

عنوان البحث

**Impact of transformational leadership on employee motivation and employee performance:
Moderation of Organizational Culture in the hospitals of Eastern Province in Saudi Arabia**
أثر القيادة التحولية على دافعية الموظفين وأداء الموظفين: تأثير ثقافة المنظمة كعامل معدل في مستشفيات المنطقة الشرقية في
المملكة العربية السعودية

اعداد الطالبه:

علياء ابراهيم كنو

Prepared by student:

Alia Ibrahim kano

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اشراف الدكتور:

الفصل عبد الحميد

فايز جراد

والدكتورة:

الاء احمد

سارافريد

Research Title:

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من لا يشكر الناس لا يشكر الله

أشكر الله تعالى أولاً الذي وفقنا لإتمام هذا البحث والشكر موصول لجامعة ميداوشن كلية الإدارة كما أخص بالذكر الدكتور الفصيل عبد الحميد والدكتور فايز جراد وكل من الدكتوراة الاء احمد وسارا فريد على مجهوداتهم الجباره في الدعم والتوجيه المستمر طوال فترة اعداد البحث كما اود ان اعرب عن كامل امتناني لجميع من ساهم في اتمام هذا البحث ولا سيما العاملين بالمنشآت الصحيه بالمنطقه الشرقيه بقطاعية الخاص والحكومي لتعاونهم المثمر.

الملخص

تتناول هذه الدراسة تأثير القيادة التحويلية على تحفيز الموظفين وأداء الموظفين في قطاع المستشفيات في المملكة العربية السعودية .

وفي هذا السياق، تم دراسة الثقافة التنظيمية كعامل معدل. اعتمد الباحث على النهج الكمي وجمع البيانات من 150 موظفًا في المستشفيات. قام الباحث بتحليل العلاقات باستخدام تحليل الانحدار وتحليل التفاعل. تؤكد النتائج أن القيادة التحويلية تعزز بشكل كبير تحفيز الموظفين وأداء الموظفين. وفي هذا الصدد، تعد الثقافة التنظيمية عاملاً معدلاً في العلاقة بين القيادة التحويلية وأداء الموظفين، ولكنها لا تؤثر في العلاقة بين القيادة التحويلية وتحفيز الموظفين. تسلط هذه النتائج الضوء على الدور الهام الذي تلعبه القيادة في بيئات الرعاية الصحية. كما أكدت على ضرورة وجود ثقافة تنظيمية قوية لضمان تعظيم نتائج الأداء. تقدم الدراسة رؤية نظرية فيما يتعلق بأبحاث القيادة وتعرض تطبيقات عملية لإدارة المستشفيات. وبهذا الشكل، يمكن تعزيز بيئة عمل تحفز الأداء العالي.

القيادة التحويلية، تحفيز الموظفين، أداء الموظفين، الثقافة التنظيمية :الكلمات المفتاحية

Abstract

This study examines the impact of transformational leadership on employee motivation and employee performance in the hospital sector of Saudi Arabia. In this regard, organizational culture was studied as a moderator. The researcher has implemented a quantitative approach and collected data from 150 hospital employees. The researcher analyzed relationships using regression and moderation analysis. Results confirm that TL significantly enhances EM and EP. In this regard, OC moderates the TL-EP relationship but not the TL-EM relationship. These findings highlight the important role played by leadership in healthcare settings. It underscored the need for a strong organizational culture so that the performance outcomes can be maximized. The study provides theoretical insights regarding the research of leadership and offers practical implications for hospital management. In this way, a motivating and high-performing work environment can be fostered.

Keywords: Transformational leadership, employee motivation, employee performance, organizational culture

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1. Introduction

Transformational leadership is a style of leadership through which the employees are inspired and motivated to exceed the expectations through various ways. It includes vision, intellectual stimulation, and support from individuals (Dalkie & Botha, 2024; Eduzor, 2024). Within the context of hospitals, effective leadership holds great importance through which the motivation and performance of employees is enhanced. It also aids in ensuring high-quality care of patients (Aini & Dzakiyullah, 2024). The healthcare sector in Saudi Arabia particularly in the Eastern Province is also experiencing significant reforms under Vision 2030. It fosters the development of leadership, motivation of workforce, and improvements in performance (Mani & Goniewicz, 2024). The culture within the organization also plays an important role in shaping the effectiveness of leadership. This is because it influences the way through which employees respond to the transformational leadership (Rojak et al., 2024). It is important to understand the association between various factors. It includes transformational leadership, motivation and performance of employees within the context of organizational culture. It is also essential for the optimization of hospital efficiency and patient outcomes.

There has been an acknowledged benefits of transformational leadership highlighted in past studies. However, its impact on the motivation and performance of employees in Saudi Arabian hospitals remains underexplored particularly in the Eastern Province (Almonawer, 2021; Mderis et al., 2024). The healthcare sector also faces various challenges such as burnout of staff, low satisfaction of job, and inefficiencies of performance which can be associated to the approaches of leadership (Turkman, 2024). Furthermore, culture within organization can either facilitate or hinder the effectiveness of transformational leadership. It can motivate the employees and improve their performance (Virgiawan et al., 2021). However, there has been a limited empirical research that has examined the moderating role of organizational culture in this relationship within the context of Saudi healthcare (Harb et al., 2025; Nodahy Ibrahim et al., 2023). It is important to address this gap so that effective leadership strategies through which a motivated and high-performing workforce can be fostered.

