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إعداد الطالب/ة

ريم بنت عبدالعزيز محمد النمشان

إشراف/

د. الفيصّل عبد الحميد

د. فايز جرّاد

العام الدراسي:

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Midocean University

College of Management

Department of Master of Health
Administration



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The Impact of Transformational Leadership on Job Satisfaction among Healthcare
Employees in the Eastern Province, Saudi Arabia.

Prepared by:

Reem Abdulaziz Mohammed Bin Namshan

Supervised by:

Dr. Alfaisal Abdulhameed

Dr. Faiz Garad

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إهداء..

مع اكتمال هذا العمل..

إلى من غرسا في نفسي الإيمان، وحب العلم، وقيمة الاجتهاد..

إلى من كانت دعواتهما الصادقة نوراً أنار لي الطريق..

إلى من كانا سندي في كل مرحلة، وشريكي كل نجاح..

إلى القلب النابض، ورجل الكفاح..

إلى قوتي وقُدوتي..

إلى أمي وأبي



إن هذا الإنجاز ما هو إلا ثمرة دعائكما، وصبركما، ودعمكما الذي لم ينقطع..

فلكما مني كل الحب والامتنان، وأسأل الله أن يجزيكما عني خير الجزاء، ويديم علي رضاكما

وإلى من كان لتوجيههما وعلمهما الأثر الكبير في إتمام هذا البحث..

مُشرفيَّ الكريمين

الدكتور فيصل عبد الحميد

الدكتور فايز جراد

شكراً على ما قدمتماه من علم، وتوجيه، وصبر، وتشجيع، فكان لدعمكما بالغ الأثر في إنجاز هذه الرسالة.

جزاكم الله عني خير الجزاء، وبارك في علمكما وعملكما.

اللهم اجعل هذا العمل خالصاً لوجهك الكريم، وانفع به، واجعل فيه الخير والبركة، ووفق كل من كان سبباً في إتمامه.

Abstract

This study aimed to examine the impact of transformational leadership on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia. A quantitative research approach using a cross-sectional survey design was adopted. Data were collected through a structured online questionnaire distributed to healthcare workers employed in both public and private healthcare organizations. A total of **157 valid responses** were included in the analysis.

The study measured transformational leadership through four dimensions: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Job satisfaction served as the dependent variable. Descriptive statistics, Cronbach's Alpha, Pearson correlation, simple linear regression, and multiple linear regression analyses were conducted using statistical software.

The findings revealed that transformational leadership had a significant positive effect on job satisfaction. Pearson correlation analysis indicated a strong positive relationship between transformational leadership and job satisfaction ($r = 0.809$, $p < 0.001$). Simple linear regression showed that transformational leadership explained 65.4% of the variance in job satisfaction ($R^2 = 0.654$). Multiple regression analysis further demonstrated that Inspirational Motivation and Intellectual Stimulation had significant positive effects on job satisfaction, whereas Idealized Influence and Individualized Consideration did not show statistically significant effects.

The study recommends strengthening transformational leadership practices within healthcare organizations by emphasizing leadership development programs, employee engagement, innovation, and supportive work environments to improve job satisfaction and organizational performance.

Keywords: Transformational Leadership, Job Satisfaction, Healthcare Workers, Healthcare Organizations, Eastern Province, Saudi Arabia.

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Chapter I

1.1 Introduction

Healthcare organizations operate in increasingly complex and dynamic environments that require effective leadership to maintain high standards of patient care and organizational performance. Healthcare workers face continuous challenges, including heavy workloads, workforce shortages, rapid technological advancements, and ongoing organizational change. Under these circumstances, leadership plays a vital role in supporting employees, improving workplace environments, and ensuring the delivery of safe and high-quality healthcare services.

Among contemporary leadership approaches, transformational leadership has received considerable attention because of its ability to inspire employees, encourage innovation, and promote professional development. Unlike traditional leadership styles that rely primarily on supervision and rewards, transformational leadership focuses on motivating employees through a shared vision, mutual trust, and individualized support. Leaders who demonstrate transformational behaviors create positive work environments that strengthen employee engagement, organizational commitment, and overall performance.

Job satisfaction is another important factor influencing organizational success, particularly within healthcare settings. Employees who are satisfied with their jobs are generally more motivated, committed, and willing to provide high-quality care. In contrast, low job satisfaction has been associated with burnout, absenteeism, turnover intention, and reduced organizational effectiveness. Consequently, improving job satisfaction has become a strategic priority for healthcare organizations seeking to maintain a stable and productive workforce.

In Saudi Arabia, the healthcare sector has undergone significant transformation under the objectives of **Vision 2030**, which emphasizes improving healthcare quality, enhancing workforce capabilities, and increasing organizational efficiency. Achieving these goals requires leadership approaches that support healthcare professionals, encourage continuous improvement, and create positive work environments. Transformational leadership has therefore emerged as an important managerial approach for healthcare organizations striving to enhance both employee well-being and organizational performance.

Although previous studies have reported a positive relationship between transformational leadership and job satisfaction, most have been conducted in different countries or focused on specific professional groups such as nurses or physicians. Limited evidence is available regarding healthcare workers from different professional backgrounds within the Eastern Province of Saudi Arabia. Therefore, the present study examines the impact of transformational leadership on job satisfaction among healthcare workers in this region. The findings are expected to contribute to a better understanding of how leadership practices influence employees' workplace experiences and to provide practical recommendations for healthcare leaders and decision-makers.

1.2 Problem Statement

Employee job satisfaction is widely recognized as a key factor influencing organizational performance, employee retention, and the quality of healthcare services. In healthcare organizations, satisfied employees are more likely to remain committed to their organizations, collaborate effectively with colleagues, and provide high-quality patient care. However, healthcare professionals continue to face numerous workplace challenges, including increasing workloads, staff shortages, organizational changes, and work-related stress, all of which may negatively affect their level of job satisfaction.

Leadership has been identified as one of the most influential organizational factors affecting employees' attitudes and workplace experiences. Among various leadership styles, transformational leadership has received considerable attention because of its ability to motivate employees, encourage collaboration, support professional development, and create positive work environments. Despite this, the extent to which transformational leadership influences job satisfaction may differ across organizational and cultural contexts, particularly within healthcare settings.

Previous studies have generally reported a positive relationship between transformational leadership and job satisfaction. However, much of the existing research has been conducted outside Saudi Arabia or has focused on specific groups of healthcare professionals, such as nurses or physicians. Relatively few studies have examined healthcare workers from different professional backgrounds within the Saudi healthcare sector, especially in the Eastern Province. As a result, there is limited evidence regarding how transformational leadership affects job satisfaction among the broader healthcare workforce in this region.

Furthermore, Saudi Arabia's healthcare sector is undergoing substantial transformation as part of **Vision 2030**, placing greater emphasis on leadership effectiveness, employee engagement, and the delivery of high-quality healthcare services. Understanding how transformational leadership contributes to employees' job satisfaction is therefore important for healthcare organizations seeking to improve organizational performance while maintaining a motivated and satisfied workforce.

Accordingly, this study aims to examine the impact of transformational leadership on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia. By addressing this gap, the study is expected to provide empirical evidence that supports healthcare leaders and decision-makers in developing leadership practices that enhance employee satisfaction and strengthen organizational effectiveness.

1.3 Significance of the Study

The significance of this study stems from its focus on the relationship between transformational leadership and job satisfaction within the Saudi healthcare sector, particularly in the Eastern Province. As healthcare organizations continue to adapt to the objectives of **Saudi Vision 2030**, understanding leadership practices that promote employee satisfaction has become increasingly important. The findings of this study are expected to contribute to both academic knowledge and professional practice.

From a theoretical perspective, this study contributes to the existing body of knowledge by examining the relationship between transformational leadership and job satisfaction in the context of healthcare organizations in Saudi Arabia. It also extends previous research by

including healthcare workers from different professional backgrounds rather than focusing on a single occupational group.

