# The Effect of Gender Egalitarianism Assertiveness and Future Orientation on the Saudi Women in Public Universities to be an Effective Leader: The Moderating Role of Government Support

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**Abstract:** A key competency in today's globalized world is to make understanding of cultural nuances, dimensions and practices for today's as well as future organizational leaders. Intense literature has built the sound base regarding cross cultural and intercultural leadership competencies. Current model paper tends to explore the cultural dimension termed that has been used in the Global leadership and organizational behavior effectiveness project. There are still many obstacles face academic women leaders in universities. Among these obstacles is the limited authority of the women leaders, the centralization of decision making. Thus, this research focus on the variable those impactthe leadership effectiveness through gender egalitarianism assertiveness and future orientation by taking government support as a moderating variable among the relationships in the public universities.

**Key words:** Leadership effectiveness, gender egalitarianism assertiveness, future orientation, government support, women leaders

## INTRODUCTION

There are different methods for organizations to acquire effective leaders and there are several means to distinguish effective leaders (Holt *et al.*, 2009). Researchers have explored different variables impacting effective organizational leadership and gender and culture are two areas of interest with regards to organizational leadership effectiveness (Bass *et al.*, 1996; Binns and Kerfoot, 2011; Due-Billing and Alvesson, 2000; Eagley and Johnson, 1990; Eagly *et al.*, 1992, 1995; Hojgaard, 2002; Lantz, 2008; Mandell and Pherwani, 2003; White and Ozkanli, 2010). While gender and culture are two variables that have received much attention in studies on leadership effectiveness, missing is research to provide understanding of gender differences and administrative constraints of women in leadership effectiveness within the culture of the Middle East.

Only recently, more leader position in universities have begun to be given to women. Although, women started to be in leadership positions in 1975 but the number of women leaders in universities has not changed over during the last 10 years (Madsen, 2012). There were different perceptions towards the role of women and men in leadership positions there was also sex discrimination in hiring women and some studies have mentioned unwillingness of women to accept these positions (White and Ozkanli, 2010). Moreover, there are considerable barriers for advancement of women to leadership positions in higher education institutions (Baltodano *et al.*, 2012).

Hornsby *et al.* (2012) and Baltodano *et al.* (2012) insisted that women are still under-represented in leadership positions in higher education. Ely *et al.* (2011) stated that research on the barriers to women's under representation in leadership positions has begun to focus on gender bias which is represented by the invisible barriers to women's advancement, caused by cultural beliefs about gender.

Women are often not considered for executive positions due to historical management practices, gender stereotyping inadequate career development and different approaches to negotiation, even though they may be well-qualified for the job. The unfortunate outcome of these practices is that a better qualified female may not be the individual promoted to an executive role. As female managers observe their male counterparts who may be less qualified, continually receiving salary increases and promotions that they do not they are likely to reticently explore employment opportunities with other organizations, rather than approach their current manager for a better opportunity (Babcock and Laschever, 2008). As this occurs, turnover is inevitable which can then result in lower organizational performance.

Additionally, organizations are missing an opportunity to fully utilize valuable assets by not

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promoting dynamic women managers which could then limit organizational performance. Babcock and Laschever supported this perspective by pointing out that "in the current economy, no company can afford to squander any of its resources, particularly one of its most important resources-its human capital". As organizations realize the benefits of having women in senior leadership and a trend of promoting female managers into executive roles emerges, the need for leadership development initiatives aimed at preparing female managers for global responsibilities will be necessary.

As well as given the paucity of the role models for growth and advancement women need sound organizational support. Al-Faez asserted that to train and infuse skills and competencies, organization should identify new ways and thinking patterns by highlighting biases and impediments in development of women leadership.

In Arab countries, example of successful women leaders can be traced in the time of Prophet Mohammed (Peace Be upon Him) whose first wife Khadija bint Khuwaylid was a successful business woman. Khadija was holding huge assets and wealth after death of his father. She executed his capabilities to run his family business and successfully preserved the interests of business and his family. Modern day women serving in various institutions including government and manufacturing sectors and finance and some of them are quite successful in their entrepreneurial ventures.

It is quite observable that successful women leaders took their place in various prestigious and esteemed publications including Forbs Arabia, Forbs international and Arabian business. Previously women were unable to appear in such prestigious publications but their ability and passion to excel made it possible. Despite of having small portion in Arab society their success is quite evident in the business sector. These women leaders are changing the scenarios and exploring the new horizons of passion and excellence by being catalyst to eradicate taboos about women in the society (The Arab Women Leadership Outlook).

This is zenith to highlight the success, rights and opportunities of women by crating awareness about their integral role in the society. Women should seek more awareness to observe and secure their rights so that they can glean advantages from the society. It is also vital to disseminate positive message to Saudi society about vital role of women in the society. First, lunch the awareness campaigns for public to eradicate the taboos and overcome the stereotypes prevailing about women that hinder their constructive role in the economy. Public service announcements, media campaigns and

conferences should utilize as effective tool to disseminate a fundamental message: Saudi women must play its pivotal role in the society.