This research holds great significant importance. Moreover, it also provides insights regarding the role of transformational leadership through which the employee motivation and performance can be enhanced within the Saudi hospitals (Alshahrani et al., 2024). Therefore, the study has also contributed to leadership and human resource management literature by examining the moderating effect of organizational culture. The study also seeks to offer

important practical implications for the administrators and policymakers of hospitals (Aggarwal & Agarwala, 2023). Therefore, a supportive organizational culture is fostered by understanding these dynamics. It can also help in designing targeted development programs of leadership. In this way, the healthcare service quality can also be improved. The findings are also important and particularly relevant in the context of healthcare transformation of Saudi Arabia under Vision 2030. It prioritizes excellence of leadership and the development of workforce.

To examine the influence of TL on the EM and EP in the hospitals of Saudi Arabia. For this purpose, the researcher will focus on the moderating role of organizational culture.

The researcher has fulfilled following research objectives;

1. To assess the influence of TL on EM in the hospital sector of Saudi Arabia.
2. To identify the impact of TL on EP in the hospital sector of Saudi Arabia.
3. To analyses the moderating role of OC in the relationship between TL and EM in the hospital sector of Saudi Arabia.
4. To assess the moderation of OC on the relationship between TL and EP in the hospital sector of Saudi Arabia.

Following research questions have been answered in this research;

1. How does TL influence EM in the hospital sector of Saudi Arabia?
2. What is the impact of TL on EP in the hospital sector of Saudi Arabia?
3. How does OC moderate the relationship between TL and EM in the hospital sector of Saudi Arabia?
4. How does OC moderate the relationship between TL and EP?

2. Literature Review

2.1. Underpinning Theory

The **Full-Range Leadership Theory (Sivarat et al., 2021)** underpins this study. It underpins the influence of transformational leadership (TL) on employee motivation (EM) and employee performance (EP). This theory underscores that transformational leaders inspire the employees by focusing on a compelling vision. It also fosters intellectual stimulation, and provide individualized consideration which enhances the motivation and performance of employees (Eduzor, 2024; Saleem et al., 2025). In the context of hospital sector, transformational leadership holds a crucial role in engaging healthcare professionals. It also reduces burnout of employees and improving job commitment. It ultimately lead to better patient care and efficiency of operations (Greimel et al., 2023; Ystaas et al., 2023).

Furthermore, the theory is also relevant because it acknowledges that the effectiveness of leadership is influenced by various contextual factors. In this regard, organizational culture (OC) holds great importance (Babu & Kushwaha, 2024). A supportive culture within the organization strengthens the relationship between TL and both EM and EP. It reinforces the ability of leaders to inspire and guide employees (Khaddage-Soboh et al., 2024). On the other hand, a rigid or hierarchical culture can also limit the effectiveness of transformational leadership. It plays an important role in discouraging innovation and motivation. Therefore, the Full-Range Leadership Theory (Randolph, 2021) is relevant and important comprehensive framework. It plays a key role in assessing the way through which TL influences EM and EP. The underpinning theory also justifies the moderating role of OC in these relationships.

2.2. Transformation Leadership influences Employee Motivation

Transformational leadership holds immense importance in shaping the motivation of employees. It fosters a sense of purpose, engagement, and commitment within the workplace (Jiatong et al., 2022; Mburu et al., 2024). Leaders who show transformational qualities are more likely to motivate their workforce. It includes inspiring of a shared vision, provision of the intellectual stimulation, and offering individualized support. It can also create an environment where employees feel valued and empowered (Eduzor, 2024). In this regard, transformational leaders communicate high expectations through the inspirational motivation. It can also encourage the employees so that they can go beyond their routine tasks which increases intrinsic motivation (Bakker et al., 2023). Within the hospital context, where there is a high demand of job and emotionally taxing, the transformational leadership can significantly enhance motivation through fostering employees that they feel their contributions are meaningful and aligned with the mission of patient care within the organisation (Larson et al., 2023; Park et al., 2024).

Moreover, the transformational leaders also play an important role in fostering a culture of trust and empowerment. It strengthens sense of autonomy and professional growth among employees (Zahari, 2023). However, they create a work environment that satisfies intrinsic motivational needs by recognizing and developing the potential of employees. It can lead towards higher satisfaction and engagement of job (Van Tuin et al., 2021). Research has shown that the employees are more productive when they are motivated, committed, and willing to put extra effort into their roles. Within the context of healthcare sector, motivated employees are important for maintaining high-quality patient care and of operations (Karaferis et al., 2022). Therefore, the transformational leadership plays an important role and a key driver of employee motivation which makes it a critical factor for the success of organisations.

H1: “Transformational leadership has a significant positive influence on employee motivation”.

2.3. Transformational Leadership influences Employee Performance

Transformational leadership significantly enhances the performance of employees. It fosters a work environment that encourages innovation, commitment, and continuous improvement (Abdul-Azeez et al., 2024). Those leaders who shows transformational qualities inspire employees so that they can exceed expectations. It provides a clear vision, intellectual stimulation, and individualized support (Khan et al., 2022). Therefore, transformational leaders set high performance standards through idealized influence and inspirational motivation. It also fosters a sense of purpose among employees. This style of leadership enhances the confidence of employees in their abilities. In this way, employees can be motivated to take initiative and demonstrate greater levels of productivity (Setiawan et al., 2021). Within the context of hospitals, the efficiency and precision are crucial. In this regard, transformational leadership can drive healthcare professionals so that they can deliver better patient care. In this way, teamwork can be improved and employees can also be adapted to challenges in an effective manner.

