

博士学位論文審査結果報告書

論文題目：A Comparative Case Study on The Tourism between Saudi and Japanese Small and Medium Enterprise: The Perspective of Leader-Member Exchange Theory (LMX) and Disruptive Innovation

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2011年6月 KAU(King Abdul Aziz University)(Kingdom of Saudi Arabia)人文学部英語学科卒業

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研究業績：

1 経済社会学会第57回全国大会（2021年9月5日）での発表：「第4次産業革命にリレーショナルリーダーシップと破壊的イノベーションに関する研究 — サウディアラビア観光中小企業に特化して」。

2 査読付き論文

① ALMALOY Yasser, The Effectiveness of Functioning as a Robust Systems and Using Relational Leadership to Enhance Disruptive Innovation in Small and Medium Enterprises(SMEs) 『大阪産業大学経営論集』 23(1) (2021. 11. 30)：65-81。

② ALMALOY Yasser, Incorporating Individual Creative Thinking Skills into Leadership Development Programs (LDPs) to Enhance Organizational Innovation: With a Special focus on the Fourth Industrial Revolution (4IR) 『大阪産業大学経営論集』 24(2) (2023)：査読完了、掲載確定

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(論文内容の要旨)

This dissertation is a comparative research between tourism SMEs in Saudi Arabia and Japan. In this research ALMALOY Yasser examined the effect of Leader and Member Exchange Theory (LMX) on Disruptive Innovation in the Saudi and Japanese tourism Small and Medium Enterprises.

The research scope is the Makkah Region of Saudi Arabia (KSA) and Kansai Region of Japan. The reason that he has selected these two regions is the similarities they have: Both regions have many tourist attractions, and both close to the other popular tourist attractions.

In this paper he used Deductive Approach and Qualitative Research to test and analyze the hypothesis of his research: LMX can help to enhance disruptive innovation performance in tourism SMEs; disruptive innovation and LMX have a positive correlation. And he established a theoretical framework by conducting a Systematic Literature Review (SLR) on LMX and Disruptive Innovation theory using the research engines such as Osaka Sangyo University database, Google scholar, Scopus and web of science.

In Part I, he clearly argued the limitations of existing researches on LMX and Disruptive Innovation in the SMEs and the uniqueness of his research through literature review as follows: This paper is the only comparative study that investigate the effect of leadership on innovation in two different countries; second, except for one study, all the previous researches used a quantitative methodology to conduct their research but he use a qualitative method to analyze leadership and innovation behavior in organizations; he analyzes the impact of LMX on Disruptive Innovation in tourism SMEs.

In Part II, he argued the concept and the framework of relational leadership and its types in detail. He also mentioned the history and the development done on the LMX and how it changed drastically since its adoption in the early 1970s. Leadership research was focusing on the way leaders dealt with their members. After LMX the literature of research, successful leadership has changed that leadership styles that emphasize the role of human relationships is more effective than traditional leadership that is based on giving orders to employees to do their job. When it comes to the stimulation of creativity and innovation leadership

styles like LMX can be way more efficient than traditional leadership. This style can encourage employees to share their new and novel ideas and it helps to create a more encouraging and supportive environments.

In Part III, he explained in detail the characteristics of Servant Leadership and LMX and the similarities and differences between these two leadership styles. Servant leaders do not seek to control others nor get rewards for their services. The main goal for them is to help followers and to provide the necessary resources for them to be successful. LMX leaders differentiate members and treat them in different way. Those who have a high-quality relationship with leaders belong to the in-group and usually are treated with more care than others. The other group that has a low or normal relationship with their leaders belong to the out-group and the treatment of their leaders to them is not special. Although both leadership styles share the same roots and method which is serving others, the way each leadership is trying to achieve its goals, the context and the tools are different.

In Part IV, through the data analysis he showed that the hypothesis of his research is valid as follows: He argued that LMX can help to enhance disruptive innovation in organizations. The results that came from participants showed that all of them agreed leadership can affect innovation in organizations. This backup the argument of this research hypothesis; he argued that disruptive innovation is vital for organizations if they want to survive. According to the data he got from companies in Saudi Arabia and Japan, five out of six companies agreed that disruptive innovation is vital for their organizations.

In Part V, he discussed the goals and the objectives of his Dissertation: The effectiveness of functioning as a robust systems and using relational leadership to enhance disruptive innovation in SMEs. He also explained the dynamics of Disruptive Innovation in unpredictable and ambiguous markets. And the role of Relational Leadership as a tool to generate innovation has been analyzed. In addition, he talked about the role that environments play when they function as Robust Systems to support innovation.