From a practical perspective, the findings may assist healthcare leaders, managers, and policymakers in understanding how transformational leadership behaviors influence employees' job satisfaction. This understanding may support the development of leadership training programs, improve workplace environments, strengthen employee engagement, and enhance organizational performance.

The study may also benefit healthcare organizations by providing evidence that can support leadership development initiatives aimed at improving employee well-being, reducing turnover intentions, and promoting a more positive organizational culture. Since employee satisfaction is closely associated with service quality, improving leadership practices may ultimately contribute to better patient care and organizational effectiveness.

Finally, this study may serve as a useful reference for future researchers interested in leadership, organizational behavior, and healthcare management. It provides empirical evidence that may support further studies examining leadership practices and employee outcomes in different healthcare settings and geographical regions.

1.4 Research Objectives

The primary objective of this study is to examine the impact of transformational leadership on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia.

The specific objectives of the study are to:

1. Examine the level of transformational leadership practices as perceived by healthcare workers in the Eastern Province of Saudi Arabia.
2. Assess the level of job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia.
3. Examine the impact of transformational leadership on job satisfaction among healthcare workers.
4. Determine the influence of the four dimensions of transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration) on job satisfaction.
5. Provide recommendations that may assist healthcare organizations in improving leadership practices and enhancing employees' job satisfaction.

1.5 Research Questions

Based on the study objectives, the present study seeks to answer the following research questions:

1. What is the level of transformational leadership as perceived by healthcare workers in the Eastern Province of Saudi Arabia?
2. What is the level of job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia?
3. What is the impact of transformational leadership on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia?

4. To what extent do the four dimensions of transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration) influence job satisfaction among healthcare workers?
5. What recommendations can be proposed to improve transformational leadership practices and enhance job satisfaction in healthcare organizations?

1.6 Research Hypotheses

Based on the study objectives, Transformational Leadership Theory, and the findings of previous studies, the following hypotheses were developed to examine the relationship between transformational leadership and job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia.

Main Hypothesis

H1: Transformational leadership has a statistically significant positive impact on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia.

Sub-Hypotheses

H1a: Idealized Influence has a statistically significant positive impact on job satisfaction among healthcare workers.

H1b: Inspirational Motivation has a statistically significant positive impact on job satisfaction among healthcare workers.

H1c: Intellectual Stimulation has a statistically significant positive impact on job satisfaction among healthcare workers.

H1d: Individualized Consideration has a statistically significant positive impact on job satisfaction among healthcare workers.

1.7 The Scientific Theory Adopted for the Study

The present study is grounded in **Transformational Leadership Theory**, originally introduced by **Burns (1978)** and further developed by **Bass (1985)**. The theory explains how leaders influence employees by inspiring them to achieve organizational goals while supporting their personal and professional development. Unlike transactional leadership, which focuses primarily on exchanges and rewards, transformational leadership emphasizes motivation, trust, innovation, and shared organizational values.

Bass (1985) proposed that transformational leadership consists of four key dimensions: **Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration**. These dimensions describe leadership behaviors that encourage employees to perform beyond expected standards by fostering trust, encouraging creativity, providing individualized support, and communicating a shared vision. As a result, transformational leadership has been associated with positive employee outcomes, including stronger organizational commitment, higher work engagement, and greater job satisfaction.

The theory is particularly relevant to healthcare organizations, where effective leadership plays an important role in supporting healthcare professionals, improving teamwork, and maintaining high-quality healthcare services. By creating supportive and motivating work environments, transformational leaders help employees cope with workplace challenges and contribute more effectively to organizational goals.

Accordingly, **Transformational Leadership Theory** provides the theoretical foundation for the present study. It explains how transformational leadership behaviors may influence healthcare workers' job satisfaction and supports the proposed relationship between the independent variable (transformational leadership) and the dependent variable (job satisfaction). A detailed discussion of the theory is presented in **Chapter Two**.

Chapter II
Literature Review

2.1 Introduction

Leadership has become one of the most influential factors affecting organizational success, particularly in the healthcare sector, where leaders play a crucial role in shaping employees' attitudes, behaviors, and overall work experiences. Among the various leadership approaches, transformational leadership has attracted considerable attention due to its ability to inspire employees, promote innovation, and foster a supportive work environment. Healthcare organizations increasingly recognize that transformational leaders contribute not only to improving organizational performance but also to enhancing employees' motivation, commitment, and job satisfaction.

Job satisfaction is another critical organizational outcome that has received extensive attention in management and healthcare research. It reflects employees' overall evaluation of their work experiences and significantly influences their performance, productivity, organizational commitment, retention, and quality of patient care. In healthcare settings, maintaining high levels of job satisfaction among healthcare workers is essential for ensuring sustainable workforce performance and delivering high-quality healthcare services.

Given the growing importance of transformational leadership in healthcare organizations, numerous studies have examined its relationship with job satisfaction across different countries and healthcare contexts. Although many studies have reported a positive association between transformational leadership and employees' job satisfaction, variations in organizational environments, leadership practices, and cultural contexts suggest the need for further investigation, particularly within the Saudi healthcare system.

Accordingly, this chapter reviews the existing literature related to transformational leadership and job satisfaction. It first examines previous empirical studies relevant to the study variables, followed by a discussion of the theoretical foundations underlying transformational leadership and job satisfaction. The chapter also presents the dimensions of transformational leadership, explains the relationship between transformational leadership and job satisfaction, and concludes with the conceptual framework that guides the current study.

2.2 Previous Studies

Previous studies provide an essential foundation for understanding the concepts of transformational leadership and job satisfaction within healthcare organizations. Over the past decade, researchers have increasingly examined how leadership styles influence employees' attitudes, organizational commitment, and workplace performance. In healthcare settings, transformational leadership has received particular attention because of its ability to inspire employees, improve teamwork, and create supportive work environments. To present the literature in a clear and systematic manner, previous studies are categorized into studies on transformational leadership, studies on job satisfaction, and studies investigating the relationship between transformational leadership and job satisfaction.

2.2.1 Studies on Transformational Leadership

Transformational leadership has become one of the most widely studied leadership approaches in healthcare because of its positive influence on both organizational performance and employee outcomes. Healthcare organizations operate in dynamic environments that require leaders who can motivate employees, encourage innovation, and promote collaboration while maintaining high standards of patient care. Previous studies consistently suggest that transformational leaders create supportive work environments where employees feel empowered to contribute to organizational goals and continuously improve healthcare services.

Several recent studies have demonstrated the positive impact of transformational leadership on healthcare quality and organizational effectiveness. **Murdianto et al. (2024)** emphasized that transformational leadership contributes to improving the quality of patient care by encouraging employee commitment, strengthening teamwork, and supporting continuous quality improvement initiatives. Similarly, **Alqithami et al. (2026)** found that transformational leadership was positively associated with healthcare service quality among healthcare professionals in Saudi Arabia, highlighting its importance in strengthening organizational performance and enhancing the delivery of healthcare services. These findings indicate that transformational leadership plays a significant role in promoting both service quality and organizational success within healthcare institutions.

The benefits of transformational leadership are also reflected in employees' workplace experiences and professional performance. **Niinihuhta et al. (2026)** reported that transformational leadership supports structural empowerment, enabling employees to participate more actively in organizational processes while improving staff outcomes. Likewise, **Alhubishi and Aldubikhi (2026)** found that transformational leadership positively influenced nurses' performance in a tertiary military medical complex by encouraging professional development, improving communication, and fostering greater commitment to organizational objectives. Similarly, **ALmotawa (2025)** concluded that transformational leadership contributes to improving the quality of healthcare services by creating a supportive organizational environment that enhances employees' effectiveness and overall service delivery.

Evidence from systematic reviews further supports the importance of transformational leadership in healthcare organizations. **Afriana et al. (2026)** concluded that transformational leadership contributes to improving nurse retention and well-being by creating positive work environments characterized by support, motivation, and professional growth. Collectively, previous studies consistently demonstrate that transformational leadership strengthens healthcare organizations by improving employee performance, enhancing healthcare quality, and creating supportive work environments that benefit both healthcare professionals and patients.

