, leader-member exchange theory, and path-goal theory. Robbins defines leadership as: “the ability to influence a group toward the achievement of goals” (p. 156). If we consider these approaches to leadership, then their wider and broader influence on organizational leadership could be understood. Taking one example such as trait theory, the aim is to define as well explain those qualities that make an individual a leader and not a follower. In assessing numerous studies, Robbins clarifies seven traits that differentiate leaders from followers:

1. Ambition and energy
2. Desire to lead
3. Honesty and integrity
4. Self-confidence
5. Intelligence
6. High self-monitoring
7. Relevant job knowledge (p. 157).

Robbins (2005) attempted to identify the individual characteristics necessary to be called a leader, but it was not explained which traits make a leader more effective and less effective, which means differentiation was overlooked. The possible outcome of this is that one could be a leader, but the individual’s effectiveness as a leader is difficult to identify with the adoption of this concept. Applying the same concept to Apple, it could be identified that when Jobs was replaced, these other leaders focused on company growth and taking it to the next level. However, the company had quite a few problems, which brought the company to

the brink of bankruptcy. Jobs turned it around with leadership qualities required for the corporate level. That made the company successful as it is in the business world.

Northouse (2007) argues that the most widely recognized contingency theory for leadership is Fielder's contingency theory, which focuses on matching leaders to appropriate situations. Northouse explains, "It is called contingency because it suggests a leader's effectiveness depends on how well the leader's style fits the context" (p. 113). Not all leadership styles can be effective in online businesses. Rather, a certain style can bring success, depending on the nature of the business, which in this case is online business. One thing further has to be clarified: there is a difference in online businesses. They do not occupy a physical space, so the strategy mechanism needs to change according to the business's need and suitability. Fielder's contingency theory and most others similar to his, according to Northouse, are concerned with styles and situations. The prominent aspect of Fielder's work is the delineation between task-oriented and relationship-oriented leaders where this relationship can be examined from the customer point of view or from other relationships that exists in the organization. It is the task-oriented leader who could best achieve their goals in the organization, while the focus of relationship-oriented leaders is more concerned with the development of relations and less on the attainment of production goals or targets. Contingency theory opens up the exploration of situational variables that impact leadership style, which are important for figuring out the leadership style that best fits an online business leader. This is relevant for Saudi Arabian online business leaders since they have to give due consideration to issues such as the risks associated with not having a physical place to provide services after sales or to provide some payment mechanism.

Robbins (2005) also discusses leader-member exchange theory and path-goal theory to expand further the understanding of leadership. Leaders in any organization, according to member exchange theory, like to work closely with people called in-group members; others

who are not as closely associated can be considered out-group members. The in group is on the taking end, as they often get special consideration in day-to-day affairs beyond what they are suppose to get. However, out-group members do not receive that consideration; rather, they are made to follow the rules and procedures. This places in-group member in a better position to display their effectiveness for the organization. They are considered to be more motivated, devoted, and less likely to leave the organization. Possible impacts for the organization could be good or bad, depending on the situation. If the in-group members genuinely deserve to be in the group, then this is a sensible approach, as some key member groups in the organization can remain intact for extended periods. However, if in-groups are formed on a friendship basis, then they might be not be as effective as some individuals who were deemed ineligible. In the end, this is not useful for the organization. This theory can contribute to clarifying leadership styles for online business leaders in Saudi Arabia by contributing to understanding what the inner circle is doing and how it is performing to the organization's overall performance. If the leader-member exchange is disrupted or upset and insiders are in conflict with the leader, then the organization's performance will be negatively impacted.

This brief overview of some of the Western leadership literature relevant to this study shows how important it is to the improvement of Saudi Arabian online businesses. These leadership ideas and theories briefly discussed will be expanded on and added on in the more extensive review of literature in this study's next chapter.

Statement of Problem

The problem this study examines is that Saudi Arabian business owners do not understand the online market and its great growth potential from a business perspective, which is evident as there is no presence in online markets from Saudi Arabian companies. For Saudi Arabian business leaders to become successful and profitable in the booming online

trading industry, a complete and thorough understanding of the SPELIT environments is first necessary. This will clarify current obstacles and problems, but also will help clarify possible changes and advances in some environments that would be potentially advantageous to online business organizations that require effective leadership. It is also possible that if leaders do not adapt to global changes such as the online markets, it could affect the Saudi Arabian economy negatively. Going online can reduce business costs, which leads to lower costs of consumer goods. With more trade in the country, the economy becomes more stable.

Statement of Purpose

The purpose of this research was to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies of growth and success by clarifying the Saudi Arabian online business industry's SPELIT environments. Between 30 and 60 Saudi Arabian business owners and Saudi Arabian students attending universities in the United States were targeted take an online survey to identify factors affecting online business in Saudi Arabia and to identify the necessary skill sets a leader must have to lead an online business in Saudi Arabia.

Research Questions

This study was designed to answer the following research questions:

- Research question 1: What are the key factors that affect and influence online business acceptance in Saudi Arabia?
- Research question 2: What are the necessary leadership skills to lead a successful online business in Saudi Arabia?
- Research question 3: Are the respondents' perceptions of the key factors affecting and influencing online business acceptance related to their demographic characteristics (gender, age, education, etc.)?

- Research question 4: Are the respondents' perceptions of the necessary leadership skills to lead a successful online business related to their demographic characteristics (gender, age, education, etc.)?

Significance of Study

Theoretical significance. This study used leadership literature to suggest improvements for Saudi Arabian online business leaders, since the online trade industry grows regionally and worldwide. Applying and using relevant Western leadership theory and ideas for Saudi Arabian online business leaders results in an intercultural effort.

Methodological significance. SPELIT Framework is considered to be a step beyond the standard Strengths, Weaknesses, Opportunities, Threats analysis by being more focused on environments impacting the business organization rather than the organization.

Practical significance. Saudi Arabian online businesses are falling further and further behind the rest of the globe in taking advantage of the huge number of tech savvy consumers in their population who desire to do all their shopping online. By suggesting improvements in strategy and understanding of the growth potential and success possibilities, this study seeks to help Saudi Arabian business leaders direct themselves toward the opportunities in effective, profitable ways of doing business online.

Assumptions

The assumptions of this study were that Saudi Arabian businesses need suggestions for improvement to catch up and become competitive in the worldwide online trade industry. The problems and obstacles in the Saudi Arabian online trade industry and its business community can be assumed to provide the reasons Saudi Arabian online businesses are behind other countries in online business sales, revenues, and profits. Another assumption of this study is that a review of relevant Western leadership literature can provide valuable

information to shape suggestions for improving Saudi Arabian online businesses to take advantage of the online shopping growth potential.

Limitations of the Study

While conducting research, a researcher faces difficulties and limitations. These limitations restrain the researcher from the application of more appropriate methods and resources for conducting the study. Because of the nature of Saudi Arabia, this research had three limitations, which were sample size, resources, and population access. An important limitation to this study was that the history of Saudi Arabian online business is difficult to research and find. Finding relevant statistics, information, and feedback from a proper source to clarify it can be difficult. Another limitation was that clarifying problems in the Saudi Arabian social, political, economic, and legal environments can be a very sensitive, touchy undertaking.

Summary

It is important that Middle Eastern countries develop their markets to cope with the changes that are happening around the world such as in the United States. We live in a small world in terms of market, where all countries are more connected with the use of technology than ever. Middle Eastern companies in general and Saudi Arabian companies in specific could use the online market to secure new markets around the world and develop as have first-world countries. In summary, this study aimed to help company owners and leaders in the Middle East in general and Saudi Arabia in specific to understand better the necessary skills to lead an online business in the Middle East.

Chapter 2: Literature Review

The Middle East generally, and Saudi Arabia specifically, has great potential to be a massive market for online businesses. However, the increase in online shopping and the proliferation of online businesses in the Middle East has been much slower than in the United States and Western countries. According to Kingdom of Saudi Arabia, Ministry of Planning (2005), one of the main reasons for the slow growth trends in online shopping and buying is an inadequate technological infrastructure that can offer widespread Internet services to its prospective consumer population. A second reason, according to this same government agency, is the government's lack of interest in providing the infrastructure for people to shop online. The third reason, according to this agency, is global cyberspace problems with identity theft and other crimes that take place when using credit cards online, which basically is a trust issue. The Saudi Arabia online consumer segment remains small because of these reasons. This study examines the influences affecting online business in Saudi Arabia.

Globalization trends have greatly impacted the people and culture of Saudi Arabia, including the use of the Internet, to engage in global trade and exchange. Online shopping can grow in Saudi Arabia as cell phones and laptop computers become part of everyday living. Smart phones are almost capable of doing what computers can do, which can only point to an increase in online shopping in the Kingdom of Saudi Arabia, especially as the current projects for advancing the technological infrastructure move forward (Kingdom of Saudi Arabia, Ministry of Planning, 2005). Once an improved technological infrastructure is in place, the online businesses and online shopping in Saudi Arabia should boom. The young generation in Saudi Arabia is like the young generation everywhere in the world. These are the future online shoppers. Unlike today's generation in Saudi Arabia, who are living with one foot in the old world and one foot in the new world, the younger Saudis clearly are going

to be fully immersed in a future world where the Internet becomes interwoven into their everyday life.

The overall analysis of online shopping in Saudi Arabia is difficult because of the absence of resources that provide clear usage and what are the trends for future usage. It is important to pursue the online shopping research in Saudi Arabia and by simply asking people such as family, friends, and neighbors back there, very few have actually attempted to shop online. In fact, this online shopping market is largely untapped when considering the vast potential of online consumers combined with Saudi Arabia's young demographics. There is a huge percentage of young people who make up Saudi Arabia's population, so these individuals are potential online consumers. If online shopping could be made convenient, easy, and trustworthy, then the younger generations will definitely participate in it at increasing rates.

Online businesses in Saudi Arabia are going to be responsive to these coming changes in Saudi Arabian consumer habits and customs. Online businesses view the technological infrastructure improvements already underway as crucial to the success of their businesses and to having a sufficient customer base. In the meantime, the major cities are the central markets for online businesses in Saudi Arabia. For example, in Riyadh, Damman, and Jeddah, the younger generation of online consumers between 18 and 29 should be confident with the online selling and buying process. These younger Saudi Arabians use computers and cell phones that are Internet accessible. This constant interaction with the Internet makes these younger Saudi Arabian customers confident with online trade. In contrast, many of the older Saudi Arabians are resistant to Internet technology and do not trust online shopping processes. However, this generation divide will be closed with the coming of the next generation of Saudi Arabian youth who will be even more capable of using computers and cell phones. Online business will increase in Saudi Arabia and that means online businesses

have to be prepared with the right leaders and right leadership strategies to take advantage of this growing group of consumers.

The review of leadership literature in the following section will be presented in relation to shaping the right visionary leaders for Saudi Arabian online businesses and to take advantage of online business future opportunities. This literature review of Western leadership literature focuses on delineating the theories, techniques, and approaches to comprehend fully which synthesis of these leadership frameworks would be the most positive and useful for online business leaders. These leadership frameworks were synthesized by applying the SPELIT framework.

Leading an Online Business in Saudi Arabia

Online businesses in Saudi Arabia will be booming as online consumers increase; therefore, managers of these online businesses are going to have to shape and adapt their leadership style to online business demands and requirements (Kingdom of Saudi Arabia, Ministry of Planning, 2005). The best way to figure out what leadership style fits online business leaders in Saudi Arabia is to undertake a review of leadership literature to clarify the leadership definitions, theories, approaches, and styles that factor into this process. The leadership theories examined in the following section are based on Western leadership theories taught principally in graduate schools in United States.

Leadership is essential for effective management of any business, including an online business, because of the decision-making processes that drives and shapes business. Leaders are leaders because they make decisions that make a business operate a certain manner. For example, Schein (2004) explains that Apple Computer Corporation returned to Steve Jobs's leadership after letting him go because of his unique leadership style, which focused on creating products that were fun and easy to use. Schein explains this fitting of Jobs's leadership style with Apple's cultural environment and organizational design as:

The attractive design of products and the use of stores to display them suggest that Apple now very much has a marketing orientation but that this orientation had to be combined with their technical skills, something that perhaps only Steve Jobs could do. (p. 340).

In other words, Apple had gone to a different style of leadership after letting Jobs go to try to reach out to the mass consumer, but it realized that long-term success probably rested with its original leadership style under Jobs. This proved accurate as Apple is doing very well catering to consumers who want easy-to-use products such as the iPod and iPhone.

Job's leadership style has been embraced and resonates in Apple's organizational strategy as well as marketing orientation, which has carved out a healthy consumer niche for its products. Apple operates under a leadership style that combines technical prowess with a unique brand identity, which was the essence of Steve Jobs's leadership.

Northouse (2007) argues that certain components have to be identified as central to the definition of leadership. These components consist of:

1. Leadership is a process
2. Leadership involves influence
3. Leadership occurs in a group context
4. Leadership involves goal attainment (p.3).

All leaders have to consider how these components influence to their leadership behavior, including online business leaders in Saudi Arabia. These components are essential to understanding leadership so that it can be thought of in expansive, broad terms. Leadership encompasses many organizational areas. Those areas are often intangible and either effective or poor leadership permeates the organizational processes and systems. Returning to the Apple example, Jobs's leadership style permeates Apple's processes and systems. His leadership style is evident in how the company behaves, operates, and presents itself to the

consuming public. With Apple products, consumers know they are getting something fun, easy to use, and that features cutting-edge technologies. Because the products are powerful and new to everyone, they are fun. Jobs and Apple are excellent examples for an online business leadership style because of the similarities involved in products and services to the ultimate end consumer. Online business customers in Saudi Arabia are going to be looking for businesses that provide the best, easiest to use online services and products. They will be repeat customers because of this identifying connection between business leadership and the high quality of products and services. An effectively led company's products are high quality and cutting edge, as in Apple's case, because the leadership has driven the company to achieve this (Schein, 2004).

Robbins (2005) presents an overview of a wide variety of leadership theories, including trait theory, behavioral theory, contingency theory, leader-member exchange theory, and path-goal theory. Robbins defines leadership as, "the ability to influence a group toward the achievement of goals" (p. 156). By examining these different approaches to leadership, a more expansive, broader understanding could be gained of leadership complexities and how to view leadership. For example, trait theory attempts to distinguish common traits in great leaders. In assessing numerous studies, Robbins clarifies seven traits that differentiate leaders from nonleaders:

1. Ambition and energy
2. Desire to Lead
3. Honesty and integrity
4. Self-confidence
5. Intelligence
6. High self-monitoring
7. Relevant job knowledge (p. 175).

An excellent point Robbins (2005) made regarding the trait approach to leadership and its large body of literature is that the research has done an excellent job distinguishing traits and the appearance of leadership in certain people, but it lacks evidence that distinguishes between ineffective leadership and effective leadership. In other words, traits in a leader might be identified, but that person might still end up being an ineffective leader. For example, at Apple, when Steve Jobs was ousted and replaced by a new leader and leadership style with a focus on market orientation and becoming a global corporation, it took a step that seemed appropriate for real company growth. However, Apple faltered, badly faltered, and teetered on the brink of bankruptcy when Steve Jobs returned with the style and traits that were responsible for the corporate turnaround. He was already a leader, but he brought with him a style of leadership that differed from those who replaced him.

Robbins (2005) also notes the most important studies that were done to test behavioral theories and frameworks to discover how specifically effective leaders behaved. One of the most important studies was the University of Michigan study that expanded on the Ohio State leadership behavior study. This study found that employee-oriented leaders were associated with higher group productivity and higher job satisfaction. However, despite the new information behavioral theories introduced on leadership theory, it failed to identify consistent relationships between patterns of leadership behavior and group performance. These studies demonstrated that leadership theory was more complicated than just identifying traits and behaviors. This resulted in contingency theory Development.

Northouse (2007) argues that the most widely recognized contingency theory for leadership is Fielder's contingency theory, which focuses on matching leaders to appropriate situations. Northouse explains, "It is called contingency because it suggests a leader's effectiveness depends on how well the leader's style fits the context" (p. 113). For an online business leader, it would mean finding a style that fits an online business context. Online

business is cyberspace rather than physical space and the perception and strategy processes are much different than those used in a brick and mortar business. Fielder's contingency theory and most others similar to his (as cited in Northouse, 2007), are concerned with styles and situations. The theoretical framework Fielder introduced distinguishes between task-oriented leaders and relationship-oriented leaders. Fielder emphasized that task leaders are more prone to achieve goals, while relationship leaders focus on trying to forge close interpersonal relationships. By developing a scale, the least preferred coworker scale, Fielder suggests that leaders could be distinguished as either task oriented or relationship oriented. The strength of contingency theory is its focus on situational variables as the key to clarifying what orientation a leader assumes. These different situations cause leaders to shift from being task oriented to relationship oriented, which trait and behavior theories simply do not consider. Contingency theory opens up exploration of the situational variables impacting leadership style, which is important for figuring out the leadership style that best fits an online business leader.

For an online business leader in Saudi Arabia, the cyberspace environment is unique and distinctive from the ordinary physical environment in which most businesses operate. Of course, online businesses do have a physical environment component, mainly the distribution system of products and services to paying customers. An online business leader would be able to be assessed with contingency theory in regard to how different situations create a demand for different leadership styles (Northouse, 2007).

Robbins (2005) also discusses the leader-member exchange theory and the path goal theory to expand further understanding of leadership. Leader-member exchange theory is based on the premise that any business leader has a small group of insiders who work closely with him while the rest of the people in the organization constitute an out-group. The in-group members receive special privileges and preferred treatment, while the out-group

members are given the formal authority framework and follow the formal work rules without any special provisions. Studies have confirmed the existence of in groups and out groups for organizational leaders and that those workers in the in group have higher performance ratings, lower turnover, and greater job satisfaction compared to out-group workers. This is a relatively new leadership theory but is important for understanding that organizational leaders will have a smaller group of insiders who enjoy special privileges and opportunities to participate in decision making and policy making. This leadership theory demonstrates that leaders might play favorites and show bias when dealing with workers. This difference in treatment toward workers can cause conflict and problems. This theory contributes to clarifying leadership styles for online business leaders in Saudi Arabia by explaining the inner circle structure and how its members perform at key points in an organization's overall performance. If the leader-member exchange is disrupted or upset, and insiders are in conflict with the leader, then the organization's performance is negatively impacted.

Path-goal theory, according to Robbins (2005), is an important one based on the Ohio State leadership research Robert House developed. The essential point of this theory is summed up as:

The leader's job is to assist his or her followers in attaining their goals and to provide the direction or support or both needed to ensure that their goals are compatible with the overall objectives of the group or organization. (p. 163)

The work environment and subordinates' characteristics are important considerations in this theory. The contribution path-goal theory made to leadership literature, according to Robbins, is evident in the various hypotheses that have evolved to prove or disprove this theory, including the following:

- Supportive leadership results in high employee performance and satisfaction when subordinates are performing structured tasks.

- Subordinates with internal focus of control will be most satisfied with participative style.
- Subordinates with an external focus of control will be most satisfied with a directive style.
- Directive leadership will lead to higher employee satisfaction when there is substantial conflict within a work group.
- Directive leadership leads to greater satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.
- Directive leadership is likely to be redundant among subordinates with high ability or considerate experience.
- The clearer and more bureaucratic the formal authority relationships, the more leaders should exhibit supportive behavior and deemphasize directive behavior.

(p. 165)

Researchers test and study continually these hypotheses, but the implications are important when considering the leadership style that best fits an online business leader. The online business leader has to handle an organization that has high tech workers who deal with the arrangements and designs of the cyberspace Web site and all the situational variables involved with that set up. There are also distribution workers who are involved with shipping products to customers. Online business leadership is distinctive because of the obvious opposite types of situations addressed in the world of physical distribution and the cyberspace world. The leadership hypotheses developed from path-goal research shows that leaders have to be ready to shift back and forth from supportive and directive (Robbins, 2005).

George (2008) argues the importance of authentic leadership and transparent leadership. The authentic leader tries hard to be an honest, trusting, yet ambitious leader.

George wrote:

Becoming an authentic leader takes hard work. It is not much different from becoming a great musician or a great athlete. To become great in any endeavor—whether it is in your career, your family, or your community—you must use your unique strengths you were born with and develop them to the fullest, while acknowledging and learning from your shortcomings. (p. xiii)

George developed an approach to leadership that focuses on authenticity and honesty. Leadership development is possible when following a certain set of guidelines that result in authenticity being highly valued. George defines the “Truth North compass”(p. xxiii) of leadership as having the following elements:

- Leading with purpose requires self-awareness—the cornerstone of authentic leadership development.
- Leading through values comes through developing clarity about your values, leadership principles, and ethical boundaries.
- Leading with heart comes through understanding your motivations and finding sport where motivations mesh with one’s greatest capabilities.
- Leading with connected relationships comes through the development of a personal support team.
- Leading with self-discipline comes through the integration of one’s life. (p. xxiii)

Authentic leadership in any business, including an online business in Saudi Arabia, can take the organization to a higher level of performance and productivity. Authentic leaders inspire positive emotions and positive results from their workers. The subordinates are able to feed on this positive work environment and match an authentic leader’s positive attitudes.

George (2008) states:

Authentic leaders can take their leadership to a higher level of performance because they inspire confidence, trust, and loyalty in their organization and in their work. They

have an advantage in aligning others around a common purpose, empowering other leaders, and using the full range of their leadership capabilities. (p. xxv)

Authentic leadership is something valued that can be motivating for subordinates who trust their leadership, are inspired by their leadership, and want to work hard for their leadership.

Leadership that is authentic, honest, and transparent can also be leadership that is empathetic toward subordinates and others in the organization. Authentic leaders have to be empathetic in order to be considered trusting, honest, and fair. Goleman (1998) argues that emotional intelligence and emotional competence are essential for leaders to be effective in any workplace because of higher expectations and workers' needs to have leaders who have empathy and connections with their workers emotionally. Goleman states:

Emotional competence is particularly central to leadership, a role whose essence is getting others to do their jobs more effectively....A leader's strengths or weaknesses in emotional competence can be measured in gain or loss to the organization of the fullest talents of those they manage. (p. 32)

When leaders are detached and alienated emotionally from their workers, Goleman argues that time is wasted, acrimony is created in the workplace, motivation and commitment of workers is badly corroded, and hostility and apathy are built up in the work culture.

For an online business leader in Saudi Arabia, emotional intelligence is going to be equally as important as authenticity and transparency. Emotional intelligence allows a leader to understand the workers better, align emotions, and understand what must be done to resolve problems. A higher degree of empathy goes hand in hand with effective leadership in any business. The effective leader understands the moods, the emotions, and the vibes of his workers in order to work as a team and the leader must head the effort to tap into workers' strengths and positive emotions and moods. Goleman (1998) clarifies some emotional competencies that are related to leadership success. These are:

- Initiative, achievement drive, and adaptability.
- Influence, team leadership, and political awareness.
- Empathy, self-confidence, and developing others.

When considering these emotional competencies and relating them to some of the other leadership literature findings, similarities are evident. Effective leaders do have abilities, skills, and traits, which are related to success in leadership roles. As evident in Goleman's (1998) research on emotional competencies of effective leaders, most are ambitious people. These leaders have an inspired drive to be effective in guiding a work group toward a goal or aim that has to be accomplished within a certain time period. Leaders have that drive and ambition to get things done and do them the right way. This is an important component in all leadership literature: leaders are ambitious and driven to be successful in their leadership roles. Self-esteem, self-awareness, and self-confidence are all elements of an effective leader.

Branden (1994) argues self-esteem is essential for effective leadership. The importance of self-esteem for leaders is summed up in Branden's statement, "We have reached a moment in history when self-esteem, which has always been a supremely important psychological need, has also become a supremely important economic need, the attribute imperative for adaptiveness to an increasingly complex, challenging, and competitive world" (p. 22). Effective leaders are going to have high self-esteem and follow the principles of shaping and building high self-esteem in their followers as well so the organization performs better and more productively. The leader or person with high self-esteem is able to make conscious distinctions of great importance, which Branden listed:

- Focusing versus nonfocusing
- Thinking versus nonthinking
- Awareness versus nonawareness

- Clarify versus obscurity
- Respect for reality versus avoidance of reality
- Respect for facts versus indifference to facts
- Respect for truth versus rejection of truth
- Honesty with self versus dishonesty
- Receptivity to new knowledge versus close mindedness
- Reason versus irrationalism
- Loyalty to responsibility of consciousness versus betrayal of that responsibility.

