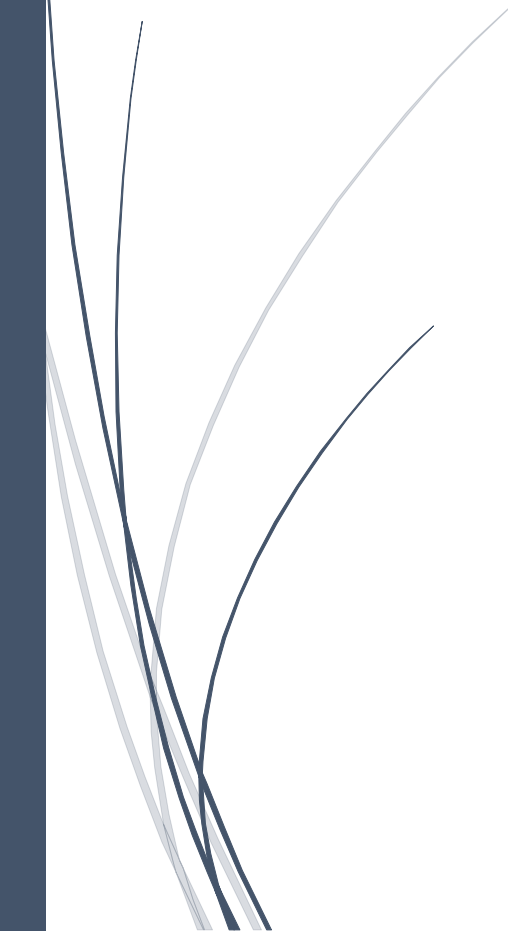




Final Project 2

PMG 497

Project Template



Midocean University

Faculty of Management

Department/ Specialization



**The impact of transformational leadership on the job
performance of employees in healthcare institutions in the
Riyadh region**

**أثر القيادة التحويلية على الأداء الوظيفي للعاملين في المؤسسات الصحية
بمنطقة الرياض**

Student name

Faisal Mohammed Ahmed Al-Malibari

Final Project - 2

Faculty of Management - Midocean University

Supervisor

Dr.

Faculty member- Faculty of management- Midocean University

Date of submission – number of Semester

Acknowledgment

Dedication

Abstract

Purpose:

This study aimed to examine the impact of transformational leadership on the job performance of employees working in healthcare institutions in the Riyadh region. Specifically, it investigated the effect of the four dimensions of transformational leadership Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration on employees' job performance.

Methodology:

The study adopted a quantitative descriptive-analytical research design based on the positivist research philosophy. Data were collected using a structured questionnaire distributed to a simple random sample of 60 employees working in healthcare institutions in the Riyadh region. The questionnaire was measured using a five-point Likert scale. Statistical analysis was performed using SPSS, employing descriptive statistics, Cronbach's Alpha, Pearson correlation analysis, and multiple statistical procedures to evaluate the validity, reliability, and relationships among the study variables.

Findings:

The results indicated that transformational leadership was practiced at a high level, with an overall mean score of 4.14, while employees' job performance was also rated highly, with an overall mean score of 4.25. Pearson correlation analysis revealed a strong positive and statistically significant relationship between transformational leadership and job performance ($r = 0.813$, $p < 0.001$). Furthermore, all four dimensions of transformational leadership demonstrated significant positive relationships with job performance: Idealized Influence ($r = 0.733$), Inspirational Motivation ($r = 0.715$), Intellectual Stimulation ($r = 0.752$), and Individualized Consideration ($r = 0.758$). These findings confirm that transformational leadership positively contributes to improving employees' job performance in healthcare institutions.

Originality & Implication:

This study contributes to the growing body of knowledge on transformational leadership by providing empirical evidence from healthcare institutions in the Riyadh region. It highlights the critical role of transformational leadership in enhancing employees' performance and offers practical recommendations for healthcare managers and policymakers to strengthen leadership development programs, foster innovation, improve employee engagement, and enhance organizational performance. The findings also provide a useful foundation for future research on leadership and employee performance in the healthcare sector.

Keywords:

Transformational Leadership; Job Performance; Healthcare Institutions; Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individualized Consideration; Riyadh Region; Saudi Arabia.