2.2.2 Studies on Job Satisfaction

Job satisfaction has been widely recognized as an essential factor influencing employee performance, organizational commitment, and the quality of healthcare services. In healthcare organizations, employees who are satisfied with their jobs are generally more motivated, productive, and committed to providing high-quality patient care. Previous studies have shown that job satisfaction is influenced by multiple organizational and work-

related factors, including management support, working conditions, professional development opportunities, and the overall work environment.

Recent research conducted in Saudi Arabia has highlighted the importance of organizational and workplace factors in shaping healthcare employees' job satisfaction. **Alkhateeb et al. (2026)** identified several determinants of job satisfaction among healthcare workers, emphasizing that supportive organizational policies, favorable working conditions, and effective management practices contribute significantly to improving employee satisfaction. Similarly, **Alissa and Alotaibi (2025)** reported that healthcare providers working in Saudi tertiary government hospitals experienced different levels of job satisfaction depending on workplace conditions and organizational support, highlighting the importance of creating positive work environments that promote employee well-being and retention.

Other studies have further emphasized the role of workplace characteristics in enhancing employees' professional experiences. **Monshi et al. (2026)** found that health professionals working in primary healthcare centres reported higher levels of job satisfaction when they perceived supportive supervision, positive communication, and appropriate working conditions. Likewise, **Mosfer and Ahmed (2026)** identified organizational support, leadership practices, and workplace environment as important factors influencing nurses' job satisfaction in major hospitals in the Eastern Region of Saudi Arabia. These findings demonstrate that healthcare organizations can improve employee satisfaction by strengthening supportive management practices and creating healthy work environments.

Evidence from systematic reviews also reinforces the importance of maintaining employees' well-being to improve job satisfaction. **Abbakr et al. (2026)** concluded that reducing occupational burnout and promoting supportive organizational environments are essential for enhancing healthcare professionals' job satisfaction and maintaining workforce stability. Overall, previous studies consistently indicate that job satisfaction is influenced by a combination of organizational support, effective management, positive working conditions, and employee well-being, all of which contribute to improved healthcare performance and organizational success.

2.2.3 Studies on the Relationship between Transformational Leadership and Job Satisfaction

The relationship between transformational leadership and job satisfaction has received considerable attention in healthcare research because leadership practices directly influence employees' attitudes, motivation, and organizational commitment. Healthcare professionals frequently work in demanding environments that require supportive leadership capable of inspiring employees, encouraging collaboration, and creating positive workplace conditions. Consequently, transformational leadership has been consistently recognized as one of the most influential leadership styles in improving employees' job satisfaction and strengthening organizational performance.

Several empirical studies have demonstrated a positive relationship between transformational leadership and job satisfaction among healthcare professionals. **Labrague et al. (2020)** reported that transformational leadership was positively associated with higher job satisfaction while simultaneously reducing job stress, absenteeism, and turnover intention among nurses. Similarly, **Alasmari et al. (2025)** found that transformational

leadership significantly improved nurses' job satisfaction and contributed to higher staff retention in critical care departments in the Aseer Region. These findings indicate that transformational leaders create supportive work environments that encourage employees to remain committed to their organizations while improving their overall workplace experiences.

The positive influence of transformational leadership on job satisfaction is also reflected through improvements in workplace relationships and organizational climate. **Kammerhoff et al. (2019)** demonstrated that transformational leadership enhances employees' job satisfaction by reducing workplace conflict and promoting more harmonious working relationships. Likewise, **Fauziah et al. (2025)** found that transformational leadership, together with a supportive work environment, positively influenced employees' motivation, job satisfaction, and overall hospital performance. These studies suggest that transformational leadership contributes to job satisfaction not only through direct support but also by creating organizational conditions that encourage collaboration, trust, and employee engagement.

Recent evidence further supports the important role of transformational leadership in improving employees' organizational experiences. **Riana et al. (2026)** concluded that transformational leadership, combined with effective communication and appropriate workload management, contributes to higher job satisfaction while reducing employees' intentions to leave their organizations. Overall, previous studies consistently demonstrate that transformational leadership plays a significant role in enhancing job satisfaction by fostering supportive work environments, strengthening employee commitment, improving workplace relationships, and encouraging positive organizational outcomes. These findings provide strong theoretical support for examining the relationship between transformational leadership and job satisfaction in the present study.

2.2.4 Summary of Previous Studies and Research Gap

The review of previous studies demonstrates that transformational leadership positively influences healthcare organizations by improving healthcare service quality, strengthening employee performance, promoting teamwork, and creating supportive work environments. Recent studies also emphasize the importance of transformational leadership in empowering healthcare professionals, enhancing organizational effectiveness, and improving employee well-being, particularly within healthcare settings.

Similarly, studies on job satisfaction consistently indicate that organizational support, favorable working conditions, effective leadership, professional development opportunities, and positive workplace environments contribute significantly to higher levels of job satisfaction among healthcare professionals. These factors not only improve employees' well-being but also enhance organizational commitment, employee retention, and the overall quality of healthcare services.

Studies examining the relationship between transformational leadership and job satisfaction further confirm a significant positive association between the two variables. Healthcare employees who perceive higher levels of transformational leadership generally report greater job satisfaction, stronger organizational commitment, improved workplace relationships, and lower turnover intentions. Collectively, these findings suggest that

transformational leadership plays a vital role in creating positive organizational environments that benefit both healthcare professionals and healthcare organizations.

Despite the consistency of previous findings, several research gaps remain. Although recent studies have increasingly examined transformational leadership and job satisfaction within healthcare settings, many have focused on specific professional groups, particularly nurses, or have been conducted in limited organizational contexts. Furthermore, relatively few studies have investigated this relationship among healthcare professionals from different occupational backgrounds within the Eastern Province of Saudi Arabia. Therefore, the present study seeks to address this gap by examining the impact of transformational leadership on job satisfaction among healthcare employees in this region, providing evidence that may support leadership development and improve employee satisfaction in Saudi healthcare organizations.

2.3 Theoretical Framework

2.3.1 Transformational Leadership Theory

Transformational Leadership Theory is one of the most influential leadership theories in organizational and management research. It was first introduced by **Burns (1978)**, who distinguished transformational leadership from transactional leadership. Burns argued that transformational leaders inspire employees to move beyond their personal interests and work toward achieving shared organizational goals. Unlike transactional leadership, which focuses primarily on exchanges such as rewards and corrective actions, transformational leadership emphasizes inspiration, shared values, trust, and long-term development.

The theory was further developed by **Bass (1985)**, who explained that transformational leaders enhance employees' motivation and performance by influencing their attitudes, beliefs, and behaviors. According to Bass, leaders achieve this by communicating a clear vision, encouraging innovation, and supporting employees in reaching their full potential. Consequently, transformational leadership not only improves organizational performance but also strengthens employees' commitment, satisfaction, and willingness to exceed expected job requirements.

Later, **Bass and Riggio (2006)** emphasized that transformational leadership is built upon a strong relationship between leaders and followers, characterized by mutual trust, respect, and continuous learning. Leaders adopting this approach encourage employees to participate in decision-making, embrace organizational change, and contribute beyond their formal responsibilities. Such behaviors create a collaborative organizational culture that supports innovation, professional development, and sustainable organizational success.

Transformational Leadership Theory consists of four interrelated dimensions known as the **Four I's**. These include **Idealized Influence**, where leaders act as ethical role models and gain employees' trust; **Inspirational Motivation**, which reflects leaders' ability to communicate an inspiring vision and motivate employees toward shared goals; **Intellectual Stimulation**, which encourages employees to think creatively and develop innovative solutions; and **Individualized Consideration**, through which leaders recognize employees' individual needs by providing guidance, coaching, and professional support. Together, these dimensions explain how transformational leaders influence employees' attitudes, behaviors, and workplace experiences.