Moreover, transformational leaders play an important role in empowering employees through the provision of opportunities for the development of skills and professional growth. It also directly contributes towards improved performance (Qalati et al., 2022). Therefore, employees become more engaged in their work and more capable of handling complex tasks by encouraging creative problemsolving and fostering a culture of continuous learning (Mustafa & Lleshi, 2024). Research also indicates that employees under transformational leadership demonstrate higher satisfaction of job, reduced absenteeism, and increased commitment towards the goals in an organization (Othman & Khrais, 2022). Within the context of healthcare sector, the performance of employees directly impacts patient outcomes. However, the transformational leadership plays an important role in ensuring high-quality service delivery and excellence of operations.

H2: “Transformational leadership has a significant positive influence on employee performance”

2.4. Moderation of Organizational Culture

The culture in an organization plays a crucial role in shaping the way through which transformational leadership influences the motivation of employees. It either reinforces or weakens its impact (Yousefi et al., 2025). A supportive culture within the organization that values innovation, collaboration, and development of employees also enhances the effectiveness of transformational leadership. It plays an important role in creating an environment where employees feel encouraged so that they can engage with their work (Al-Husseini et al., 2021). When the values within the organization align with the principles of transformational leadership. It includes openness to change, empowerment, and shared vision of employees are more likely so that they can internalize the motivational efforts of leaders (Mohammed & AL-Abrow, 2023). Within the settings of hospital, a culture that focuses on teamwork, professional growth, and patient-centered care can significantly strengthen the positive influence of transformational leadership on employee motivation. It can lead towards greater satisfaction and commitment of job (Virgiawan et al., 2021).

On the other hand, a rigid or bureaucratic organizational culture can also limit the effectiveness of transformational leadership in motivating the employees (Akbari et al., 2022). In hierarchical workplaces the authority and traditional structures dominate, employees may be less receptive to the efforts of transformational leaders so that they can inspire change and encourage autonomy (Hasanah & Efendi, 2024). However, the resistance to innovation or lack of support for employee development can also play an important role in reducing motivation. It makes it difficult for transformational leadership so that they can achieve its intended impact (Lagowska et al., 2022). In the hospitals where there are strict procedures and top-down decision-making, these transformational leaders can potentially struggle so that they can fully engage employees. This is because their motivational strategies can also conflict with the existing culture (Ashok et al., 2021). Thus, the culture within the organization acts as a moderating factor as it can either foster or diminish the association between transformational leadership and motivation of employees.

H3: “Organizational culture moderates the relationship between transformational leadership and employee motivation”

. The culture within the organization plays a pivotal role in assessing the extent to which transformational leadership enhances the performance of employees (Achmad & Mz, 2022). A culture that encourages innovation, collaboration, and continuous learning plays an important role in strengthening the impact of

transformational leadership. It provide the employees with the necessary support and resources so that they can excel in their roles (Hilton et al., 2023). When the employees operate in an environment that values empowerment and open communication, effective outcomes can be achieved. This is because the employees are more likely to respond positively to transformational leaders who are more likely to challenge them so that they can improve and exceed expectations (Idris et al., 2022). In the context of hospitals, a culture that fosters teamwork, adaptability, and patient-centered care can foster the effectiveness of transformational leadership. It can lead towards improved job performance, better service delivery, and overall efficiency of operations.

On the other hand, it can be considered that a rigid or hierarchical organizational culture can weaken the relationship among the transformational leadership and performance of employees. It can create barriers against the innovation and professional growth (Qalati et al., 2022). In organizations where there are strict procedures, the excessive bureaucracy, or resistance to change dominate. In this regard, the employees may struggle so that they can fully engage with the vision of transformational leader (Nguyen et al., 2023). Such cultural constraints can play an important role in limiting the ability of employees so that they can take initiative, experiment with new ideas, or go beyond their basic job requirements. It can ultimately reduce the performance levels (Ahsan, 2024). In the hospital settings, where efficiency and adaptability are crucial for delivering high-quality healthcare, a restrictive culture can lead to ineffective outcomes. It can hinder the ability of transformational leadership so that they can drive superior performance of employees (Ashok et al., 2021). Therefore, the culture within the organization serves as a moderating factor which can either enhance or suppress the positive effects of transformational leadership on the performance of employees.

H4: “Organizational culture moderates the relationship between transformational leadership and employee performance”