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1. Chapter 1: Introduction

There are numerous changes and developments taking place in different economic, social, technological, and health-related areas in today's world. This situation has forced different organizations to develop their administrative and leadership techniques in order to cope with these changes and attain maximum efficiency and effectiveness. Leadership has become one of the key factors in ensuring success and continuity of organizations because of the importance of leadership in guiding and motivating the human resource in attaining organizational objectives. Leadership has moved from a mere issuance of instructions and following them through to becoming a dynamic process of making changes, improvement in performance, and excelling.

Transformational leadership has been considered one of the most prominent leadership trends in modern times that has attracted considerable attention in modern day management theory. This is because of the fact that this particular form of leadership has the potential to positively transform the behavior and attitude of employees, increase their motivational levels, and also increase their organizational commitment.

This type of leadership is characterized by the ability of a leader to inspire his subordinates intellectually and professionally and contribute to the successful completion of organizational objectives. It also includes the development of subordinates' capabilities in order to face challenges in changing environments.

In healthcare organizations, transformational leadership is very significant because of the importance of their services and the high standards of performance, quick decisions, and efficient utilization of human and tangible resources by such institutions. The health care industry is faced with many challenges like rapid changes in technology, higher beneficiary expectations, and increased need to enhance the quality of healthcare services offered. Hence, there is a need for leaders who can bring about transformation and improvement, motivate people to perform at their best.

Job performance is an important measure that institutions utilize in measuring their success in accomplishing their objectives. Job performance is the degree of efficiency and competence with which employees accomplish their jobs and roles. Job performance is also the bedrock for improving the quality of services offered, enhancing productivity and gaining competitive advantage in institutions. Hence,

studying the factors affecting job performance has become an important field of research, one of

the factors being the leadership style in the institution.

Considering the contemporary changes in health care management, the adoption of transformational leadership practice has become the most effective way of enhancing job performance, improving working conditions, and encouraging creativity and innovation in the behavior of the staff members. Many studies conducted earlier have proved a positive connection between transformational leadership and job performance. However, the nature of this connection depends on certain environmental characteristics and sectors.

Considering the significance of the health care sector in reaching national development objectives and the continuous efforts in this sector in the Kingdom of Saudi Arabia, the current study will emphasize the influence of transformational leadership on the job performance of the employees in the health care organizations of the Riyadh region. The study will also identify possible barriers to this leadership practice and define the prerequisites for its improvement.

1.1. Research Background

There is no doubt that healthcare organizations today are experiencing various challenges associated with changes in the work environment, technological development, and expectations of healthcare services consumers. Therefore, there is a need for modern leadership practices, which will help in improving organizational performance. The most important asset of healthcare organizations is the personnel since the efficiency and effectiveness of healthcare services provided by an organization depend on the effectiveness of its employees.

1.2. Research Problem

1.2.1. Theoretical Gaps

There is no doubt that healthcare organizations today are experiencing various challenges associated with changes in the work environment, technological development, and expectations of healthcare services consumers. Therefore, there is a need for modern leadership practices, which will help in improving organizational performance. The most important asset of healthcare organizations is the personnel since the efficiency and effectiveness of healthcare services provided by an organization depend on the effectiveness of its employees.

However, despite various initiatives that aim at developing the healthcare sector and improving the quality of services, many healthcare organizations have challenges regarding low performance of

employees, poor involvement of employees into decision making, lack of creativity and innovation, and different levels of job satisfaction. All these factors may influence the quality of healthcare services provided to customers.

1.2.2. Practical Gaps

In this regard, transformational leadership turns out to be a new style of administration that can help bring about positive changes in healthcare organizations through

increased motivation among workers, development of their professional skills, and stimulation of their creativity and engagement in realizing the organization's objectives. At the same time, the effective implementation of transformational leadership depends on certain organizational and administrative elements and is likely to encounter several barriers to its successful execution.

Taking into account the increasing popularity of transformational leadership in management literature, it becomes necessary to carry out research concerning the effect of this concept on the Saudi Arabian healthcare system, especially Riyadh healthcare sector since it is considered to be the biggest and most diversified area of healthcare in the Kingdom in relation to the size and type of healthcare facilities. Thus, the research problem raised in this paper concerns the need to identify the impact of transformational leadership on the job performance of employees at Riyadh healthcare facilities, to reveal the barriers that prevent its implementation, and to find the prerequisites for activating transformational leadership.