Given its emphasis on employee motivation, organizational commitment, and positive workplace relationships, Transformational Leadership Theory provides an appropriate theoretical foundation for the present study. It offers a comprehensive explanation of how leadership behaviors can influence healthcare workers' job satisfaction within healthcare organizations in the Eastern Province of Saudi Arabia.

2.3.2 Concept of Transformational Leadership

Transformational leadership is widely recognized as a leadership approach that inspires employees to achieve organizational goals while supporting their personal and professional development. Rather than relying on authority or reward-based relationships, transformational leaders motivate employees through a shared vision, effective communication, and mutual trust. This leadership style encourages individuals to contribute beyond their expected responsibilities by creating an environment that values innovation, collaboration, and continuous improvement.

The concept was originally introduced by **Burns (1978)** and later expanded by **Bass (1985)**, who emphasized that transformational leaders positively influence employees' motivation, confidence, and organizational commitment. **Bass and Riggio (2006)** further explained that transformational leadership focuses on developing employees' capabilities while simultaneously improving organizational effectiveness. As a result, employees become more engaged, adaptable, and committed to achieving long-term organizational objectives.

Recent leadership literature describes transformational leadership as a people-centered approach that promotes creativity, ethical behavior, and professional growth. Leaders adopting this style encourage participation in decision-making, recognize employees' achievements, and support continuous learning. These characteristics help create positive workplace environments where employees feel respected, motivated, and valued.

Within the context of the present study, transformational leadership represents the independent variable used to examine its influence on healthcare workers' job satisfaction. The theory suggests that leaders who demonstrate transformational behaviors are more likely to create supportive work environments that encourage employee engagement, commitment, and satisfaction.

2.3.3 Importance of Transformational Leadership in Healthcare Organizations

Healthcare organizations operate in complex environments characterized by rapid technological advancements, increasing patient expectations, workforce shortages, and continuous organizational change. Under these conditions, effective leadership has become essential for maintaining high-quality healthcare services while supporting employees' well-being and organizational performance. As healthcare systems continue to evolve, organizations require leaders who can successfully guide change while maintaining employee engagement and service quality.

Transformational leadership is particularly valuable in healthcare because it promotes collaboration, strengthens communication, and fosters a culture of trust, empowerment, and continuous improvement. Healthcare professionals often work under significant physical and psychological pressure, making supportive leadership essential for maintaining motivation, improving workplace experiences, and reducing occupational stress. Leaders who inspire employees, recognize their contributions, and encourage participation in decision-making create healthier work environments and strengthen employees' commitment to organizational goals.

Previous studies consistently demonstrate that transformational leadership is associated with several positive organizational outcomes in healthcare settings. Research has shown that this leadership style contributes to improving healthcare service quality, enhancing employee performance, strengthening teamwork, increasing job satisfaction, supporting staff retention, and promoting employee well-being. Furthermore, transformational leadership encourages innovation, professional development, and continuous quality improvement, enabling healthcare organizations to respond more effectively to evolving healthcare challenges while maintaining high standards of patient care.

The importance of transformational leadership has become even more evident in Saudi Arabia following the healthcare reforms introduced under Saudi Vision 2030, which emphasize improving healthcare quality, developing human capital, and strengthening organizational efficiency. Achieving these national objectives requires leaders who can successfully manage organizational change, motivate healthcare professionals, and create supportive work environments that improve both employee satisfaction and healthcare outcomes across different healthcare settings.

Therefore, transformational leadership represents an appropriate leadership approach for healthcare organizations seeking to improve organizational effectiveness while maintaining a motivated, satisfied, and high-performing workforce. Its demonstrated contribution to employee outcomes and organizational performance justifies its selection as the central independent variable in the present study.

2.3.4 Dimensions of Transformational Leadership

Transformational leadership is commonly described as a multidimensional leadership style that explains how leaders influence employees' attitudes, behaviors, and organizational performance. According to **Bass (1985)** and **Bass and Riggio (2006)**, transformational leadership consists of four interconnected dimensions: **Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration**. Rather than operating independently, these dimensions complement one another to create a leadership approach that enhances employee motivation, organizational commitment, and job satisfaction. Collectively, they form the foundation of the **Multifactor Leadership Questionnaire (MLQ)**, one of the most widely used instruments for assessing transformational leadership.

2.3.4.1 Idealized Influence

Idealized Influence refers to leaders' ability to act as ethical role models who earn employees' trust, respect, and confidence (**Bass, 1985**). Leaders demonstrating this dimension maintain high ethical standards, act with integrity, and consistently align their

decisions with organizational values. Their behavior encourages employees to develop confidence in leadership and strengthens trust throughout the organization.

Within healthcare organizations, ethical leadership is particularly important because healthcare professionals regularly make decisions that affect patient safety and quality of care. Leaders who demonstrate fairness, professionalism, and accountability create a supportive work environment where employees feel respected and motivated to contribute to organizational goals. Consequently, idealized influence strengthens organizational commitment and contributes positively to employees' job satisfaction.

2.3.4.2 Inspirational Motivation

Inspirational Motivation reflects a leader's ability to communicate a clear vision and encourage employees to work collectively toward shared organizational goals (**Bass, 1985**). Rather than relying primarily on rewards or authority, transformational leaders motivate employees by creating a sense of purpose and emphasizing the value of their contributions.

In healthcare settings, employees frequently encounter demanding workloads and rapidly changing work environments. Leaders who provide encouragement, communicate clear expectations, and recognize employees' efforts help maintain motivation and strengthen teamwork. This positive atmosphere increases employees' confidence, promotes collaboration, and supports higher levels of job satisfaction while contributing to improved organizational performance.

2.3.4.3 Intellectual Stimulation

Intellectual Stimulation refers to leaders' ability to encourage employees to think critically, question traditional practices, and develop innovative solutions to workplace challenges (**Bass, 1985**). Transformational leaders value creativity and continuous learning by encouraging employees to share ideas and participate in problem-solving without fear of criticism.

This dimension is especially relevant in healthcare organizations, where continuous advances in medical knowledge and technology require employees to adapt and improve their professional skills. Leaders who promote innovation and evidence-based practice create learning-oriented workplaces that encourage professional development and continuous improvement. Such an environment enhances employees' confidence, engagement, and overall satisfaction with their work.

2.3.4.4 Individualized Consideration

Individualized Consideration represents the leader's ability to recognize employees' individual needs, abilities, and professional aspirations (**Bass, 1985**). Transformational leaders provide guidance, coaching, and constructive feedback while recognizing that employees require different forms of support to achieve their potential.

In healthcare organizations, individualized support is particularly valuable because professionals often work under significant physical and emotional demands. Leaders who listen to employees, acknowledge their contributions, and encourage professional

development create a work environment characterized by trust, respect, and mutual support. These leadership behaviors strengthen employees' commitment to the organization, improve psychological well-being, and contribute to higher levels of job satisfaction.

2.3.5 Concept of Job Satisfaction

Job satisfaction is one of the most important concepts in organizational behavior because it reflects employees' overall perceptions and feelings about their work. It represents the degree to which individuals are satisfied with different aspects of their jobs, including the work environment, leadership, professional development opportunities, relationships with colleagues, compensation, and organizational support. Employees who perceive their work positively are generally more motivated, committed, and engaged in achieving organizational goals.

One of the most widely accepted definitions of job satisfaction was introduced by **Locke (1976)**, who described it as a positive emotional state resulting from an individual's evaluation of job experiences. This definition emphasizes that employees develop job satisfaction when their work meets their expectations, personal values, and professional needs. Later research expanded this perspective by recognizing that job satisfaction is influenced by both intrinsic factors, such as achievement, recognition, and career growth, and extrinsic factors, including salary, supervision, working conditions, and organizational policies.