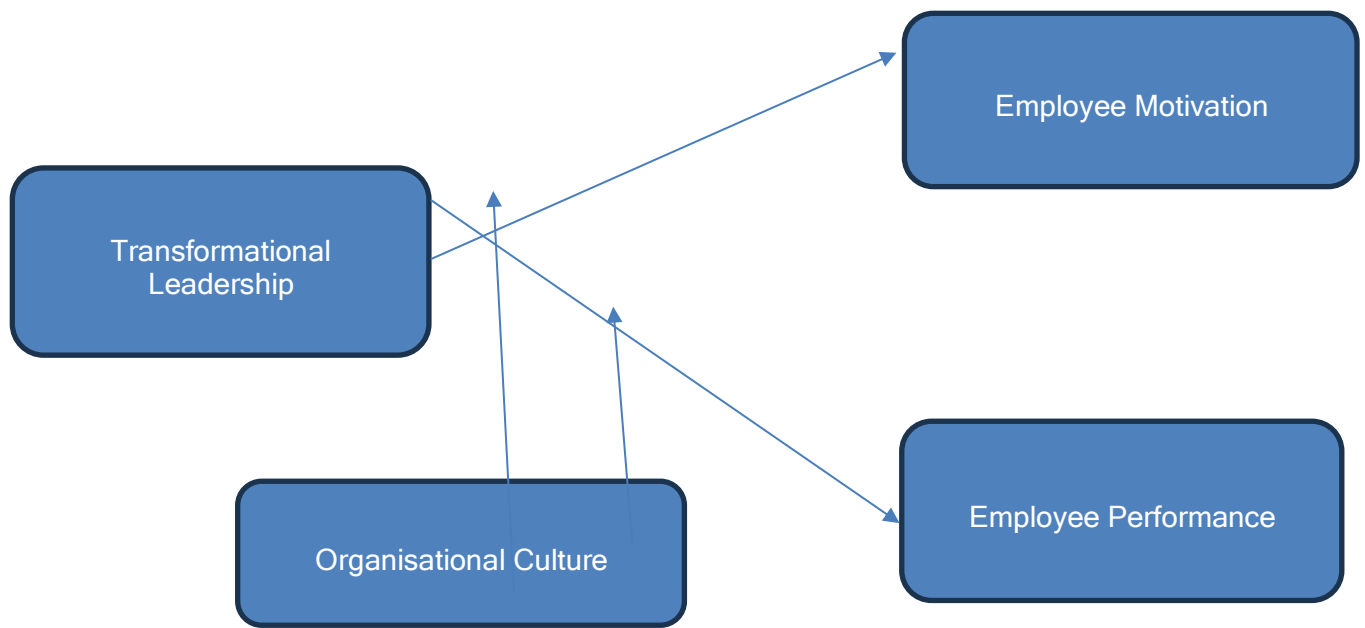


Figure 1: Conceptual Framework

Source: Author Generated

3. Methodology

3.1. Research Philosophy

This study has implemented a **positivist research philosophy**. This is because it focuses on objectively measuring the relationship between transformational leadership, employee motivation, and employee performance by utilizing the quantifiable data. Positivism emphasizes the empirical evidence, testing of hypothesis, and statistical analysis. In this way, it becomes suitable for examining structured relationships in an organizational setting.

3.2. Research Approach

Deduction approach was implemented in this study which was followed by a top-down reasoning process. It starts with general principles and implement them to specific cases. In this way, it becomes suitable for examining the influence of transformational leadership on employee motivation and performance. As the present study adopts a **positivist philosophy**, therefore a deductive approach was important in enabling the hypothesis testing through statistical analysis. In this way, objectivity and generalizability can be ensured.

3.3. Research Design

This study implemented a **quantitative research design**. This is because it focuses on objectively measuring the association between transformational leadership, employee motivation, and employee performance using numerical data. A quantitative approach was important because it aligned with the **positivist philosophy** and **deductive reasoning**. It can enable hypothesis testing through statistical analysis. Through the adoption of standardized data collection methods, such as questionnaires. The present study minimizes bias and allows for a comprehensive analysis of the moderating role of organizational culture. It also provides actionable insights for leadership and improvements in policy.

3.4. Research Strategy

This study employed an **online survey strategy**. In this way, the researcher intended to collect quantitative data from the employees of hospitals in the Eastern Province of Saudi Arabia. The online survey method was chosen due to its efficiency and cost-effectiveness. The online survey method also involves the ability so that it can reach a large and diverse sample within a short timeframe. Based on the structured nature of the research, an online survey allowed for standardized data collection. It also ensured consistency and reduced the researcher bias. Moreover, hospital staff often have demanding schedules. It makes an online

survey a convenient option that enabled respondents so that they can participate at their convenience. This approach also played an important role in facilitating the collection of reliable and generalizable data. It was essential for statistically analyzing the relationships between transformational leadership, motivation of employees, employee performance, and the moderating role of organizational culture.

3.5. Sampling and Population

The **population** for this study consisted of hospital employees in the Eastern Province of Saudi Arabia. It included doctors, nurses, administrative staff, and other healthcare professionals. This population was selected as the hospitals operate in high-pressure environments where leadership style significantly influences the motivation and performance of employees. Based on the critical role of healthcare workers in delivering quality patient care, it is important to understand the way through which transformational leadership impacts their motivation and performance. Moreover, the inclusion of employees from various departments was also important. This is because it provided a comprehensive understanding of leadership effectiveness across different roles within the hospital sector.

A **sampling technique** was used so that a representative selection of participants from the target population can be ensured. A **random sampling method** was implemented so that bias can be minimized and the generalizability of the findings can also be enhanced. As the study followed a **quantitative approach**, a sufficiently large sample was required. This is because, the researcher aimed to perform statistical analysis and hypothesis testing. An online survey was distributed to hospital employees. It ensured accessibility and convenience while maintaining anonymity so that honest responses can be encouraged. This sampling approach was also important in allowing the researcher so that diverse perspectives can be collected. In this way, it was ensured that the results accurately reflected the relationship between transformational leadership, employee motivation, and performance, while also considering the moderating role of organizational culture.