Women in Arab countries are facing cultural impediments when it comes to business. Women are living more "tradition lives" in Tunisia (Harbi *et al.*, 2009). Saudi society observing less women development than the other Arab countries due to strong tribal culture that pressurize the women not to "step out of line" (Sidani, 2005). Advancement towards top is never an easy task. Saudi women are facing the same obstacles and challenges as other women leaders all around the globe, e.g., the double-burden syndrome as well as some more region and even country-specific ones, e.g., infrastructure requirements (Islam, 2014). In major part of the world, people think that women's first priority is to stay at home with family. In Northern Nigeria, before being entrepreneur, women are not allowed to meet family commitments (Ituma and Simpson, 2007).

Women have to be docile and modest as their basic role is of mother and wife not as business women (Zakaria, 2001). They are facing disadvantage due to their traditional role that ultimately limiting their participation in the labor market. The topic of Saudi woman is controversial and complex. In Saudi Arabia, Shari's (Islamic) law is followed that is severely criticize by western scholars been suppressive to the women (Islam, 2014).

Huge numbers of amount is holding by Saudi women around US $11.9 billion. But their potential has been undermined by imposing religious, social and political constraints on them by the society. The 45% of Saudi population is constituted of women with the literacy rate of 79%. However, 65% are employed and 78.3% unemployed women are university graduates. Saudi Arabia has only 20.1% (in 2009) labor participation rate which is lowest to its peers such as UAE, Kuwait and Qatar. Government is major source of employment and their employment ration in private sector is lowest only 0.8%.

In MENA region, Saudi Arabia is touching lowest female labor participation rate. Female labor participation rate in Saudi is just 18.3% Master Card Worldwide Index of Women's Advancement whereas to Kuwait its 41.8%, Qatar 40.6% and UAE 38.4%.

Kingdom of Saudi Arabia is passing through the new era of knowledge based industry due to its emergence of education sector that is enriching the young and growing population with new knowledge and skills. Kingdom incurred huge amount of US $3.1 billion to overhaul its entire education system which made Saudi Arabia as 8th

largest spender on education in the world. Consequently, female lecturers increased from 4700 in 2003/2004 to 19,600 by 2008/2009 whereas number of male lecturers increased 7200-48,800 during the same period. Still there is a paucity of female lecturers despite of having larger portion as students in the institutes.

In recent time Saudi government took appreciable steps to ensure gender equality and equal access to education by females. With some reservation in September 2000 the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) was signed (Islam, 2014).

For late many years, King Abdullah bin Abdul-Aziz Al Saud is taking personal interest to identify and resolve the Saudi's social challenges. King strives to promote gender equality and provide greater access to education and initiated the public debate on women issues and role of women in Saudi society. Kind has promised to allow women to take part through running and voting in the local municipal elections starting in 2015 as well in the Shura (consultative) council.

The government should appoint more women to leadership positions in every sector and region. Women must support and encouraged to possess top positions and should be elected to represent Kingdom at international and national level. Especially that there are Saudi women who are highly eligible and capable of holding such positions.

In Jordan, the year 2007 is considered a political achievement year for Jordanian woman. Six women won in the last parliamentary elections through women's quota; one women reached the House of Parliament by competition. Seven women were appointed to the Senates; four as ministers. The ministerial staff as the number of women increased in municipal councils and the Council of Grand Amman Municipality had 241 ladies: The 218 seats through quota and 23 seats won by competition, raising the proportion of women representation in these councils to reach 25%. In addition, a lady was appointed Secretary-General of the Ministry of Health and two others as the first lady governor in the Ministry of Interiorand first lady President of First Court at West Amman.

In spite of positive supporting policy in the kingdom of Saudi Arabia many obstacles still facing the government of Saudi Arabia Kingdom, one of these obstacles the increased number of women graduating from colleges and universities. More and more women are earning college degrees. This increase is consequently accompanied by sharp increase in the number of females in the labor force. As more women glean experience and education to get leadership position, the number of

competent female leader would grow. Organizations are reorienting their notion of what makes a good leader in terms of gender. This issue is further emphasized by the projection that women will outnumber men in management roles within the next two decades as more women are earning baccalaureate level degrees and higher.

The second hurdle is that women may lack suffice skills and experience to grow a business (Cliff, 1998). They may lack the experience of business sector in which they want to start their business venture (Fischer et al., 1993). Is this lack of skills and experience notion of business training and education? This lack may contribute to face difficulty by women to succeed as entrepreneurs (Schmidt and Parker, 2003). Women are also facing lack of training and how their performance observed in relation to their previous performance (Oakley, 2000). Moreover, there are family obstacles, values, mentors and the male.