In healthcare organizations, job satisfaction is particularly important because healthcare professionals work in environments characterized by heavy workloads, emotional demands, and continuous organizational change. Employees who experience high job satisfaction are more likely to remain committed to their organizations, collaborate effectively with colleagues, and provide high-quality patient care. In contrast, low job satisfaction has been associated with burnout, absenteeism, turnover intention, and reduced organizational performance.

Job satisfaction is influenced by several organizational and individual factors. Organizational factors include leadership style, communication, organizational culture, workload, managerial support, and opportunities for professional development. Individual characteristics, including work experience, education, and personal expectations, may also influence how employees evaluate their jobs. Among these factors, leadership has consistently been recognized as one of the strongest predictors of job satisfaction because leaders directly shape employees' work experiences and organizational climate.

Within the context of Saudi Arabia's healthcare transformation under **Vision 2030**, maintaining a satisfied healthcare workforce has become increasingly important. Healthcare organizations require motivated employees who can adapt to organizational change while maintaining high standards of patient care. Therefore, job satisfaction represents an important organizational outcome and serves as the dependent variable in the present study, which examines how transformational leadership influences job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia.

2.3.6 Relationship between Transformational Leadership and Job Satisfaction

Transformational Leadership Theory suggests that leaders influence employees not only through formal authority but also by inspiring, supporting, and empowering them. Leaders who communicate a clear vision, encourage innovation, recognize employees' contributions, and respond to individual needs create positive work environments that enhance employees' attitudes toward their jobs. Consequently, transformational leadership is expected to increase job satisfaction by strengthening employees' motivation, trust, and commitment to their organizations.

The four dimensions of transformational leadership contribute to job satisfaction in different ways. **Idealized Influence** promotes trust and respect between leaders and employees, while **Inspirational Motivation** encourages employees to pursue shared organizational goals with enthusiasm and confidence. **Intellectual Stimulation** supports creativity and participation in problem-solving, enabling employees to feel valued and involved in organizational improvement. **Individualized Consideration** focuses on employees' personal and professional development by providing guidance, recognition, and continuous support. Together, these leadership behaviors create a supportive organizational climate that enhances employees' overall job satisfaction.

This theoretical relationship is particularly relevant in healthcare organizations, where employees often work under demanding conditions that require effective leadership and strong organizational support. Leaders who demonstrate transformational behaviors help healthcare professionals cope with workplace challenges, improve communication, strengthen teamwork, and maintain motivation. As a result, employees are more likely to develop positive attitudes toward their work and remain committed to organizational objectives.

Based on Transformational Leadership Theory and the empirical evidence discussed in the previous sections, the present study assumes that transformational leadership has a positive influence on healthcare workers' job satisfaction. Accordingly, transformational leadership is proposed as the independent variable, while job satisfaction represents the dependent variable examined in this research.

2.3.7 Conceptual Framework of the Study

The conceptual framework of this study is developed based on **Transformational Leadership Theory** proposed by **Bass (1985)** and supported by previous empirical research examining the relationship between transformational leadership and job satisfaction. The framework illustrates the proposed relationship between transformational leadership as the independent variable and job satisfaction as the dependent variable among healthcare workers in the Eastern Province of Saudi Arabia.

In the present study, transformational leadership is represented by its four dimensions: **Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration**. These dimensions describe leadership behaviors that influence employees' motivation, commitment, and workplace experiences. Job satisfaction reflects employees' overall evaluation of their work and serves as the primary outcome variable.

The framework proposes that transformational leadership positively influences healthcare workers' job satisfaction by creating supportive work environments, strengthening

communication, encouraging professional development, and fostering organizational commitment. Accordingly, the conceptual framework provides the theoretical basis for the study hypotheses and guides the empirical analysis presented in the following chapters.

Figure 2.1 illustrates the proposed conceptual framework of the study.

Transformational Leadership (4 I's)

(Independent variable)

- |— Idealized Influence
- |— Inspirational Motivation
- |— Intellectual Stimulation
- |— Individualized Consideration



Job Satisfaction

(Dependent Variable)

[Source: Developed by the researcher based on Bass (1985) and previous studies.]

Chapter III: Research Methodology

3.1 Introduction

This chapter describes the methodology adopted to achieve the objectives of the present study. It explains the research design, target population, sampling technique, sample size, research instrument, data collection procedures, data analysis methods, ethical considerations, and the study limitations. The methodological procedures were carefully selected to ensure that the research objectives were addressed effectively and that the collected data were valid, reliable, and appropriate for examining the impact of transformational leadership on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia.

3.2 Research Design

This study employed a **quantitative cross-sectional research design**. The quantitative approach was selected because it enables the collection of numerical data and facilitates statistical analysis to examine the relationship between transformational leadership and job satisfaction (Creswell & Creswell, 2018).

3.3 Research Instrument

Data were collected using a structured self-administered questionnaire developed based on the relevant literature and previous empirical studies on transformational leadership and job satisfaction. The questionnaire was reviewed to ensure that the items were appropriate for the objectives of the study.

Section	Variable / Dimension	Number of Items
Section I	Demographic Information (Gender, Age, Profession, Workplace, Years of Experience, Educational Level)	6
Section II	Idealized Influence	3
Section II	Inspirational Motivation	3
Section II	Intellectual Stimulation	3
Section II	Individualized Consideration	3
Section III	Job Satisfaction	7

All questionnaire items were measured using a **five-point Likert scale**, ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**, with higher scores indicating a higher level of agreement (Likert, 1932).

3.4 Research Population

The target population of this study consisted of healthcare workers employed in healthcare organizations in the Eastern Province of the Kingdom of Saudi Arabia. The population included healthcare professionals from different disciplines, such as physicians, nurses, pharmacists, allied health professionals, administrative staff, and other healthcare employees working in both public and private healthcare organizations.

The study focused on healthcare workers because they work under the supervision of leaders and are therefore able to evaluate transformational leadership practices and express their level of job satisfaction. The inclusion of participants from different professional backgrounds provided a broader understanding of the relationship between transformational leadership and job satisfaction within the healthcare sector.

3.5 Sampling Technique

A non-probability convenience sampling technique was employed in this study. Participants were selected based on their availability and willingness to participate in the survey. This sampling technique was considered appropriate because the study targeted healthcare workers from different healthcare organizations in the Eastern Province of Saudi Arabia, and access to a complete sampling frame was not available. Convenience sampling has been widely used in healthcare and social science research due to its practicality and suitability for cross-sectional survey studies (Etikan et al., 2016).

3.6 Sample Size

A total of 157 valid questionnaires were obtained and included in the final statistical analysis after excluding incomplete responses. This sample size was considered adequate for conducting the statistical analyses used in the study, including correlation and regression analysis.

3.7 Data Collection Procedure

The questionnaire was distributed electronically using Google Forms through social media platforms. Participation was voluntary, and respondents completed the questionnaire anonymously. Data collection continued until the required sample size was achieved.

3.8 Data Analysis

The collected data were coded and analyzed using appropriate statistical analysis software. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize the data. Cronbach's Alpha was used to assess reliability. Pearson correlation analysis, simple linear regression, and multiple linear regression were conducted to test the study hypotheses.

3.9 Ethical Considerations

Participation in this study was voluntary, and informed consent was obtained from all participants before completing the questionnaire. Participants were informed that their

responses would remain anonymous and confidential and would be used solely for academic research purposes. No personally identifiable information was collected, and participants had the right to withdraw from the study at any time before submitting their responses.

3.10 Research Boundaries (Limits of the Study)

The current study was conducted within specific boundaries to ensure that the research remained focused and achievable. These boundaries are as follows:

- **Subject Boundary:** The study examined the impact of transformational leadership on job satisfaction among healthcare workers.
- **Spatial Boundary:** The study was conducted in healthcare organizations located in the Eastern Province of the Kingdom of Saudi Arabia.
- **Human Boundary:** The study was limited to healthcare workers employed in healthcare organizations, including physicians, nurses, pharmacists, allied health professionals, administrative staff, and other healthcare employees.
- **Time Boundary:** Data collection was conducted during 2026.