3.6. Data Collection

The questionnaire was distributed online to hospital employees in the Eastern Province of Saudi Arabia. For this purpose, the researcher used email and professional networking platforms. An online survey platform was utilized to ensure ease of access, in this way, the participants were facilitated to complete the questionnaire at their convenience while maintaining anonymity. The questionnaire included

structured and close-ended questions on the basis of validated measurement scales (See table 1). In this way, the researcher aimed to assess transformational leadership, employee motivation, employee performance, and organisational culture.

Table 1: Measurement of Variables

Variables	Number of Items	Sources
Transformational Leadership	9 items	(Bagga et al., 2023)
Employee Motivation	5 items	(Sokolic et al., 2024)
Employee Performance	5 items	(Sokolic et al., 2024)
Organizational Culture	10 items	(Bagga et al., 2023)

3.7. Data Analysis

The collected data was analyzed using **statistical techniques**. In this way, the researcher aimed to test the hypotheses and examine the relationships between transformational leadership, employee motivation, and employee performance, with organizational culture as a moderating variable. **Descriptive statistics** were used to summarize demographic information. However, the **inferential statistics**, including **regression analysis and moderation analysis**, were conducted. These tests were conducted to assess the strength and significance of relationships among variables. **Regression analysis** was employed by the researcher so that it can be ensured that the researcher comprehensively assess the direct and moderating effects. Reliability and validity tests, such as **Cronbach's alpha** were applied so that it can be confirmed that there is the consistency of measurement scales. This analytical approach was important in providing objective and generalizable insights regarding the impact of transformational leadership in the hospital sector.

4. Results and Interpretation

4.1. Demographic characteristics of Respondents

The demographic analysis of respondents indicates a significant gender disparity. In this regard, the male participants comprise of 95.3% of the sample. However, the female respondents account for only 4.7%. This imbalance underscores that the surveyed population is predominantly male. In this regard, there may be reflective of the industry or sector in which the study was conducted. The low representation of female respondents highlights that gender-based occupational trends or cultural and societal factors which influences the composition of workforce in the given context.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	143	95.3	95.3	95.3
	Female	7	4.7	4.7	100.0
	Total	150	100.0	100.0	

Regarding age distribution, it has also been observed that there was majority of respondents who fall within the younger to mid-career age groups. In this regard, there were 30% aged between 20-25 years, 25.3% between 26-30 years, and 24% between 31-35 years. Collectively, these three groups constitute nearly 80% of the total sample. It suggested that the workforce was primarily composed of young professionals. The relatively smaller percentage of respondents aged above 40 (15.3%) highlights that a lower representation of senior professionals. It also indicates that a workforce that is either expanding with younger employees or experiencing challenges in retaining the older professionals.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	45	30.0	30.0	30.0
	26-30	38	25.3	25.3	55.3
	31-35	36	24.0	24.0	79.3
	36-40	8	5.3	5.3	84.7
	more than 40	23	15.3	15.3	100.0
	Total	150	100.0	100.0	

The analysis of work experience also depicts that a substantial portion of respondents (86.7%) have more than two years of experience. In this regard, there were 44% of participants who were over four years and 9.3% having more than six years. This distribution showed that there was a well-experienced workforce. Moreover, a balance was also observed between mid-level and seasoned professionals. However, only 4% of respondents have two years or less of experience. It also suggests that there was limited recruitment of fresh employees or a preference for hiring individuals with prior industry exposure. The data underscores that respondents possess the necessary expertise through which valuable insights can be provided regarding the research subject.

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 years or less	6	4.0	4.0	4.0
	More than 2 years	64	42.7	42.7	46.7
	More than 4 years	66	44.0	44.0	90.7
	More than 6 years	14	9.3	9.3	100.0
	Total	150	100.0	100.0	

. 4.2. Descriptive Summary

The descriptive analysis of the variables was also observed. In this regard, TF, ORC, EM, and EP also provides insights regarding their central tendencies and distributions. The mean values for all variables range between 3.26 and 3.67. It also indicates that respondents generally provided moderate to the high ratings. Among them, **EM (M = 3.67, SD = 1.04)** had the highest average score. It also suggested a relatively stronger emphasis on this factor which is followed closely by **ORC (M = 3.60, SD = 0.85)** and **EP (M = 3.58, SD = 1.05)**. **TF (M = 3.27, SD = 0.93)** had the lowest mean which also indicates a slightly lower agreement as compared to the other variables.

The skewness values for all variables are negative which also implies a slight leftward skew. It means that responses were more concentrated towards higher values. However, none of the skewness values exceed ± 1 which indicates that the data distribution remains relatively normal. The standard deviations also

underscore moderate variability in responses. In this regard, **EP and EM** shows the highest dispersion which also indicates a wider range of perspectives among respondents.

Table 4.2. Descriptive Characteristics of Respondents

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
TF	150	1.22	5.00	3.2652	.92844	-.260	.198
ORC	150	1.00	5.00	3.5967	.84666	-.984	.198
EM	150	1.00	5.00	3.6707	1.04017	-.619	.198
EP	150	1.00	5.00	3.5853	1.05298	-.506	.198
Valid N (listwise)	150						

4.3. Reliability analysis

The reliability analysis using Cronbach's Alpha demonstrates a high level of internal consistency across all constructs, indicating that the scale items used for measurement are reliable. **Organizational Culture (ORC) recorded the highest reliability ($\alpha = 0.905$, 10 items)**. It suggests a strong coherence among its items. **Employee Performance (EP) ($\alpha = 0.901$, 5 items) and Employee Motivation (EM) ($\alpha = 0.899$, 5 items)** also exhibited excellent reliability. It confirms that these constructs effectively measure the intended aspects of employee-related factors. **Transformational Leadership (TF) ($\alpha = 0.858$, 9 items)**, while slightly lower than the others. It still falls well within the acceptable range which demonstrates its reliability. The Cronbach's Alpha values exceed the recommended threshold of 0.70. Moreover, the scale is deemed highly reliable for further statistical analysis.