In this study, the researcher is driving to use the Global Leadership and Organizational Behavior Effectiveness (hereafter: GLOBE) project dimensions to examine the capabilities and leadership skills in the style of leadership for the women in Saudi Arabia Kingdom. In this research, we are going to focus on the more obstacle are facing the women in the kingdom to promote for the chancellor leader position in the universities and colleges there. So, GLOBE project's dimensions are the best dimensions can use to measure.

Project GLOBE has been investigated several theoretical issues including: the relative rankings of the countries studied with respect to the various core dimensions of the culture studied; the cognitive and attitudinal processes by which cultural influences affect organizational practices and the exercise of leadership; whether or not there are leader behaviors and organizational practices that are universally accepted and viewed as effective; the identification of non-universal culture-specific leader behaviors and organizational practices that are accepted and viewed as effective in each of the countries studied; the influence of cultural forces on the social status of leaders and the amount of influence granted to leaders and the effects of specific environmental and organizational demographic influences on leadership behavior and organizational practices (House et al., 2004). The met goal of the GLOBE Research Program was to develop an empirically based theory to describe, understand and predict the impact of cultural variables on leadership and organizational processes and the effectiveness of these processes (House et al., 1999, 2004).

Den Hartog reported that the results of the Project GLOBE research have revealed that several leadership

attributes are universally believed to contribute to effective leadership: being honest (integrity); trustworthy; just, having foresight and planning ahead (charismatic/visionary) and being positive, encouraging, dynamic, motivating and building confidence (charismatic/inspirational). Leadership attributes that have been universally rejected include being irritable and dictatorial. Other leadership attributes have been endorsed in some societies but rejected in others these included being sensitive, cautious and independent. If this is true at the level of national culture and given the various levels at which culture is operationalized, this study aims to investigate the extent. The six leadership dimensions to be used in the study are: charismatic, team-oriented, self-protective, autonomous, humane-oriented and participative leadership styles.

Although, there has been prior research regarding the leadership effectiveness, little research has concentrated on government support for leadership effectiveness. Existing researches consider on the women leadership effectiveness as dependent variable. This study aims to fill this gap in the research literature by focusing on the factors that impact the leadership effectiveness through gender egalitarianism assertiveness and future orientation by taking government support as a moderating variable among the relationships in the public universities.

**LITERATURE REVIEW**

**Leadership effectiveness:** Leadership has been a topic of research interest for many years. Early leaders in the research in this topic were psychology scholars such as Stogdill (1948) and House *et al.* (1999) and sociology scholars such as Tannenbaum and Massarik (1957) and Stogdill (1950). By the 60s, leadership researchers started to focus on the study of effective leadership, for example, Bass who dedicated on the study of transformational leadership and transactional leadership with other scholars such as Avolio *et al.* (1966). In the 80s and 90s, researches such as Bass (1985, 1990, 1997) and Hollander and Offermann (1990) said leadership should empower followers more and they called for more follower participation in leadership. What follows is an overview of seminal research in the study of leadership.

To enhance the efficiency and to attain the goals of a firm, leadership is considered as a key role of management. According to the Management Study Guide MSG, importance of leadership is as under; initiates action: a person who takes the initiative to start work and communicate the real goals and policies of the firm to the employees to achieve these goals and also provide assistance to start work is known as leader. Motivation: a leader demonstrates a motivated role in the relative

operations. He encourages the workers with monetary and non-monetary outcomes and thereby grows the work from the workers.

The MSG added the providing guidance: the responsibility of leader is not only to organize the employees but also perform a supervisory role for the workers. Guidance means coaching the juniors about techniques they have to accomplish their assignment efficiently and competently. Creating confidence: confidence is a chief factor that can be attained through communicating the work determinations to the assistants; clarify their role and provide guiding principle to achieve the organizational goals. It is too significant to listen from the employees with respect to their grievances and difficulties. Building morale: morale represents the collaboration of the workforces concerning their work and receiving them into self-confidence and winning their belief. Leader can also perform as a morale promoter by accomplishing complete cooperation so that the performance of employees is improved and they utilized their skills as they work to attain the organizational goals.

Lastly, the other significant factors of leadership are builds work environment: employees done things for management. A sound growth of an organization is required a well-organized work environment. So, human associations should be preserved into concentration by a leader. He must maintain personal contacts with workers and should pay attention to their complications and try to resolve. He has to deal with employees in a caring way's-ordination: coordination can be done through reconciliation of employees own interests with managerial goals. This management can be attained through appropriate and real association with employees that should be prime aim of a leader.

**Arab women leaders from their point of view:** Behavioral concepts of leadership are established on the trust that leadership qualities and leaders are made not born. Charisma and a distinct occurrence which are measured born characters are of slightly important if they are not go along with other abilities and features that are educated. By means of the key inquiries, the women were enquired in what way they describe leadership; whether they sensed that leaders were prepared or born.

Several researches described that Arab ladies are facing difficulties to attain a leadership position but they are self-motivated for this. They believe that leaders are born with some features that provide them a reasonable advantage. However, they decided that effective leaders

are mainly made over and done with hard work, determination, strength of mind and broad knowledge and experience.