Chapter IV:
Results, Discussion and Recommendations

4.1 Introduction

This chapter presents the findings of the statistical analysis conducted to address the research objectives and answer the research questions. The analysis is based on data collected from **157 healthcare workers** in the Eastern Province of Saudi Arabia.

Descriptive statistics were first used to summarize the demographic characteristics of the participants and describe the study variables. The chapter then presents the results of the statistical analyses used to examine the relationship between transformational leadership and job satisfaction and to test the study hypotheses. Finally, the findings are discussed in light of previous studies, followed by recommendations based on the study results.

4.2 Data Analysis

4.2.1 Demographic Characteristics of the Participants

Table 4.1 Gender of the Participants

A total of **157** healthcare workers participated in this study. The questionnaire collected demographic information including gender, age, profession, workplace, years of experience, and educational level. The distribution of participants is presented below.

Gender	Frequency	Percentage
Male	101	64.3%
Female	56	35.7%

Note: Percentages are based on valid responses. Some participants did not answer all demographic questions.

The results indicate that male participants represented the majority of the sample (**64.3%**), while females accounted for **35.7%**. This suggests that the study included responses from both genders, with greater participation from male healthcare workers.

Table 4.2 Age

Age	Frequency	Percentage
Less than 25 years	12	7.6%
25-34 years	63	40.1%
35-44 years	50	31.8%
45-54 years	19	12.1%
55 years and above	13	8.3%

Note: Percentages are based on valid responses. Some participants did not answer all demographic questions.

Most participants were between **25 and 34 years (40.1%)**, followed by those aged **35–44 years (31.8%)**. This indicates that the sample mainly consisted of healthcare workers in the early and middle stages of their professional careers.

Table 4.3 Profession

Profession	Frequency	Percentage*
Administrative Staff	52	33.5%
Physicians	28	18.1%
Allied Health Professionals	26	16.8%
Other	25	16.1%
Nurses	14	9.0%
Pharmacists	11	7.1%
Other (Security)	1	0.6%

Note: Percentages are based on valid responses. Some participants did not answer all demographic questions.

The largest proportion of participants were **administrative staff (33.5%)**, followed by **physicians (18.1%)** and **allied health professionals (16.8%)**. Nurses and pharmacists represented smaller proportions of the sample. This distribution reflects the participation of healthcare workers from different professional backgrounds, providing a broader perspective on transformational leadership and job satisfaction within the healthcare sector.

Table 4.4 Workplace

Workplace	Frequency	Percentage
Government	119	76.8%
Private	36	23.2%

Note: Percentages are based on valid responses. Some participants did not answer all demographic questions.

Most participants (**76.8%**) were employed in **government healthcare organizations**, while **23.2%** worked in the private sector. This indicates that the findings primarily reflect the perceptions of healthcare workers employed in public healthcare institutions.

Table 4.5 Years of experience

Years of Experience	Frequency	Percentage*
Less than 1 year	17	10.9%
1–5 years	40	25.8%
6–10 years	30	19.4%
More than 10 years	69	44.2%

Note: Percentages are based on valid responses. Some participants did not answer all demographic questions.

Nearly half of the participants (**44.2%**) had **more than 10 years of professional experience**, while approximately one-quarter (**25.8%**) had between **1 and 5 years** of experience. This suggests that the study included a substantial proportion of experienced healthcare workers.

Table 4.6 Education level

Educational Level	Frequency	Percentage*
Bachelor's Degree	82	52.6%
Master's Degree	32	20.5%
Diploma	29	18.6%
Doctorate	12	7.7%

Note: Percentages are based on valid responses. Some participants did not answer all demographic questions.

More than half of the participants (**52.6%**) held a **bachelor's degree**, followed by those with a **master's degree (20.5%)** and a **diploma (18.6%)**. Participants holding doctoral degrees represented **7.7%** of the sample, indicating a relatively well-qualified study population.

Table 4.7 Descriptive Statistics of the Study Variables

Variable	Mean	Standard Deviation	Level
Idealized Influence	3.90	1.08	High
Inspirational Motivation	3.76	1.08	High
Intellectual Stimulation	3.66	1.14	High
Individualized Consideration	3.61	1.12	High
Transformational Leadership (Overall)	3.73	1.02	High
Job Satisfaction	3.76	0.98	High

Note: Interpretation of mean scores: 1.00–1.80 = Very Low, 1.81–2.60 = Low, 2.61–3.40 = Moderate, 3.41–4.20 = High, and 4.21–5.00 = Very High.

Table 4.7 presents the descriptive statistics for the study variables. Overall, healthcare workers reported a **high level of transformational leadership**, with an overall mean score of **3.73** (SD = **1.02**). Among the four dimensions, **Idealized Influence** recorded the highest mean score (M = **3.90**, SD = **1.08**), followed by **Inspirational Motivation** (M = **3.76**, SD = **1.08**), **Intellectual Stimulation** (M = **3.66**, SD = **1.14**), and **Individualized Consideration** (M = **3.61**, SD = **1.12**). Although Individualized Consideration received the lowest mean score among the four dimensions, it was still evaluated at a high level.

Regarding the dependent variable, healthcare workers reported a **high level of job satisfaction**, with a mean score of **3.76** (SD = **0.98**). Overall, the findings indicate that participants had positive perceptions of transformational leadership practices and expressed a high level of satisfaction with their jobs.

4.3 Results

4.3.1 Reliability Analysis

To assess the internal consistency of the research instrument, Cronbach's Alpha coefficients were calculated for each dimension of transformational leadership, the overall transformational leadership scale, and the job satisfaction scale. According to Hair et al. (2022), Cronbach's Alpha values of **0.70 or above** indicate acceptable reliability, while values above **0.80** indicate good reliability.

Table 4.8 Reliability Analysis of the Study Variables

Variable	No. of Items	Cronbach's Alpha	Interpretation
Idealized Influence	3	0.911	Excellent

Variable	No. of Items	Cronbach's Alpha	Interpretation
Inspirational Motivation	3	0.868	Good
Intellectual Stimulation	3	0.904	Excellent
Individualized Consideration	3	0.879	Good
Transformational Leadership (Overall)	12	0.959	Excellent
Job Satisfaction	7	0.922	Excellent

Table 4.8 presents the reliability analysis of the study instrument using Cronbach's Alpha. The findings indicate that all study variables demonstrated high levels of internal consistency. Cronbach's Alpha values ranged from **0.868** for **Inspirational Motivation** to **0.959** for the overall **Transformational Leadership** scale. The **Job Satisfaction** scale also demonstrated excellent reliability, with a Cronbach's Alpha value of **0.922**.

Overall, all reliability coefficients exceeded the recommended threshold of **0.70**, indicating that the questionnaire possesses strong internal consistency and is suitable for subsequent statistical analyses.

4.3.2 Pearson Correlation Analysis

Pearson's correlation analysis was conducted to examine the relationship between transformational leadership and job satisfaction among healthcare workers. The analysis aimed to determine the strength and direction of the relationship between the independent variable (transformational leadership) and the dependent variable (job satisfaction).

Table 4.9 Pearson Correlation between Transformational Leadership and Job Satisfaction

Variables	Pearson Correlation (r)	Sig. (2-tailed)	Interpretation
Transformational Leadership and Job Satisfaction	0.809	< 0.001	Strong positive relationship

Table 4.9 shows the results of the Pearson correlation analysis between transformational leadership and job satisfaction. The findings revealed a **strong positive correlation** between the two variables (**$r = 0.809$, $p < 0.001$**). This indicates that higher levels of transformational leadership are associated with higher levels of job satisfaction among healthcare workers.

The correlation coefficient was statistically significant at the **0.01 level**, suggesting that the relationship is unlikely to have occurred by chance. These findings provide initial evidence

supporting the study's assumption that transformational leadership is positively associated with job satisfaction.

4.3.3 Regression Analysis

Simple linear regression analysis was conducted to examine the effect of transformational leadership on job satisfaction among healthcare workers. Transformational leadership was entered as the independent variable, while job satisfaction was treated as the dependent variable.