1.3. Research Significance

1.3.1. At the theoretical level

This research derives its importance from the importance of the phenomenon of transformational leadership, which is considered to be one of the contemporary styles of leadership receiving greater consideration in contemporary management theory due to its significant influence on positive change in organizations, enhancing the capabilities of the employees, and motivating them to be creative, innovative, and work with high performance levels. The importance of the research also lies in its relevancy to an important field, which is the field of healthcare institutions. These institutions depend greatly on their human resources in order to deliver their excellent services to beneficiaries.

1.3.2. At the practical level

The importance of this research lies in its efforts to discover the effect of transformational leadership on the performance of employees working in the healthcare institutions of the Riyadh region, to discover any hindrances that might stand in the way of practicing it, and to find out the needs that are necessary to activate it effectively. In addition, the research helps in enriching the literature on transformational leadership and performance and offers a body of knowledge to the researchers and people interested in the fields of healthcare management and organizational leadership.

In terms of practicality, the research will be useful for providing useful data and information to administrators and decision makers within the healthcare organizations. It will assist them in adopting good leadership practices that help raise the standard of work performance and deliver quality services in the field of healthcare. In addition, the research will provide insights into factors and barriers that affect the adoption of transformational leadership practices, and find solutions for them. The research will also assist in supporting the development process of the healthcare sector and enhancing the performance of its employees within modern trends of healthcare management and objectives of Saudi Arabia Vision 2030 to improve the quality of healthcare services and performance of institutions.

1.4. Research Questions

The above research is based on the following main question:

- What are the effects of transformational leadership on the performance of employees in healthcare organizations in the Riyadh region?

The following are the sub-questions that emanate from the above main question:

- What is the degree of transformational leadership in healthcare organizations in the Riyadh region in terms of the perceptions of the employees?
- What is the performance of employees in healthcare organizations in the Riyadh region?
- Is there any association between transformational leadership and the performance of employees in healthcare organizations in the Riyadh region?

1.5. Research Objectives

This research aims to achieve the following objectives:

Identifying the effect of transformational leadership on the performance of employees in health care institutions in Riyadh region.

1.5.1. Sub-Objectives:

1. Identifying the degree of practicing transformational leadership in health care institutions in the Riyadh region from the viewpoint of the employees.
2. Identifying the degree of performance in health care institutions in the Riyadh region.
3. Identifying the effect of transformational leadership along with its dimensions on the improvement of the performance of the employees in health care institutions in the Riyadh region.
4. Providing recommendations and suggestions for the enhancement of transformational leadership practices and performance in health care institutions.

1.6. Research Hypotheses

1. There is a statistically significant effect of the ideal influence dimension on the job performance of employees in healthcare institutions in the Riyadh region.
2. There is a statistically significant effect of the inspirational motivation dimension on the job performance of employees in healthcare institutions in the Riyadh region.
3. There is a statistically significant effect of the intellectual stimulation dimension on the job performance of employees in healthcare institutions in the Riyadh region.
4. There is a statistically significant effect of the individual considerations dimension on the job performance of employees in healthcare institutions in the Riyadh region.
5. There is a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between transformational leadership in all its dimensions combined and the job performance of employees in health institutions in the Riyadh region

1.7. Research Model

The Impact of Transformational Leadership on the Job Performance of Employees in Healthcare Institutions in the Riyadh Region



Figure (1): Conceptual framework illustrating the effect of Transformational Leadership and its dimensions on Employees' Job Performance.

1.8. Scope of The Study

This study is limited to identifying the impact of transformational leadership on the job performance of workers in health institutions in the Riyadh region, by studying the dimensions of transformational leadership represented by: ideal influence, inspirational motivation, intellectual stimulation, and individual considerations, and measuring their impact on the job performance of workers.

The limitations of the study are as follows:

Objective limits: Studying the impact of transformational leadership in its various dimensions on the job performance of workers in health institutions.

Spatial boundaries: Health institutions located in the Riyadh region of the Kingdom of Saudi Arabia.

Human limits: workers in health institutions in the Riyadh region from various administrative and technical levels.

Time limits: The study will be conducted during the academic year 2026.