(p. 31)

Leaders with high self-esteem are forward thinkers who are innovative, flexible, and adaptable to their situational variables and are aware that they are viewing a complex world. Leaders with high self-esteem are able to be confident but realistic and aware that they are suppose to research carefully all the contingencies and situational variables that impact their leadership and decision making. Of course, an online business leader with high self-esteem is going to be more aware, adaptable, and open to the rapidly changing situations that happen in cyberspace markets compared to the traditional marketplaces. Leaders have to be motivators. All excellent leaders are able to derive commitment from their workers to work hard and perform at high levels (Branden,1994).

Leadership and motivation indeed are interconnected to each other. It is appropriate to review some of the leading motivation theories to understand fully this interconnection and why any review of leadership literature should consider this area. Leaders are only leaders because of their competencies and capabilities to motivate others to perform effectively and at their optimal abilities. What is motivation? Donnelly, Gibson, and Ivancevich (1995) argue, from a manager's perspective, a person who is motivated works hard, sustains a consistent pace of hard work, and has self-directed behavior toward important goals.

Motivation involves the concepts of effort, persistence, and goals. It essentially involves a person's desire to perform. The motivated worker comes to work with an inner directed desire to perform at a high level and do what is necessary to be productive. In contrast, less motivated workers come to work with an inner directed desire not to perform at optimal levels. As a result, these persons as well as the organization encounter performance problems. Thus, any manager strives to motivate workers in the workplace to achieve excellent standards of performance and avoid poor performance. Many theories of motivation exist that managers in Western democracies, including the United States, use to improve their understanding of why people behave as they do in a workplace. None provides a universally accepted explanation of human behavior. By undertaking a review of several of the main motivation theories, a fuller understanding can be gained about their content and processes as well as applicability to leaders, including leaders in online businesses, and subsequent success in motivating workers.

The two most discussed groups of theories in Western universities and studied by aspiring managers and leaders are the content theories of motivation and the process theories of motivation. Donnelly et al. (1995) explains that content theories are concerned with identifying what it is within an individual or the work environment that energizes and sustains behavior, while the process theories try to explain and describe the process of how behavior is energized, directed, and sustained. Content theories focus on what specific things motivate people, while process theories focus on what major variables explain choice, effort, and persistence in workers. The content theories include Maslow's hierarchy of needs and Herzberg's two-factor theory, and the process theories include Adam's equity theory and Vroom's expectancy theory, and Skinner's reinforcement theory must also be considered. However, prior to discussing each of these theories in detail, it is important to underscore

Robert Owen's early 19th century contribution to the development of Western motivation models, which impacted the evolution of leadership and leadership theory.

Owen's contributions to Western motivation theories concern his break from the traditional approach to managing workers at a textile mill in New Lanark, Scotland. Shah and Shah (2009) explain that Owen came up with the idea that by treating his workers as he was treating his work machines that they would be more loyal and motivated to work harder for him. Owen chose to break from the other textile mills of that time to begin providing better housing and a company shop for his mill workers to purchase necessities and other goods conveniently. Owen's ideas were different from those ideas promoted for worker motivation at that time. For instance, 19th century philosopher Jeremy Bentham had argued in his writings that workers only cared about their own self-interests and pursuing pleasure over pain. This implied that workers would work hard only if the reward was sufficient enough to do so, or, more important, the punishment was unpleasant. Shah and Shah argue Owen disagreed with Bentham's perspective because Owen held that workers treated in this way as most were at that time would result in less loyalty and poor performance. This 19th century approach to workers followed by most managers, according to Shah and Shah, resulted in workers having a constant fear of penalties, poor quality work, executive indifference, and managers who were afraid to take risks. This is also related to the development of leadership in these early industrial corporations. The respect Owen gave to workers was effective in motivating them and demonstrated a key component of leadership: having emotional intelligence and empathy for workers' needs.

Maslow (1954) argued that motivation was tied to different levels of human needs with each lower-level need requiring satisfaction in order for the individual to be motivated to satisfy the next level of needs. Maslow explained that his theory of motivation emphasizes two fundamental premises: (a) We are wanting animals whose needs depend on what we

already have and so only needs not yet satisfied can influence behavior; and (b) Our needs are arranged in a hierarchy of importance where once one need is satisfied, another emerges, and demands satisfaction. The lowest level of needs is the physiological needs. This category, according to Maslow, consists of the human body's primary needs, such as food, water, and sex. Once these needs are adequately satisfied, a person strives to address the next level of needs: the safety needs. These safety needs are those that protect us from physical harm, economic disaster, and the unexpected. In the workplace, this is illustrated as an employee wanting job security and benefits. The next level of needs once the safety needs are satisfied constitutes social needs. Maslow explains these needs are related to the social nature of people and a need for companionship. These needs are clearly satisfied in a workplace setting by having a sense of community and belonging with other workers and managers. Once these social needs are met, Maslow says individuals strive to fulfill their higher order needs of self-esteem and self-actualization. The esteem needs are related to having recognition and importance to others. Esteem from others must also be felt as deserved and warranted. The satisfaction of these needs results in a person having prestige and self-confidence. Once the esteem needs are satisfied, the next level of needs encompasses self-actualization needs. This means individuals will strive to realize fully their potential and capabilities. Maslow assumes in his theory of motivation that the satisfaction of this highest level of needs, self-actualization needs, becomes possible only after the satisfaction of all other needs. Maslow also explains that when people are able to achieve self-actualization, they tend to be motivated to increased opportunities to satisfy that need. Of course, leadership research and leadership theories can be interconnected with Maslow's theory of motivation.

Critics of Maslow's hierarchy of needs theory for motivation argue that it does really concern the differences among workers individually or culturally. People in different jobs and different geographic areas have different needs and satisfaction of these needs might not

proceed as Maslow predicted. Donnelly et al. (1995) also underscore another general criticism of the Maslow needs hierarchy theory, “The needs overlap and can fit in more than one, or even all, of the categories, such as an equitable salary may satisfy needs in all five categories” (p. 311). Another criticism is that Maslow’s need hierarchy is static and rigid and that needs change over time in various situations. To address this criticism of Maslow’s motivation theory, other theories were developed.

Herzberg, Mausner, and Snyderman (1959) conducted a study on motivation involving 200 engineers and accountants in which they were asked to think of times when they felt especially good about their jobs and when they felt especially bad about their jobs. Each of these study participants was asked to describe the conditions that led to these particular great or bad feelings about their jobs. Based on this study’s results, Herzberg reached two conclusions: (a) Some conditions of a job operate primarily to dissatisfy employees when these conditions are not present but these conditions in themselves do not build strong motivation in workers, and (b) Some job conditions build high levels of motivation and job satisfaction. According to Herzberg, the conditions that do not build strong motivation in workers were called maintenance factors. They are necessary to maintain a reasonable level of worker satisfaction. Herzberg’s major finding is that managers perceived these maintenance factors as sources of motivation when they were not. These factors are more powerful when they are not present in causing worker dissatisfaction. One of the important implications of Herzberg’s two-factor theory is that the maintenance factors are not strong motivators, but when they are not present, they caused job dissatisfaction, while the motivational factors are strong motivators but do not cause much dissatisfaction when they are absent. Another important implication in this theory of motivation is that the motivational factors are all job centered. They relate directly to the job, the individual’s performance, the job’s responsibilities, and the growth and recognition obtained from it. A

third important implication from Herzberg's two-factor theory is that when employees are highly motivated, they can tolerate dissatisfaction arising from maintenance factors.

According to Donnelly et al. (1995), Herzberg was able to extend Maslow's ideas and make them more applicable to the work situation. Herzberg proved in his study's findings that traditional management of workers through improving maintenance factors would not motivate them to work harder. He found that motivation problems could exist among workers even when managers increase the pay, increase fringe benefits, and improve working conditions. This simply means that if managers concentrate only on the maintenance factors in the workplace, the workers will not be motivated to work harder. Herzberg contributed to the advancement of motivation theory by showing that the motivators must be built into the job to improve worker motivation. Donnelly et al. explains this further:

Intrinsic motivators are part of the job and occur when the employee performs the work. The opportunity to perform a job with intrinsic motivation potential is motivating because the work itself is rewarding, while extrinsic motivators are external rewards that provide little satisfaction when the work is being performed. (p. 312)

As a result of Herzberg's theory, Donnelly et al. emphasizes that there has been an increased interest among Western managers in job enrichment. This is an effort to restructure jobs to increase worker satisfaction. Evidence supports Herzberg's theory of motivation. For example, a Goodrich and Sherwood (as cited in Donnelly et al., 1995) survey of 200 human resource executives published in *Personnel* indicates the factors that executives listed as extremely important for employee motivation were: (a) Responsibility, (b) Autonomy, (c) Respect and recognition by superiors, (d) Sense of well being on the job, and (e) Opportunities to have one's ideas adopted.

When comparing this list with the six motivational factors Herzberg listed in his results, there is a close parallel. These factors are also illustrated by how some managers utilize them to motivate workers. An outstanding example is Mary Kay Ash of Mary Kay Cosmetics, who largely motivates a workforce of more than 300,000 salespersons through recognition (as cited in Farnham, 1993). It is revealed that her focus is on motivating through extrinsic rewards, such as bonuses and complimentary vehicles, and intrinsic rewards such as feeling good about doing an excellent job. In her perspective, these beauty consultants are individual, autonomous businesspersons who are recognized and rewarded for good performance but also are delegated autonomy and greater responsibility than in most organizations. Her success as an executive and leader clearly demonstrates that motivation involves more than just money and that recognition is a central component of motivation. She addresses this constantly by giving out praises, prizes, emblems, and recognition, which are powerful motivators for her salespeople to work harder and sell more of Mary Kay's array of cosmetic products.

However, there are criticisms of Herzberg's two-factor theory. Donnelly et al. (1995) notes that one limitation in Herzberg's original study and conclusions was that the subjects consisted of engineers and accountants; therefore, what he found for these highly educated, professional workers might not extend to less educated, nonprofessional workers. For example, Malinovsky and Barry (1965) applied Herzberg's two factor theory to blue-collar workers who were found to perceive some of the maintenance factors, pay and job security, as motivational factors. Other critics believe that Herzberg's inference concerning differences between dissatisfiers and motivators cannot be completely accepted. These critics, including theorist Vroom (as cited in Malinovsky & Barry, 1965) point out that people are apt to attribute the cause of satisfaction to their own achievements but likely to attribute their dissatisfaction to obstacles presented by company policies or superiors rather than their own

deficiencies. As a result, these criticisms muddled applications for leadership theory. These motivation theories all have major implications for leadership in management. They are deeply interconnected with effective leadership in traditional organizations as well as online organizations.

Senge (2006) argues that effective leaders motivate their workers by establishing a learning organization that features a realignment of relations between managers and subordinates with an emphasis on teamwork and participative decision making. Senge also proclaims that effective leaders must be proficient as well as have personal mastery over their leadership positions. Senge states:

Personal mastery goes beyond competence and skills, though it is grounded in competence and skills. It goes beyond spiritual unfolding or opening, although it requires spiritual growth. It means approaching one's life as a creative work, living life from creative as opposed to reactive viewpoint. (p. 131)

Motivation and learning in an organization have become synonymous because of higher expectations of workers and increased for workers opportunities to progress and enrich themselves, expand their knowledge, and refine their skills. The effective leader must seamlessly motivate workers through leadership skills and leadership behaviors. The review of leadership literature complemented by the motivation literature draws a picture for the style of leadership that can be used by an effective online business leader in the Kingdom Saudi Arabia.

The online business leader deals with two different spatial dimensions: the physical world with the physical workplace and workers who work there, and the cyberspace world, where online business operations take place and represent the centerpiece of success. The physical world of an online business is harmonized with the cyberspace world. The online business leader is responsible for the synergy between two very different worlds and spaces.

This is why all the leadership literature as well as motivation literature is applicable and relevant to the leadership style necessary to be successful in an online business. Leadership will be situational and varied for the online business leader. This leadership needs to adapt to the different demands and needs of the complex business environment. When considering all the leadership literature and the motivation literature, an online business leader has to be adaptable, flexible, and transparent to be effective and successful in keeping an online business profitable in Saudi Arabia over the long term. Because of the high tech nature of some jobs, autonomy should be given to these workers to do their jobs to their abilities and competencies without any major managerial interference. Trust has to be built in an online business, allowing tech workers to do their jobs so that the online business leader can consider other workers and responsibilities with focused attention. High-tech workers are skilled and competent to make independent decisions and solve problems without managerial guidance or influence. Effective leadership in this situation involves letting subordinates have decision-making authority and power to progress and overcome problems and obstacles. An online business manager and leader also has to be able to remain on the competitive forefront and be able to respond to competitors as competitive advantages arise and change with every new trend (Blanchard, Zigarmi, & Nelson, 1993).

Managing change is one of the most important areas for leading an online business in Saudi Arabia. Leaders have to grasp the skills to recognize, identify, and acknowledge what change is necessary to improve an organization's performance. Northouse (2007) defines leadership skill as the leader's ability to employ his or her knowledge and competencies to achieve a set of goals. Leadership at different levels of the organization requires different skills. Top managers are different from lower-level supervisors; for example, top managers have to possess more conceptual skills and human skills than technical skills, while the supervisors have to have more technical skills and human skills rather than strong conceptual

skills. It is important for organizational leaders to recognize the differences among these skills. To illustrate this process, assume an online business executive comprehends his organization has fallen behind competitors because of a failure to upgrade information systems to meet the competition. Despite the natural resistance of lower-level and middle-level managers to resist dramatic, wholesale changes in the information system, this executive knows this change has to be made because of his conceptual skills. He then has to encourage these other managers to employ their human skills to implement the plan to improve the technical skills throughout the employee ranks and to accept and adapt to the new information system change. At the same time, the executive has to also recognize and act on improving his or her own technical skills and helping other managers to adapt to the new information system. In managing this change, the executive has to be on top of the planning process to educate and train both managers and employees in an efficient, effective manner.

Internal opposition to transformation within organizations has continued to be one of the most antagonistic forces that leaders have to counter in the process of enacting change (Kotter, 2002). Nevertheless, scholars have noted that it is imperative for leaders to elucidate their stand to every person within the organization, and convince employees and managers of their capacity to resolve amicably the problems they face. Kotter points out that enhancing mutual feelings by allows antagonistic employees and managers to get the real picture and fully comprehend the existing problem as well as the planning measures to enforce a solution. Actually, this has proved effective in motivating people to evaluate and get past a superficial level of thinking.

Kotter (2002) terms the process involved in organization change as feel-change. Although all these appear simple, the broader picture Kotter painted demands that a leader has a mandate to inspire and enhance psychological preparedness to accept and consent to the proposed changes as well as to integrate every employee and manager into the entire

organizational change. This implies that success can only be a reality when everyone in the organization becomes part of the process by putting in positive energy. It is mandatory for a leader in an executive position to foster transparency and openness about the process of visualization and have to own the vision selflessly. Through encouraging a majority to believe and accept the change vision, an executive creates a platform for effective management of the change process and for energizing individual managers and employees to conquer the propensity to resist change.

According to Miller and Katz (2002), positioning creative, sustaining, and support-oriented leadership is the quintessential element of any effort to ensure a rapid change in an organization and to integrate all social identity groups. In conjunction, the top executive must champion the whole process by following up with senior executives. In others words, top executives have the capacity to act as role models to senior executives for owning and being part of the stupendous efforts for change as well as communicating the value of change to the organization. This implies that all heads must be fixed on the end goal as the main focus of the change process. Miller and Katz accentuate that reaching the ultimate goal is a lever for ensuring high performance and status of a competent organization.

This is precisely why the changes are pursued. For example, assume an executive of an online business recognizes that the organization's major competitors have taken radical steps to include all social identity groups in decision making and strategy making at a much higher, comprehensive level, which has translated into higher performance overall. The executive has to be able to communicate the need to make this same kind of change to senior executives, middle-level managers, lower-level managers, and all employees. In other words, the executive must act urgently and with confidence to initiate this radical change in the organization in order to compete. The executive has to be able to plan and organize the necessary programs and activities with senior executives and other managers to coordinate

such a radical change as a team. Such vision and precise action requires leadership competency (Miller & Katz, 2002).

Ethical standards set within an organization are significant in laying a foundation for strong leadership. The most respected leaders among their juniors and managers have a reputation for having a voluminous set of beliefs and ethical values that are admirable, which those juniors and managers only notice through the leaders' actions and behaviors. Leaders who are competent and effective in what they do have good ethical instincts. Badaracco (1997) asserts that leaders' ethical instincts are individually developed and learned throughout their lives through relationships with their families, religious beliefs, and critical moments that call for making tough choices between right and wrong. When their effectiveness is tested, they use their exemplary skills to addressing ethical predicaments and rely on their individual instincts. For instance, an executive leader receives a memo from a senior member of the executive board belonging to an online business saying that their two main competitors have taken advantage of a legal loophole to escape making payments for antipollution hardware and thereby still have the freedom to continue polluting in order to gain a higher profit margin. The memo requires the top executive to avoid such a costly expense and to join with competitors to realize the larger profit margins. If this senior executive is unethical, he would initiate the plan to compromise, but if he or she strictly lives by his or her ethical instincts and regards his or her ethical values, compromise would not be a considered option. The leader does not opt to be on the negative side of change, but rather upholds the social responsibility the organization owes to the community at large. As a good leader, he or she would rather mitigate the rate of pollution and invest in costly antipollution hardware even though the competitors engage in a different practice. Even though the tactic is within the law and follows the competitors toward realizing bigger profits, the right action is to avoid the loophole and mitigate pollution output.

Ethics also play a critical role for an executive leader when resolving work conflicts. Cloke and Goldsmith (2005) stress the importance of organizational leaders being able to resolve effectively work conflicts by simply discussing the shared ethical values and shared ethical norms among those groups or individuals in conflict. The impact of clarifying the organization's ethical values and ethical norms allows those groups or individuals in conflict to see what is expected and what is important for organizational success. This clarifying of ethical values and ethical norms by the organizational leader mediating the conflict process also allows the groups or individuals in conflict to comprehend their behaviors and their responses to others in the context of the conflict scenario. The positive impact of an organizational leader clarifying and discussing the shared ethical values and norms can also result in pursuing constructive rather than destructive alternatives.

In addition to ethical values and instincts developed from love for family, religious upbringing, and defining moments, it is important for organizational leaders to be aware of ethical theories proved to be useful. Thiroux and Krasemann (2004) have an excellent selection of ethical models such as utilitarianism and Kantianism. When facing an ethical dilemma, applying these models to the specific context can be useful. For instance, assume an executive is told that the company needs to downsize and lay off employees immediately, including some loyal, senior employees. The ethical dilemma arises in this context because an executive knows the value of these loyal, senior employees for the company and comprehends their layoffs will shake the confidence of many other employees. In this context, the executive can draw support from the ethical theory of utilitarianism. This theory asserts that the best ethical decision is that which promotes the greatest happiness for the greatest number of people. In applying this theory, the executive would recognize the value of these loyal, senior employees is extremely important and that their happiness is important to sustain the firm's confidence and success. Despite the recommendation to lay them off to

reduce costs, the theory of utilitarianism would guide the executive to retain these employees and absorb the short-term losses while searching for new ways to use these employees to retain their valuable expertise and reward their loyalty. In this ethical choice, the executive is also following this theory's maxim to decide to make happy the greatest number of people. By retaining and finding other roles for these loyal, senior employees, the executive is also assuring other employees that their jobs are safe and secure.

Thiroux and Krasemann (2004) also assert the importance of Immanuel Kant's ethical framework based on the concept of the categorical imperative. This concept essentially holds that one has a duty to do the right thing in all situations and at all times. This right thing to do is the right thing to do because it is a universal maxim. This means that any person would choose to do this same right action if faced with the same circumstances. The key component of Kant's ethical theory is that one has a duty to the categorical imperative, which is the right thing to do. For example, assume a manager tells an executive that one of the firm's top-performing salespeople is also dealing drugs in his private life. The manager has solid evidence of this being true from a variety of coworkers' testimonies. This manager also says these coworkers have revealed that this top-performing salesperson is also doing drugs on the job. The manager worries about taking action because of the amount of sales this individual generates for the firm. The Kantian categorical imperative can be useful in this context for the executive because despite that this individual being the top-performing salesperson for the firm, the company's policy in the employee handbook is concise and clear. There is zero tolerance for employee drug use or drug dealing. First, the coworkers would be brought in and given the opportunity to provide their observations and testimonies to the executive. Second, this top-performing salesperson would be ushered into the executive's office and informed about the exposure of his or her activities. Third, he or she would be asked to submit to a drug test immediately. If the results of this drug test were to

come back positive, then this top-performing salesperson, in accordance with the employee handbook, would be subsequently terminated. Thus, ethics is so important for organizational leaders because the rest of the organization looks to leaders to establish the organization's ethical values and ethical norms via personal example and behavior patterns. By having strong, personal ethics, as well as clear, transparent ethical norms set for the organization, the organizational leader can clarify for other managers and employees what is ethically expected of them. Ethical-based leadership can also profoundly influence organizational culture (Trevino & Nelson, 2007).

Organizational culture has become a critical element for successful organizations. Those organizational leaders who recognize the importance of having flexible, transparent, and fair organizational cultures have the most success in maximizing the potential of their human resources. For example, Senge (2006) asserts the importance of organizational leaders employing systems thinking, which entails perceiving interrelationships in the organization rather than linear cause-effect chains and perceiving processes of change as important in building a learning environment. The major shift in awareness when adopting the systems-thinking approach, according to Senge, is that each human actor in the organization, from the top executive to the rank-and-file employees, become an integral part of the feedback process rather than detached from it. This emphasis on the feedback process of every human actor in the organization automatically bestows shared responsibility for problems and solutions in the organizational culture. This in turn becomes critically important in maximizing the potential of the company's human resources.

For example, assume a top executive of an organization recognizes that his competitors are slowly taking more and more market share, and seem to be pulling away in overall performance and profit margin, which indeed exposes that organizational changes are necessary to prevent these trends from continuing. When doing a careful scrutiny of what

changes are necessary to catch up to these competitors, this executive recognizes the outdated communication channels have bogged down the decision-making and strategy-making processes. This executive recognizes that the traditional up-down communication process from top management to lower management has caused the organization to fall further and further behind the competition. It is clearly an organizational culture problem. He has to be the prime mover of change in this organizational culture. Assume this executive takes Senge's (2006) fifth discipline approach as his potential solution to changing this organizational culture. It would mean that this up-down communication structure would be dramatically changed and replaced by one that Senge suggests. It would entail having every manager and employee becoming part of a feedback process, which gives them a voice in identifying problems and helping come up with solutions. The former up-down communication channels that gave employees and lower managers no voice or power would be replaced by a systems-thinking process that involves them in problem solving and solution making. In turn, as Senge notes, this organization would change into a learning environment and have much greater transparency as well as feedback from all employees and managers.

Another important trend in organizational cultures is perceiving them as living organisms. Morgan (1998) asserts that viewing organizations as living organisms can help organizational leaders perceive their organizational cultures as vibrant, ever-changing, and open systems. He explains that an open system involves the human actors in the organization culture continuously exchanging information and undergoing various cycles of change to maintain a process of internal transformation via the various kinds of input, output, and feedback exchanges. The new emphasis for organizational leaders is focusing on the interrelated subsystems in this open system and placing importance on the environment. These interrelated subsystems include the environmental subsystem, the technological subsystem, the strategic subsystem, structural subsystem, human-cultural subsystem, and

managerial subsystem. The top executives and senior executives focus on how these subsystems work and interact with each other. These subsystems are crucial to understanding how the overall organization is adapting to changes in the environment facing the organization.