Although, the exceptional circumstances in which Arab ladies dully performed, respondents clarify it perfectly that hardworking and extra ordinary talent to lead are not sufficient. Even if a lady proves the characters, abilities and features requisite for leadership, a sympathetic cultural and socio-economic atmosphere is important. Females in the Arab sphere are not continuously delivered with a situation that encourages development and permits for the expansion of such abilities. Some of females are assumed the assistance, education and self-confidence essential to come to be a leader. The rest must pick up and obtain their knowledge in a straight line from the specialized area.

Al-Ali the minister of Planning and International Cooperation, Jordan said that "A bit of both... some people are born with inherent leadership qualities enabling them to be leaders but I also believe that you can build leaders by instilling the relevant tools and qualities in them and enabling widening access and opportunities". The Nabila Freidji Chief Executive Officer, Cash One, other Arab leader from Morocco said that "I definitely believe that the economic empowerment of women more than anything else, is the key to success. But we ought to be cautious not to leave rural women lagging behind". But most important of all, Arab women can only rise to become leaders if they also have the dream and the drive to become one.

**Leadership and women in Saudi:** Before 20 years back, Al-Hariri described the shortage of Saudi female in leadership and management decision making in Saudi Arabia. She communicated the role of higher education of women to permit them to become a vital part in the organization and economic growth of the organization. The attempt of this study is to draw a fair representation of mature women in Saudi Arab and their engagements within the organization as well as in leadership. More in Saudi system, several leadership styles and consideration of theories just like as "glass ceiling" discovered in the findings of the study by Walker and Webster (2007).

**Gender egalitarianism and leadership:** The concept of gender egalitarianism and related constructs can be very complex. There are many antecedents that drive cross-cultural differences in the division of roles between the sexes (House *et al.*, 2004). Antecedents include attitudes, stereotypes, parental investment, religion, economic development and even climate and geographical latitude. To add to the complexity, some studies within a particular area sometimes yield contradictory findings. Even though promoting gender equality, GLOBE study states to the strength to which an organization or a culture reduces gender role alterations while endorsing gender equivalence (House *et al.*, 2004). Hofstede (1980, 1991, 1994) and Hoftsede (2001) studied this concept in terms of the emphasis that societies place on masculinity and femininity. Masculine values are related to assertiveness, success and competitiveness while feminine values are linked to nurturance and solidarity. In addition, he studied the differences among societies in terms of what they viewed as appropriate behaviors for males versus.

Adler (1986) tried to show a general perspective about the situation of female leaders and the barriers that hinder them from advancement. Adler showed the difference in the women's contribution in the employment between various countries in the globe. Researcher noticed that women's participation in the labor force was lower in the Middle East than that was in the Western World. Adler explained that the difference in rate of women's participation in the labor force was because of social, educational and legal reasons.

Moreover, Adler (1986) also stated that in spite of the high rate in women's participation in labor force in many countries, there was under representation in top management for women. This under representation of women in management positions was recognized in all cultures (Adler, 1986). There were cultural, social, legal, educational, historical and psychological barriers. Adler also asserted that there was an increase in the number of women mangers but it was a slow increase because of recognition that women in management were perceived differently in management and because they were perceived as that they contribute less than men to the field of management. Those perceptions cause women face struggles to take their right to advancement to leadership positions as Burns discussed in his study.

Bass and Avolio (1994) found that women leaders were appraised as additional transformational leaders as compare with men. Women leaders are more democratic and participative than men. Women used more transformational leadership behaviors than men when developing their followers and when using their authority. The researchers thought that women were more nurturing than men which is a characteristic of transformational leadership. They concluded organizations should hire and promote women for leadership positions in order to get the most benefit from their staff. But those women should use feminine leadership style in order to be more successful leaders according to Gardiner and Tiggemann (1999).

However, Due-Billing and Alvesson (2000) discussed feminine leadership style critically aiming to find the most effective leadership style. Seeing feminine leadership as problematic, Due-Billing and Alvesson (2000) discussed it critically trying to find their positive and negative aspects of its use. Masculine and feminine traits, the researchers felt should not be considered as separate characteristics for men and women, respectively. There can be a combination of the two qualities in a man or a woman leader and the combination of the traits was thought to lead to better leadership.

The researchers posited there was a need to change perceptions towards women leadership style as stereotypical feminine leadership which is created by cultural beliefs about women and men. In order to facilitate the entrance of women into leadership positions there should not be gender labeling for values and leadership style. In other words, women leadership style should not be labeled as feminine because feminine leadership may have positive and negative aspects and because women can use a masculine leadership or a combination of the two styles in most cases.

Hojgaard (2002) asserted that there was a need for cross-national studies to discuss the differences between countries regarding gendered leadership. Thus, researcher analyzed gender and leadership within three fields in Denmark which is considered an egalitarian country. He discussed cultural norms about gender and leadership considering the two dimensions of the structural conditions of the country: access conditions and gender positioning conditions. A study was conducted in 27 countries to examine gender differences in leadership positions in three sectors: business, politics and public administration. An analysis of data showed differences between males and females in three fields due to the differences in staffing rules and social considerations.