Table 4.10 Simple Linear Regression Analysis

Variables	B	Std. Error	Beta (β)	t	Sig.
Constant	0.845	0.176	—	4.796	<0.001
Transformational Leadership	0.780	0.046	0.809	17.125	<0.001

Table 4.11 Model Summary for Simple Linear Regression

R	R ²	Adjusted R ²	F	Sig.
0.809	0.654	0.652	293.265	< 0.001

A simple linear regression analysis was conducted to examine the effect of transformational leadership on job satisfaction among healthcare workers. As shown in Table 4.10, transformational leadership had a statistically significant positive effect on job satisfaction (**B = 0.780, t = 17.125, p < 0.001**). This indicates that higher levels of transformational leadership are associated with higher levels of job satisfaction.

Table 4.11 presents the model summary. The regression model was statistically significant (**F = 293.265, p < 0.001**) and explained **65.4%** of the variance in job satisfaction (**R² = 0.654; Adjusted R² = 0.652**). These findings support the main hypothesis that transformational leadership positively influences job satisfaction among healthcare workers.

Table 4.12 Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta (β)	t	Sig.	Decision
Constant	0.900	0.179	—	5.021	<0.001	—
Idealized Influence	0.043	0.077	0.048	0.561	0.576	Not Supported

Variable	B	Std. Error	Beta (β)	t	Sig.	Decision
Inspirational Motivation	0.334	0.089	0.369	3.737	<0.001	Supported
Intellectual Stimulation	0.260	0.086	0.303	3.007	0.003	Supported
Individualized Consideration	0.134	0.082	0.152	1.622	0.107	Not Supported

Table 4.13 Model Summary for Multiple Linear Regression

R	R Square	Adjusted R Square	F	Sig.
0.815	0.664	0.655	75.145	< 0.001

A multiple linear regression analysis was conducted to examine the effects of the four dimensions of transformational leadership on job satisfaction among healthcare workers. The results indicate that the overall regression model was statistically significant ($F = 75.145$, $p < 0.001$), explaining **66.4%** of the variance in job satisfaction ($R^2 = 0.664$).

Among the four dimensions, **Inspirational Motivation** had a significant positive effect on job satisfaction ($B = 0.334$, $t = 3.737$, $p < 0.001$), followed by **Intellectual Stimulation** ($B = 0.260$, $t = 3.007$, $p = 0.003$). In contrast, **Idealized Influence** ($p = 0.576$) and **Individualized Consideration** ($p = 0.107$) did not have statistically significant effects after controlling for the other dimensions.

These findings indicate that only **Inspirational Motivation** and **Intellectual Stimulation** were significant predictors of job satisfaction among the participants.

4.3.4 Hypothesis Testing

Main Hypothesis (H1)

H1: *Transformational leadership has a statistically significant positive effect on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia.*

The results of the **simple linear regression analysis** demonstrated that transformational leadership had a statistically significant positive effect on job satisfaction ($B = 0.780$, $t = 17.125$, $p < 0.001$). Therefore, the main hypothesis (**H1**) was supported.

Sub-Hypothesis (H1a)

H1a: *Idealized Influence has a statistically significant positive effect on job satisfaction among healthcare workers.*

Based on the results of the multiple linear regression analysis, **Idealized Influence** did not have a statistically significant effect on job satisfaction ($B = 0.043$, $t = 0.561$, $p = 0.576$). Therefore, **H1a was not supported.**

Sub-Hypothesis (H1b)

H1b: *Inspirational Motivation has a statistically significant positive effect on job satisfaction among healthcare workers.*

The results indicated that **Inspirational Motivation** had a statistically significant positive effect on job satisfaction ($B = 0.334$, $t = 3.737$, $p < 0.001$). Therefore, **H1b was supported.**

Sub-Hypothesis (H1c)

H1c: *Intellectual Stimulation has a statistically significant positive effect on job satisfaction among healthcare workers.*

The multiple regression analysis showed that **Intellectual Stimulation** had a statistically significant positive effect on job satisfaction ($B = 0.260$, $t = 3.007$, $p = 0.003$). Therefore, **H1c was supported.**

Sub-Hypothesis (H1d)

H1d: *Individualized Consideration has a statistically significant positive effect on job satisfaction among healthcare workers.*

The findings indicated that **Individualized Consideration** did not have a statistically significant effect on job satisfaction ($B = 0.134$, $t = 1.622$, $p = 0.107$). Therefore, **H1d was not supported.**

The statistical findings presented above are discussed in the following section by comparing them with previous research and interpreting their implications within the context of healthcare organizations in Saudi Arabia.

4.4 Discussion

The primary objective of this study was to examine the impact of transformational leadership on job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia. The findings demonstrated that transformational leadership has a statistically significant positive influence on job satisfaction, indicating that healthcare employees who perceived higher levels of transformational leadership also reported higher levels of job satisfaction. The strong positive correlation between the two variables ($r = 0.809$, $p < 0.001$) and the significant regression results further confirm that transformational leadership represents an important factor in explaining employees' job satisfaction. Moreover, the

regression model explained 65.4% of the variance in job satisfaction, suggesting that leadership practices play a substantial role in shaping employees' perceptions of their work environment. These findings support the main hypothesis of the study and highlight the importance of effective leadership in improving employee outcomes within healthcare organizations.

The positive relationship identified in this study is consistent with previous research emphasizing the important role of transformational leadership in healthcare settings. **Labrague et al. (2020)** found that transformational leadership contributes to higher job satisfaction while reducing job stress, absenteeism, and turnover intention among nurses. Similarly, **Alasmari et al. (2025)** reported that transformational leadership positively influenced nurses' job satisfaction and staff retention in critical care departments in Saudi Arabia. The agreement between these studies and the present findings suggests that leadership behaviours characterized by encouragement, inspiration, and employee support contribute to creating healthier work environments where healthcare professionals are more satisfied with their jobs and more committed to their organizations.

The findings of the present study are also consistent with **Fauziah et al. (2025)**, who concluded that transformational leadership enhances employee motivation, job satisfaction, and hospital performance through the development of supportive work environments. Likewise, **Riana et al. (2026)** emphasized that transformational leadership, together with effective communication and appropriate workload management, contributes to improving employee satisfaction and reducing turnover intentions. These similarities indicate that transformational leadership extends beyond influencing individual attitudes and contributes to strengthening organizational effectiveness by encouraging collaboration, employee engagement, and positive workplace relationships.

Further analysis showed that transformational leadership explained a considerable proportion of the variation in job satisfaction among healthcare workers. Although job satisfaction is influenced by several organizational and individual factors, the relatively high explanatory power of the regression model suggests that leadership practices remain one of the most influential organizational factors affecting employees' workplace experiences. This finding is particularly relevant for healthcare organizations, where employees routinely work under demanding conditions that require effective communication, continuous support, and strong organizational guidance. Consequently, leaders who inspire employees, encourage participation, and promote professional growth are more likely to foster positive work environments that improve employee satisfaction and organizational performance.

A more detailed examination of the four dimensions of transformational leadership provided additional insights into the leadership behaviours that contribute most to healthcare workers' job satisfaction. Although transformational leadership demonstrated a strong overall influence, the multiple regression analysis revealed that only **Inspirational Motivation** and **Intellectual Stimulation** had statistically significant positive effects on job satisfaction. In contrast, **Idealized Influence** and **Individualized Consideration** did not significantly predict job satisfaction after controlling for the remaining leadership dimensions. These findings indicate that some transformational leadership behaviours have a stronger influence on employees' workplace experiences than others.