Organizational culture can become so well entrenched that an organizational leader has to use a professional process that can assure organizational change will be successful. Schein (2004) emphasizes the importance of the organizational development process, which involves diagnosis, intervention, and levels of engagement. Schein explains that diagnosis is the first critical step, which involves collecting the information and the organizational leadership using the appropriate theory and experience to decipher the data's meaning and implications. The diagnosis process in organizational development is more than just addressing good questions. This diagnosis process focuses on specific issues and areas. As this diagnosis process takes place, the organizational leaders have to depict an image of what a healthy, effective organization is and how its members behave and function to make it this way. Intervention activities, according to Schein, have to then take place on multiple levels, including among the individuals, among small groups, among large groups, and within the overall organization. The end goal of interventions is to open awareness and achieve openness among the organization's individuals and groups. The organizational leaders implementing the organizational development process have to recognize the levels of engagement that are necessary and appropriate to expand this awareness and openness among organizational members. The strength of the organizational development process for organizational culture change is that it is a professional approach that entails detailed diagnosis and intervention in specific areas while addressing issues.

The review of the leadership literature has clarified that online business leaders are going to have to emphasize training of their online business staff and sales people to advance

to a new level of promotion, advertising, and online shopping. It is appropriate to undertake a brief overview of training literature that is relevant to improving this area of online businesses in order to allow online shopping to become a growth-oriented industry. This literature on training can be useful and applicable for online business leaders. This literature is important for understanding the need to change the climate and environment of Saudi Arabian businesses to make them more adaptable and successful for the online shopping market and to grow. It is appropriate to shift attention to discussing employee training for an online business in Saudi Arabia (Schank, 2005).

Training employees is always a challenge for any organization, but especially so for online businesses in Saudi Arabia with a diverse workforces. Businesses in Saudi Arabia attract a diverse group of people from many different countries. It is also evident that online consumers are going to be a diverse group since the major cities will have so many different types of online customers. Because foreigners in Saudi Arabia are going to be attracted to online businesses and fill these jobs, it is important to have diversity training mastered. In the global business world, many businesses in most countries, including online businesses in Saudi Arabia, face the trend toward an increasing number of employees from other countries, cultures, and geographic regions. This results in the demand for changing training objectives, goals, and programs for employees to meet these diversity challenges. The purpose of this literature review will be to assess relevant and appropriate literature for employee training in diverse workforces that can also be applied to online businesses in Saudi Arabia (Hersey & Blanchard, 1993).

A training needs-assessment process can be used to ensure that the content and implementation of training is consistent with the organization's larger, broader goals and that the content is appropriate for the organization's circumstances. According to Noe (1999), there is no single best method for conducting a needs assessment and that ideally a

combination of methods is the most effective way to increase the diversity and richness of the data collected. One of the methods suggested to be used in combination with others is one-on-one interviews with managers, job incumbents, new employees, and customers to help clarify critical incidents, problems, and issues that can influence a new training program's direction and content. Focus groups are also another method that can be used for training needs assessment, which helps identify common themes and issues. A training needs assessment using a combination of these methods will help bring into focus what the new training program can and should accomplish. The first step in performing training needs assessment is an organizational analysis to clarify the short-term and long-term goals, the most significant challenges, the work environment, the organization's resources, and the internal and external constraints that might support or hinder the effectiveness of a training program to improve diversity (Goldstein, 1993; Kozlowski & Salas, 1997). For example, some of the important and critical questions to be addressed at the end of a training needs assessment include: Will a diversity initiative allow an organization to attract and retain a more qualified workforce for an online business?; Will diversity training help decrease overall operational costs by reducing lawsuits?; Will a well-trained diverse workforce allow an organization to increase its market share in a particular community (Chrobot-Mason & Quinoes, 2002)

Cox (1991) developed six dimensions to manage data collecting efforts during the needs assessment phase of diversity training. These six dimensions consist of: (a) Pluralism, defined as socialization being a two-way process in which minority employees have influence on organizational norms and values; (b) Full structural integration, defined as all groups being represented at all levels of the organization and job status; (c) Integration in informal networks, defined as all organizational members having access; (d) Cultural bias, defined as discrimination and prejudice in the workplace being eliminated; (e) Organ-notational

identification, defined as all employees can be committed to and identify with the company; and (f) Intergroup, defined as interpersonal conflict resulting from diverse group conflict membership being minimized. The second step of the training needs assessment process focuses on managers' and employees' tasks. Some of the questions to be addressed in this assessment include: Do managers undertake organizational tasks that reflect any prejudice and discrimination toward their minority employees?; Do employees conduct organizational tasks that somehow reflect prejudices or discrimination toward minority employees?; Does the task framework for managers and employees have inherent biases toward minorities or do they fail to consider and appreciate workplace diversity? Task analysis is an important part of the training needs assessment process when implementing a training initiative to improve diversity. It clarifies any inherent organizational precedents, traditions, and biases within the task framework for every job, every employee, and every manager. Task analysis is a crucial component to training needs assessment. It considers how task frameworks for every assessed job in the organization would have to be modified and changed to adjust to the diversity context.

The third step in the training needs assessment process is a person analysis. In a diversity initiative, an assumption is that all managers and employees need training. A person analysis in this context can be used then to determine how training should be conducted and promoted. Chrobot-Mason and Quinoes (2002) explain that a person analysis is critically important to assess how comfortable employees are with diversity, how much experience they have had interacting and working with people who are different, and how receptive these employees are to learning about different cultures. It is evident that employees are likely to vary in their comfort level in discussing such sensitive topics as race relations, gender roles, and sexual orientation. Research indicates that individuals vary in their own racial and ethnic identity development and this indeed impacts receptiveness to diversity training. In other

words, some have spent more time in understanding their own ethnic identity, while others have not spent that much time on the subject.

An additional component that is important for the new training program to be effective and successful concerns top management support. Davidson (1999) notes that the key predictor of successful diversity programs is top management support. He makes it clear that senior leaders have to be not only committed when the new training program is implemented, but also they have to assure the rest of management and employees that it is a long-term commitment. By having top management present in initiating the new training program, managers and employees are aware that this is a serious change that must be implemented in the workplace. It is evident that the implementation process will be facilitated if top managers are mentoring, coaching, developing, and placing people of different ethnicities in their own ranks, which sends a powerful message to employees about the organization's commitment to the diversity training program. Top management support can also be conveyed through interoffice memos to create a corporate-wide philosophy that governs and enforces policies.

Hamel (2007) argues management has to change its entrenched traditions and principles guiding the management practices and processes, which of course would include training employees. This author asserts that management will have to accept variety, flexibility, activism, meaning, and serendipity. One of the forward-looking slogans under serendipity is, "Diversity begets creativity" (p. 179). The new management paradigm essentially includes employees in decision-making processes and building new communication processes. This paradigm means simply that top management is engaged with the organization's other managers as well as the rank-and-file employees. The emphasis on diversity as a source of creativity is clearly a suggestion that management can take advantage of its diverse pool of talent through knowing how to tap into this creative potential.

Employee training has been studied from numerous perspectives, including diversity training, with a common link among them being that effective training programs result in positive impacts on employees, management, and the organization. Molina and Ortega (2003) analyzed the impact of employee training on performance by measuring Tobin's Q and total returns to shareholders using a survey of senior executives in human capital management of North American firms. The results indicate that higher training emphasis in organizations does result in a positive effect on firm performance through factors such as employee satisfaction and customer loyalty. The higher levels of training, according to the authors' conclusions, the more significant benefits realized by the employees and managers. Also, the firm's value increased because of it.

Palo and Padhi (2003) examined the role of training as well as measuring its effectiveness in the implementation of a Total Quality Management regimen at a public-sector enterprise manufacturing steel in India. Based on a primary survey data collection efforts, along with the use of the Pearson's Correlation Coefficient, these authors found training creates awareness, builds employees' commitment to quality policy and strategy, facilitates team work, enhances performance standards, and improves employees' skills and abilities.

Sarin, Segoo, Kohli, and Challagalla (2010) found that training has a positive influence on salespeople's perceived ability to manage change on the job and in the workplace. In this study, the researchers examined specifically how training influences a salesperson's ability to manage technological changes in a firm's sales strategy. These authors assume that environmental changes, such as technological changes, do dramatically alter relationships between sales people and their organizations. In specific terms, the authors found that successful implementation of changes in sales strategy were evident when salespeople were able to get customers to transact business using the Internet rather than them. This study

clarified that highly motivated, older sales people responded more positively to timely training but less positively to formally structured training, as well as responded more favorably than their younger counterparts when given greater flexibility in the decision to participate in change-related training.

Hite and McDonald (2006) conducted a qualitative, exploratory study concerning the development and implementation of diversity training in small and mid-size organizations in the Midwestern region of the United States. The results were contrasted and analyzed with the known best diversity practices and found indeed to be lacking in key areas necessary for successful diversity training. These researchers clarified some diversity training pitfalls that are important to recognize. One of these pitfalls is that a vast number of these organizations were not providing diversity training beyond the awareness level. Another significant pitfall many organizations this study reviewed was failure to conduct a proper training needs assessment. A third important pitfall among many of these organizations was the failure of connecting diversity training with important organizational initiatives.

Holladay and Quinones (2008) examined the influence of training focus and trainer characteristics on the effectiveness of a diversity-training program. This study found no adverse impact was distinguished among trainees toward the trainer's race or sex. When highlighting differences in detail, the majority of trainees who respondents were least favorable to the white male trainer. However, training focus was found to be an important factor in diversity training effectiveness. The authors define the diversity training focus as "what the program highlights" (p. 344).

Holladay and Quinones (2008) found that diversity-training focus did impact trainee learning outcomes, including affective, cognitive, and behavioral learning. The major finding in this study is the focus of the training might impact trainees' expectations for the individual who serves as trainer, which means that the effects of trainer race and gender on trainee

reactions are likely to be dependent on training focus. So, in many diversity training regimens, the importance of the trainers' race or gender should not be overemphasized or valued as much as the training-program's focus.

Diversity training programs can only be shaped and made effective when management and employees have clarified their job descriptions, their job evaluations, and performance appraisal systems. The diverse workplace and diverse workforce has changed how these processes take place and this is a serious topic for consideration relevant to this study. Van Sliedregt, Voskuijl, and Thierry (2001) explain that job evaluation maybe should not be used for setting the basic wage or salary level for jobs because of its difficulty in predicting the right pay rate for jobs. One of the major issues in job evaluation systems employers use is whether they are susceptible to gender-based discrimination. Another issue with job evaluation systems is the scales used consist of measuring characteristics such as problem solving, communication, responsibility, and working conditions. These researchers use data from five job evaluation systems: the Hay Guide Chart system, the Integral Functional Analysis, a system used in banking, a system used in particular bank, and a system used in one industrial organization. In all the systems, the total point values are directly related to certain pay grades so no judgments are made about the appropriate pay grade. The job evaluation systems share some major traits. Each system encompasses scales on knowledge and responsibility. Three systems use scales regarding communication and three apply scales on problem solving. Four systems assess working conditions. The first task was omitting undefined scale anchors. Second, the effect of equal unit weighting was analyzed. Third, the impact of the number and the type of scales upon pay grade classification was assessed.

The results were that the effect of omitting undefined scale anchors hardly affected the original job value scores (Van Sliedregt et al., 2001). The results of the manipulation of

factor weights show high correlations between the total value scores based on equally weighted scales. Those based on differential weights revealed that weights hardly affect the relative total job value. It was found that equal unit weighting did affect agreement on pay grade classifications. The effect of reducing the number of scales also did not affect relative total job values. In fact, all correlations between total job value scores based on general factors and those based on both general and job-specific factors were extremely high.

Van Sliedregt et al. (2001) conclude that the results of their investigation on the effects of three manipulations of total job value scores and pay grade classification hardly impacted the relative total job values. These researchers hold then that the job evaluation instruments performed very well in assessing the relative job worth. However, the pay grade classification was found to be sensitive to these manipulations. The implication the researchers drew is that a better match between job-evaluation outcomes and pay-grade structures can be obtained by extending the number of scale anchors or by reducing the number of pay-grade classifications.

The quality of this research article has to be commended. Van Sliedregt et al. (2001) were qualified to conduct this research; therefore, knew what they were doing in trying to assess the integrity of these job evaluation instruments. The research introduces evidence that the job evaluation instruments performed very well despite the manipulations. This article demonstrated that job evaluation instruments are valuable tools that are useful in this process.

Abu-Doleh and Weir (2007) clarify the value of performance appraisal systems across the globe in diverse workforces. The purpose of this study was to examine the attitudes of human resource managers working in Jordanian private and public sector organizations regarding the functions of their performance appraisal systems and clarify the ways in which these human resource managers implement these performance appraisal systems. The research objectives were to answer two questions concerning performance appraisal systems:

(a) What functions employee performance appraisal systems serve?; and (b) In what ways are employee performance appraisal systems implemented? In order to address these research questions, data for the present study were collected from a randomly selected sample of 74 organizations from a list of 96 Jordanian organizations. The working sample consisted of 38 private organizations and 36 public organizations. The median number of employees was 423. This study's self-completion questionnaire was designed to be answered by the director of human resources. The questionnaire items were derived from the previous literature on performance appraisal. The focus of the questionnaire was to explore and uncover the attitudes of the respondents toward the function of performance appraisals and the ways they are implemented in Jordanian private and public sector organizations.

Based on the results of the Van Sliedregt et al. (2001) study, it was evident that Jordanian private organizations have made a greater connection between their performance appraisal results and the five key factors between either individuals' comparisons or within individuals' comparisons. Private organizations were more active than their counterparts in the public sector in relating performance appraisal results to key human resource decisions such as employee promotion, termination, retention, layoffs, and identifying training needs. Public organizations were found to have used their performance appraisal results as a necessity in complying with or meeting legal requirements more than their counterparts from the private sector. Overall, the study finds that performance appraisal systems in the entire sample of organizations had a moderate impact on administrative decisions as well as developmental decisions. The results also clarify that more than half of the responding Jordanian organizations use the term performance appraisal to refer to their particular appraisal systems. All organization respondents across the board were found to have conducted performance appraisals once per year. It was also evident that many of the organizations relied on single-source methods in which managers were responsible for the

employees' ratings, while the employees played no role at all in determining the ratings. The study found that performance appraisal systems seem to have only a moderate impact level on the four functions of performance appraisal systems. The findings also indicate that the performance feedback and recognition of individual performance were rated highest by both study sectors (private and public). The study found overall that the private organizations' performance appraisal information had a significantly greater impact.

The studies and articles examined in this review of literature are relevant to examining diversity training effectiveness. Online businesses in Saudi Arabia can greatly improve and prepare themselves for increasing online shopping by diverse people living in Saudi Arabia. The right training can only help online businesses and the right training takes leadership. The leadership literature and the training literature are connected because strong leadership brings excellent training. The review of leadership and training literature has clarified the need to apply the SPELIT model to Saudi Arabia's various environments. This model application and analysis will further clarify what online businesses have to do and what online business leaders must do to prepare and train their staffs for a coming online shopping boom as these tech-savvy younger generation come of age. The SPELIT model will conclude this chapter and help shape the way for Chapter 3.

Application of SPELIT Methodology

To study this potential success and advantage for Saudi Arabian businesses engaging online consumers locally, regionally, and worldwide, the SPELIT methodology was utilized. This method places focus on evaluating and analyzing an array of environmental contexts that face organizations, in this study, online businesses in Saudi Arabia, in order to clarify the accuracy and meaningfulness of this analysis. The different environments identified in each letter of the acronym SPELIT analyzed regarding Saudi online companies are: (a) Social Environment, (b) Political Environment, (c) Economic Environment, (d) Legal Environment,

(e) Intercultural Environment, and (f) Technological Environment (Schmieder-Ramirez & Mallette, 2007).

The SPELIT framework deeply exposes for proper analysis and discussion these obstacles and opportunities facing Saudi online businesses regarding the possibilities of involving online businesses in Saudi Arabia. This clarification can provide directions and possible areas of concentration for the leaders of Saudi online businesses in addressing their strategic thrusts and angles to achieve greater customer numbers, greater financial revenue streams, and larger profit margins. This clarification through the application of SPELIT makes the feasibility of this study apparent. By fully understanding the SPELIT environments facing Saudi Arabian online businesses, leaders of these companies become aware and capable of making the accurate, right decisions and shaping effective business strategies. This exposes the importance of course of online business leadership tactics, techniques, and visions in order to take advantage of the SPELIT analysis. By knowing how to lead in these changing, growth-oriented conditions in the online shopping industry, these Saudi online business leaders can take advantage of all opportunities and make right decisions when conditions around them are appropriate (Schmieder-Ramirez & Mallette, 2007).

Analysis of social environment. Online business leaders need to understand that the social environment of potential online shopping customers in Saudi Arabia can be advantageous. Lacey (1982) explains that in the Kingdom of Saudi Arabia, the family unit is the cornerstone of society. Islam sanctifies marriage and family of Muslims as what keeps the society wedded together as a community of souls under Allah known as Ummah. Muslims define the marriage and family institutions in a religious context. Husbands and wives are committed to each other for life. Divorce is rare. Children are raised by their parents to uphold marriage and family in the same way. The tight-knit family unit in Saudi Arabian society is found in big cities as well as rural villages. Children are expected to live with their

families well into their 20s, especially if they are unmarried, but even when married. This tight-knit family environment means tight-knit communities, which translate into potential opportunities for online businesses. These tight-knit families and tight-knit communities are potential hot consumer markets if the online shopping trend expands. The family members are going to trust each other's opinions about online shopping. This is important to note for online business leaders because it is a possible advantage when online shopping becomes more feasible and widespread among the younger generations of consumers. Saudi Arabia is a young country with a large youthful population that is going to be potential frequent online shoppers. Online businesses can take advantage of this prospective future by preparing for it.

Analysis of political environment. The monarchy of the Kingdom of Saudi Arabia has absolute power and control over all decisions and policies. The Kingdom of Saudi Arabia has a court system that is based on Islamic Shari'ah law and rules. Shari'ah linguistically means straight way, source of life, legislated, or initiation. Religiously, Shari'ah is all the guidance from Allah prescribed for Muslims that bonds their beliefs and actions. While beliefs are the Muslims beliefs about God Allah, his prophets, and the afterlife, the actions include the act of worship, the family, economic transactions that online business fall under, food and clothing, politics and governance, and manners and etiquette. Sources of Shari'ah are the *Holy Quran*; Sunnah, which is the religious statements and actions of the prophet Mohammad; and the analogy. Islam, in opposition to how most perceive it, is compatible with democracy. The early Muslim statesmen after appointment sought the full consent if the people and publicly questioned whether anyone objected to their appointment. This system in Islam is called Shurah, which means consultation, a system whereby the consent of majority is sought (Niblock & Malik. 2007).

Lacey (1982) stated that the Kingdom of Saudi Arabia was officially established by Abdalaziz Ibn Abdalrahman Al-Saud in 1932. The House of Saud has ruled continuously

since that time, going through an impoverished early phase to a prosperous later phase after oil was discovered in the kingdom. Lacey states that the early history of Saudi Arabia can indeed be defined by a unique relationship between the state and private sector because of the establishment of an absolute monarchy under king Abdalaziz. He could use state resources for his own benefits and purposes as well as expand the role and influence of his immediate family. However, evidence also testifies to king Abdalaziz's use of state resources for beneficial purposes for the people and national economy such as using the largest percentage of kingdom's early state resources for ensuring the security and stability of the new government, granting of provisions and funds to tribal leaders whose loyalty was needed to expand and consolidate the Kingdom of Saudi Arabia under his rulership, financing royal marriages to the daughters of crucial tribal leaders, providing hospitality to those who came to express their loyalty to the king, and paying advisers to counsel the king about domestic and foreign affairs. This has made the House of Saud an enlightened monarchy because it is more of a people-type government by having a religious and tight-knit value system shared among the people and government leaders. In Saudi Arabia, the monarchy has become dedicated to providing the people economic, education, and future opportunities through scholarship programs to study overseas and to expand workers' knowledge and skills. However, the government does have a problem with the uncensored Internet, which is the norm in the United States and the West. Government restrictions to the Internet do not include businesses and business transactions involving products and services. The Internet has only been available in the Saudi Arabia in the past 10 years, and the use of it has only recently exploded among younger generations. The government will allow online businesses to engage in online business with Saudi consumers. This is an enlightened monarchy that understands how to keep Saudi Arabia the alignment with global trends. The monarchy will encourage online businesses and online shopping. This is a growing sector in global business

that can no longer be ignored or denied because of the need for the monarchy to keep clamps on the Internet's traffic flow. In fact, the Saudi monarchy wants to expand and bring Internet access to more and more of the population.

Analysis of economic environment. Leaders in online businesses can clearly take advantage of the Saudi economic recession to diversify and expand the economy in this important new sector—cyberspace. Global cyberspace business is expanding at an exponential rate and buyers and sellers have begun exchanging everywhere in the world online. The economic development of online businesses is important for the future of the Saudi economy. By having more successful online businesses, the Saudi economy can be interwoven with the global economy and the global business community. Online businesses can break out Saudi Arabia from its isolationist shell in some areas and allow expected business growth to become possible. Online businesses can be based anywhere and they can be run strictly with laptop computers or even smart phones. Online business leaders can be vital to this development and can expand on this opportunity for the economy of Saudi Arabia to diversify into more sectors (Moliver & Abbondante, 1980).

Analysis of legal environment. The legal environment of Saudi Arabia is distinctive because of its basis on Islamic Shari'ah laws. According to Arkoun (1994) Shari'ah linguistically means straight way, source of life, legislated, or initiation. Religiously, Shari'ah is all the guidance from Allah prescribed for Muslims that bonds their beliefs and actions. While beliefs are the Muslims beliefs about God Allah, his prophets, and the afterlife, the actions include the act of worship, the family, economic transactions that online business fall under, food and clothing, politics and governance, and manners and etiquettes. Sources of Shari'ah are the *Holy Quran*; Sunnah, which are the religious statements and actions of the prophet Mohammad; and the analogy. The national religion of Islam means that all

businesses, including online businesses, have to obey and abide by the Islamic codes of ethical conduct and trade and exchange (Saudi Arabian Monetary Agency, 2006).

Saudi Arabian online businesses are bound to negotiate and do business in good faith and abide by the Islamic standards of honesty and fairness in all business dealings. The legal environment for online businesses is an advantageous one because of the legal requirement for honesty and trustworthiness resulting from the religious nature of law. Online shopping can definitely start out as a perfectly honest, trusting business relationship between online businesses and Saudi Arabian customers because of this Islamic code of ethics. A religious-based legal environment helps online shopping in Saudi Arabia because Internet users are automatically bound by Islamic codes and ethics before they engage in transactions. This means that a strong sense of ethics and fairness is already present for online consumers in the Kingdom of Saudi Arabia. These online consumers are bound by honesty and fairness and expect online businesses to be legally bound by the same principles. The legal environment is a prospective opportunistic one for online businesses if their leaders can craft and shape business strategies to exploit this situation to the fullest. Since Islamic law requires trust, honesty, and fairness, online shopping and the exchanges over the Internet should be really favorable and desirable for Saudi Arabians doing the selling and Saudi Arabians doing the buying (Rahman, 1979).

Analysis of intercultural environment. The intercultural environment of Saudi Arabia is strong in the major cities. People from all over the world live and reside in the coastal city of Damman and Jeddah as well as the capitol city of Riyadh. The intercultural nature of Saudi Arabia is evident in the major cities because of the vast diverse number of people. This means that online shopping can target more than just Saudi Arabian citizens. These Saudi Arabian residents who are not citizens are online users and they would also welcome online shopping. The online business leaders have to understand how to target these

different groups of residents in Saudi Arabia from the various different countries and attract them to online shopping. Online business leadership would have to use the principles of Islamic law as assurance of their honesty, fairness, and trustworthiness. Prospective online consumers would see any Saudi Arabian online business as abiding by these Islamic laws and principles (Kingdom of Saudi Arabia, Ministry of Economy & Planning, 2005).

Analysis of technological environment. Online business leaders can also be responsible for pushing through policies needed to improve the Kingdom of Saudi Arabia's technological infrastructure. Online business leaders have to be able to help finance and provide support to improve Internet access to the population. Online businesses have to take advantage of the increasing powerful tools and technologies that make online business easier and the transactions safer, better, and more efficient. The technological infrastructure has to be boosted by having the computer technologies in the Kingdom of Saudi Arabia so that people can think of online shopping as fun, convenient, and easy to do compared with traditional shopping. Technology is the key to success in online shopping (Hong, 2001).