In Part VI, he analyzed the similarities and differences between the tourism industries in Saudi Arabia and Japan: The policies, practices, and laws of tourism industry in Saudi Arabia and Japan. And he also analyzed The Fourth Industrial Revolution (4IR) and The Coronavirus Disease (COVID-19) Pandemic on the tourism industry in Saudi Arabia and Japan.

In Part VII, he argued that there are three main points that make this

research distinctive from other studies: One, the analysis of the effect of LMX on Disruptive Innovation in Saudi and Japanese tourism SMEs is one of the unique points that make this paper unique. He argue that LMX can help to enhance Disruptive Innovation in tourism SMEs in Saudi Arabia and Japan. And he explained the relationship between creativity, innovation and leadership together.

In Part VIII, he concluded his dissertation as follows: Based on the Systematic Literature Review (SLR) that has been conducted on the theoretical section of this paper, the importance of leadership in enhancing innovation capabilities has been discussed. Especially, the role of LMX in improving the performance of Disruptive Innovation Capabilities in SMEs. Trust, safety, and transparency are important elements in any innovation activity. Therefore, he proposed that high-quality LMX relationship between leaders and members can help SMEs to improve their Disruptive Innovation performance. A good relationship between leaders and members can encourage members to share their thoughts, feelings and ideas which can enhance creativity abilities and innovation performance.

The new technologies such as Internet of Things, Big Data, and Virtual Reality have changed the global market and posed new challenges for organizations of all sizes. When organizations are faced with new challenges they need to use new solutions to overcome the challenges they are facing. This require the organizations of all sizes including SMEs to improve and work on their innovation capabilities.

In this paper he mentioned the importance of Disruptive Innovation for SMEs, and the need for them to use LMX as a tool to enhance their innovation abilities. He also argued that leadership and innovation are inseparable, and the role of leaders in helping members to be creative and innovative is huge and without the leadership support innovation results can be difficult to achieve.

Because of the influence of the COVID-19, in his dissertation there are not only a qualitative survey on six companies (three in Saudi Arabia and three in Japan) surveyed, but also there are still research issues such as qualitative analysis. And there are still research issues such as performance analysis how the companies that implemented LMX and Disruptive Innovation, but this dissertation has the following theoretical contributions: This study will contribute to the improvement of Disruptive Innovation theory by providing a clear framework for it when applied in SMEs in the age of the 4IR. It will extend the theory by analyzing the

relationship between LMX Theory and Disruptive Innovation in SMEs environments and come up with a coherent model that explains the relationship. And this study emphasizes the importance of the technology and services of the era of 4IR, and how it relates to other important factors like innovation and leadership.

And this dissertation has the practical contributions as follows: Suggesting a clear strategies that stem from LMX theory that aim to enhance organizational and innovation performance in SMEs; a clear framework that combine the two theories of LMX and Disruptive Innovation that will contribute to the enhancement of human relations and the overall performance of SMEs. And this study aims to provide a clear explanation of the role of 4IR technologies and services play in tourism SMEs, which can assist leaders in travel agencies to make full use of them and use it to their advantages. This study has a direct relationship to the Saudi Japan Vision 2030, which aims to improve tourism industry.

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This dissertation is a comparative research between tourism SMEs in Saudi Arabia and Japan. In this research ALMALOY Yasser examined the effect of Leader and Member Exchange Theory (LMX) on Disruptive Innovation in the Saudi and Japanese tourism Small and Medium Enterprises. The research scope is the Makkah Region of Saudi Arabia (KSA) and Kansai Region of Japan.

1. He clearly argued the limitations of existing researches on LMX and Disruptive Innovation in the SMEs and the uniqueness of his research through literature review.
2. He argued that LMX can help to enhance disruptive innovation in organizations. He argued that disruptive innovation is vital for organizations if they want to survive.
3. The effectiveness of functioning as a robust systems and using relational leadership to enhance disruptive innovation in SMEs. And the role of Relational Leadership as a tool to generate innovation has been analyzed.
4. He analyzed the similarities and differences between the tourism industries in Saudi Arabia and Japan.

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Because of the influence of the COVID-19, there are a qualitative survey on only six companies surveyed and so on, but his study will contribute to the improvement of Disruptive Innovation theory by providing a clear framework for it when applied in SMEs in the age of the 4IR.

And this dissertation has the practical contributions such as suggesting a clear strategies that stem from LMX theory that aim to enhance organizational and innovation performance in SMEs and helping the Saudi Japan Vision 2030.

Therefore, his paper meets the evaluation criteria of the Dissertation, and is considered valuable as a Doctoral Dissertation in the Graduate School of Business Administration and Distribution.