Table 4.3. Reliability of Scale items through Cronbach Alpha

Construct	Cronbach's Alpha	Number of Items
TF (Transformational Leadership)	0.858	9
ORC (Organizational Culture)	0.905	10
EM (Employee Motivation)	0.899	5
EP (Employee Performance)	0.901	5

4.4. Factor Loadings

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy value of 0.914. It indicates excellent suitability of the dataset for factor analysis. It also exceeds the recommended threshold of 0.70.

This suggests that the sample size is adequate and the variables share a sufficient amount of common variance. Moreover, Bartlett's Test of Sphericity is highly significant ($\chi^2 = 3808.616$, $df = 406$, $p < 0.001$). It also confirms that the correlation matrix is not an identity matrix and that the variables are significantly interrelated. These results validate the appropriateness of proceeding with factor analysis. It also ensures that meaningful factor structures can be derived from the data.

Table 4.4. KMO & Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.914
Bartlett's Test of Sphericity	Approx. Chi-Square	3808.616
	Df	406
	Sig.	.000

Table 4.5. RCM results

Rotated Component Matrix^a				
	Component			
	1	2	3	4
TFL1			.789	
TFL2			.781	
TFL3			.771	
TFL4			.766	
TFL5			.785	
TFL6			.430	
TFL7			.529	
TFL8			.537	
TFL9			.638	
ORC1	.588			
ORC2	.734			
ORC3	.772			
ORC4	.760			
ORC5	.828			
ORC6	.840			
ORC7	.835			
ORC8	.699			
ORC9	.700			
ORC10	.749			
EM1		.567		
EM2		.612		
EM3		.444		
EM4		.602		
EM5		.660		
EP1				.406
EP2				.523

EP3				.605
EP4				.744
EP5				.743

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

4.5. Correlation

The **Rotated Component Matrix (RCM)** results indicate that the factor loadings for all variables are well above the acceptable threshold of **0.40**, confirming that each item strongly loads onto its respective construct. Transformational Leadership (TF) items load significantly onto **Component 2**, Organizational Culture (ORC) onto **Component 1**, Employee Motivation (EM) onto **Component 3**, and Employee Performance (EP) onto **Component 4**. It also demonstrates a clear factor structure. The **correlation matrix** further validates the relationships between the constructs. It also demonstrated a significant positive correlation at **p < 0.01**. Transformational Leadership (TF) shows strong associations with **Employee Performance (r = 0.710)** and **Organizational Culture (r = 0.685)**. It depicted its critical role in shaping workplace dynamics. Moreover, the Employee Motivation (EM) also showed the highest correlation with Employee Performance (EP) at **r = 0.829**. It depicted its importance in driving performance outcomes. These findings supported the theoretical foundations of the study. It also confirms the interdependencies between leadership, culture, motivation, and performance. It set the stage for regression analysis so that the predictive strength of these relationships can be determined.

Table 4.5. Results of Correlations

Correlations					
		TF	ORC	EM	EP
TF	Pearson Correlation	1	.685**	.601**	.710**
	Sig. (2-tailed)		.000	.000	.000
	N	150	150	150	150
ORC	Pearson Correlation	.685**	1	.798**	.723**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
EM	Pearson Correlation	.601**	.798**	1	.829**
	Sig. (2-tailed)	.000	.000		.000
	N	150	150	150	150
EP	Pearson Correlation	.710**	.723**	.829**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150
**, Correlation is significant at the 0.01 level (2-tailed).					

4.6. Regression Analysis

The **regression analysis** results indicate that **Transformational Leadership (TF)** significantly predicts **Employee Motivation (EM)**. It showed an **R-Square value of 0.361** which depicted that **36.1% of the variance in Employee Motivation is explained by Transformational Leadership**.

The ANOVA results ($F = 83.474$, $p < 0.001$) confirm that the model is statistically significant. Moreover, the regression coefficients showed that TF has a **positive and significant effect on EM** ($B = 0.673$, $t = 9.136$, $p < 0.001$). It depicted that for every **unit increase in TF, Employee Motivation increases by 0.673 units**. The strong predictive power of Transformational Leadership also underscored its crucial role in enhancing employee motivation. It reinforces the importance of leadership strategies in fostering a motivated workforce.