Summary

Saudi Arabia's online shopping industry is set to grow as the Saudi population's youth comes of age with more tech savvy knowledge, skills, and experiences with the Internet, computers, and cell phones. Online businesses leaders have to have diverse, prepared, and trained online work staffs to handle the n demand for online shopping and online business transactions. Online businesses have to recognize these changing consumer trends and train their workforces for the opportunities. Online business leaders who are responsive will be the ones who can take advantage of these opportunities and provide their businesses with a greater market share. Training diverse workforces to handle this online shopping boom is a required need for Saudi Arabian online businesses to be competitive and

to take advantage of future growth. Table 1 summarizes the SPELIT framework assessment of the Saudi Arabian environment.

Table 1

SPELIT Summary

Environmental perspective	Summary of Driving Factors
Social	Conservative, family oriented, heavily populated in three major cities; majority of population under 18 years of age.
Political	Monarchy kingdom ruled by the house of Saud; based on Islamic laws that are dedicated to provide economic, education, and future opportunities for its people.
Economic	Saudi Arabian economy in need of new markets to boost economy.
Legal	Islamic Shari'ah law based on ethical conduct, good faith, and honesty.
Intercultural	Diverse cultures, residence, and workforce.
Technical	Weak infrastructure that has great potential to adapt powerful technical tools available in the global marketplace.

Chapter 3: Methodology

Research is a systematic way of searching knowledge (Johnson & Clark 2006).

Generally, research is a systematic and scientific investigation and search for relevant facts and information on a specific subject area or topic (Cooper, 2003). As an academic activity, research should be used in a technical sense. Research involves in defining and redefining of a problem, formulating assumptions, hypotheses, or suggested solutions. It involves collection, organization, and evaluation of data to reach in a conclusion through some systemic or scientific means (Burns, & Grove, 2005).

The research methodology indicates how one can find the possible solution to research question and meet the objectives of the research. This chapter introduces the research design and methodology utilized in the study, which helped define the necessary skill sets to lead an online business in Saudi Arabia. There are many methods and ways of conducting a research. Choosing an appropriate research methodology is important to get a more accurate research result or outcome (Denzin & Lincoln, 2005; Silverman, 2004). This helps the researcher reach a conclusion in a systematic and scientific way.

This study used a quantitative survey research approach to investigate and provide a comprehensive analysis of the research problems given the nature of the Saudi Arabian environment. The study used an online survey design that examined the defined population. This chapter describes the details of the quantitative approach used to answer the research questions.

Restatement of Research Questions

This study was designed to answer the following research questions.

- Research question 1: What are the key factors that affect and influence online business acceptance?

- Research question 2: What are the necessary leadership skills to lead a successful online business?
- Research question 3: Are the respondents' perceptions of the key factors affecting and influencing online business acceptance related to their demographic characteristics (gender, age, education, etc.)?
- Research question 4: Are the respondents' perceptions of the necessary leadership skills to lead a successful online business related to their demographic characteristics (gender, age, education, etc.)?

Protection of Human Subjects

The purpose of the IRB is the protection of human subjects, which includes both minors and adults, while conducting research. The highest forms of ethical principals must be adhered to during the complete course of the study. IRB is a process that graduate students go through in order to ensure the protection of individual's rights, confidentiality, and anonymity as human subjects in a research study. The main priority is to do no harm in conducting research. Graduate School of Psychology Institutional Review Board Policy (2009) Web site clearly states:

The primary goal of Graduate and Professional Schools' Institutional Review Board is to protect the rights and welfare of human subjects participating in research activities conducted under the auspices of Pepperdine University. Applications submitted to GPS IRB generally encompass social, behavioral, and educational research and are usually considered medically non-invasive. (para. 3)

The primary objective of the Pepperdine University IRB is to protect the welfare and dignity of human subjects. However, the policies and procedures manual claims, "by addressing the human subjects concerns in an applicant's proposed research, the IRB also works to protect investigators from engaging in potentially unethical research practices" (Graduate School of

Psychology Institutional Review Board Policy, 2009, para. 3). In addition, the IRB policy states, “in the review and conduct of research, Pepperdine University is guided by the ethical principles set forth in the Belmont Report (i.e., respect the persons, beneficence, and justice)” (p. 1). The researcher took additional safeguards to protect the rights and privacy of human participants by completing the National Institutes of Health Office of Extramural Research National Institutes of Health Web-based training course Protecting Human Research Participants (See APPENDIX A).

The researcher filed an exempt application with GPS IRB manager, Dr. Doug Leigh (see APPENDIX B). Once the exempt application and alteration of informed consent were approved and modifications were made, a copy of the IRB approval letter was granted and placed in (APPENDIX C). The minimal risk that each participant experienced is that other people might discover they participated in the study even though their identity is protected. However, all survey responses will be kept confidential, so this risk is very low. Another potential minimal risk is the possible burden on the participant’s time. Another minimal risk is that the participants might inadvertently reveal confidential information about their companies, thus putting their business at risk. However, this is highly unlikely.

The activities included on this list were eligible to be reviewed by the exempt review procedure. Although these activities are not exhaustive, that they are listed does not constitute them being of minimal risk. It should be noted that the activities listed are eligible to be reviewed as long as the circumstances of this research involve minimal risk to the participants.

Security of the Data

There was no personal information collected that links the participants to the data collected. However, to protect the data collected, only the principal researcher handled all the data. The data was kept on the researcher’s personal computer in a password-protected file

during the research period and on the online survey provider Web site database. After all survey results were collected, all data were transferred onto an external thumb drive and put in a locked box in the researcher's home for 3 years, at which time all supporting data, which includes informed consent that neither links participants to data collected nor asks for identifying information, will be destroyed.

In compliance with the IRB, the principal investigator took the following measures to ensure confidentiality: (a) there was no names identified or collected of any of the participants in the study. The consent documents did not link the participants with a particular questionnaire and will be kept separately in a different password locked file on researchers computer; (b) paper copies, if produced, of the data files will be kept in a locked safe in the investigator's home; (c) after the study, electronic statistical and quantitative data are stored on an external thumb drive that is password protected and locked in a safe at the researchers home; (d) IP addresses were not collected or linked to participant responses; (e) all information collected were backed up on an external thumb drive, which is stored in a safe at the principal investigator's home; (f) only the principal investigator has access to the research data; (g) sensitive materials are stored according to IRB transcriptions coding sheet and files are kept in a safe in the principal investigator's home for 3 years; and (i) after 3 years, the principal investigator will crosscut shred information collected in the study and destroy all electronic files using an appropriate magnet to completely erase the files (see APPENDIX D).

Electronic statistical and quantitative data were stored on an external thumb drive and on the principal investigator's personal computer, which are both password protected. All information collected (computer drive, notes, and hand-written data) was backed up on an external thumb drive, which is stored in a safe at the principal investigator's home. Sensitive material was stored according to IRB transcription coding sheets and files will be kept in a

safe at the principal investigator's home for 3 years. After 3 years has expired, the principal investigator will destroy all information collected in the study.

Minimizing Risks

The principal risk to the participant is any potential harm as a result of a breach of confidentiality. Participation in this study was associated with no more than minimal risks and/or discomfort. Minimal risk is described in the GPS IRB manual as the probable harm that the activities in the research will cause the participant, which should be no greater than when performing normal activities, or when undergoing psychological or physical testing.

Risks was minimized in the following ways: (a) participant's identity and company he or she owns were not needed for the study and were not asked for by investigator; (b) no specific identifying information was used or reported in any way; and (c) if the participant experiences exhaustion, fatigue, or irritability while completing the survey, the participant could stop or leave participation in the study. Participants were clearly made aware that their participation in this study was completely voluntary. The participants had the option to discontinue the survey at any time without penalty. The research secured an informed consent from all participants, which explained that the participants had the right to withdraw at any time, understood participation would be strictly voluntary, agreed to the confidentiality measures that taken, and would be able to review the results of the study for accuracy after it was published on Pepperdine's dissertation database. Last, participants were made aware of their rights and were provided with the Dissertation Chairperson Dr. J. S-R contact information as well as the IRB Chairperson Dr. D.L contact information.

Confidentiality

Once participants agreed to participate in the study, their identities and responses were kept confidential. The principal investigator implemented the following measures to ensure confidentiality: (a) there were no names of study participants taken or recorded on the

survey questionnaires. In order to maintain the participants' anonymity, each participant was referred to by participant 1, 2, etc.; (b) hard copies or data files, if produced, are kept in a safe at the primary investigator's home; (c) electronic statistical and quantitative data were stored on a thumb drive and accessed on the primary investigator's personal computer, which is password protected; (d) IP addresses were not linked to participant responses; (e) all information collected was backed up on an external thumb drive, which is kept in a safe at the primary investigator's home; (f) only the primary investigator has access to the quantitative data; (g) sensitive material is stored according to IRB transcription coding sheets and files are kept in a safe at the primary investigator's home for 3 years; and (h) after 3 years has expired, the primary investigator will destroy all information collected in the study using an appropriate method.

The participants were given the informed consent prior to completing the survey questionnaire. The primary investigator formulated a clear consent form for the participant to read before conducting the online survey to ensure clear understanding of the voluntary nature and anonymity of the research. The investigators contact information was available in case the participant needs extra explanation. The participants were asked to review and sign the informed consent form electronically prior to starting the survey questionnaire. The participants were not able to access the survey until consent form is signed electronically online (see APPENDIX D and APPENDIX E).

The following safeguards (Creswell, 2009) were employed to protect the participant's rights: (a) the research objectives were articulated electronically so the participants clearly understood them; (b) participants were provided with principal investigator, dissertation chairperson Dr. June Schmieder-Ramirez and IRB chairperson Dr. Doug Leigh's contact information if they had questions, comments, concerns, or complaints regarding their rights or research practices; (c) written permission to proceed was articulated from the dean; (d) a

research exempt application and application for waiver or alteration of informed consent was filed with the IRB; (e) the participants were informed of data-collection tools such as online survey questionnaire and online survey company provider; and (f) the participant's rights, interests, and wishes were considered when choices were made regarding reporting the data. Finally, before, during, and throughout the data collection process, participants were reminded that they could withdraw from the study at any time without penalty or retaliation.

Definition of Data Gathering Approach

Using questionnaires in a survey is a plausible method for collecting the data of respondent's opinions, their ideas, imagination, and regional information (Cammann, Fichman, Jenkins, and Klesh's, 1983). A relationship can be investigated between factors with the help of quantitative research methods. A quantitative method could be beneficial, as it can help determine those factors that can influence online businesses success in Saudi Arabia. According to Swanson and Holton (2005), positivism uses statistical evaluation to examine causal relationships among variables on the basis of the assumption that the world is objective and there are scientific methods that can be used to measure the relationships by testing and verifying hypotheses. There are some benefits to quantitative methods in comparison to qualitative methods such as the data collected can be easily reported and it can be easily summarized as well as analyzed, whereas in qualitative methods, the data collected would be deep and detailed to understand a certain topic (Holton & Burnett, 2005).

This research used online surveys to collect primary research data. Survey research has the advantages of rapid turnaround in collecting the data and low administration costs. According to Pinsonneault and Kraemer (1993), a survey is a suitable method for a study in which a current or recent topic has to be studied in a natural setting. While there are benefits, there are also some weaknesses associated to this method such as multiple submissions from one individual, particularly in the situation where free gifts have been offered for

participation so more participants can be attracted. This research survey did not use any incentive to attract more participants. Instead, this research survey emphasized the importance and potential benefit of this study to improving businesses in Saudi Arabia by using cheap sources and online stores to do business.

Population Sample

Once protection of human subjects was ensured as well as the validity and reliability of the instrument, the researcher developed a randomized sampling method to identify 30 to 60 participants who are members of the Saudi Arabian chamber of commerce and/or who are Saudi Arabian students studying in the United States. The purposeful sampling method, according to Creswell (2009), involves an in-depth understanding of subjects. The individual subjects in this study are Saudi Arabian citizens who are members of the chamber of commerce in Saudi Arabia and/or attend school in the U.S. and there are no limiting restrictions on age or gender. Criteria for inclusion and exclusion of participants are as follows:

1. The subjects are Saudi Arabian citizens who are members of the Saudi Arabian chamber of commerce (which indicates owning or having owned a business in Saudi Arabia) as well as Saudi Arabian citizens who are students in the United States.
2. Subjects will be excluded if they are not Saudi Arabian citizens and do not fall in one of the two categories described above.
3. The study will be aimed to engage Saudi Arabian citizens as the key population.

There were minimal risks in this study, as it was an investigation that did not jeopardize the participants' physical, emotional, or economic well-being. Risks were minimized as stated above in the minimizing risk section. The total sample population was 142 Saudi Arabian citizens who were either members of the Saudi Arabian chamber of

commerce or students in the United States. The principal investigator tried to look for a balance in gender, age, and region where business is/was operating in Saudi Arabia.

Characteristics Studied and Definitions

There were two main characteristics of data collected. First, characteristics of data collected were related to competencies and leadership styles each participant considers for leading on online business, which will help answer research question 1. Second, characteristics of data collected were related to the participant's opinion on what are key factors affect and influence online business acceptance in Saudi Arabia, which will help answer the research question 2. The combination of all data will help answer research questions 3 and 4. Online surveys were sent to the targeted population through the Saudi Arabian Chamber of Commerce and the Saudi Arabian Culture Mission. The research instrument utilized was an online survey.

Research Instrument

A research instrument was used for collection or measurement of information related to the area under investigation. A questionnaire was used as a research instrument to examine the characteristics that were studied. The most common means of administering a questionnaire is through a survey, which can be further categorized into face-to-face, telephone, and Internet surveys, as elaborated in the subsequent discussion. Current research used an online survey to administer the questionnaire. The objective of the survey was to answer the four research questions:

- What are the key factors that affect and influence online business acceptance?
- What are the necessary leadership skills to lead a successful online business?
- Are the respondent's perceptions of the key factors affecting and influencing online business acceptance related to their demographic characteristics (gender, age, education, etc.)?

- Are the respondent's perceptions of the necessary leadership skills to lead a successful online business related to their demographic characteristics (gender, age, education, etc.)?

For collecting primary data, questionnaires as research instruments carry the benefit of convenience for the researcher. The questionnaire developed for the study considered the characteristics or the nature of the respondents. Concentration was also given to outlook, design, appropriate language, and professionalism of the questionnaire. A questionnaire is an appropriate method for easily collecting data. Less skill is required for conducting surveys with a questionnaire (Dawson, 2002; Teddlie & Tashakkori, 2009). A questionnaire can take various forms:

- Self-administered questionnaire: In this case, both the questions and answers are managed and administered by the researcher.
- Internet mediate questionnaire: A survey can be conducted using the Internet. In this process, the questionnaire is posted online and the respondents answer these questions and return them to the researcher. The advantage of this method is that there is no need for face-to-face communication. Less cost and time are required to conduct online-based surveys. The main problem is that in this process the reliability and data validity cannot be ensured easily.
- Postal or mail questionnaire: This is a lengthy process, as it required more time to deliver questionnaires to the respondents' addresses. The respondents also give feed back in the same way.
- Delivery and collection questionnaire: In this process, the researcher physically goes to the respondent, delivers the questionnaire, and collects the answers from the respondent. As face-to-face communication is required, this is a difficult task if the number of respondents is very large. However, data gathered in this way is

very reliable. For this research, the questionnaire ensured data validity and reliability (Miles & Huberman, 1994).

An Internet mediate questionnaire was used in this study. The questionnaire was designed to quantify the responses based on the answers the respondents provided on a Likert-type scale. The response categories range from a high score of 4 for “Strongly Agree” to a low score of 1 for “Strongly Disagree” for a 4-point Likert-type scale. In a 5-point Likert-type scale, the response categories ranged from “1 = much less important skill in an online business” to “5 = much more important skill in an online business.” By designing the questions carefully, the data were useful in statistically analyzing and arranging tables. The items in the questionnaire were in both English as well as Arabic. After developing the questionnaire, the validity and reliability of the instrument were measured by conducting a pilot study. A sample of three individuals was used in the pilot study to see if the questionnaire items could be easily understood and represented the theoretical constructs for which they were developed. Any issues in the structure of questions such as difficulty level, use of technical jargon, or confusing questions were identified through the pilot study. Once the pilot study confirmed a significant level of reliability and validity of the research instrument, the questionnaire and consent form were finalized.

The first section of the survey contained demographic questions such as gender, age, and education level. The same section included a couple of added questions to understand better the participant. These questions were related to the degree of experience the business owner or student had to provide an idea about the respondents’ business-related knowledge and expertise. The second section of the survey used a 5-point Likert-type scale that investigated the business owners’ perception of leadership skills (based on the literature review for the study) deemed necessary for leading a successful online business.

The third section used a 4-point Likert-type scale to identify business owner's or student's degree of familiarity with the notion of online business. It helped the researcher determine the scope of understanding the respondents had about the domain of online business. The 4-point Likert-type scale questions also focused on measuring the respondents' opinion about the factors that affect the acceptance of online business and online shopping within the target market.

By designing the questions carefully, the data were useful in statistically analyzing and arranging tables. After developing the survey and after validity and reliability of the instrument were ensured, the online survey and consent form were translated to Arabic because some of the targeted participants do not understand English (See APPENDIX E).

Data Gathering Procedures

Access to Saudi Arabian business owners or Saudi Arabians who owned business in the past was gained through the Saudi Arabian Chamber of Commerce. Access to Saudi Arabians students in the United States was gained through the Saudi Arabian Culture Mission in the U.S. An Internet link to the questionnaire was sent to all members of the chamber of commerce and to all students attending universities in the U.S. The estimated sample size for the current study was 30 to 60 participants, as not all the respondents were likely to participate in the online survey. However, 142 surveys were completed. The survey approach through the Internet was convenient and accessible to all respondents and they responded to the questionnaire as feasible. The participants were also made aware that their identities would be kept confidential and anonymous in order to elicit as honest responses as possible, to minimize risk, and maintain motivation to participate in the study. The survey's purpose was to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies of growth and success. The survey also helps clarify Saudi Arabian online shopping industry potential and what online business

leaders can do to improve it. The respondents were told this purpose in clear terms before taking the survey.

Description of Proposed Data Analysis Processes

Analysis of data entails inspecting, cleaning, changing, and modeling data with the objective of highlighting qualified information, proposing conclusions, and supporting choice production. Data analysis has various features and approaches, including differing methods under an assortment of names used in diverse businesses, science, and social science realms. The questionnaire used a 5-point Likert-type scale to measure the leadership skills that can help business owners successfully launch and grow an online business. The 4-point Likert-type scale provided information about the factors that can facilitate customers to accept and engage in online shopping. SPSS was used to evaluate the information collected from the business owners in Saudi Arabia. Since the Likert-type scale depicts the use of nominal data in the form of response categories, the data can be analyzed using descriptive statistics such as frequency, percentage, mean, and standard deviation. The descriptive statistics allow the researcher to study the trends displayed in the data, in terms of the ratio of responses generated from the sample. In this study, the researcher used descriptive statistics to identify the skills that are commonly associated with the ability to lead a business in the online arena. As a part of a second research objective, the data analysis also indicates the elements that have an influence on the willingness to accept the online mode of shopping and making purchases. Tables are used to illustrate further the results.

Limitation of the Research

While conducting a research, a researcher faces lots of difficulties and limitations. These limitations restrain the researcher from the application of more appropriate methods and resources for conducting the study. This research, because of the nature of Saudi Arabia, has three common limitations: sample size, resources, and population access. An important

limitation to this study is that the history of Saudi Arabian online business is difficult to research and find. Finding relevant statistics, information, and feedback from a proper source to clarify it was difficult. Another limitation is that clarifying problems in the Saudi Arabian social, economic, legal, and political environments can be a sensitive, touchy undertaking, depending on certain facts and information.

Ethical Consideration

This dissertation avoids unethical means carefully and strictly. No one was forced or pressured to complete the survey or give information unless he or she voluntarily wanted. The data were used just for this research and will be kept with researcher in a locked safe for up to 3 years. Then they will be destroyed. All the data were gathered ethically through the Saudi Arabian Chamber of Commerce and the Saudi Arabian Culture Mission. This ethical consideration is crucial to eliciting honest, excellent responses by participants. Accuracy and validity of the data are possible when the participants trust the researcher with this protection.

Summary

This chapter described the methodology used to conduct this study. Details were given about the research approach and why it was appropriate for this study to search for the results. The step-by-step description of the research procedures and data analysis clarifies exactly what was done and why it was done. The description of the sample and population also made evident how participants were selected and how this researcher contacted, accessed, and surveyed them. The data analysis procedures were also explained as well as the ethical considerations.

Chapter 4: Findings

The purpose of this study was to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies for growth and success. The study surveyed 142 Saudi Arabian citizens online to identify factors affecting online business in Saudi Arabia and to identify the necessary skill sets a leader must have to lead an online business. In this chapter, data collected from the study's online survey questionnaire are presented. Table 2 restates the study's four research questions, the survey items that were designed to answer each research question, and the statistical approach used to analyze the data gathered from the respondents via the online survey questionnaire.

Table 2

Data Analysis

Research Question	Scales/Survey Items	Statistical Approach
Research question 1: What are the key factors that affect and influence online business acceptance?	Scores from survey items 50 to 63 for English and 111 to 124 for Arabic. Survey Section Online Business in Saudi Arabia	Descriptive statistics
Research question 2: What are the necessary leadership skills to lead a successful online business?	Scores from survey items 15 to 48 for English and 77 to 109 for Arabic. Survey Section Leading an Online Business In Saudi Arabia	Descriptive statistics

(continues)

Research Question	Scales/Survey Items	Statistical Approach
Research question 3: Are the respondents' perceptions of the key factors related to their demographic characteristics (gender, age, education, etc.)?	Multiple choice scores from survey items 8 to 13 for English answers and 70 to 75 for Arabic answers. Survey Section Demographic Information	Pearson product-moment correlations
Research question 4: Are the respondents' perceptions of the necessary leadership skills related to their demographic characteristics (gender, age, education, etc.)?	Multiple choice scores from survey items 8 to 13 for English answers and 70 to 75 for Arabic answers. Survey Section Demographic Information	Pearson product-moment correlations

Table 3 displays frequency counts for selected variables. More respondents took this survey in Arabic (70.4%) than English (29.6%). There were three times as many male respondents (75.4%) as female respondents (24.6%). The respondents' ages ranged from "Under 21" (7.7%) to "above 50" (7.0%), with a median age of 25.50 years. Of the sample, 85% had at least a bachelor's degree and 43.0% also earned a master's degree or doctorate. There were more married respondents (54.2%) than single respondents (45.8%). More than half (55.6%) reported never owning a business and 30.3% reported owning a business for at least 2 years.

Table 3

Frequency Counts for Selected Variables

Variable	Category	<i>n</i>	%
Language			
	English	42	29.6
	Arabic	100	70.4
Gender			
	Male	107	75.4
	Female	35	24.6
Age ^a			
	Under 21	11	7.7
	21–30	72	50.7
	31–40	35	24.6
	41–50	14	9.9
	Above 50	10	7.0
Education			
	High school graduate	14	9.9
	Associate degree	7	4.9
	Bachelor's degree	60	42.3
	Master's degree	48	33.8
	Doctorate degree	13	9.2
Marital Status			
	Single	65	45.8
	Married	77	54.2

(continues)

Variable	Category	<i>n</i>	%
Business Ownership Duration			
	I never owned a business	79	55.6
	Less than 6 months	6	4.2
	Between 6 months and 24 months	14	9.9
	Between 2 years and 5 years	15	10.6
	More than 5 years	28	19.7

^a Age: *Mdn* = 25.50 years

^b *N* = 142

Answering the Research Questions (Findings)

Research question 1 asked: “What are the key factors that affect and influence online business acceptance? To answer this question, Table 4 displays the descriptive statistics for the relevant 13 survey items. These items were rated using a 4-point scale: 1 = *Strongly Disagree* to 4 = *Strongly Agree*. The highest rated items were Item 54, “In Saudi Arabia, the trend of online shopping will increase with the passage of time (*M* = 3.48)” and Item 51, “In Saudi Arabia, young generation will positively respond to online shopping portals (*M* = 3.30).” The lowest rated items were Item 61, ““Online Business’ is a new concept for me (*M* = 2.00)” and Item 55, “The Saudi Arabian government supports online businesses (*M* = 2.37)”.