The researchers discussed the conditions of gendered positioning considering marital status, number of children, spouses' work nature and distribution of work at home between partners. Hojgaard (2002) found that the number of women in leadership positions in the sectors was impacted by access conditions there.

Hojgaard (2002) asserted that the high percentage of egalitarian in the country affects the civil service and the political sector because they are part of the public sector. Researcher considered that the public sector concerned in the family matters more than the private one did. The researcher concluded that the egalitarian culture of females and males in Denmark affected the representation of women in leadership positions in the three fields. The issue of presentation of women in leadership positions was not only in politics, business and public administration but it was clear also in the higher education. However, under-representation of women in higher education was discussed by Hopkins (2004) and White and Ozkanli (2010).

Hopkins (2004) presented the problem of under-representation of women in universities by discussing the problem in economics departments in Australia. The researchers used data from the Department of Employment, Science and Training (DEST) to obtain information about the numbers of men and women within a specific classification during several years in all departments of the university. He collected other data about economics departments in Australia from their Internet websites. Hopkins found that there are more male senior professors in economics departments than in other university departments.

He noted that the number of women in senior professor positions became fewer after 4 years and that the number of academic economist in general declined after 3 years. The researcher found the number of women academics decreased for several reasons such as the low number of women involvement in PhD programs, the decline in women enrollment in economics departments and the fact that research about women in the field did not interest some men in the field. Recently, there was more research about differences in perceptions towards women and her right for leadership between cultures. Thus, White and Ozkanli (2010) compared those perceptions between Turkey and Australia.

White and Ozkanli (2010) analyzed the differences in perceptions of gender and leadership in Turkey and Australia by collecting data from university senior managers. They wanted to find out about the different cultures of the two countries. There are big differences between Turkey and Australia in the gender gap index, pay equity and equal opportunities. Those differences impact the perceptions of men and women in universities towards women and their right to take leadership positions. Although, there are more women professors in Turkey relative to Australia, there are more women leaders in Australia relative to Turkey.

The researcher interviewed 45 senior managers in the two countries to explore whether they perceived differences in leadership between men and women. White and Ozkanli (2010) found that Turkish respondents held a traditional view of gender and leadership while Australian respondents held a boarder view about leadership styles of senior managers regardless of gender because there were women in senior management teams in their universities. The different cultures affected the

perceptions of respondents in the two countries towards gender and leadership. In Turkey, professors wanted to be in senior management to get more respect and better salaries. Whereas in Australia, professors liked to be in senior management in order to provide advantage to the university. Turkish respondents did not consider that there was gender discrimination in leadership positions and they did not consider that there were barriers to women advancement in universities. Therefore, the first hypothesis can specified as following:

- $H_1$: there is asignificant relationship between gender egalitarianism and leadership effectiveness

**Assertiveness and leadership:** It refers to the degree to which people are assertive or non-assertive, aggressive or non-aggressive and tough or tender in social relationship (House *et al.*, 2004). The concept of assertiveness originates in part from Hofstede's (1980, 1991, 1994) and Hoftsede (2001) culture dimension of masculinity versus femininity. In masculine cultures, men are imaginary to be self-assured and strong whereas females are shy and affectionate. Hofstede (2001) explicitly links his tough-tender dimension in terms of values to sex roles and gender equality even if this index has no items mentioning assertive attributes or behaviors.

Assertiveness in the project GLOBE study mentions the extent to which persons in organizations or societies are self-confident, strong, leading and hostile in their connections with other persons (House *et al.*, 2004). The means for the assertiveness values scale range from 2.66-5.56 with a mean of 3.82. People's aspirations regarding assertiveness in society are modestly, negatively related to their assessments of current levels of assertiveness (House *et al.*, 2004).

Terlutter *et al.* (2010) conducted a survey of consumers in the United States, Germany, Great Britain, Austria and Argentina. The focus was to explain if there was an impact of assertiveness as used in the GLOBE study on the perception and evaluation of standardized advertisement. A non-student sample of 714 respondents (140 from the US 200 Germany, 100 UK, 124 Austria and 150 Argentina) was included and all were between 18 and 76 years of age with a median age of between 30.6 and 34.3 years old. Results showed assertiveness is a favorable cultural dimension for advertising purposes overall.

However, consumers who positively evaluate advertisements incorporating assertive appeal are not in countries considered highly assertive and showed path coefficients of 0.77 Argentina, 0.55 Germany, 0.46 UK, 0.45

Austria and 0.44 US. Only the relationship between the US and Argentina differs on a 10% level. However, respondents in countries with high social practices of assertiveness like the US perceived the lowest level of assertiveness in the advertisement. It was the same for UK, Austria, Germany and Argentina.