1.9. The Project Structure

Figure is Show The project Structure



Figure (2) Show the project Structure

2. Chapter 2: Literature Review

2.1. Introduction

The manner in the leading modern leadership methods, which received considerable interest in contemporary administrative thought, because of its role in creating positive change within organizations and stimulating workers to achieve high levels of performance and achievement. Attention to this leading style in health institutions, given the nature of its work and the importance of the services provided, which requires the presence of leaders to develop and enhance their ability to meet challenges and achieve the institution's objectives efficiently and effectively. The functional performance is a fundamental indicator of institutions in measuring its success and achieving its objectives, with high performance in improving the quality of services and increasing productivity and upgrading the satisfaction of beneficiaries. In this sense, the need to examine the relationship between managers and functional performance and to identify the impact of manufacturing practices in improving the performance of workers within health institutions. This chapter addresses the theoretical framework for the study changes, by reviewing the concept of manufacturing leadership, and the concept of career performance and its importance, as well as clarifying the relationship between them, and presented the most prominent Arab and foreign studies related to the subject of research, and to build the framework.

2.2. Theoretical Framework

deals with theoretical basic concepts associated with the study changes, represented in leadership, managers and functional performance, by reviewing the most important concepts and dimensions and theories, with a view to providing a scientific basis that helps to understand the nature of the relationship between.

2.2.1. The concept of leadership

defines leadership defines leadership as the process of influencing individuals, guiding and motivating them towards achieving joint objectives efficiently and effectively. The ability to guide employee efforts and invest their potential, contributing to the achievement of the Organization's objectives and improving their performance.

The importance of leadership

is gaining great importance in organizations because they have a role in directing workers towards achieving goals, enhancing team cooperation and working, and stimulating staff on outstanding performance, as well as their contribution to change management and dealing with the challenges facing the Organization.

Effective driving characteristics

feature effective leadership with a range of characteristics, one of the most prominent:

- possessing a clear vision and specific objectives.
- Ability to impact and persuade.
- Effective communication skills.
- Ability to make appropriate decisions.
- Encourage teamwork and cooperation.
- Continuous stimulation of employees.
- Flexibility in dealing with changes and challenges.

2.2.2. The Concept of Transformational Leadership

Transformational Leadership definition of leadership is a leader as a leading method aimed at creating a positive change in the behavior of employees and trends by motivating them and their

inspiration and encouraging them to create and innovate, contributing to the objectives of the Organization. It also focuses on developing and strengthening the capacity of employees and enhancing their commitment to the Organization.

Transformational leadership theory

emerged in the late 1970s, and specifically in 1978, as one of the modern trends in administrative thought aimed at interpreting how leaders have affected workers and juvenile positive regulatory change,

James McGregor Burns and Bernard

Bass are the first to introduce the concept of manufacturing leadership. While developing the theory and expanding its dimensions, explaining how to effect the overall leader in the performance and satisfaction of workers and their organizational commitment.

Transformational Leadership. VS reciprocal leadership

differs from the reciprocal leadership that Transformational Leadership focuses on inspiring and motivating workers to achieve targets beyond their personal interests, while the reciprocal

leadership is based on the principle of exchange of benefits between the leader. Transformational Leadership Exchange Command focus on change and development. Focus on maintaining the current performance depends on inspiration and stimulation. Depends on rewards and penalties encourages creativity and innovation. Focus on commitment to regulations and instructions develop long-term capacities. Attach short-term results.

This table summarizes the most prominent differences between transformational leadership and Reciprocal leadership.

Table 1 Show the differences Transformational VS Reciprocal leadership

Transformational Leadership	Reciprocal leadership
Focus on change and development	Focus on maintaining current performance
depends on inspiration and motivation	It depends on rewards and penalties.
Encourages creativity and innovation	Enforces rules and instructions
Long-term development	It focuses on achieving short-term results.

2.2.3. Dimensions of Transformational Leadership

The transformational leadership consists of four main dimensions that contribute to the positive impact on employees and improve their performance within the Organization:

First: Idealized Influence means the ideal effect, *Characteristics:* Integrity and credibility, Build confidence between the leader and employees, Commitment to professional values and ethics.

Effect on functional performance: contributes to increasing the confidence of workers under their leadership and strengthening their commitment to the organization's objectives, which is positively reflected at the performance level.

Example of the health sector The Director of the Hospital is committed to professional regulations and standards, which is pushing for workers to be taken.

Second: Inspirational stimulation refers to the ability of the leader to stimulate employees and inspire them to achieve the vision and objectives of the institution.

Properties: Publish enthusiasm and optimism, Clarification of future vision and Encourage employees to achieve.

Effect on functional performance: increases the motivation of employees and pays them to make greater efforts and achieve higher performance levels, Example of the health sector: stimulating medical teams to participate in improving the quality of health services and achieving hospital objectives.