Table 4

Perceptions of Key Factors Sorted by Highest Mean

Survey Item	<i>M</i>	<i>SD</i>
54. In Saudi Arabia, the trend of online shopping will increase with the passage of time.	3.48	0.62

(continues)

Survey Item	<i>M</i>	<i>SD</i>
51. In Saudi Arabia, young generations will positively respond to online shopping portals.	3.30	0.70
52. In Saudi Arabia, online business can only be successful if it has easy to use Web sites.	3.19	0.81
53. In Saudi Arabia, ethical conduct of a business is a main factor for attracting online shopping customers.	3.07	0.82
60. In Saudi Arabia, the Internet has made transactions easier from traditional ways.	3.06	0.81
58. The citizens of Saudi Arabia quickly adopt to new technology.	3.06	0.76
50. Lack of technology infrastructure is a main obstacle to online business in Saudi Arabia.	3.03	0.87
59. Close community relationships in Saudi Arabia can help in growth of online shopping.	2.64	0.89
57. Foreigners will be major users of online shopping in Saudi Arabia.	2.52	0.79
62. In Saudi Arabia, I don't trust doing business online.	2.42	0.89
56. It is easy to create trust among online shoppers in Saudi Arabia	2.42	0.89
55. The Saudi Arabian government supports online businesses.	2.37	0.87
61. Online Business is a new concept for me.	2.00	0.93

Note. Ratings were made using a 4-point scale: 1 = *Strongly Disagree* to 4 = *Strongly Agree*.
^a *N* = 142

Research question 2 asked: What are the necessary leadership skills to lead a successful online business? To answer this question, Table 5 displays the descriptive statistics for the relevant 34 survey items. These items were rated using a 5-point scale: 1 = Much less important skill in an online business to 5 = Much more important skill in an online business.

The highest rated items were Item 19, “Honesty ($M = 4.04$)” and Item 32, “Integrity ($M = 3.97$).” The lowest rated items were Item 23, “Ability to understand the feelings and emotions of employees ($M = 3.31$)” and Item 47, “Forgiving ($M = 3.32$)”.

Table 5

Perceptions of Necessary Leadership Skills Sorted by Highest Mean

Survey Item	<i>M</i>	<i>SD</i>
19. Honesty	4.04	1.13
32. Integrity	3.97	1.08
38. Has a purpose	3.88	1.01
25. Quickly recognize changing trends	3.87	0.98
37. Has respect to others	3.85	1.10
20. Vision to be successful	3.82	1.07
24. Ready to try new ideas	3.82	0.97
26. Implement ethics	3.82	1.12
45. Ability to manage change	3.80	1.03
46. Understands organizational behavior and cultures	3.77	1.04
30. Ambition and energy	3.77	1.00
33. Intelligence	3.77	1.11
40. Transparent	3.72	1.13
35. Ability to lead people	3.45	1.17
17. Ability to identify own mistakes	3.44	1.16
16. Self-confidence	3.39	1.17
15. Ability to motivate the employees	3.38	1.09
41. Political awareness	3.35	1.15

(continues)

Survey Item	<i>M</i>	<i>SD</i>
47. Forgiving	3.32	1.09
23. Ability to understand the feelings and emotions of employees	3.31	1.20

Note. Ratings were based on a 5-point metric: 1 = Much less important skill in an online business; 2 = Somewhat less important skill in an online business; 3 = Online and face-to-face business equally need this skill; 4 = Somewhat more important skill in an online business; 5 = Much more important skill in an online business.

^a *N* = 142

Research Question 3 asked: Are the respondents' perceptions of the key factors related to their demographic characteristics (gender, age, education, etc.)? To answer this question, the 14 relevant survey items were correlated with six demographic items (language, gender, age, education, marital status, and business ownership duration). For the resulting 84 correlations, 16 were statistically significant at the $p < .05$ level. Specifically, those respondents who took the survey in Arabic were more likely to agree with Item 56, "It is easy to create trust among online shoppers in Saudi Arabia ($r = .19, p = .03$)" and Item 63, "Online Business' is a new concept for me ($r = .38, p = .001$). At this same time, the Arabic respondents were less likely to agree with Item 57, "Foreigners will be major users of online shopping in Saudi Arabia ($r = -.24, p = .004$)" and Item 59, "Close community relationships in Saudi Arabia can help in growth of online shopping ($r = -.24, p = .003$). Female respondents were more likely to agree with Item 51, "In Saudi Arabia, the young generation will positively respond to online shopping portals ($r = .20, p = .02$)" and Item 54, "In Saudi Arabia, the trend of online shopping will increase with the passage of time ($r = .17, p = .05$). Younger respondents were more likely to agree with Item 51, "In Saudi Arabia, the young generation will positively respond to online shopping portals ($r = -.17, p = .05$)" and Item 62, "In Saudi Arabia, I don't trust doing business online ($r = -.18, p = .03$)," but less likely to agree with Item 55, "The Saudi Arabian government supports online businesses ($r = .28, p = .001$)" and Item 56, "It is easy to create trust among online shoppers in Saudi Arabia ($r = .17,$

$p = .05$)." Those with more education were more likely to agree with Item 54, "In Saudi Arabia, the trend of online shopping will increase with the passage of time ($r = .17, p = .04$)."

Married respondents were more likely to agree with Item 54, "In Saudi Arabia, the trend of online shopping will increase with the passage of time ($r = .16, p = .05$)" and Item 60, "In Saudi Arabia, the Internet has made transactions easier from the traditional ways ($r = .17, p = .04$)," but less likely to agree with Item 50, "In Saudi Arabia lack of technology infrastructure is a main obstacle to online business in Saudi Arabia ($r = -.21, p = .01$)."

Respondents who owned their own business longer were more likely to agree with Item 55, "The Saudi Arabian government supports online businesses ($r = .22, p = .01$)" and Item 60, "In Saudi Arabia, the Internet has made transactions easier than the traditional ways ($r = .21, p = .01$)."

Research question 4 asked: Are the respondents' perceptions of the necessary leadership skills related to their demographic characteristics (gender, age, education, etc.)? To answer this question, the 34 relevant survey items were correlated with six demographic items (language, gender, age, education, marital status, and business ownership duration). For the resulting 204 correlations, nine were statistically significant at the $p < .05$ level.

Specifically, those who took the survey in Arabic were more likely to endorse the importance of the following leadership skills for an online business: (a) honesty ($r = .23, p = .006$), (b) provide training to employees ($r = .21, p = .01$), (c) has respect for others ($r = .20, p = .02$), (d) has a purpose ($r = .21, p = .01$), and (e) understands organizational behavior and cultures ($r = .19, p = .03$). However, those who took the survey in Arabic were less likely to endorse the importance of the ability to identify own mistakes ($r = -.20, p = .02$). Male respondents were more likely to endorse the following leadership skills for an online business: (a) ability to lead people ($r = -.17, p = .05$), and (b) forgiving ($r = -.17, p = .05$). Older respondents were more likely to endorse the importance of the leadership skill has respect to others ($r = .17, p =$

.05). In addition, the demographic variables of education, marital status, and business ownership duration were not significantly correlations with any of the 34 survey items.

Summary

This research used the data from 142 respondents to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners could utilize to pursue online business strategies for growth and success. The main findings indicate that Saudi Arabians have a high favorability to the traits of honesty, integrity, and aim of the leader, where respondents rated honesty, integrity, purpose, and ability to foresee changing trends as the most desired leadership qualities for Saudi Arabian business leaders. The finding reflects that there are strong cultural reasons for Saudi Arabian leaders to adopt an ethical style of leadership and, most important, the Islamic code of conduct. The favorability of online shopping in Saudi Arabia is more appreciated by younger and educated generation of Saudi Arabians compared with older people. According to the participants, foreigners and locals are equally likely to use Internet services; therefore, a lack of online businesses cannot be attributed to the local population. A general perception has been found among the respondents that the Saudi Arabian government has not effectively supported the e-commerce in Saudi Arabia. A key difference was the opinions of people who have their own businesses. They expect the Saudi Arabian government to make reasonable efforts to facilitate online business in Saudi Arabia.

Chapter 5: Conclusions, Implications, and Recommendations

The purpose of this study was to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies for growth and success. The research investigated the influential factors related to online business acceptance by Saudi Arabian citizens and investigated the necessary skills needed to lead successfully an online business in Saudi Arabia. The SPELIT framework was used to determine the influential environmental factors affecting the Saudi Arabian online marketplace. By conducting in-depth research on the topic area, leadership theories, tactics, and techniques have been listed so that business leaders in Saudi Arabia can start successfully and operate an online business.

The findings of the study suggest that majority of the respondents preferred responding in Arabic. Most of the respondents were male (75.4%). Only a small percentage was younger than 21 and older than 50. This shows that the major percentage has bachelor's and master's degrees. Business owners accounted for only 44.4% of the total number of respondents. The growth of online business was attributed to passage of time and likelihood of young people using online services. The respondents thought that the government did not provide enough infrastructure support for online businesses. This chapter summarizes the findings, compares those with what is relevant in the literature review from Chapter 2, presents conclusions and implications for Saudi Arabian businessmen interested in leading a successful online business in Saudi Arabia, and offers recommendations for future research. The next section addresses each research question, conclusions drawn from the study, and implications for future leaders.

Discussion of Findings and Implications

Research question 1. What are the key factors that affect and influence online business acceptance? To answer this question, a descriptive statistics analysis approach was

used to evaluate the relevant survey items, which were rated using a 4-point scale: 1 = Strongly Disagree to 4 = Strongly Agree. Table 4 lists the highest ranked factors, which scored high enough to be considered significant, and those the participants identified as affecting and influencing online business acceptance in Saudi Arabia. The following section reexamines theories in the literature that were supported by the findings and point out implications that leaders can use to lead successfully an online business in Saudi Arabia.

The highest rated item, from analyzing the relevant survey items related to research question 1, was item 54, “In Saudi Arabia, the trend of online shopping will increase with the passage of time ($M = 3.48$).” The literature supports that the increase in online shopping and the proliferation of online businesses in the Middle East has been much slower than in the United States and Western countries; however, according to Kingdom of Saudi Arabia, Ministry of Planning (2005), the Middle East, and Saudi Arabia specifically, have great potential to be a massive online market. The purpose of this survey item was to understand whether Saudi Arabian citizens acknowledge the future presence of online business in Saudi Arabia, which can help leaders take advantage of the great online business potential. Saudi Arabian leaders are not close to realizing the potential of online business in the country and region. To affect a thriving online business industry in Saudi Arabia, strong leadership is required in the country’s private sector.

The second highest rated item, from analyzing the relevant survey items related to research question 1, was item 51, “In Saudi Arabia, young generation will positively respond to online shopping portals ($M = 3.30$).” The SPELIT framework analysis supports this finding. The young generation in Saudi Arabia is like the young generation everywhere in the world. These are the future online shoppers. Unlike today’s generation in Saudi Arabia, which is living with one foot in the old world and one foot in the new, younger Saudis clearly are going to be fully immersed in a world where the Internet is interwoven into their everyday

life. Young people form a significant percentage of the Saudi Arabian population and online shopping is estimated to increase. Business leaders should take advantage of that and create an online presence. Leaders should also understand that a big percentage of customers will be the younger generations; thus, they should consider targeting the younger generations when pursuing an online business.

The following highest rated items, from analyzing the relevant survey items related to research question 1, were as follows: Item 52, “In Saudi Arabia, online business can only be successful if it has easy to use Web sites ($M = 3.19$).” This finding adds to the literature since the literature did not examine this as a factor that affects Saudi Arabian online businesses. The study revealed that in order for online business to be successful in Saudi Arabia, leaders must consider Web sites’ functionality and ease of use. Item 53, “In Saudi Arabia, ethical conduct of a business is a main factor for attracting online shopping customers ($M = 3.07$),” item 62, “In Saudi Arabia, I don’t trust doing business online ($M = 2.42$),” and item 56, “It is easy to create trust among online shoppers in Saudi Arabia ($M = 2.42$),” are grouped together because they relate to Saudi Arabian citizens’ trust in online businesses. The literature supports this finding, as one of the major obstacles delaying online business in Saudi Arabia is that Saudi Arabian citizens associate global cyberspace with identity theft and other crimes when using credit cards online, which is a trust issue. Several reasons such as lack of interest in online shopping and issues related to security and personal information privacy are key issues hindering e-commerce in Saudi Arabia (Kingdom of Saudi Arabia, Ministry of Planning, 2005). It is important for Saudi Arabian online business leaders to consider communicating ethical codes of conduct to customers and educating them about the safety of doing business online. Cloke and Goldsmith (2005) stress the importance of organizational leaders being able to lead effectively an organization by simply discussing the shared ethical values and shared ethical norms. It is important for business leaders in Saudi Arabia to

understand the mind-set customers have toward online business. Business leaders need to address ethical codes of conduct and trust in online business and use this knowledge to lead successfully their online businesses.

Item 58, “The citizens of Saudi Arabia quickly adopt to new technology ($M = 3.06$),” and item 50, “In Saudi Arabia lack of technology infrastructure is a main obstacle to online business ($M = 3.03$),” fall under the group related to the technological infrastructure in Saudi Arabia. It’s clear from the findings that the lack of technological infrastructure in Saudi Arabia prevents business leaders from running successful online businesses, at least that’s how Saudi Arabian citizens perceive it. The literature supports these findings. According to the Development Plan issued by the Kingdom of Saudi Arabia, Ministry of Planning (2005), one of the reasons for the slow growth trends in online shopping and buying is an inadequate technological infrastructure that can offer widespread Internet services to the prospective consumer population. A second reason, according to this same government agency, is people’s lack of interest in shopping online. The findings also suggest that Saudi Arabians can quickly adapt to new technologies, which is new to the literature and is a good indicator for business leaders who are looking to start online businesses.

Item 60, “In Saudi Arabia, the Internet has made transactions easier from traditional ways ($M = 3.06$),” was not supported by the literature. Saudi Arabian citizens believe that online business can make transactions much easier than the traditional ways of doing business in Saudi Arabia. This is a new to the literature and is a good indicator for business leaders in Saudi Arabia who want to pursue business online. The remaining items on the survey did not score high enough to be considered factors Saudi Arabian citizens think are reasons online business have fallen behind in Saudi Arabia.

Summary of research question 1 findings. What are the key factors that affect and influence online business acceptance? According to the literature, several reasons such as

slow growth in Internet shopping, inadequate technology infrastructure, lack of interest in online shopping, and issues related to security and personal information privacy in cyberspace are the key issues hindering e-commerce industry in Saudi Arabia (Kingdom of Saudi Arabia, Ministry of Planning, 2005). The Saudi Arabian online consumer segment remains small because of these reasons. The study found several findings affecting online businesses in Saudi Arabia. Some the literature supported and some were additions to the literature. The most significant reasons found in the study affecting online business in Saudi Arabia are: (a) Lack of a technological infrastructure, and (b) Trust issues and ethical code of conduct. The study findings also supported that there is great potential for leading successful online business in Saudi Arabia based on the following: (a) Online businesses need more time to develop in Saudi Arabia compared to other countries, (b) Online businesses will be more accepted by younger generations, and (c) In order to be accepted, online business Web sites should be easy to use and navigate. Saudi Arabian business leaders can use these findings to better their chances of succeeding in online business in Saudi Arabia.

Research question 2. What are the necessary leadership skills to lead a successful online business? To answer this question, a descriptive statistics analysis approach was used to evaluate the relevant survey items, which were rated using a 5-point scale: 1 = Much less important skill in an online business to 5 = Much more important skill in an online business. Table 5 lists the highest ranked characteristics, which are considered significant, that a leader must have to lead a successful online business in Saudi Arabia, as the participants identified. The literature pointed out successful leader traits, and study the findings support these same traits for leading an online business in Saudi Arabia. From analyzing the relevant survey items related to research question 2, it is evident that leading an online business in Saudi Arabia requires the same traits a leader must have to lead any organization. The following

section will reexamine the literature theories that the findings supported and point out implications that leaders can use to lead successfully an online business in Saudi Arabia.

The highest rated items were item 19, “Honesty ($M = 4.04$),” and item 32, “Integrity ($M = 3.97$).” The literature supports these findings, as George (2008) argues the importance of authentic leadership and transparent leadership. The authentic leader tries hard to be an honest, trusting, yet ambitious leader. This is evident because the respondents ranked honesty and integrity as the main business leadership skills needed to lead a successful online business in Saudi Arabia. This indicates that authentic leadership that George presented applies to online business in Saudi Arabia. Furthermore, Robbins (2005) supports the findings. The author lists seven traits that differentiate leaders from nonleaders: (a) Ambition and energy, (b) Desire to lead, (c) Honesty and integrity, (d) Self-confidence, (e) Intelligence, (f) High self-monitoring, and (g) Relevant job knowledge. Robbins recognized honesty and integrity as one of the seven traits that differentiates a leader and a nonleader. The study participants ranked these most important. Thus, business leaders in Saudi Arabia should adapt these characteristics to have a better chance in leading an online business.

The respondents endorsed that for a leader to lead successfully an online business in Saudi Arabia, he or she would also need to have a purpose, item 38, “Has a purpose ($M = 3.88$).” Northouse (2007) argues that certain components have to be identified as central to the definition of leadership. These components consist of: (a) Leadership is a process, (b) Leadership involves influence, (c) Leadership occurs in a group context, and (d) Leadership involves goal attainment. If a leader does not have a purpose or goal, as Northouse describes it, he or she will not be successful. Thus, it is essential for a business leader leading a successful online business in Saudi Arabia to have an end goal or purpose.

Item 25, “Quickly recognize changing trends ($M = 3.87$)” and item 24, “Ready to try new ideas ($M = 3.82$),” are considered important traits for a leader, particularly in the online

market. Even though the literature suggests that these traits are important in general, it is important for leaders to recognize that they are important in leading an online business in Saudi Arabia. Saudi Arabian participants recognize that online trends change rapidly. Therefore, they endorsed that Saudi Arabian business leaders must have the ability to recognize the rapid change involved in online business and adapt to it. They also endorsed that leaders pursuing an online business must be open to trying new ideas since the online marketplace changes quickly.

Item 37, “Has respect for others ($M = 3.85$)”, item 23, “Ability to understand the feelings and emotions of employees ($M = 3.31$)”, and item 15, “Ability to motivate the employees ($M = 3.38$)”, were all supported in the literature. Robert Owen’s contributions to Western motivation theories break from the traditional approach to managing workers at his textile mill in New Lanark, Scotland. Shah and Shah (2009) explain that Owen came up with the idea that by treating his workers as he treated his work machines, those workers would be more loyal and motivated to work harder. Owen chose to break from the other textile mills of that time to begin providing better housing and a company shop for his mill workers to purchase necessities and other goods conveniently. By doing this, Owen respected his employees, understanding their needs and how they felt. The respect Owen gave to workers was effective in motivating them, which demonstrated emotional intelligence and empathy for workers’ needs, both key components of leadership. As the findings and literature suggest, it is important for online leaders in Saudi Arabia to respect to their followers, have the ability to understand the feelings and emotions of followers, and have the ability to motivate them. If business leaders in Saudi Arabia familiarize themselves with these traits, they have greater chances to succeed in leading an online business.

Item 46, “Understands organizational behavior and cultures ($M = 3.77$)” and item 45, “Ability to manage change ($M = 3.80$)”, were findings that the literature also supported.

Morgan (1998) asserts that viewing organizations as living organisms can help organizational leaders perceive their organizational cultures as vibrant, ever-changing, and open systems. He explains that an open system involves the human actors in the organization culture continuously exchanging information and undergoing various cycles of change to maintain a process of internal transformation via the various kinds of input, output, and feedback exchanges. The new emphasis for organizational leaders focuses on the interrelated subsystems in this open system and places importance on the environment. These interrelated subsystems include the environmental subsystem, the technological subsystem, the strategic subsystem, structural subsystem, human-cultural subsystem, and managerial subsystem. Saudi Arabian business leaders pursuing an online business must focus on how these subsystems work and interact with each to understand better organizational behavior and cultures. This allows these leaders to perceive and understand how the overall organization adapts to changes in the environment. Organizational culture can become so entrenched that an organizational leader has to use a professional process that can assure organizational change will be successful. Managing change is one of the most important areas for leading an online business in Saudi Arabia. Leaders have to grasp the skills to recognize, identify, and acknowledge what change is necessary to improve an organization's performance. Northouse (2007) defines leadership skill as the leader's ability to employ his or her knowledge and competencies to achieve a set of goals. Internal opposition to transformation within organizations has continued to be one of the most antagonistic forces that leaders have to counter in the process of enacting change (Kotter, 2002). Thus, Saudi Arabian business leaders have to have the ability to manage change. Understanding organizational behaviors and cultures would help leaders successfully lead an online business in Saudi Arabia.

Item 30, "Ambition and energy ($M = 3.77$)," and item 33, "Intelligence ($M = 3.77$)," were also supported by the literature, as Robbins (2005) clarifies seven traits that differentiate

leaders from nonleaders: “(1) Ambition and energy, (2) Desire to lead, (3) Honesty and integrity, (4) Self-confidence, (5) Intelligence, (6) High self-monitoring, and (7) Relevant job knowledge” (p. 157). An excellent point Robbins made regarding the trait approach to leadership and its large body of literature is that the research has done an excellent job distinguishing the traits and appearance of leadership in certain people but lacks evidence that distinguishes between ineffective leadership and effective leadership. In other words, traits in a leader might be identified but that person might still be an ineffective leader. However, the findings suggest that ambition, energy, and intelligence are important traits a leader must have to lead a successful online business in Saudi Arabia. Robbins also notes that other studies tested behavioral theories and frameworks to figure out ways effective leaders behaved specifically. These studies demonstrated that leadership theory was more complicated than just identifying traits and behaviors. This opened the way for the development of contingency theories. Northouse (2007) argues that the most widely recognized contingency theory for leadership is Fielder’s contingency theory, which focuses on matching leaders to appropriate situations. Northouse explains, “It is called contingency because it suggests a leader’s effectiveness depends on how well the leader’s style fit’s the context” (p. 113). For an online business leader in Saudi Arabia, it would mean finding a style that fits the context of an online business in Saudi Arabia.

Item 17, “Ability to identify own mistakes ($M = 3.44$),” item 26, “Implement ethics ($M = 3.82$),” item 47, “Forgiving ($M = 3.32$),” and item 40, “Transparent ($M = 3.72$),” were also supported by the literature. George (2008) argues the importance of authentic leadership and transparent leadership. The authentic leader tries hard to be an honest, trusting, yet ambitious leader. George developed an approach to leadership that focuses on authenticity and honesty. Leadership development is possible when following a certain set of guidelines

that result in authenticity being highly valued. George defines the True North compass of leadership as having the following elements:

- Leading with purpose requires self-awareness.
- Leading through values comes through developing clarity about your values, leadership principles, and ethical boundaries.
- Leading with heart comes through understanding your motivations and finding sport where motivations mesh with one's greatest capabilities.
- Leading with connected relationships comes through the development of a personal support team.
- Leading with self-discipline comes through the integration of one's life.

Authentic leadership in any business, including an online business in Saudi Arabia, can take the organization to a higher level of performance and productivity. Authentic leaders inspire positive emotions and positive results from their workers. Ethics also plays a critical role for an online business leader in Saudi Arabia. Cloke and Goldsmith (2005) stress the importance of organizational leaders being able to resolve effectively work conflicts by simply discussing the shared ethical values and shared ethical norms. To be successful in the online marketplace, it is important for business leaders in Saudi Arabia to have strong ethical code of conduct that relates to the Islamic code of conduct embedded in the Saudi Arabian culture.

Item 35, "Ability to lead people ($M = 3.45$)," item 41, "Political awareness ($M = 3.35$)," item 16, "Self confidence ($M = 3.39$)," and item 20, "Vision to be successful ($M = 3.82$)," were also supported in the literature, as Goleman (1998) clarifies some emotional competencies that are related to leadership success. These are:

- Initiative, achievement drive, and adaptability.
- Influence, team leadership, and political awareness.
- Empathy, self-confidence, and developing others.