Cakar and Erturk (2010) conducted a study of 93 small and medium sized organizations in Turkey to calculate the sound effects of organizational culture and authorization to invention competence. It was assumed that confidence emphasis will be absolutely correlated to modernization ability of a firm. Employees who recognize the self-assurance emphasis higher will describe greater levels of modernism competence. Survey data was collected from 449 employees at 50 medium-sized firms, (60% males and 40% females) and 294 individuals at 43 small-sized firms (78% males and 22% females). The data showed that assertiveness focus had little effect on innovation capability at the individual level and no statistically significant effect at the firm level.

Assertiveness has been correlated with academic self-efficacy, adjustment and decreased levels of loneliness among international graduate students (Poyrazli *et al.*, 2002). Although, assertiveness is not a characteristic that is esteemed in all cultures, it appears that the existence of assertiveness for both men and women in American society has personal, social, academic and health benefits. Highly assertive individuals possess greater levels of internal locus of control and report experiencing fewer health problems than people with lower levels of assertiveness.

There is some evidence that changes in self-reports of assertiveness can be influenced by education on the status of women in society and on psychological theory and concepts of women's development. Specifically, it was found that participation in a Psychology of Women college course positively impacted female undergraduate students' reported levels of assertiveness and attitudes toward women.

Cassel (2002) suggested that there exists positive, negative and the absence of assertiveness with positive assertiveness benefiting the individual most by aiding in decision-making. Previous research suggested that assertiveness is made up of four relatively independent response types including defense of interests, social assertiveness independence and defectiveness'. Of these four response types, defectiveness' and independence were the best predictors of assertiveness in group performance tasks (Smith-Jentsch *et al.*, 1996).

Gough and Heilbrun noted that assertiveness correlated with certain Q-sort descriptions. Among the

descriptions with the highest correlations are behaves in an assertive fashion, "initiates humor" and "enjoys sensuous experiences (including touch, taste, smell, physical contact)." Also noted were Q-sort descriptions with large negative correlations including "tends toward over-control of needs and impulses; binds tensions excessively; delays gratification unnecessarily" and "gives up and withdraws where possible in the face of frustration and adversity".

Studies have distinguished assertive behavior from aggressive and dominant behaviors. For example assertive behavior does not extend to the disparagement of others, the hurting of others (O'Leary and Wilson, 1987) or the making of threats to others (Gay *et al.*, 1975). Rathus *et al.* (1979) found the literature deals with assertiveness and aggressiveness as two constructs. They suggested that in the business world what used to be called "aggressiveness" is now either "assertive and therefore acceptable or aggressive and thus inappropriate". To clarify this distinction, Ray distinguished among the authoritarianism, dominance, aggressiveness and assertiveness. He noted that assertiveness is expressing oneself without attacking others whereas aggressiveness (actually attacking others) is actually an inferior form of assertiveness. He then postulated a schema that included dominance as the neutral behavior description and authoritarianism and assertiveness as the socially undesirable and socially desirable versions of the attribute, respectively. Therefore, it follows that describing behavior as dominant is to make no judgment of it but saying the behavior is assertive or authoritarian suggests approval or disapproval of the behavior.

In this positive vein, being assertive has been shown to be a desirable personality trait for certain occupations. For example assertive state police officers were found by their supervisors to be more effective in their duties than non-assertive police officers (Mills and Bohannon, 1980). Likewise assertive military officers in training were perceived by their instructors more often as leaders than the non-assertive officers (Boldry *et al.*, 2001). Students graduating from military training were found to be more assertive, more likely to be persuasive leaders and more prone to like supervisory activities than individuals just entering the same training program (Petersen and Lippitt, 1968). On the other hand, subordinates in some occupations such as nursing may view assertiveness as an undesirable quality.

For example assertiveness by nurse managers had a negative effect on their efforts to gain their subordinates cooperation (Brennan *et al.*, 1993). In spite of some of these differences, a common theme in these findings is the idea that assertive individuals make things happen. Assertive individuals clearly are not passive. As such, a key concept of leadership is assertiveness which means that some personal action is always taken that serves to provide a strategy to achieve a defined goal (Cassel, 2002).

Assertive individuals are not only perceived as leaders but they also get things done, implying effectiveness. This assertion is supported by a study of mid-level managers from various industries who reported themselves as assertive and were subsequently found to be more effective by their raters than those reporting themselves as cooperative, self-disciplined and tactful. Perhaps, this increased effectiveness is due to the fact that assertive individuals are active and they use various influencing tactics to achieve their goals.

