

**UNIVERSITI TEKNOLOGI MARA**

**THE ROLE OF ORGANIZATIONAL  
CULTURE IN MEDIATING THE  
RELATIONSHIP BETWEEN  
TRANSFORMATIONAL  
LEADERSHIP AND  
ORGANIZATIONAL INNOVATION:  
A CASE OF SANA'A UNIVERSITY.**

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Thesis submitted in fulfillment  
of the requirements for the degree of  
**Doctor of Philosophy**

**Faculty of Business and Management**

**March 2020**

## ABSTRACT

Despite the enormous number of researches of the transformational leadership and organizational innovation in developed nations, there are a few researches in the Arab world especially the Republic of Yemen. This study examines the relationship between transformational leadership and organizational innovation in higher education in Yemen, with organizational culture as a mediator. Transformational leadership has been termed as the most appropriate style of leadership which, when practiced, not only enhances employee morale and motivation, but also leads to enhanced organizational innovativeness. Organizational innovation is a well-researched area. For organizations, innovation is one of the most important factors contributing to competitiveness and differentiation. A quantitative approach was mainly conducted in this study. In order to achieve the main objectives of this study, data were collected from managerial employees from Sana'a University participated in this research in Yemen. Out of the 350 samples, 330 responses (94.29 % response rate) were collected based on random sampling; eventually, 279 responses were usable. The data collected through survey instrument was analyzed using Statistical Package for Social Sciences (SPSS) software Version 21.0; The analysis examined the relationship between the variables of the proposed model, and includes confirmatory factor analysis (CFA), and structural equation modelling (SEM) via AMOS. The results of the analysis show that the data fit the proposed model well, including three second-order constructs; transformational leadership, organizational culture, and organizational innovation. The finding of this study showed that there was significant and positive relationship between transformational leadership and organizational innovation. The findings also indicate that organizational culture has a significant mediating role on the relationship between transformational leadership and organizational innovation. The study is important from the both theoretical and practical perspective especially for practitioner and scholars to refer. The study may contribute to the body of knowledge on the organizational innovation, transformational leadership, and organizational culture perspective. This research has been provided the Sana'a University with important data and insights on current state and practice of transformational leadership and organizational innovation by Sana'a University.

## ACKNOWLEDGEMENT

First and foremost, Alhamdulillah, all praise is due to Allah, the lord of the Universe, the most compassionate and most merciful, for his immense blessings and help that guided me in enduring the tough process of my research. Without whom none of this could ever take place. I thank Allah (s. w. t.) the Almighty, for bestowing on me the much-needed guidance, patience, and perseverance, to successfully complete this study.

I would like to express my deep and sincere gratitude to my research supervisor Assoc. Prof. Dr. Roshidi Hassan, for his wisdom and direction throughout the process. I am truly grateful for all his support, counsel, and motivation, from the early stages of this research and throughout all phases until the study was completed. Also, I would also like to thank my co-supervisor Assoc. Prof. Dr. Syed Jamal Abdul Nasir, for providing guidance and support. I would like to record my thanks to Universiti Teknologi MARA (UiTM), which provided support and enabled this research to be undertaken.

With righteousness and obedience to them, I am extremely grateful to my father Yahya Ali Al-Amri and my mother Nadia Ahmed Al-Amri for their love, prayers, caring and sacrifices for educating and preparing me for my future.

It is a great pleasure to acknowledge the co-operation and understanding of my beloved wife Salwa Yahya Al-Nauzaili who allowed me to invest what would have been valuable her in my studies. I would like to thank also my children Shahd and Yaman for their enthusiasm and encouragement during my research journey.

To my dear family members for all their love and encouragements, special thanks go to my brothers, Omar, Emad, Ahmed, Mohammed, Ibrahim and Ali, whom always motivate me to be an educated person and for his love and support during my study.

Finally, I would like to thank everybody who was important to the successful realization of the thesis, as well as expressing my apology that I could not mention personally one by one.

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