When considering these emotional competencies and relating them to some of the other leadership literature findings, similarities are evident. In order for businesses leaders to be successful in the online marketplace in Saudi Arabia, they have to build the abilities, skills, and traits that are interrelated to success in leadership roles. They have to become ambitious people who believe in themselves and their vision and have the drive to get things done and do them the right way. They have to have an inspired drive to guide their followers toward success in the online marketplace. This is an important component in all leadership literature. Leaders are ambitious and driven to be successful in their leadership roles. Self-esteem, self-awareness, and self-confidence are all elements of an effective leader, as clearly brought out in this leadership literature review. Branden (1994) identified the importance of self-esteem in leadership roles. Leaders with high self-esteem shape and build high self-esteem in followers. Leaders with high self-esteem are innovative and adaptive.

Summary of research question 2 findings. What are the necessary leadership skills to lead a successful online business? The findings revealed that there is no major difference in the necessary skills a leader must have to lead an online business in Saudi Arabia compared to leading a traditional business. The findings of the leadership skills needed to lead an online business in Saudi Arabia were supported by the literature; honesty and integrity ranked highest in the leadership skill list, as perceived by targeted audience. This implies that to become a successful online business leader in Saudi Arabia, one needs to be ethically and morally sound. These factors (more than other factors) can influence a leader's capacity and ability to create followers in Saudi Arabia's online marketplace. Nonetheless, no single leadership style is required to be adopted entirely, rather the Saudi Arabian online business

marketplace requires a leader who is dynamic in his or her approach toward leading people, situations, and online business matters. The participants endorsed the follows traits as the most important skills necessary to lead an online business in Saudi Arabia, in descending order:

- Item 19, “Honesty ($M = 4.04$),”
- Item 32, “Integrity ($M = 3.97$),”
- Item 38, “Has a purpose ($M = 3.88$),”
- Item 25, “Quickly recognize changing trends ($M = 3.87$),”
- Item 37, “Has respect to others ($M = 3.85$),”
- Item 20, “Vision to be successful ($M = 3.82$),”
- Item 24 “Ready to try new ideas ($M = 3.82$),”
- Item 26 “Implement ethics ($M = 3.82$),”
- Item 45, “Ability to manage change ($M = 3.80$),”
- Item 46, “Understands organizational behavior and cultures ($M = 3.77$),”
- Item 30, “Ambition and energy ($M = 3.77$),”
- Item 33, “Intelligence ($M = 3.77$),”
- Item 40, “Transparent ($M = 3.72$),”
- Item 35, “Ability to lead people ($M = 3.45$),”
- Item 17, “Ability to identify own mistakes ($M = 3.44$),”
- Item 16, “Self-confidence ($M = 3.39$),”
- Item 15, “Ability to motivate the employees ($M = 3.38$),”
- Item 41, “Political awareness ($M = 3.35$),”
- Item 47, “Forgiving ($M = 3.32$),” and
- Item 23, “Ability to understand the feelings and emotions of employees ($M = 3.31$).”

Research question 3. Are the respondents' perceptions of the key factors related to their demographic characteristics (gender, age, education, etc.)? To answer this question, relevant survey items were correlated with six demographic items (language, gender, age, education, marital status, and business ownership duration). For the resulting 84 correlations, 16 were statistically significant at the $p < .05$ level. The following section reexamines the literature theories that the findings supported and point out implications leaders can use to lead successfully an online business in Saudi Arabia. Specifically, those respondents who took the survey in Arabic were more likely to agree with Item 56, "It is easy to create trust among online shoppers in Saudi Arabia ($p = .03$)," and Item 63, "'Online Business' is a new concept for me ($p = .001$)." The literature supports these findings since online businesses are not present in Saudi Arabia for different reasons such as not trusting online business transactions. However, the respondents who took the survey in English had more exposure to online businesses because most online businesses known worldwide are in English such as eBay.com and Amazon.com. Thus, trust is not a big issue since familiarity plays a role. George (2008) argues the importance of authentic leadership and transparent leadership. The authentic leader tries hard to be an honest, trusting, yet ambitious leader. Building trust and awareness is necessary for online business leaders in Saudi Arabia to lead successfully an online business.

Female respondents were more likely to agree with Item 51, "In Saudi Arabia, young generation will positively respond to online shopping portals ($p = .02$)," and Item 54, "In Saudi Arabia, the trend of online shopping will increase with the passage of time ($p = .05$)." This could be because the percentage of stay-at-home females is high in Saudi Arabia compared with men, which gives them more time to spend online exploring business possibilities. The literature stated that overall, online shopping in Saudi Arabia is difficult because of the absence of resources that provide clear Internet usage and because there are no

clear indications what future trends might be. Thus, female respondents' perceptions were not supported in the literature and could be considered new to the literature. The literature did suggest that younger generations would be more likely to do business online in Saudi Arabia. This is also supported in the next finding, since younger respondents were more likely to agree with Item 51, "In Saudi Arabia, young generation will positively respond to online shopping portals ($p = .05$)."

However, younger generation responses were more likely to agree with item 62, "In Saudi Arabia, I don't trust doing business online ($p = .03$)."

This might be because online business in Saudi Arabia is a new concept to them, as the problem statement suggested. Younger generation responses were less likely to agree with item 55, "The Saudi Arabian government supports online businesses ($p = .001$)," and item 56, "It is easy to create trust among online shoppers in Saudi Arabia ($p = .05$)."

This could be because, as the findings suggests, younger generations are more likely to support online businesses in Saudi Arabia and hence are optimistic that online businesses can succeed in Saudi Arabia. Another reason might be that the survey's targeted audience consisted of younger people studying in the U.S. and who are exposed to online shopping in the U.S. They can relate and compare it to the Saudi Arabian online market. Key takeaways that can contribute to success in leading a Saudi Arabian online business are: (a) There is potential for online businesses in Saudi Arabia with the passage of time; (b) Online businesses should target younger generations; and (c) Leaders should invest in building trust among the targeted online businesses customers in Saudi Arabia.

Those with more education were more likely to agree with item 54, "In Saudi Arabia, the trend of online shopping will increase with the passage of time ($p = .04$)."

This response is expected. A more educated population can sense that online businesses have great potential in Saudi Arabia. This finding resulted from the survey's target audience consisting of Saudi

Arabians who are in the U.S. pursuing higher education degrees. It is also important to mention that this group has been exposed to online businesses in the U.S. This suggests that leaders pursuing an online business in Saudi Arabia must consider the target audience, who are not only young but who are also well educated. This is new to the literature since nothing in the literature supports this finding.

Married respondents were more likely to agree with item 54, “In Saudi Arabia, the trend of online shopping will increase with the passage of time ($p = .05$),” and Item 60, “In Saudi Arabia, the Internet has made transactions easier from the traditional ways ($p = .04$),” but less likely to agree with item 50, “In Saudi Arabia lack of technology infrastructure is a main obstacle to online business ($p = .01$).” The findings could indicate that married people have less time to spend on the Internet, since most married people have a lot of commitments, which would support their tendency to agree with online business making transactions easier than the traditional way. This could be why married people agreed that online businesses have a future in Saudi Arabia and that technological infrastructure is not an obstacle for leaders to pursue online businesses. The literature yielded no relevant data or resources about online markets in Saudi Arabia, so the findings are new to the literature. This finding proves greater potential for online businesses in Saudi Arabia and leaders should add married people to the potential targeted audience of younger generations and well-educated people.

Respondents who owned their own business longer were more likely to agree with item 55, “The Saudi Arabian government supports online businesses ($p = .01$),” and item 60, “In Saudi Arabia, the Internet has made transactions easier from the traditional ways ($p = .01$).” These people have been doing business for a longer period of time and are more aware of how online transactions make business easier. It is also clear that people who own or have owned businesses are more aware of the Saudi Arabian government initiatives to introduce e-government transactions. The Saudi Arabian government initiatives stem from the need to

facilitate procedures and government transaction in a much easier friendly manner for citizens. This eliminates obstacles that Saudi Arabian citizens faced using conventional business methods. The Saudi Arabian government is trying to compete with more advanced governments in neighboring countries such as the United Arab Emirates and Western countries such as the U.S. These findings also support that there is great potential for online businesses in Saudi Arabia. The finding suggests that people who already own businesses or have owned businesses prefer online transactions because they make things easier. This is a target audience that leaders should consider when pursuing an online business in Saudi Arabia. This also is a new addition to the literature.

Summary of research question 3 findings. Are the respondents' perceptions of the key factors related to their demographic characteristics (gender, age, education, etc.)? To answer this question, relevant survey items were correlated with six demographic items (language, gender, age, education, marital status, and business ownership duration). For the resulting 84 correlations, 16 were statistically significant at the $p < .05$ level. The following demographic items affected the responses, as the findings suggested:

- People who took the survey in Arabic,
- Female participants,
- Younger participants,
- People who are more educated,
- Married participants,
- People who own a business or have owned a business.

The literature suggested that there was not sufficient data or enough resources pertaining to the online market in Saudi Arabia. The findings are a new addition to the literature.

Research question 4. Are the respondents' perceptions of the necessary leadership skills related to their demographic characteristics (gender, age, education, etc.)? To answer this question, the 34 relevant survey items were correlated with six demographic items (language, gender, age, education, marital status, and business ownership duration). For the resulting 204 correlations, nine were statistically significant at the $p < .05$ level. The following section reexamines theories in the literature that the findings supported and point out implications that leaders can use to lead successfully an online business in Saudi Arabia. Specifically, those who took the survey in Arabic were more likely to endorse the importance of the following leadership skills for an online business: (a) "honesty ($p = .006$)," (b) "provide training to employees ($p = .01$)," (c) "has respect for others ($p = .02$)," (d) "has a purpose ($p = .01$)," and (e) "understands organizational behavior and cultures ($p = .03$)."

However, those who took the survey in Arabic were less likely to endorse the importance of the "ability to identify own mistakes ($p = .02$)."

These findings can result from many factors. The first could be that people taking the survey in Arabic relate emotionally to the Saudi Arabian culture and the skill sets a leader must have to lead a successful online business in Saudi Arabia. A good example of this is reading the *Holy Quran* in Arabic, which is its original language, and reading it in translated languages such as English. The meaning is the same in both languages but the emotional impact or influence is different. Another explanation could be that 70% of participants took the survey in Arabic, which suggests that the majority of the participants consider these factors to be important to success in an online business in Saudi Arabia. The literature does not explain why participants taking the survey in Arabic would be different than participants taking the survey in English. That participants who took the survey in Arabic endorsed these traits while participants who took the survey in English did not is new to the literature and could be an area for further research. A key

takeaway for leaders is that the traits Arabic survey takers endorsed must be considered when pursuing an online business in Saudi Arabia.

Among the participants, 70% took the survey in Arabic. This influenced these findings, and results in following explanations for each of the findings. Before discussing the findings, what they mean, and how they relate to the literature, it is important to mention the connection between the traits the percipients endorsed and the traits the literature examined is explained in this chapter's research question 2 section.

For the first endorsed trait participants taking the survey in Arabic chose was "honesty ($p = .006$).” Robbins (2005) lists seven traits that differentiate leaders from nonleaders: (a) Ambition and energy, (b) Desire to lead, (c) Honesty and integrity, (d) Self-confidence, (e) Intelligence, (f) High self-monitoring, and (d) Relevant job knowledge. This aligns with participants endorsing honesty as an important trait for leading on online business in Saudi Arabia. That Islamic Shari'ah law drives the Saudi Arabian culture is a valid reason for endorsing such a trait, since honesty is an important pillar of Islam. Leaders have to keep that in mind if they want to pursue a successful online business in Saudi Arabia.

The second trait participants taking the survey in Arabic endorsed was "providing training to employees ($p = .01$).” Giving that online businesses are new to the Saudi Arabian market, it makes sense that training employees is an important skill set a leader must have to lead a successful online business in Saudi Arabia. Hamel (2007) argues management has to change its entrenched traditions and principles guiding management practices and processes, which would include training employees. Leaders must consider the resources needed to train employees, especially for something that is new to the culture and marketplace.

The next online business leader's skill set participants taking the survey in Arabic endorsed was "has respect for others.”(Is there a p value for this?) That Islamic Shari'ah law drives the Saudi Arabian culture is a valid reason for endorsing such a trait. Respect for

others is an important characteristic that Muslims have to comply with religiously, so it makes sense that this characteristic is endorsed (as cited in Donnelly et al., 1995). Goodrich and Sherwood's (1990) survey of 200 human resource executives in *Personnel* indicates the factors executives listed as extremely important for employee motivation were responsibility, autonomy, respect and recognition, sense of well being on the job, and opportunities to have one's ideas adopted. Leaders have to keep that in mind if they want to pursue a successful online business in Saudi Arabia. The literature and the findings both support the importance of respecting others.

Participants who took the survey in Arabic also endorsed the leadership trait "has a purpose ($p = .01$).” Northouse (2007) argues that certain components have to be identified as central to the definition of leadership. These components consist of: (a) Leadership is a process, (b) Leadership involves influence, (c) Leadership occurs in a group context, and (d) Leadership involves goal attainment. If a leader does not have a purpose, he or she will not succeed as a leader. Thus, it is essential for a business leader leading a successful online business in Saudi Arabia to have an end goal or purpose.

"Understands organizational behavior and cultures ($p = .03$)" was also endorsed by participants who took the survey in Arabic. Since online businesses are new to the Saudi Arabian market, a leader has to understand the organizational behavior and culture in order to be successful. Morgan (1998) asserts that viewing organizations as living organisms can help organizational leaders perceive their organizational cultures as vibrant, ever-changing, and open systems. For business leaders to lead a successful online business in Saudi Arabia, they must understand every aspect of the culture and organization that they want to establish or move from the traditional to online marketplace.

Male respondents were more likely to endorse the following leadership skills for an online business: (a) "ability to lead people ($p = .05$)," and (b) "forgiving ($p = .05$).” These

findings could result from the Saudi Arabian culture being a male-dominant culture. Thus, male gender dominates the majority of the workforce in both the public and private sectors. This gives the Saudi Arabian male the advantage of accumulating more practical work experience, business knowledge, and an understating of what is needed for a successful online business in Saudi Arabia. The Saudi Arabian male views the ability to lead and the ability to forgive as crucial traits for leading a successful online business in Saudi Arabia. This does not mean that the Saudi Arabian female undermines these leadership skills. Rather, females also think that they are important in both the online and traditional workplace. These findings were not examined in the literature. The perceptions of Saudi Arabian males and Saudi Arabian female pertaining to different leadership skills are new to the literature. It is important for online business leaders in Saudi Arabia when dealing with male followers to demonstrate the ability to lead as well as to be forgiving.

Older respondents were more likely to endorse the importance of the leadership skill “has respect for others ($p = .05$).” Respondents who were older than 40 years were found to value respect more than their younger counterparts. The Saudi Arabian culture is driven by Islamic religion, which strongly endorses respecting others. This characteristic is embedded in the ethical perceptions of older generations in Saudi Arabia. Saudi Arabian older generations value personal respect, which is the basis for long-lasting relationships with their business partners. Older generations adhere to Islamic laws, and they try to keep these values embedded in the norms. Thus, they endorse this characteristic. Respecting others is an important leadership characteristic that Saudi Businessmen and businesswomen have to adapt if they want to succeed in leading an online business in Saudi Arabia. The perception of older generations was not examined in the literature and is new to the literature. Leaders should acknowledge that when dealing with older generations, respect is their most valued characteristic in a leader. In addition, the demographic variables of education, marital status,

and business ownership duration had no significantly correlations with any of the 34 survey items.

Summary of research question 4 findings. Are the respondents' perceptions of the necessary leadership skills related to their demographic characteristics (gender, age, education, etc.)? To answer this question, the 34 relevant survey items were correlated with six demographic items (language, gender, age, education, marital status, and business ownership duration). For the resulting 204 correlations, nine were statistically significant at the $p < .05$ level. The following demographic items affected the responses:

- People who took the survey in Arabic.
- Male participants
- Older participants

The findings are new to the literature, since the literature revealed no data or sufficient resources pertaining to the online market in Saudi Arabia,.

Conclusions, Findings, and Implications

The purpose of this study was to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies for growth and success. This chapter discussed the survey findings from 142 Saudi Arabian citizens who took an online questionnaire. Findings were discussed in relation to previous research and implications for future leaders were presented.

The study findings suggest that the majority of respondents preferred responding in Arabic (70.4%). Most of the respondents were male (75.4%). Only a small percentage was younger than 21 and older than 50 (14.7%). The major percentage consisted of people with bachelor's and master's degrees (76.1%). Business owners accounted only 44.4% of the respondents. The growth of online business was attributed to passage of time and likelihood

of young people using more online services. The respondents thought that the government did not provide enough infrastructural support for online businesses.

The study found several findings affecting online businesses in Saudi Arabia, some that were supported by the literature and some that were new to the literature. The most significant study findings affecting online business in Saudi Arabia are: (a) lack of a technological infrastructure, and (b) trust issues and ethical code of conduct. The study findings also supported a great potential for leading a successful online business in Saudi Arabia based on the following findings: (a) Online businesses need more time to develop in Saudi Arabia compared to other countries; (b) Online businesses will be more accepted by younger generations; and (c) In order to be accepted, online business Web sites should be easy to use and navigate. Saudi Arabian business leaders can use these findings to better their chances of succeeding in online business in Saudi Arabia.

The findings revealed that there is no major difference in the skills a leader must have to lead an online business in Saudi Arabia compared with leading a traditional business. The participants endorsed the following traits as most important skills necessary for leading an online business in Saudi Arabia, in descending order:

- Item 19, "Honesty ($M = 4.04$),"
- Item 32, "Integrity ($M = 3.97$),"
- Item 38, "Has a purpose ($M = 3.88$),"
- Item 25, "Quickly recognize changing trends ($M = 3.87$),"
- Item 37, "Has respect to others ($M = 3.85$),"
- Item 20, "Vision to be successful ($M = 3.82$),"
- Item 24, "Ready to try new ideas ($M = 3.82$),"
- Item 26, "Implement ethics ($M = 3.82$),"
- Item 45, "Ability to manage change ($M = 3.80$),"

- Item 46, “Understands organizational behavior and cultures ($M = 3.77$),”
- Item 30, “Ambition and energy ($M = 3.77$),”
- Item 33, “Intelligence ($M = 3.77$),”
- Item 40, “Transparent ($M = 3.72$),”
- Item 35, “Ability to lead people ($M = 3.45$),”
- Item 17, “Ability to identify own mistakes ($M = 3.44$),”
- Item 16, “Self-confidence ($M = 3.39$),”
- Item 15, “Ability to motivate the employees ($M = 3.38$),”
- Item 41, “Political awareness ($M = 3.35$),”
- Item 47, “Forgiving ($M = 3.32$),” and
- Item 23, “Ability to understand the feelings and emotions of employees ($M = 3.31$).”

No single leadership style is required to be adopted entirely, rather the Saudi Arabian online business marketplace requires a leader who is dynamic in his or her approach toward leading people, situations, and online business matters. This study adds to the body of knowledge with implications for business leaders pursuing an online business in Saudi Arabia and the Middle East. The study outlined areas where business leaders and entrepreneurs can learn from the findings and build organizations with a solid foundation of values and ethics.

Recommendations for Practice

This research study determined that there is great potential for online businesses in Saudi Arabia and the Middle Eastern region. The findings strongly suggest that with passage of time, online businesses will eventually pick up in Saudi Arabia. This study has recommendations for business leaders and entrepreneurs pursuing an online business in Saudi Arabia and/or the Middle Eastern region. Based on this study’s findings and a review of prior research in this area, the following recommendations are suggested:

- It is recommended that business leaders and entrepreneurs in Saudi Arabia and the Middle Eastern region should feel confident about pursuing an online business from a business-to-consumer perspective or from a business-to-business perspective.
- Business leaders and entrepreneurs planning to start an online business should not limit their leadership style to single leadership style. Although authentic leadership style would seem from the findings the most appropriate style to use in Saudi Arabia, a situational leadership style would also be appropriate.
- Business leaders and entrepreneurs intending to operate an online business in Saudi Arabia should be respect and consider the norms, culture, and religious sensitivities.
- Respect and recognition are important in most of work settings but are critically necessary while operating an online business in Saudi Arabia.

Recommendations for Future Research

The findings of this study were limited to the responses of 142 Saudi Arabian citizens who are either business owners or who have owned business and students studying in the U.S. The small sample is not statistically representative of the general population, although a statistical analysis of the quantitative data was conducted. Recommendations for future research include:

- Even though all participants of this study were Saudi Arabian citizens, there were differences in the findings when the participants took the survey in Arabic and when the participants took the survey in English. Explaining the reasons for these differences is suggested for future study.

- It would be interesting to study and compare the leadership characteristics of successful leaders who lead online companies in the West. How are they different from one another and what can be learned from these successful online carriers?
- Doing the same study with a much larger population sample divided equally among all Middle Eastern countries rather than only Saudi Arabia might have different results.

Summary and Concluding Thoughts

The research provided a chance to investigate the impact of leadership styles on the growth of online businesses in Saudi Arabia and Saudi Arabian citizens' perception of factors affecting online businesses growth in Saudi Arabia. Different leadership theories, their application, and relationship to business success were analyzed. The empirical research findings obtained through this research were critical in developing an informed perspective regarding leadership style and online business success in Saudi Arabia. It is the author's desire that this study inspire business leaders and entrepreneurs to pursue online businesses in the Saudi Arabian marketplace, focusing on the good of the whole, making a positive impact on the community, and connecting Saudi Arabia to the rest of the world via the online marketplace.

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APPENDIX A

Protecting Human Research Certificate of Completion

**CERTIFICATE OF COMPLETION
PROTECTING HUMAN SUBJECTS RESEARCH****Subject:** Protecting Human Subject Research Participants**Date:** Tuesday, January 1, 2013 11:39 PM PT**From:** Saved by Capture Screen Function on MacBook

APPENDIX B

IRB Application

|Cover Letter to IRB



July 28, 2013

Graduate and Professional School IRB
Graduate School of Education &
Psychology Pepperdine University
6100 Center Drive 5th Floor
Los Angeles, CA 90045

Dear Sir or Madam:

I am submitting my application and proposal for exempt IRB review. I have read and will act in full accordance with the ethical principles for human research protections. I have successfully completed the National Institutes of Health (NIH) training course "Protecting Human Research Participants".

I have made the necessary GPS IRB modifications as stated in the letter from Dr. Doug Leigh, Ph.D., Chair, Graduate and Professional Schools IRB. I have highlighted the changes made in the application in red ink.

I have not violated any copyright laws in the use of the instrument for my proposed study and have fulfilled department requirements to proceed and apply for IRB approval by successfully passing my preliminary oral exam.

In addition, I have obtained site approvals from the Saudi Arabian Culture Mission and from the Saudi Arabian Chamber of Commerce to distribute my online survey via email to targeted audience.

Thank you in advance for your review.