This is supported by the fact that goal setting as an influence tactic has been established in literature as a component of assertiveness (Brass and Burkhardt, 1993). In light of the discussion above assertiveness has been found to have both a positive and a negative relationship to leader, it is posited that assertiveness should also predict leadership effectiveness. Therefore, the second hypothesis can specified as following:

- $H_2$: there is a significant relationship between assertiveness and leadership effectiveness

**Future orientation:** According to House *et al.* (1999), future orientation is the level to which a collectivity inspires and rewards future-oriented attitude like as planning and deferring delight. It has been recognized steadily as a core value orientation of entire cultures (Kluckhohn and Strodtbeck, 1961). Literature on future orientation can be divided into three perspectives. The first is using a cross-cultural perspective at the societal level which closely ties time perceptions and attitudes to important outcomes such as economic success or overcoming other health or socio-economic societal barriers. Future orientation appears to be developed during childhood and adolescence and is linked to the process of socialization (House *et al.*, 2004). In general, most societies are reported to have moderate levels of future orientation practices giving near equal priorities to futuristic concerns as to immediate issues (House *et al.*, 2004).

A research by Steinberg *et al.* (2009) scrutinized age variances on the future direction by means of a sample size of 935 individuals age fall between 10 and 30 with 49% men and 51% women. The processes in use in demographics, aptitude, impulsivity, risk behavior and

future guidelines. For investigation of future directions was a 15 item self-report degree of the future way of development that consists of three subscales five elements afterwards anticipate future consequences and planning ahead. The results showed that youths show steadily weaker in the future than young people 16 and older with significant differences in planning ahead and given the time orientation. They were also less apprehensive about the future and less likely to anticipate the consequences of their decisions.

Another study by Kerpelman and Mosher (2004) explored the effects of self-efficacy, control and responsibility and identity development on rural African American adolescents' future orientation. A group of 267 African American students (99 boys and 168 girls) in grades 7th through 12th completed a two-part survey. Grade level was dichotomized as 7th and 8th labeled "lower grade level" and 9th through 12th as "higher grade level". The 18-item Future Orientation Questionnaire (FOQ) Surmi was used to measure future education and future career orientation. It was found that all the variables were predictive of future orientation to some extent. t-test results showed that girls scored significantly higher than boys for identity commitment, future education and future career orientation.

The second perspective of future orientation is at the managerial or organizational level such as long-term orientation and its effect on organizations adaptability, flexibility and ethics, strategizing, planning and coping in turbulent competitive environments (Saltzman *et al.*, 2001). A study by Alas *et al.* (2015), looked at connections between organizational ethics and the different cultural dimensions in the original GLOBE study.

Questionnaires were answered by a total of 356 individuals (59 from Brazil, 236 from China and 61 from Estonia) with 39.89% male and 59.27% were female. Results showed a statistically significant difference in ethical consideration was found between at least two Ethics was most relative for Estonian respondents then for Chinese respondents and the least for Brazilian respondents. Ethical relativism was positively correlated with future orientation. Future orientation was positively related to Ethical Relativism with Estonia having the highest score followed by Brazil and China with the lowest score.

The third perspective of future orientation is that of the psychological or individual level associated with financial and other social behaviors and individual psychological attitudes and well-being. Although, future orientation seems to be developed during childhood and adolescence, the impact of various societal, cultural

and demographic factors interact to determine adult attitudes. A study by Howlett looked at how individual's long-term financial decisions such as investing in a 401 (k) retirement plan are affecte by self-regulation, future orientation as indicated by Consideration for Future Consequence (CFC) and financial knowledge.

A total of 89 graduating seniors at a public university participated in an experimental design study. Findings suggest that consumers who express higher levels of future orientation with high Consideration for Future Consequence (CFC) are more probable to contribute in a superannuation idea than low CFC consumers; concern qualified by self-regulatory state and also had less progressive behavior to the high risk/modest return investments.

The results also recommend that the financial knowledge and guidance in the future can cooperate to have emotional impact the likelihood of participation in 401 (k), consumers with a common level of financial information; future oriented customers communicated more prospective to contribute in a pension plan for future oriented customers. But in the absence of knowledge, consumer orientation just before the future does not disturb the likelihood of the 401 participation in the study. The GLOBE investigation determined propensity of organizations with reference to the culture of high future bearings to be persuaded to hold assured leadership styles: Participative, Team-Oriented, Humane-Oriented and Charismatic/Value-Based (Dorfman *et al.*, 2004). GLOBE's leadership theory categorized "other-oriented" match up with this distinct servant leadership trait. As GLOBE originate leadership traits that would be desired by groups in highly future oriented cultures, numerous of which have been discovered as part of the servant leadership concept (together with distinctive characteristic). This study described the more comprehensive investigation of servant leadership and how it communicates to future orientated culture will approve that the degree of cultural future orientation disturbs the choice of groups for servant leadership behaviors.

Several facets of allocation the necessities of followers need servant leaders to take an innovative method in their connections with groups. Greenleaf explained that servant leaders seek to help employees develop to their filled prospective which contains future leadership capabilities. Correspondingly, Liden *et al.* (2008) specified, "Servant leadership be different from traditional methods to leadership in that it strains personal reliability and emphases on developing strong long-term relations with employees". It is not credible that groups from cultures with complex levels of future orientation

where long-standing line of business planning and individual proficient development are significant and appreciated, would have a propensity to surely hold and react to servant leader behavior that is concentrated in part on emerging groups for long-term professional success.