Table 4.6. Regression Results (Linear Association)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.361	.356	.83454
a. Predictors: (Constant), TF				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	58.136	1	58.136	83.474	.000 ^b
	Residual	103.075	148	.696		
	Total	161.211	149			
a. Dependent Variable: EM						
b. Predictors: (Constant), TF						

Coefficients ^a	
---------------------------	--

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.474	.250		5.898	.000
	TF	.673	.074	.601	9.136	.000
a. Dependent Variable: EM						

The **regression analysis** demonstrates that **Transformational Leadership (TF)** significantly influences **Employee Performance (EP)**. Results showed an **R-Square value of 0.504**. It indicated that **50.4% of the variance in Employee Performance is explained by TF**. The **ANOVA results ($F = 150.599$, $p < 0.001$)** also confirm that the model is statistically significant. Furthermore, the **regression coefficients** reveal that TF has **strong positive impact on EP ($B = 0.805$, $t = 12.272$, $p < 0.001$)**. It depicted that a **unit increase in Transformational Leadership leads to a 0.805-unit increase in Employee Performance**. This highlights the critical role of leadership in enhancing employee effectiveness. It also emphasize the need for leadership strategies that foster motivation, engagement, and productivity.

Table 4.7. Regression Results (Linear Association)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.504	.501	.74383
a. Predictors: (Constant), TF				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.323	1	83.323	150.599	.000 ^b
	Residual	81.885	148	.553		
	Total	165.208	149			
a. Dependent Variable: EP						
b. Predictors: (Constant), TF						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.955	.223		4.289	.000
	TF	.805	.066	.710	12.272	.000
a. Dependent Variable: EP						

. The **moderation analysis** examines the impact of **Transformational Leadership (TF)** on **Employee Motivation (EM)**, with **Organizational Culture (ORC)** as a **moderator**. The model explains **64.85% of the variance in EM** ($R^2 = 0.6485$, $F = 89.7975$, $p < 0.001$). It indicates a strong predictive capability. The direct effects show that **TF significantly influences EM** ($B = 0.5425$, $t = 1.9943$, $p = 0.048$). Moreover, ORC has a highly significant positive effect on EM ($B = 1.1744$, $t = 6.2007$, $p < 0.001$). However, the interaction term (**TF $\times$ ORC**) is **not statistically significant** ($B = -0.1162$, $t = -1.6410$, $p = 0.103$). It depicted that ORC does not significantly moderate the relationship between TF and EM. This

implies that while both **TF and ORC** independently contribute to enhancing employee motivation, **ORC does not alter the strength of TF's influence on EM.**

```

*****
Model : 1
  Y : EM
  X : TF
  W : ORC

Sample
Size: 150

*****
OUTCOME VARIABLE:
EM

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .8053      .6485      .3881     89.7975      3.0000     146.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    -.8977     .6382    -1.4067    .1616    -2.1590     .3635
TF           .5425     .2720     1.9943    .0480     .0049     1.0801
ORC          1.1744     .1894     6.2007    .0000     .8001     1.5487
Int_1       -.1162     .0708    -1.6410    .1030    -.2562     .0238

Product terms key:
Int_1 :      TF      x      ORC

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0065      2.6927      1.0000     146.0000      .1030

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

----- END MATRIX -----

```

Figure 4.1. Moderation of OC between TF and EM

The **moderation analysis** investigates the impact of **Transformational Leadership (TF)** on **Employee Performance (EP)**, with **Organizational Culture (ORC)** as a moderator. The model explains 62.16% of the variance in EP ($R^2 = 0.6216$, $F = 79.9566$, $p < 0.001$). It indicated a strong predictive capability. The direct effects show that **TF significantly influences EP** ($B = 1.0430$, $t = 3.6505$, $p = 0.0004$). However, ORC also has a significant positive impact on EP ($B = 0.9355$, $t = 4.7030$, $p < 0.001$). The interaction term (**TF × ORC**) is statistically significant ($B = -0.1583$, $t = -2.1282$, $p = 0.035$). It depicts that ORC moderates the relationship between TF and EP. The conditional effects analysis reveals that **as**

ORC increases, the effect of TF on EP weakens which depicted a buffering effect. This means that while **TF positively influences EP**, its impact is **stronger in organizations with a weaker culture**, whereas **in a stronger organizational culture, the role of TF in enhancing EP diminishes**.

```

*****
Model   : 1
  Y     : EM
  X     : TF
  W     : ORC

Sample
Size: 150

*****
OUTCOME VARIABLE:
EM

Model Summary

      R      R-sq      MSE      F      df1      df2      p
.8053   .6485   .3881   89.7975   3.0000  146.0000   .0000

Model

      coeff      se      t      p      LLCI      ULCI
constant  -.8977   .6382  -1.4067  .1616   -2.1590   .3635
TF         .5425   .2720   1.9943  .0480    .0049   1.0801
ORC        1.1744   .1894   6.2007  .0000    .8001   1.5487
Int_1     -.1162   .0708  -1.6410  .1030   -.2562   .0238

Product terms key:
Int_1      :      TF      x      ORC

Test(s) of highest order unconditional interaction(s):

      R2-chng      F      df1      df2      p
X*W      .0065   2.6927   1.0000  146.0000   .1030

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

----- END MATRIX -----

```

Figure 4.1. Moderation of OC between TF and EP
5. Discussion

5.1 The Influence of Transformational Leadership (TL) on Employee Motivation (EM) in the Hospital Sector of Saudi Arabia

The regression analysis depicted a **significant positive impact of Transformational Leadership (TL) on Employee Motivation (EM) ($B = 0.673$, $p < 0.001$, $R^2 = 0.361$)**. The findings demonstrated that the associated hospitals where transformational leadership practices are prevalent are more likely to have the motivated employees (Rojak et al., 2024). The key rationale behind this result also aligns with the existing theories of leadership. These theories suggest that **transformational leaders inspire the employees (Babu & Kushwaha, 2024). Such leaders play an important role in fostering a sense of purpose and belonging**. In the hospital sector, employees usually deal with high-pressure environments and the tasks which are emotionally demanding (Khalid et al., 2024). Thus, TL plays a crucial role in enhancing the

motivation. It plays an important role in providing vision and recognition to the employees. These findings are also consistent with previous studies that underscores that TL fosters psychological empowerment. Thus, it leads to higher intrinsic motivation among healthcare professionals.