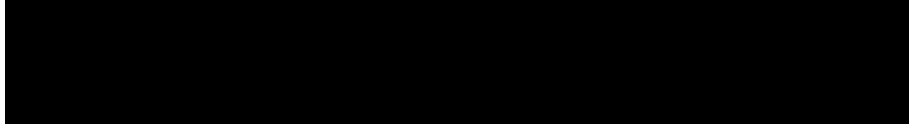
Sincerely,

Ahmmad Garatli

Ahmmad Garatli

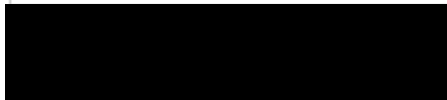
**PEPPERDINE IRB Application
for a Claim of Exemption**

Date: 6/30/2013	IRB Application/Protocol #: E0713D05	
Principal Investigator: Ahmmad A Garatli		
<input type="checkbox"/> Faculty	<input type="checkbox"/> Staff	<input checked="" type="checkbox"/> Student <input type="checkbox"/> Other
School/Unit:	<input type="checkbox"/> GSBM <input checked="" type="checkbox"/> GSEP	<input type="checkbox"/> Seaver <input type="checkbox"/> SOL <input type="checkbox"/> SPP
<input type="checkbox"/> Administration	<input type="checkbox"/> Other:	



Email Address: garatli@gmail.com

Faculty Supervisor: Dr. June Schmieder-Ramirez	<i>(if applicable)</i>	
School/Unit:	<input type="checkbox"/> GSBM <input checked="" type="checkbox"/> GSEP	<input type="checkbox"/> Seaver <input type="checkbox"/> SOL <input type="checkbox"/> SPP
<input type="checkbox"/> Administration	<input type="checkbox"/> Other:	



Project Title: WHAT ARE THE NECESSARY SKILLS FOR LEADING AN ONLINE BUSINESS IN SAUDI ARABIA

Type of Project (Check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Dissertation | <input type="checkbox"/> Thesis Undergraduate |
| <input type="checkbox"/> Research | <input type="checkbox"/> Independent Study |
| <input type="checkbox"/> Classroom Project | <input type="checkbox"/> Faculty Research |
| <input type="checkbox"/> Other: | |

Is the Faculty Supervisor Review Form attached? Yes No N/A

Has the investigator(s) completed education on research with human subjects? Yes No
Please attach certification form(s) to this application. Attached

Investigators are reminded that Exemptions will NOT be granted for research involving prisoners, fetuses, pregnant women, or human in vitro fertilization. Also, the exemption at 45 CFR 46.101(b)(2), for research involving survey or interview procedures or observations of public behavior, does not apply to research with children (Subpart D), except for research involving observations of public behavior when the investigator(s) do not participate in the activities being observed.

- Briefly summarize your proposed research project, and describe your research goals/objectives.

By clarification of the social, political, economic, legal, intercultural, and technological environments of Saudi Arabia's online business industry, the purpose of this research will

be to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies of growth and success today and in the future. Thirty to sixty business owners and graduate business students in Saudi Arabia will be surveyed via an online survey to identify factors affecting online business in Saudi Arabia and to identify the necessary skill sets a leader must have to lead an online business in Saudi Arabia.

2. Using the categories found in Appendix B of the Investigator Manual, list the category of research activity that you believe applies to your proposed study.
 - 2) Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless:
 - A) Information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; and
 - B) Any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

3. Briefly describe the nature of the involvement of the human subjects (observation of student behavior in the classroom, personal interview, mailed questionnaire, telephone questionnaire, observation, chart review, etc):

Using www.qualtrics.com an online link will be sent via email to Saudi Arabian Businessmen through the Saudi Arabian Chamber of Commerce and Saudi Arabian graduate students through the Saudi Arabian Culture mission in Washington DC. The link sent via email will give the email recipient access to the online survey that starts with the first page that has an introductory explanation of the researcher and the study. The next section has the study description in more detail. The third section has the informed consent form that the participant needs to agree with in order to continue otherwise the recipient will be exited from the survey. *It is important to note that the researcher has obtained permission from the Saudi Arabian Culture Mission and Chamber of Commerce to conduct the research study and send the survey link through their mailing list. Approval letters from both are attached.*

If the participant agrees to the informed consent then he/she can proceed to the actual survey questions, which are divided into 3 sections. First section has demographic information such as age, education, etc. Next section gathers data regarding the necessary skills needed to lead an online business in Saudi Arabia and the final section gathers data regarding the perception of Saudi Arabians to online business in general. *It is important to note that the Arabic survey questions that begin with Q69 are the exact same questions (only translated) found in the English version of the survey beginning with Q7 Demographic Information.* The identity of the participant has no value to the study and will not be gathered or asked for.

4. Explain why you think this protocol should be considered exempt. Be sure to address all known or potential risks to subjects/participants.

This study meets the requirements for exempt status under the federal regulations federal regulation under 45 CFR 46.101b. The nature of research fits the 2nd category:

- 2) Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless:
 - A) Information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; and
 - B) Any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

No implications for criminal or civil liability, employability, or damage to subject's financial standing or

reputation would exist if data were known outside the study. The research does not use a protected group as subjects (e.g. fetuses, pregnant women, prisoners, mentally handicapped, minors in a survey or interview study, or minors in a participant observation study). The study does not present more than a minimal risk to subjects. The study does not involve deception.

This study will be made up of data collected using an online survey distributed to Saudi Arabian citizens who own businesses in Saudi Arabia or have owned businesses in Saudi Arabia as well as Saudi Arabian graduate students majoring in business as explained in question 3 above.

The principal risk to the participant is any potential harm as a result of a breach of confidentiality. Participation in this study will be associated with no more than minimal risks and/or discomfort. Minimal risk is described in the GPS IRB manual as the probable harm that the activities in the research will cause the participant, which should be no greater than when performing normal activities, or when undergoing psychological or physical testing.

The 'minimal' risk that each participant involves is that other people may discover they participated in the study even though their identity is protected. However, all survey responses will be kept confidential, so this risk is very low. Another potential minimal risk is the possible burden on the participant's time.

Risks will be minimized in the following ways: (a) participant's identity and company they own will not be needed for the study and will not be asked for by investigator (b) no specific identifying information will be used or reported in any way, (c) if the participant experiences exhaustion, fatigue, or irritability while completing the survey; the participant could stop or leave participation in the study. Participants will be clearly made aware that their participation in this study was completely voluntary. The participants will have the option to discontinue the survey at any time without penalty. The research will secure an informed consent from all participants which will explain that the participants can have the right to withdraw at any time, understand the participation will be strictly voluntary, agree to the confidentiality measures that will be taken, and will be able to review the results of the study for accuracy after it has been published on Pepperdine's dissertation database. Last, participants will be made aware of their rights and were provided with the Dissertation Chairperson Dr. June Schmieder-Ramirez contact information (jschmied@pepperdine.edu) as well as the IRB Chairperson Dr. Doug Leigh contact information (Doug.leigh@pepperdine.edu).

5. Explain how records will be kept.

There will be no personal information collected that links the participants to the data collected. However, to protect the actual data collected the principal researcher will only handle all the data. The data will be kept on the researcher's personal computer in a password-protected file during the research period and on the online survey provider website database. After all survey results are collected, all data will be transferred onto an external thumb drive and put in the locked box in the researcher's home for three years, at which time all supporting data which includes informed consent that does not link participants to data collected nor ask for identifying information will be destroyed.

In compliance with IRB, the principal investigator will take the following measures to ensure confidentiality: (a) there will be no names identified *nor collected* of any of the participants in the study; *The consent documents will not link the participants with a particular questionnaire and will be kept separately in a different password looked file on researchers computer;* (b) paper copies, if produced, of the data files will be kept in a locked safe in the investigator's home; (c) after the study, electronic statistical and quantitative data will be stored on an external thumb drive that is password protected and looked in a safe at the researchers home; (d) IP addresses will not be *collected nor linked* to participant responses; (e) all information collected will be backed up on an external thumb drive which is stored in a safe at the principal investigator's home; (f) only the principal investigator will have access to the research data; *(g) after 3 years all data gathered will be destroyed*

Electronic statistical and quantitative data will be stored on an external thumb drive and on the principal investigator's personal computer, which both are password protected. All information collected (computer drive, notes, and hand-written data) will be backed up on an external thumb drive, which will be stored in a safe at the principal investigator's home. Sensitive material will be stored according to IRB transcription coding sheets and files will be kept in a safe at the principal investigator's home for 3 years. After 3 years has expired, the principal investigator will destroy all information collected in the study.

6. Yes No Are the data recorded in such a manner that subjects can be identified by a name or code? If yes:

- Who has access to this data and how is it being stored?
 - If you are using a health or mental health assessment tool or procedure, what is your procedure for referring the participant for follow-up if his/her scores or results should significant illness or risk? Please describe.
 - Will the list of names and codes be destroyed at the end of the study? Explain your procedures.
7. Attach a copy of all data collection tools (e.g., questionnaires, interview questions or scripts, data collection sheets, database formats) to this form. Be sure to include in such forms/scripts the following information: Attached
- a statement that the project is research being conducted in partial fulfillment of the requirements for a course, master's thesis, dissertation, etc. (if applicable)
 - purpose of study
 - a statement that subjects' responses will be kept anonymous or confidential (explain extent of confidentiality if subjects' names are requested)
 - if audiotaping or videotaping, a statement that subject is being taped (explain how tapes will be stored or disposed of during and after the study)
 - a statement that subjects do not have to answer every question
 - a statement that subject's class standing, grades, or job status (or status on an athletic team, if applicable) will not be affected by refusal to participate or by withdrawal from the study (if applicable)
 - a statement that participation is voluntary

Please note that your IRB may also require you to submit a consent form or an **Application for Waiver or Alteration of Informed Consent Procedures form**. Please contact your IRB Chairperson and/or see the IRB website for more information.

8. Attach a copy of permission forms from individuals and/or organizations that have granted you access to the subjects. Attached
9. Yes No Does your study fall under HIPAA? Explain below.

Study not health or medical related but rather focuses on best practices related to leading an online business in Saudi Arabia.

9.1 If HIPAA applies to your study, attach a copy of the certification that the investigator(s) has completed the HIPAA educational component. Describe your procedures for obtaining Authorization from participants. Attach a copy of the Covered Entity's HIPAA Authorization and Revocation of Authorization forms to be used in your study (see Section XI. of the Investigator Manual for forms to use if the CE does not provide such forms). If you are seeking to use or disclose PHI without Authorization, please attach the **Application for Use or Disclosure of PHI Without Authorization** form (see Section XI). Review the HIPAA procedures in Section X. of the Investigator Manual.

Please note that survey in appendixes might not be formatted correctly due to cut and past from online survey provider www.qualtrics.com but is aligned and formatted correctly on website sever online.

I hereby certify that I am familiar with federal and professional standards for conducting research with human subjects and that I will comply with these standards. The above information is

correct to the best of my knowledge, and I shall adhere to the procedure as described. If a change in procedures becomes necessary I shall submit an amended application to the IRB and await approval prior to implementing any new procedures. If any problems involving human subjects occur, I shall immediately notify the IRB Chairperson.

Ahmmad Garatli

7/27/2013

Principal Investigator's Signature

Date

Jane Schmieder-Ramirez

7/28/13

Faculty Supervisor's Signature
(if applicable)

Date

Appendices/Supplemental Material

Use the space below (or additional pages and/or files) to attach appendices or any supplemental materials to this application.

APPENDIX C

Copy of IRB Approval

PEPPERDINE UNIVERSITY

Graduate & Professional Schools Institutional Review Board

August 5, 2013



Protocol #: E0713D05

Project Title: What are the Necessary Skills for Leading an Online Business in Saudi Arabia

Dear Ms. Garatti,

Thank you for submitting your application, *What are the Necessary Skills for Leading an Online Business in Saudi Arabia*, for exempt review to Pepperdine University's Graduate and Professional Schools Institutional Review Board (GPS IRB). The IRB appreciates the work you and your faculty advisor, Dr. June Schmieder-Ramirez, have done on the proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations (45 CFR 46 - <http://www.nihtraining.com/ohsrsite/guidelines/45cfr46.html>) that govern the protections of human subjects. Specifically, section 45 CFR 46.101(b)(2) states:

(b) Unless otherwise required by Department or Agency heads, research activities in which the only involvement of human subjects will be in one or more of the following categories are exempt from this policy:

Category (2) of 45 CFR 46.101, research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: a) Information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; and b) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

In addition, your application to waive documentation of consent, as indicated in your **Application for Waiver or Alteration of Informed Consent Procedures** form has been approved.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit a **Request for Modification Form** to the GPS IRB. Because your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the GPS IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite our best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the GPS IRB as soon as possible. We will ask for a complete explanation of the event and your response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the GPS IRB and the appropriate form to be used to report this information can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* (see link to "policy material" at <http://www.pepperdine.edu/irb/graduate/>).

Please refer to the protocol number denoted above in all further communication or correspondence related to this approval. Should you have additional questions, please contact Veronica Jimenez, GPS IRB Manager at gpsirb@pepperdine.edu. On behalf of the GPS IRB, I wish you success in this scholarly pursuit.

Sincerely,



Doug Leigh, Ph.D.
Chair, Graduate and Professional Schools IRB
Pepperdine University

cc: Dr. Lee Kats, Vice Provost for Research and Strategic Initiatives
Ms. Alexandra Roosa, Director Research and Sponsored Programs
Dr. June Schmieder-Ramirez, Graduate School of Education and Psychology

APPENDIX D

Online Informed Consent

Please continue this survey after carefully reading the consent form below and signing it by checking the box that states “I have read and fully understand the consent forum and agree to participate in this study” otherwise choose “I choose not to participate in this study” and you will be exited from the survey.

INFORMED CONSENT FOR PARTICIPATION IN RESEARCH ACTIVITIES

1. Your participation will involve the following:

Completing an online survey by completing 3 sections of questions. First section of questions will be related to demographic information such as age, gender etc. Second section will be on your opinion on the leadership qualities needed to lead an online business in Saudi Arabia. The third and final section will be on your opinion on online business perception in Saudi Arabia. Completing the survey with all 3 sections should take about 15 minutes of your time.

2. Your participation in the study will be voluntarily and that data gathered from your participation will be studied over the study period that is approximately between July, 2013 and May, 2014. The study shall be conducted over the Internet via an online survey using www.qualtrics.com. You understand that IP addresses information or any other identifiable information will not be collected. You may choose to not to participate or leave the survey at anytime by simply exiting the survey with no consequences.

3. You understand that there are certain risks and discomforts that might be associated with this research. These risks include:

People may discover that I participated in the study even though your identity is protected and that all survey responses will be kept confidential, so this risk is very low. Another potential minimal risk is the possible burden on your time.

4. You understand that the possible benefits to myself or society from this research are:

Upon completion of the study, the investigator will identify factors affecting online business in Saudi Arabia and will identify necessary skill sets a leader must have to lead an online business in Saudi Arabia. The findings will help the society to better understand online business in Saudi Arabia.

5. You understand that you may choose not to participate in this research with no consequences and could leave the survey at anytime by simply exiting the survey or internet browser.

6. You understand that my participation is voluntary and that you may refuse to participate and/or withdraw your consent and discontinue participation in the survey or activity at any

time without penalty or loss of benefits to which I am otherwise entitled and you could do so by simply exiting the internet browser.

7. You understand that the investigator is willing to answer any inquiries you may have concerning the research herein described. You understand that you may contact the faculty supervisor Dr. June Schmieder-Ramirez via email at jschmied@pepperdine.edu if you have other questions or concerns about this research. If you have questions about your rights as a research participant, you understand that you can contact Dr. Doug Leigh, Chairperson of the GPS IRB, Pepperdine University, via email at doug.leigh@pepperdine.edu or Phone + [REDACTED]

8. You understand the information regarding participation in the research project and understand that if you have any questions you may contact the investigator, faculty supervisor or IRB chairperson mentioned above. You hereby consent to participate in the research described above by choosing "I have read and fully understand the consent form and agree to participate in this study below".

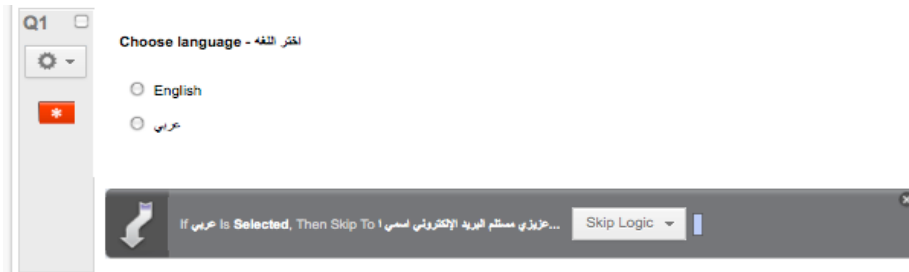
- I have read and fully understand the consent forum and agree to participate in this study. (1)
- I choose not to participate in this study. (2)

If I choose not to participate... Is Selected, Then Skip To End of Survey

APPENDIX E

Copy of Online Survey

WHAT ARE THE NECESSARY SKILLS FOR LEADING AN ONLINE BUSINESS IN SAUDI ARABIA



Q2 Dear email recipient,

My name is Ahmmad Abbas Garatli; I am an Ed.D candidate in Organizational Leadership at Pepperdine University. I am gathering data for my dissertation that will be aimed at online businesses in Saudi Arabia which requires surveying Saudi Arabian citizens that own or have owned business in Saudi Arabia as well as Saudi Arabian graduate students in business majors about their viewpoints on online businesses in Saudi Arabia.

The study will be under the direction of faculty supervisor Dr. June Schmieder-Ramirez who can be contacted via email at jschmied@pepperdine.edu or phone + [REDACTED] for any questions or concerns related to the study. You can also contact IRB chairperson Dr. Doug Leigh via email at doug.leigh@pepperdine.edu or phone + [REDACTED] if you have any questions or concerns regarding your rights as a participant.

The participation in this study is voluntary and you could stop the survey at anytime by simply exiting your browser with no consequences. Please proceed to the next section if you wish to participate.

Thank you for your interest.

Best regards,

Ahmmad Abbas Garatli

Doctoral Candidate

[REDACTED]
[REDACTED]
[REDACTED]

Q3 Study Description

Principal Investigator: Ahmmad Abbas Garatli

Title of Project: WHAT ARE THE NECESSARY SKILLS FOR LEADING AN ONLINE BUSINESS IN SAUDI ARABIA

The Middle East in general, and Saudi Arabia in specific, has great potential to be a massive online market for online businesses. However, the increase in online trade and the proliferation of online businesses in the Middle East has been much slower than in the United States and Western countries. What could the reason be for the delay of business in Saudi

Arabia to join the online trade?

For Saudi Arabian online business leaders to become successful and profitable in booming online trading industry today and in the future, a complete, thorough understanding of the social, political, economic, legal, intercultural, and technological environments is first necessary to clarify current obstacles and problems standing in the way but also help to clarify possible changes and advances in some environments that will be potentially advantageous to online business organizations but requires effective leadership in order to make the right decisions at the right time. It is also possible if leaders do not adapt to global changes such as the online markets, it could affect the Saudi Arabian economy negatively. Going online can reduce cost on businesses that will lead to lower cost of consumer goods that customers can afford and with more trade in a country, the economy becomes more stable. Purpose of the Study:

By clarification of the social, political, economic, legal, intercultural, and technological environments of Saudi Arabia's online business industry, the purpose of this research will be to suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies of growth and success today and in the future. Thirty to sixty business owners and graduate business students in Saudi Arabia will be surveyed via an online survey to identify factors affecting online business in Saudi Arabia and to identify the necessary skill sets a leader must have to lead an online business in Saudi Arabia.

I would like to invite you to be part of the study. Please continue to the next section

Q4 Please continue this survey after carefully reading the consent form below and signing it by checking the box that states "I have read and fully understand the consent form and agree to participate in this study" otherwise choose "I choose not to participate in this study" and you will be exited from the survey.

INFORMED CONSENT FOR PARTICIPATION IN RESEARCH ACTIVITIES

1. Your participation will involve the following: Completing an online survey by completing 3 sections of questions. First section of questions will be related to demographic information such as age, gender etc. Second section will be on your opinion on the leadership qualities needed to lead an online business in Saudi Arabia. The third and final section will be on your opinion on online business perception in Saudi Arabia. Completing the survey with all 3 sections should take about 15 minutes of your time.
2. Your participation in the study will be voluntarily and that data gathered from your participation will be studied over the study period that is approximately between July, 2013 and May, 2014. The study shall be conducted over the Internet via an online survey using www.qualtrics.com. You understand that IP addresses information or any other identifiable information will not be collected. You may choose to not to participate or leave the survey at anytime by simply exiting the survey with no consequences.
3. You understand that there are certain risks and discomforts that might be associated with this research. These risks include:
People may discover that I participated in the study even though your identity is protected and that all survey responses will be kept confidential, so this risk is very low. Another potential minimal risk is the possible burden on your time.

4. You understand that the possible benefits to myself or society from this research are: Upon completion of the study, the investigator will identify factors affecting online business in Saudi Arabia and will identify necessary skill sets a leader must have to lead an online business in Saudi Arabia. The findings will help the society to better understand online business in Saudi Arabia.

5. You understand that you may choose not to participate in this research with no consequences and could leave the survey at anytime by simply exiting the survey or internet browser.

6. You understand that my participation is voluntary and that you may refuse to participate and/or withdraw your consent and discontinue participation in the survey or activity at any time without penalty or loss of benefits to which I am otherwise entitled and you could do so by simply exiting the internet browser.

7. You understand that the investigator is willing to answer any inquiries you may have concerning the research herein described. You understand that you may contact the faculty supervisor Dr. June Schmieder-Ramirez via email at jschmied@pepperdine.edu if you have other questions or concerns about this research. If you have questions about your rights as a research participant, you understand that you can contact Dr. Doug Leigh, Chairperson of the GPS IRB, Pepperdine University, via email at doug.leigh@pepperdine.edu or Phone + [REDACTED]

8. You understand the information regarding participation in the research project and understand that if you have any questions you may contact the investigator, faculty supervisor or IRB chairperson mentioned above. You hereby consent to participate in the research described above by choosing "I have read and fully understand the consent form and agree to participate in this study below"

- I have read and fully understand the consent forum and agree to participate in this study. (1)
- I choose not to participate in this study. (2)

If I choose not to participate... Is Selected, Then Skip To End of Survey

Q7 Demographic Information: The following section is to collect demographic information. The responses will be confidential and will only be used for research purpose.

Q8 Gender: Please choose from the following

- Male (1)
- Female (2)

Q9 Age: Please choose from the following

- Under 21 (1)
- 21-30 (2)
- 31-40 (3)
- 41-50 (4)
- Above 50 (5)

Q10 Education: Please choose from the highest level completed or currently in

- No schooling completed (1)

- High school graduate (2)
- Associate degree (3)
- Bachelor's degree (4)
- Master's degree (5)
- Doctorate degree (6)

Q11 Marital Status: Please choose from the following

- Single (1)
- Married (2)

Q13 Business ownership: Please choose from the following

- Never owned a business (1)
- Currently own a business (2)
- Owned a business in the past (3)
- Think of owning a business in the future (4)

Q12 Business ownership duration: For how long did you own or owned your business. Please choose from the following:

- I never owned a business (1)
- Less than 6 months (2)
- Between 6 months and 24 months (3)
- Between 2 years and 5 years (4)
- More than 5 years (5)

Q14 Leading an Online Business In Saudi Arabia Please rate how important the following qualities are for a leader to lead a successful online business in Saudi Arabia. Please select the answer that accurately describes your opinion. The responses will be confidential and will only be used for research purpose.

Q15 Ability to motivate the employees

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q16 Self confidence

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q17 Ability to identify own mistakes

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q18 Having relevant job knowledge

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q19 Honesty

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q20 Vision to be successful

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q21 Providing guidance to employees

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q22 Being energetic

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q23 Ability to understand the feelings and emotions of employees

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)

- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q24 Ready to try new ideas

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q25 Quickly recognize changing trends

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q26 Implement ethics

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q27 Provide training to employees

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q28 Provide training to employees

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q29 Willing to take risks

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)

- 5=much more important skill in an online business (5)

Q30 Ambition and energy

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q31 Desire to Lead

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q32 Integrity

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q33 Intelligence

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q34 High self-monitoring

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q35 Ability to lead people

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q36 High self-esteem

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q37 Has respect to others

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q38 Has a purpose

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q39 Has strong values

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q40 Transparent

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q41 Political awareness

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q42 Motivator

- 1=much less important skill in an online business (1)

- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q43 Professional

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q44 Thinks systematically

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q45 Ability to manage change

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q46 Understands organizational behavior and cultures

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q47 Forgiving

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)
- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q48 Helpful

- 1=much less important skill in an online business (1)
- 2=somewhat less important skill in an online business (2)
- 3=online and face-to-face business equally need this skill (3)

- 4=somewhat more important skill in an online business (4)
- 5=much more important skill in an online business (5)

Q49 Online Business in Saudi Arabia Please read the following questions and select the answer that accurately describes your opinion. The responses will be confidential and will only be used for research purpose.