Among the four dimensions, **Inspirational Motivation** emerged as the strongest predictor of job satisfaction. This finding suggests that healthcare employees highly value leaders who communicate a clear vision, inspire confidence, encourage teamwork, and motivate employees to achieve common organizational goals. Such behaviours may be particularly important in healthcare organizations, where employees often work under challenging conditions and require continuous encouragement to maintain high levels of motivation and commitment. This finding supports the conclusions of **Fauziah et al. (2025)**, who reported that transformational leadership enhances employees' motivation and job satisfaction by creating supportive work environments that encourage collaboration and improve organizational performance. Similarly, **Alhubishi and Aldubikhi (2026)** found that transformational leadership positively influenced nurses' performance, emphasizing the importance of leadership behaviours that motivate employees and encourage them to perform beyond expected standards.

The findings also showed that **Intellectual Stimulation** had a significant positive effect on job satisfaction. This suggests that healthcare professionals appreciate leaders who encourage new ideas, involve employees in problem-solving, and promote continuous learning within the workplace. As healthcare organizations continue to experience rapid technological and organizational changes, opportunities to participate in decision-making and contribute to service improvement may increase employees' sense of value and professional satisfaction. This interpretation is consistent with **Murdianto et al. (2024)**, who emphasized that transformational leadership promotes continuous quality improvement by encouraging innovation and strengthening employees' commitment to delivering high-quality healthcare services. Likewise, **Niinihuhta et al. (2026)** highlighted that transformational leadership empowers healthcare professionals by supporting professional development and active participation, leading to more positive staff outcomes.

In contrast, **Idealized Influence** and **Individualized Consideration** did not demonstrate statistically significant effects on job satisfaction in the present study. Although these dimensions are recognised as essential components of transformational leadership, their effects may be less evident when all four dimensions are examined simultaneously within the same statistical model. One possible explanation is that healthcare employees place greater importance on leadership behaviours that directly influence their daily work experiences, such as motivation, communication, and opportunities to contribute to organizational improvement. Therefore, while leaders who act as positive role models and provide individual support remain important, these behaviours alone may not be sufficient to explain variations in job satisfaction within the present study population.

Overall, these findings suggest that healthcare organizations should not only encourage transformational leadership in general but should also place greater emphasis on leadership behaviours that inspire employees, stimulate innovation, and actively engage staff members in achieving organizational goals. Focusing on these leadership practices may contribute to improving job satisfaction while supporting healthcare organizations in maintaining a committed, motivated, and high-performing workforce.

The findings of the present study have important implications for healthcare organizations in Saudi Arabia, particularly in light of the ongoing healthcare transformation under Saudi Vision 2030. As healthcare institutions continue to focus on improving service quality, organizational efficiency, and workforce sustainability, leadership practices have become increasingly important in achieving these objectives. The results suggest that adopting

transformational leadership behaviours, particularly those related to inspiring employees and encouraging innovation, may contribute to creating more supportive work environments that enhance job satisfaction among healthcare professionals. Improving job satisfaction is likely to benefit not only employees but also healthcare organizations through higher organizational commitment, improved performance, and better quality of patient care.

Overall, the findings confirm that transformational leadership represents an important organizational factor influencing job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia. The study extends previous research by examining healthcare workers from different professional backgrounds rather than focusing exclusively on a single professional group. Furthermore, the findings provide empirical evidence from the Saudi healthcare context, where research examining transformational leadership and job satisfaction across diverse healthcare professions remains relatively limited. Consequently, the present study contributes to the existing body of knowledge and offers practical evidence that may assist healthcare organizations in designing leadership development initiatives aimed at improving employee satisfaction and supporting organizational performance.

4.5 Study Limitations

- Cross-sectional design.
- Convenience sampling.
- Eastern Province only.
- Self-reported questionnaire.

4.6 Recommendations

Based on the findings of the present study, the following recommendations are proposed:

1. Healthcare organizations should strengthen the implementation of transformational leadership practices, as the findings demonstrated their positive effect on healthcare workers' job satisfaction.
2. Leadership development programs should focus on enhancing **Inspirational Motivation** and **Intellectual Stimulation**, as these dimensions were identified as significant predictors of job satisfaction.
3. Healthcare leaders should encourage employee participation in decision-making, promote innovation, and strengthen communication and teamwork to create a more supportive work environment.
4. Healthcare organizations should regularly assess employees' perceptions of leadership practices and job satisfaction to identify areas for improvement and support evidence-based decision-making.
5. Leadership development initiatives should be aligned with the objectives of **Saudi Vision 2030** to support healthcare quality, workforce development, and organizational effectiveness.
6. Future studies are encouraged to examine the relationship between transformational leadership and job satisfaction in different healthcare settings and regions of Saudi Arabia and to investigate additional organizational factors that may influence job satisfaction.

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Appendices

Appendix A

Questionnaire

عزيزي/عزيزتي المشارك/ة،

السلام عليكم ورحمة الله وبركاته ،

في إطار متطلبات الحصول على درجة الماجستير في إدارة الخدمات الصحية، يتم إجراء دراسة علمية بعنوان:

“أثر القيادة التحويلية على الرضا الوظيفي لدى العاملين في القطاع الصحي في المنطقة الشرقية بالمملكة العربية السعودية.”

يهدف هذا الاستبيان إلى التعرف على أثر ممارسات القيادة التحويلية في مستوى الرضا الوظيفي لدى العاملين في القطاع الصحي. وستُستخدم نتائج هذا الاستبيان لأغراض البحث العلمي فقط، مع ضمان سرية جميع البيانات وعدم استخدامها لأي غرض آخر.

نأمل منكم التكرم بالمشاركة عبر الرابط أدناه، حيث تمثل آراؤكم ومشاركاتكم قيمة كبيرة في دعم أهداف هذه الدراسة، ولن تستغرق تعبئة الاستبيان سوى 5 دقائق تقريباً.

شاكرين لكم وقتكم وتعاونكم، ونقدر دعمكم بنشر الاستبيان.

أولاً: البيانات الديموغرافية

1. الجنس

- ☐ ذكر
- ☐ أنثى

2. العمر

- ☐ أقل من 25 سنة
- ☐ 25-34 سنة
- ☐ 35-44 سنة
- ☐ 45-54 سنة
- ☐ 55 سنة فأكثر

3. المهنة

- ☐ طبيب/ة
- ☐ ممرض/ة
- ☐ صيدلي/ة
- ☐ أخصائي صحي
- ☐ إداري
- ☐ أخرى: _____

4. جهة العمل

- ☐ حكومي
- ☐ خاص

5. سنوات الخبرة

- ☐ أقل من سنة
- ☐ 1-5 سنوات
- ☐ 6-10 سنوات
- ☐ أكثر من 10 سنوات

6. المؤهل العلمي

- ☐ دبلوم
- ☐ بكالوريوس
- ☐ ماجستير
- ☐ دكتوراه
- **ثانياً: القيادة التحويلية**
- يرجى تحديد درجة موافقتك على العبارات التالية وفقاً للمقياس الآتي

	العبارة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	يتصرف مديري بطريقة تكسبه احترام العاملين.	☐	☐	☐	☐	☐
2	يعد مديري قدوة في السلوك المهني.	☐	☐	☐	☐	☐
3	يلتزم مديري بالقيم والأخلاقيات المهنية.	☐	☐	☐	☐	☐

ثالثاً: الرضا الوظيفي

م	العبارة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1	أشعر بالرضا عن عملي الحالي.	☐	☐	☐	☐	☐
2	أشعر بالرضا عن بيئة العمل.	☐	☐	☐	☐	☐
3	أشعر بالتقدير من قبل جهة عملي.	☐	☐	☐	☐	☐
4	أشعر بالرضا عن أسلوب إشراف مديري.	☐	☐	☐	☐	☐
5	أشعر أن جهودي تحظى بالتقدير.	☐	☐	☐	☐	☐
6	أشعر بالحماس أثناء أداء عملي.	☐	☐	☐	☐	☐
7	بشكل عام، أنا راضٍ عن وظيفتي.	☐	☐	☐	☐	☐

سؤال اختياري:

هل لديك أي مقترحات لتحسين أسلوب القيادة أو زيادة الرضا الوظيفي في جهة عملك؟

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