5.2 The Impact of Transformational Leadership (TL) on Employee Performance (EP) in the Hospital Sector of Saudi Arabia

The regression results revealed a **strong and significant relationship between TL and Employee Performance (EP) ($B = 0.805$, $p < 0.001$, $R^2 = 0.504$)**. This highlights that transformational leadership is a critical factor in improving the performance levels among the employees of hospital sector (Alshahrani et al., 2024). Transformational leaders **are important in incorporating a sense of shared vision (Mayokhi & Mwila, 2024). It challenges the employees so that they can exceed expectations. It can also foster an environment of trust and collaboration** among employees all of which enhance efficiency and service quality at the workplace (Le et al., 2024). The hospital sector heavily depends on teamwork, communication, and continuous learning among the employees. In this regard, the transformational leaders contribute to **improved decision-making and overall effectiveness of operations (Pawar & Dhumal, 2024)**. This result aligns with prior research that highlights that **leaders who engage employees through vision plays an important role in significantly improving the performance outcomes within the healthcare settings (Giallouros et al., 2024)**.

5.3 The Moderating Role of Organizational Culture (OC) in the Relationship Between TL and EM

The moderation analysis revealed that **OC does not significantly moderate the relationship between TL and EM ($B = -0.1162$, $p = 0.103$)**. These findings are important that while TL positively influences motivation, however, **the strength of this relationship remains relatively stable across different cultures of organization**. A possible rationale for this finding is that **the motivation of employees in hospitals is primarily resulted due to the leadership styles rather than the cultural norms (Hundie & Habtewold, 2024)**. In the high-stress environments such as hospitals, employees may respond more directly to the encouragement of their leaders (Al'Ararah et al., 2024). However, it is also possible that **OC is already aligned with the principles of TL in many hospitals. It minimizes its impact as a moderating variable**.

5.4 The Moderation of Organizational Culture (OC) on the Relationship Between TL and EP

The moderation analysis indicated a **significant moderating effect of OC on the relationship between TL and EP ($B = -0.1583$, $p = 0.035$)**, suggesting that OC weakens the direct effect of TL on EP. This

highlights that in those hospitals which have a strong and established organizational culture, the influence of TL on EP is **less evident**. This is because in the highly structured hospital environments which have a strong cultural norm, employees may already adhere to the high standards of performance (Nugraha, 2024). It can also play an important role in reducing the additional influence of interventions related to leadership. On the other hand, in those hospitals which have a weaker culture, employees can also likely to rely more heavily on the transformational leaders for gaining direction, support, and enhancement of performance (Saefullah et al., 2025). This also aligns with the contingency theories of leadership. These theories propose that the **effectiveness of leadership styles varies depending on the organizational context**.

6. Conclusion

This study examined the influence of transformational leadership on employee motivation and employee performance in the hospital sector of Saudi Arabia. For this purpose, the researcher also aims to assess the moderating role of organizational culture. The researcher has implemented a **quantitative approach**. For this purpose, data was analyzed from 150 hospital employees through **regression and moderation analysis**. The results confirmed that **TL has a significant positive impact on both EM and EP**. Results highlight its crucial role in enhancing motivation and performance. However, OC did not significantly moderate the TL-EM relationship. It depicted that motivation is primarily driven by leadership rather than cultural factors. On the other hand, OC significantly moderated the TL-EP relationship. These findings underscore the importance of **transformational leadership in healthcare settings. It also emphasizes the need to consider organizational culture when implementing the performance strategies of leadership**.

7. Research Implications

This study confirms that **transformational leadership positively influences employee motivation and employee performance** in the hospital sector of Saudi Arabia. It aligns with **Bass's (1985) leadership model**. However, the insignificant moderation of organizational culture on TL-EM underscored that **motivation is primarily resulted due to the leaders rather than the culture**. On the other hand, OC significantly moderates the TL-EP relationship. It also enriches the literature on **contingency leadership theory** which highlights the role of cultural context in shaping the outcomes of performance.

Practically, the hospitals should **prioritize programs of leadership training** so that **transformational leadership skills** can be developed. This is because TL significantly enhances motivation and performance. Since OC solidifies the TL-EP link, however, the hospitals must **cultivate a supportive**

culture so that the effectiveness of leadership can be enhanced. Therefore, hospitals can enhance **performance of their staff, satisfaction of job, and overall healthcare service quality** by integrating **strong leadership with a positive organizational culture**.

8. Limitations and Future Research Indications

This study is limited to the hospital sector of **Saudi Arabia**. It restricted the **generalizability** of findings to other industries or regions. Moreover, the **quantitative approach** also may not fully capture the **aspects of leadership influence** on employees. Future research should explore **longitudinal studies** so that the long-term impact of TL can be assessed. Moreover, **qualitative insights** can also be attained to deepen understanding. It is important to examine **other moderating factors**, such as **workplace policies or employee well-being**. It can further enhance the framework of leadership performance.

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