Third: Intellectual stimulation: means encouraging creative thinking and search for new solutions to problems and challenges, *Characteristics:* Support creativity and innovation, Encouraging critical thinking and Accept new ideas.

Effect on functional performance: contributes to the development of working methods and upgrading and improving performance quality For example of the health sector: Encouraging workers to propose new methods for improving and reducing medical errors .

Fourth: Individual considerations: intended for the attention of the leader with the needs of individual workers, support and appropriate guidance for each employee, *Characteristics:* Attention to individual differences, Support and guidance and Developing workers skills.

Effect on functional performance: promote job satisfaction and develop the capabilities of employees, leading to improving their performance and increasing their productivity For Example in the health sector: Providing training programs commensurate with the needs of doctors, nurses and various specialties.

2.3. Job performance

2.3.1. The concept of job performance

Definition of job performance

Job performance is defined as the level of an employee's accomplishment of the tasks and responsibilities assigned to him in accordance with the standards specified by the organization, and reflects the extent of the employee's efficiency and effectiveness in performing his work and achieving the required goals.

The importance of job performance

Job performance is one of the most important indicators that organizations rely on to measure their success and achieve their goals, as it contributes to raising productivity, improving the quality of services, and increasing beneficiary satisfaction. It also helps to enhance the organization's competitiveness and achieve optimal use of available resources.

2.4. Transformational leadership and job performance

Transformational leadership is one of the leadership styles that directly affects the job performance of employees, as it contributes to motivating, inspiring and developing their professional capabilities, which leads to raising the level of achievement and improving the quality of work. It also works to enhance trust between the leader and employees, encourage creativity and innovation, and increase commitment to the organization's goals.

Administrative literature explains this relationship through the ability of the transformational leader to create a positive work environment that supports participation and continuous development, which is reflected in the performance and productivity of employees. Many previous studies have indicated a positive relationship between transformational leadership and

job performance in various sectors.

In the health sector in particular, the importance of transformational leadership is highlighted in improving employee performance by enhancing teamwork, encouraging knowledge exchange, and motivating health personnel to provide high-quality services, which contributes to raising the efficiency of health institutions and achieving their goals.

2.5. Related Studies

1.Mughal study (2023)

Study title:

Impact of Transformational Leadership upon Physicians & Nurses Performance in Saudi Healthcare Organizations

Study objective:

The study aimed to identify the impact of transformational leadership in improving the performance of doctors and nurses working in health institutions affiliated with the Saudi Ministry of Health.

Study content:

- Measuring the level of transformational leadership practice.
- Study the performance of doctors and nurses.
- Analyzing the impact of transformational leadership dimensions on job performance.
- Using the questionnaire as a tool for collecting data.

Study results:

The results showed a significant positive effect of transformational leadership on the performance of employees, and it was also shown that the dimensions of transformational leadership contribute to raising the level of performance and improving the efficiency of workers in health institutions.

2.Al-Jaziri's study (2025)

Study title

The Impact of Transformational Leadership on the Job Performance Level of Employees in Contemporary Health Institutions: A Field Study on the El-Khoms Health Services Administration

Study objective:

The study aimed to measure and evaluate the impact of the dimensions of transformational leadership in enhancing and developing the level of job performance of medical workers and staff in the health services sector.

Study content:

Evaluating the degree of application of transformational leadership in public health departments.

Analyzing the level of job performance of workers in health institutions.

Studied impact of leadership styles on administrative and medical efficiency.

Study result:

The results indicated a statistically significant positive effect of transformational leadership on employees' job performance, as transformational leadership practices contributed to raising operational efficiency and improving the quality of health services provided.

2.6. Conclusion

This chapter reviewed the relevant literature related to transformational leadership and job performance. Concepts, dimensions, characteristics, and theories of transformational leadership along with concepts of job performance were covered. In addition to that, the connection between transformational leadership and job performance of employees through past empirical studies conducted in diverse settings, especially in the context of healthcare organizations, was analyzed. From the above review of literature, it can be concluded that transformational leadership has a vital contribution in motivating and committing employees which in turn enhances their creativity and overall job performance. This literature forms the theoretical base for formulating conceptual framework and hypotheses in the next chapter.

3. Chapter 3: Research Methodology

3.1. Introduction

This chapter describes the research methodology chosen to evaluate the effect of transformational leadership on the job performance of employees working at the healthcare institutions within the Riyadh region. The chapter describes the research design, research philosophy, research approach, target population, sampling procedure, data collection techniques, data types, definition of research variables and their operations, and statistical analysis of the collected data. The methodology was developed in order to ensure achievement of the research goals and validity of the findings.