Q50 In Saudi Arabia lack of technology infrastructure is a main obstacle to online business in Saudi Arabia

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q51 In Saudi Arabia, young generation will positively respond to online shopping portals

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q52 In Saudi Arabia, online business can only be successful if it has easy to use websites

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q53 In Saudi Arabia, ethical conduct of a business is a main factor for attracting online shopping customers

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q54 In Saudi Arabia, the trend of online shopping will increase with the passage of time

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q55 The Saudi Arabian government supports online businesses

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q56 It is easy to create trust among online shoppers in Saudi Arabia

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q57 Foreigners will be major users of online shopping in Saudi Arabia

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q58 The citizens of Saudi Arabia quickly adopt to new technology

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q59 Close community relationships in Saudi Arabia can help in growth of online shopping

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q60 In Saudi Arabia, the Internet has made transactions easier from the traditional ways

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q61 'Online Business' is a new concept for me

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q62 In Saudi Arabia, I don't trust doing business online

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q63 In Saudi Arabia, the banking system effects online shopping

- Strongly Disagree (1)
- Disagree (2)
- Agree (3)
- Strongly Agree (4)

Q126

Thank you for your time, your response has been recorded. If you have any questions or feel that you no longer want to be part of this study, please feel free to contact me via email at [REDACTED]. You can also contact the study chairperson Dr. June Schmieder-Ramirez via email at jschmied@pepperdine.edu and IRB chairperson Dr. Doug Leigh via email at doug.leigh@pepperdine.edu Thank you once more Ahmmad Garatli Doctoral Candidate Email: ahmmad.garatli@pepperdine.edu USA# + [REDACTED] KSA# + [REDACTED]

If Thank you for your time, yo... Is Displayed, Then Skip To End of Survey

Q64



عزيزي مستلم البريد الإلكتروني

اسمي احمد عباس قرطلي ، وأنا مرشح لشهادة الدكتوراه في القيادة التنظيمية من جامعة ببردلين. أنا جمع البيانات لرسائتي التي من شأنها تهدف إلى الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية الذي يتطلب اكمال استبيان للمواطنين السعوديين الذين يمتلكون أو امتلكوا تجاره في السابق في المملكة العربية السعودية وكذلك طلاب الدراسات العليا في التخصصات التجارية وعن وجهات نظرهم في الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية . الرجاء الضغط الرابط أدناه للوصول إلى الاستبيان

وستكون هذه الدراسة تحت إشراف عضوية التدريس ومشرفة الأطروحة د. جون راميز شعبيدير ويمكن الاتصال بها عبر البريد الإلكتروني أو الهاتف لأية أسئلة أو استفسارات تتعلق بالدراسة

jschmied@pepperdine.edu

ويمكنك أيضا الاتصال برئيس قسم حقوق المشاركين بالدراسة الدكتور دوغ لي عبر البريد الإلكتروني أو الهاتف إذا كان لديك أي أسئلة أو مخاوف بشأن حقوقك كمشارك

doug.leigh@pepperdine.edu

المشاركة في هذه الدراسة هو طوعي وبإمكانك وقف المشاركة في الدراسة في أي وقت بمجرد أن تخرج من متصفح الانترنت. فإذا كنت ترغب في المشاركة في الدراسة الرجاء الاستمرار إلى الصفحة التالية

شكرا لك على اهتمامك

مع أطيب التحيات

احمد قرطلي

طالب مرشح للدكتوراه

البريد الإلكتروني

Q65



تعريف البحث

الباحث الرئيسي: أحمد قرطلي

عنوان المشروع: ما هي المهارات اللازمة لقيادة الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية

الشرق الأوسط بصفتها عامة، والمملكة العربية السعودية بشكل خاص، لديها امكانيات كبيرة لتكون سوقاً ضخماً على الإنترنت عن طريق التجارة عبر الإنترنت. ومع ذلك، كانت الزيادة في التجارة عبر الإنترنت وانتشار الأعمال التجارية عبر الإنترنت في الشرق الأوسط أبطأ بكثير مما كانت عليه في الولايات المتحدة والدول الغربية. ما هي الأسباب التي تؤدي لتأخر الأعمال في المملكة العربية السعودية للانضمام إلى التجارة عبر الإنترنت؟

لكي يستفيد قادة المملكة العربية السعودية ورجال الأعمال من التجارة الإلكترونية ولكي تصبح تجارة الإنترنت ناجحة ومربحة اليوم وفي المستقبل، كاملة، فهم شامل للبيئات الاجتماعية والسياسية والاقتصادية والقانونية والثقافات، والتكنولوجية الضرورية أو لا لتوضيح العقبات الحالية والمشاكل التي تقف في طريق ولكن يساعد أيضاً على توضيح التغييرات المحتملة في بعض البيئات التي سوف يكون من المفيد المحتمل لمنظمات الأعمال على الإنترنت ولكن يتطلب القيادة الفعالة من أجل اتخاذ القرارات المناسبة في الوقت المناسب. ومن الممكن أيضاً إذا لم يكن لقادة التكيف مع التغييرات العالمية مثل أسواق الإنترنت، فإنه يمكن أن يؤثر على الاقتصاد السعودي سلباً. يمكن الذهاب على الإنترنت لتقليل التكلفة على الشركات التي من شأنها أن تؤدي إلى انخفاض تكلفة السلع الاستهلاكية التي يمكن للعلاء وتحمل مزيد من التجارة مع في بلد ما، يصبح الاقتصاد أكثر استقراراً.

الغرض من هذه الدراسة

من توضيح البيئات الاجتماعية والسياسية والاقتصادية والقانونية والثقافات، والتكنولوجية للصناعة في المملكة العربية السعودية الأعمال التجارية عبر الإنترنت، والغرض من هذا البحث هو اقتراح النظريات القيادية، والتكتيكات، والتقنيات التي لأصحاب الأعمال السعودي يمكن الاستفادة منها لمتابعة تجارته عبر الإنترنت ووضع استراتيجيات لهدف النمو والنجاح في الحاضر والمستقبل. سيتم استبيان ثلاثين إلى ستين رجل أعمال بالاضافة الى طلاب إدارة الأعمال للدراسات العليا في المملكة العربية السعودية من خلال استبيان على الإنترنت لتحديد العوامل التي تؤثر على الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية والتعرف على المهارات اللازمة التي يجب أن تكون لقيادة الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية.

ولود أن أدعوك أن تكون جزء من الدراسة، يرجى الاستمرار للسفحة التالية

Q66



يرجى مواصلة هذا الاستبيان بعد قراءة بعناية استمارة الموافقة والتوقيع عليه عن طريق اختيار المربع الذي ينص (لقد قرأت وفهمت وأوافق على المشاركة في هذه الدراسة) أو اختيار (لا أوافق على المشاركة بهذه الدراسة) وعندها سوف يتم إخراجك من الاستبيان

الموافقة للمشاركة في الدراسة

- 1- سوف تشمل مشاركتي ما يلي
استكمال الاستبيان على الإنترنت من خلال استكمال 3 أقسام من الأسئلة. سوف تكون ذات صلة القسم الأول من الأسئلة إلى المعلومات الشخصية مثل العمر، والمرحلة التعليمية. الخ. القسم الثاني على رأيك على الصفات القيادية اللازمة لقيادة الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية. القسم الثالث على رأيك على مدى قبول الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية. وسوف يستغرق استكمال جميع الأقسام حوالي 15 دقيقة من وقتك.
- 2- مشاركتي في هذه الدراسة يكون طوعاً وسوف يتم درس البيانات التي تم جمعها من مشاركتكم خلال فترة الدراسة أن ما يقرب الفترة ما بين يوليو 2013 ومايو 2014. تجري الدراسة عبر الإنترنت عن طريق استبيان على الإنترنت ويمكنك عدم المشاركة أو ترك الدراسة في أي وقت ببساطة عن طريق الخروج من الاستبيان بدون وجود أي عواقب شرعية علي و عليك أن تترك أن تتأثرين الاي بي أو أية معلومات أخرى يمكن التعرف عليك فيها إن يتم جمعها
- 3- ادرك أن هناك مخاطر والمضايقات محتملة التي قد ترافق مشاركتي في هذا البحث. من المخاطر انه قد يكشف الناس مشاركتي في الدراسة على الرغم من ان هويتي محمية والتي بحيث أن تبقى جميع الردود المسح سرية، لذلك هذا الضمير مشيل جدا. وحد الأذى من المخاطر المحتملة هو عبء علي في استكمال الاستبيان والخذ من وقتي
- 4- ادرك أن الفوائد المحتملة لنفسى أو المجتمع من هذا البحث هي
عند الانتهاء من الدراسة، فإن الباحث سوف يحدد العوامل التي تؤثر على الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية وسوف يحدد المهارة اللازمة لقيادة الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية. فإن النتائج تساعد المجتمع على فهم أفضل للأعمال التجارية عبر الإنترنت في المملكة العربية السعودية
- 5- ادرك انه قد اختار عدم المشاركة في هذا البحث مع عدم وجود عواقب ويمكن ترك المسح في أي وقت ببساطة عن طريق الخروج من الاستبيان أو متصفح الانترنت
- 6- ادرك أن مشاركتي طوعية واستطيع رفض المشاركة و / أو سحب موافقتي بالمشاركة أو التوقف عن المشاركة في الاستبيان أو التسلط في أي وقت دون عقوبة أو فقدان المزايا التي يحق لي خلاف ذلك، ويمكنك أن تعمل ذلك ببساطة عن طريق الخروج من متصفح الانترنت
- 7- ادرك أن المحقق هو على استعداد للرد على أية استفسارات قد يكون لدي بشأن البحث الموصوف هنا. وادرك أن لي حق بالتواصل بمشرف البحث الدكتور جون راميز شميدت عبر البريد الإلكتروني لو كان لدي اي استفسار عن الدراسة
وادرك أنني استطيع بالتواصل مع رئيس قسم حماية المشاركين بالأبحاث الدكتور دوغ لي على البريد
- 8- أنني على فهم بالمعلومات المتعلقة بشأن المشاركة في المشروع البحثي وادرك أنه إذا كان لدي أي أسئلة يمكنني التواصل مع الباحث المحقق، ومشرف البحث أو رئيس قسم حماية المشاركين بالأبحاث المذكورين أعلاه. أنت بموجب هذا عليك قبول المشاركة في الأبحاث المذكورة أعلاه عن طريق اختيار (أوافق على المشاركة في هذه الدراسة) أثناء

Q127

⊞

⚙️

+

الرجاء اختيار احد الخيارات التاليه

اوافق على المشاركة في هذه الدراسة

لا اوافق على المشاركة في هذه الدراسة

⏪ ... Is Selected, Then Skip To End of Survey Skip Logic

Q69

⊞

⚙️

معلومات شخصية عامه

الجزء التالي هو جمع معلومات شخصية عامه والتي ستكون سرية وسوف تستخدم إلا لغرض البحث

Q70

⊞

⚙️

+

الجنس

ذكر

انثى

Q71

⊞

⚙️

+

العمر

اقل من ٢١ سنة

بين ٢١ سنة و ٣٠ سنة

بين ٣١ سنة و ٤٠ سنة

بين ٤١ و ٥٠ سنة

اكبر من ٥٠ سنة

Q72

⊞

⚙️

+

اعلى مرحله دراسيه او حالته

لم اكمل تعليمي

ثانويه عامه

دبلوم

بكالوريوس

ماجستير

دكتوراه

Q73

⊞

⚙️

+

الحاله الاجتماعيه

اعزب

متزوج

Click to write Choice 3

Q74

⊞

⚙️

+

التجاره

لم اعطك تجاره من قبل

حاليا اعطك تجاره او شريك في تجاره

اعطتك تجاره من قبل

نخطط لاعطاك تجاره في المستقبل

Q75

⚙️

+

فترة امتلاك التجاره

- لم امتلاك تجاره من قبل
- اقل من ستة شهور
- بين ستة شهور و سنتين
- بين سنتين و خمسة سنين
- اكثر من خمس سنين

Page

Q76

⚙️

قيادة الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية

يرجى تقييم مدى أهمية الصفات التالية لقيادة مشروع تجاري ناجح على الانترنت في المملكة العربية السعودية. الرجاء اختيار الإجابة التي تصف بدقة رأيك. وسوف تكون ردود سرية ولن تستخدم إلا لغراض البحث

Q77

⚙️

+

القدرة على تطوير الموظفين

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت
- 3 = على الانترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت

Q78

⚙️

+

التألق بالنفس

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت
- 3 = على الانترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت

Q79

⚙️

+

القدرة على تحديد الأخطاء الشخصية

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت
- 3 = على الانترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت

Q80

⚙️

+

أن تكون ذات صلة وخبره

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت
- 3 = على الانترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت

Q81

1 مهارة أقل أهمية بكثير في الأصول التجارية عبر الإنترنت =

2 مهارة إلى حد ما أقل أهمية في الأصول التجارية عبر الإنترنت =

3 على الإنترنت والأصول التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =

4 مهارة إلى حد ما أكثر أهمية في الأصول التجارية عبر الإنترنت =

5 مهارة أكثر أهمية في الأصول التجارية عبر الإنترنت =

الامتانة

Q82

1 مهارة أقل أهمية بكثير في الأصول التجارية عبر الإنترنت =

2 مهارة إلى حد ما أقل أهمية في الأصول التجارية عبر الإنترنت =

3 على الإنترنت والأصول التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =

4 مهارة إلى حد ما أكثر أهمية في الأصول التجارية عبر الإنترنت =

5 مهارة أكثر أهمية في الأصول التجارية عبر الإنترنت =

الرؤية المستقبلية

Q83

1 مهارة أقل أهمية بكثير في الأصول التجارية عبر الإنترنت =

2 مهارة إلى حد ما أقل أهمية في الأصول التجارية عبر الإنترنت =

3 على الإنترنت والأصول التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =

4 مهارة إلى حد ما أكثر أهمية في الأصول التجارية عبر الإنترنت =

5 مهارة أكثر أهمية في الأصول التجارية عبر الإنترنت =

توفير التوجيه للموظفين

Q84

1 مهارة أقل أهمية بكثير في الأصول التجارية عبر الإنترنت =

2 مهارة إلى حد ما أقل أهمية في الأصول التجارية عبر الإنترنت =

3 على الإنترنت والأصول التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =

4 مهارة إلى حد ما أكثر أهمية في الأصول التجارية عبر الإنترنت =

5 مهارة أكثر أهمية في الأصول التجارية عبر الإنترنت =

تشيط وحوار

Q85

1 مهارة أقل أهمية بكثير في الأصول التجارية عبر الإنترنت =

2 مهارة إلى حد ما أقل أهمية في الأصول التجارية عبر الإنترنت =

3 على الإنترنت والأصول التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =

4 مهارة إلى حد ما أكثر أهمية في الأصول التجارية عبر الإنترنت =

5 مهارة أكثر أهمية في الأصول التجارية عبر الإنترنت =

القدرة على فهم المشاعر والعواطف من الموظفين

Q86

1 مهارة أقل أهمية بكثير في الأصول التجارية عبر الإنترنت =

2 مهارة إلى حد ما أقل أهمية في الأصول التجارية عبر الإنترنت =

3 على الإنترنت والأصول التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =

4 مهارة إلى حد ما أكثر أهمية في الأصول التجارية عبر الإنترنت =

5 مهارة أكثر أهمية في الأصول التجارية عبر الإنترنت =

على استعداد لمحاولة وتجربة الأفكار الجديدة

Q87

⚙️

+

سرعة التعرف على الاتجاهات المتغيرة

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 = على الإنترنت والأعمال التجارية وجهًا لوجه على حد سواء تحتاج هذه المهارة =
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q88

⚙️

+

أهمية الاتصال

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 = على الإنترنت والأعمال التجارية وجهًا لوجه على حد سواء تحتاج هذه المهارة =
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q89

⚙️

+

توفير التدريب للموظفين

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 = على الإنترنت والأعمال التجارية وجهًا لوجه على حد سواء تحتاج هذه المهارة =
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q90

⚙️

+

على استعداد لتحمل المخاطر

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 = على الإنترنت والأعمال التجارية وجهًا لوجه على حد سواء تحتاج هذه المهارة =
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q91

⚙️

+

الترويج والذقة

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 = على الإنترنت والأعمال التجارية وجهًا لوجه على حد سواء تحتاج هذه المهارة =
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q92

⚙️

+

الرجحية في القيادة

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 = على الإنترنت والأعمال التجارية وجهًا لوجه على حد سواء تحتاج هذه المهارة =
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q99



له هدف ورؤيه مستقبليه

- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q100



لديه فهم قوية

- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q101



لديه الشكافية

- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q102

قومي الصيغ



- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q103

القدرة على تطوير الآخرين



- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q104

مخترق في تعامله مع الآخرين



- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q108

مستمتع مع الآخرين



- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Q109

مفيد يساعد الآخرين



- 1 مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت =
- 2 مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت =
- 3 على الإنترنت والأعمال التجارية وجهها لوجه على حد سواء تحتاج هذه المهارة =
- 4 مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت =
- 5 مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت =

Page Break

Q110

الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية



يرجى قراءة الأسئلة التالية وحدد الجواب الذي يصف بدقة رأيك. وسوف تكون ردود سريعة ولن تستخدم إلا لأغراض البحث

Q111

في المملكة العربية السعودية عدم وجود البنية التحتية للتكنولوجيا هو العقبة الرئيسية أمام الأعمال التجارية عبر الإنترنت في المملكة العربية السعودية



- أوافق بشدة
- أوافق
- لا أوافق
- لا أوافق بشدة

Q112

في المملكة العربية السعودية، الجيل الشباب له نسبة استجابة أعلى لبرقيات التسويق عبر الإنترنت



- أوافق بشدة
- أوافق
- لا أوافق
- لا أوافق بشدة

Q113

في المملكة العربية السعودية، لا يمكن أن الأعمال التجارية عبر الإنترنت تتجح إلا إذا كانت المواقع سهلة الاستخدام



- أوافق بشدة
- أوافق
- لا أوافق
- لا أوافق بشدة

Q114

في المملكة العربية السعودية، السلوك الأخلاقي في العمل والتجارة هو العامل الرئيسي لجذب الزبائن للتسويق عبر الإنترنت



- أوافق بشدة
- أوافق
- لا أوافق
- لا أوافق بشدة

Q105

يقدر بشكل منهجي

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت = 1
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت = 2
- 3 = على الإنترنت والأعمال التجارية وجها لوجه على حد سواء تحتاج هذه المهارة = 3
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت = 4
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت = 5

Q106

القدرة على إدارة التغيير

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت = 1
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت = 2
- 3 = على الإنترنت والأعمال التجارية وجها لوجه على حد سواء تحتاج هذه المهارة = 3
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت = 4
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت = 5

Q107

يقوم السلوك التنظيمي والثقافات

- 1 = مهارة أقل أهمية بكثير في الأعمال التجارية عبر الإنترنت = 1
- 2 = مهارة إلى حد ما أقل أهمية في الأعمال التجارية عبر الإنترنت = 2
- 3 = على الإنترنت والأعمال التجارية وجها لوجه على حد سواء تحتاج هذه المهارة = 3
- 4 = مهارة إلى حد ما أكثر أهمية في الأعمال التجارية عبر الإنترنت = 4
- 5 = مهارة أكثر أهمية في الأعمال التجارية عبر الإنترنت = 5

Q115

في المملكة العربية السعودية، واتجاه التسوق عبر الإنترنت سوف يزيد مع مرور الوقت

- لائق بشدة
- لائق
- لا لائق
- لا لائق بشدة

Q116

الحكومة السعودية تدعم الأعمال التجارية عبر الإنترنت

- لائق بشدة
- لائق
- لا لائق
- لا لائق بشدة

Q117

من السهل خلق الثقة بين المستهلكين عبر الإنترنت في المملكة العربية السعودية

- لائق بشدة
- لائق
- لا لائق
- لا لائق بشدة

Q118

سوف يكون الأجيال المستقبلية الرئيسيين للتسوق عبر الإنترنت في المملكة العربية السعودية

- لائق بشدة
- لائق
- لا لائق
- لا لائق بشدة

Q123

في المملكة العربية السعودية، أنا لا ألقى بالأصنام التجارية عبر الإنترنت

- أوافق بشدة
- أوافق
- لا أوافق
- لا أوافق بشدة

Q124

في المملكة العربية السعودية، الخدمات المصرفية والبنكية لها أثر على التسوق عبر الإنترنت


- أوافق بشدة
- أوافق
- لا أوافق
- لا أوافق بشدة

Page Break

Q125

أود أن أشارككم على وقتكم وإبلاغكم أنه قد تم تسجيل ردكم إذا كان لديكم أي أسئلة أو شعور. التكم لم تعد تترددوا أن تكونوا جزءاً من هذه الدراسة، لا تترددوا في الاتصال بنا
ويمكنكم أيضاً الاتصال بمشرفة الدراسة الدكتوراه جون شميدار- راميز عبر البريد الإلكتروني في [REDACTED] عبر البريد الإلكتروني
الدكتور دوغان عبر البريد الإلكتروني في [REDACTED]



 ...إفاد أن أشارككم على وقتكم وباب إذا
Is Displayed, Then Skip To End of Survey Skip Logic

Q119

مواطني المملكة العربية السعودية سريحين التكيف مع التكنولوجيا الجديدة

أوافق بشدة

أوافق

لا أوافق

لا أوافق بشدة

Q120

المجتمع المحافظ والمتعلق في المملكة العربية السعودية سببا مهم يساعد في نمو التسوق عبر الإنترنت

أوافق بشدة

أوافق

لا أوافق

لا أوافق بشدة

Q121

في المملكة العربية السعودية، الإنترنت جعلت المعاملات التجارية أسهل من الطرق التقليدية

أوافق بشدة

أوافق

لا أوافق

لا أوافق بشدة

Q122

الأعمال التجارية عبر الإنترنت هو مفهوم جديد بالنسبة لي

أوافق بشدة

أوافق

لا أوافق


لا أوافق بشدة

Q1

اختر اللغة - Choose language

English

عربي

 Skip Logic

APPENDIX F

Site Approval



June 25, 2013

Dear Mr. Garatli,

This letter is to inform you that we have received and reviewed your dissertation survey.

On behalf of the Saudi Arabian Cultural Mission to the USA, We are happy to inform you that your request has been approved and the Cultural and Social department is willing to assist you in distributing your survey among the targeted audience.

Please coordinate with myself at [REDACTED] and Mrs. Nehal Elrefia at [REDACTED] if you have any question regarding your survey.

Thank you and we wish you continued success on your future accomplishments.

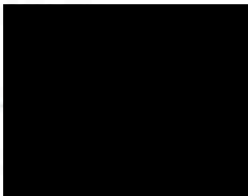
Sincerely,



Dr. Mody Alkhalaf

Assistant Attaché for Cultural and Social Affairs

Cultural Mission of the Royal Embassy of Saudi Arabia





1237/25/3305000:Ref

10/07/2013:Date

Ahmad Garatli

Doctoral Candidate, Organizational Leadership, Pepperdine University

Sub:

On behalf of Chamber Of Commerce and Industry in Eastern Province, I am writing this letter to confirm our consent to your doctoral dissertation study: **What Are The Necessary Skills For Leading An Online Business In Saudi Arabia**

As you have explained, the purpose of this study will be to **suggest leadership theories, tactics, and techniques that Saudi Arabian business owners can utilize to pursue online business strategies of growth and success today and in the future.** This study will help to develop an understanding of **The Necessary Skills For Leading An Online Business In Saudi Arabia.** Any data collected, including the output of the questionnaire will be used solely for the purpose of completing this study for your doctoral dissertation.

The identity of participants and the companies will be kept confidential by you. The original data will be kept in a secure location and then destroyed 5 years following completion of the study. As you have outlined, the expectations of the **employees/members** that agree to participate in your study are as follows:

Signing of Informed Consent form acknowledging that participation in this study is voluntary. Completion of an **approximately a 15 minutes survey questionnaire.** I understand the **survey questionnaire** cannot be scheduled until approval is secured from Pepperdine University's Institutional Review Board (IRB) protecting human subject research participants. Participation by 30 to 60 employees/members will in fact be voluntary and I cannot assure you of their availability or willingness to participate

Sincerely,

Abdulrahman Al Wabel

Secretary General

Chamber Of Commerce and Industry in Eastern Province - Saudi Arabia