Zhao (2006)'s research determined that international recruiters undervalued the quantity of value applicants from high future way cultures place on long-term fundamental rewards such as training and improvement occasions. He further clarifies that such learning occasions well organize and certify contenders for long-term professional accomplishment and proposes that recruiters ability profession advertisements that obviously clarify long-term learning opportunities available, so that the top candidates will be concerned and apply for service at the corporations they characterize.

Zwikael (2008) accompanied study in Japanese organizations and create that because of its future orientation, a sole dire success top management care procedure is capitalizing in project management exercise. The researcher described that Japanese project managers frequently make conclusions with attention of what will support them in the long term; so in order to certify victory in the future they follow training support. Therefore, the third hypothesis can be specified as following:

- $H_3$: there is a significant between future orientation and leadership effectiveness

**The government support:** Rasha defines government support policy to include any assistance such as financial, training, advisory and regulatory. Based on this, the present study operationalized government policy as any form of government assistance developed women to be an effective leader. Government controlling rules and regulation atmosphere when pointing in the wrong direction often establishes weakness to organizational performance, effectiveness and development. The objective of instruction for female was for them to be effective home makers and noble mothers with facts fit to their nature such as teaching, nursing, etc. Gender separation was vital at all heights excluding for kindergarten and medical school and this system sustained up until the inaugural of the King Abdullah University of Science and Technology in 2009 which is co-educational (Al-Alhareth, 2013).

Earlier research of government sustenance policy has overlooked the special effects of organizational culture on the performance of government. Incorporated the consequences of the research that are divine culture, management culture and behavior culture are key factors that have a strong influence on performance of government. Though, the study on the relationship between these determinants and its influence on leadership efficiency in preparation of public region has not until now originated.

This research attempts to lay the three issues over worldwide extents into a context to figure out a theoretical concept and as an instance of a Public Security Bureau at the region level by means of experimental process to confirm its viability. Authenticated outcomes presented that there is a major association between spiritual culture, management culture and behavior culture that have a great impact on the government performance. This particular research has been done to evaluate the function of Kingdom of Saudi Arabia on the relationship of cultural extents with leadership efficiency. Therefore, the next hypotheses are as following:

- $H_4$: there is a significant relationship between government support as moderator on the relationship between gender egalitarianism and leadership effectiveness
- $H_5$: there is a significant relationship between government support as moderator on the relationship between assertiveness and leadership effectiveness
- $H_6$: there is a significant relationship between government support as moderator on the relationship between future orientation and leadership effectiveness

## PROPOSED RESEARCH FRAMEWORK

Based on a detailed review of the literature exposes that the effects of gender egalitarianism assertiveness and future orientation on the leadership effectiveness by taking government support as moderating variable are still inconsistent. This study proposed the framework which is developed in relation to the hypotheses of this study as shown in Fig. 1.
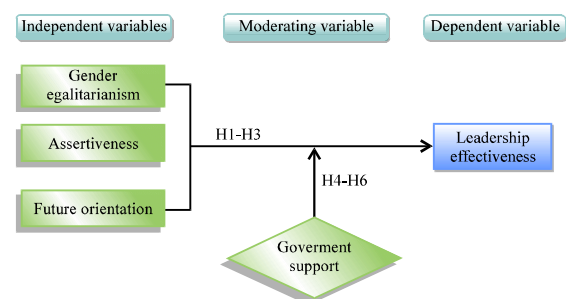


Fig. 1: Research framework

## DISCUSSION AND FUTURE
## RESEARCH DIRECTIONS

This study tried to increase the borders of the knowledge refer to the implications of leadership effectiveness, gender egalitarianism assertiveness, future orientation and government support. The research model resulted from this study provides anoriginal and unique theoretical framework which could be a reference model to study the women leadership effectiveness, gender egalitarianism assertiveness, future orientation and government supportas moderating variable. This research may contribute to the body of knowledge and enhance the literature by adding new context such as Saudi context. The originality of this research framework could be due to the introduction of government support as moderating variable to explain the potential effect between gender egalitarianism assertiveness, future orientation and leadership effectiveness. In addition as practical contribution for managers: the findings of this study will assist the decision makers to understand the importance of women role in higher education. In addition, it is also provide insight about the factors to be consistent in improving the effectiveness of female leadership. For organizations: the finding of this study will guide the government and ministry of higher education to take the proper decision and design the programs to develop the role of women. In general, this research framework could be a guideline for future empirical research further explains the effect of gender egalitarianism assertiveness, future orientation and government supportas moderating variable on leadership effectiveness.

## CONCLUSION

To gain a deeper understanding on the government support on the leadership effectiveness in higher education, future studies are recommended to put forth some efforts to investigate the leadership effectiveness as mediating variable to enhance the organization's performance. Further, studies could also investigate the all GLOBE variables as relationship with leadership effectiveness of men and women in Saudi context should be considered as an important variable in these causal relationships.

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