3.2. Operational Definitions for Research Variables

The present study includes one independent variable (Transformational Leadership) and one dependent variable (Job Performance). The operational definitions are as follows:

Independent Variable: Transformational Leadership

Transformational leadership refers to a leadership style through which leaders inspire, motivate, and encourage employees to exceed their normal performance by creating a shared vision, supporting innovation, developing employees' capabilities, and promoting commitment toward organizational goals.

The independent variable consists of four dimensions:

1. Idealized Influence

The extent to which leaders serve as ethical role models, gain employees' trust, demonstrate

integrity, and encourage commitment to organizational values.

2. Inspirational Motivation

The leader's ability to motivate employees by communicating a clear vision, encouraging enthusiasm, and inspiring them to achieve organizational objectives.

3. Intellectual Stimulation

The degree to which leaders encourage employees to think creatively, solve problems innovatively, and challenge traditional methods of work.

4. Individualized Consideration

The leader's attention to employees' individual needs by providing coaching, mentoring, training opportunities, and continuous support.

Dependent Variable: Job Performance

Job performance refers to the degree to which employees effectively and efficiently perform their assigned duties, accomplish work objectives, maintain quality standards, and contribute to organizational success.

Measurement Scale

The research variables will be measured using a structured questionnaire based on a five-point Likert Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

3.3. Research Design (Onion Model)

This study adopts the Onion Model of Saunders et al. (2019) to justify its methodology.

Research Philosophy

This study follows a positivist philosophy, aiming to investigate measurable relationships between transformational leadership and job performance using quantitative data and statistical analysis.

Research Methodology

The descriptive-analytical approach is employed. The study formulates hypotheses based on existing leadership theories and previous empirical studies before testing them using collected data.

Research Strategy

This study utilizes a survey strategy, suitable for collecting standardized data from a large number of respondents through questionnaires.

Methodological Selection

This study employs a descriptive-analytical research approach, allowing for the statistical analysis of relationships between variables.

Timeframe

The research follows a cross-sectional design, with data collected from participants at a specific point in time during the 2026 academic year.

Data Collection Method

Primary data is collected using a structured questionnaire distributed electronically to employees working in healthcare institutions in the Riyadh region.

3.4. Research Population, Sampling Method and Technique

Research Population

The target population consisted of employees working in healthcare institutions in the Riyadh region, including physicians, paramedics, administrators, and workers.

Sampling Technique

A simple random sampling technique was employed to select respondents from the target population.

Sample Size

The final study sample consisted of 60 employees working in healthcare institutions in the Riyadh region.

3.5. Data Collection Method

Primary data were collected using a structured questionnaire designed based on previous studies related to transformational leadership and job performance.

The questionnaire consisted of three sections:

Section One: Demographic information (gender, age, educational level, job title, and years of experience).

Section Two: Transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration).

Section Three: Job performance.

The questionnaire was distributed to employees working in healthcare institutions in the Riyadh region, and 60 valid questionnaires were collected and analyzed.

3.6. Types of Data

The study relied on two types of data:

Primary Data

Primary data were obtained directly from respondents through the questionnaire.

Secondary Data

Secondary data were collected from books, scientific journals, previous studies, reports, and other academic sources related to transformational leadership and job performance.

3.7. Statistical Analysis Procedures

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS).

The following statistical techniques were employed:

- Frequencies and percentages to describe respondents' demographic characteristics.
- Means and standard deviations to determine respondents' perceptions of each study variable.
- Cronbach's Alpha to assess the reliability of the questionnaire.
- Pearson correlation analysis to examine relationships among variables.
- Multiple linear regression analysis to determine the impact of transformational leadership and its dimensions on job performance.
- ANOVA to evaluate the significance of the regression model.
- t-tests to determine the significance of regression coefficients.

All hypotheses were tested at a significance level of $\alpha \leq 0.05$.

3.8. Conclusion

This chapter presented the methodology adopted in the study, including the research design, operational definitions of the variables, population and sample, data collection procedures, types of data, and statistical techniques used for analysis. The methodology provides an appropriate framework for examining the impact of transformational leadership on employees' job performance in healthcare institutions in the Riyadh region and ensures that the research objectives and hypotheses can be systematically investigated.

4. Chapter 4: Statistical Analysis & Findings discussion

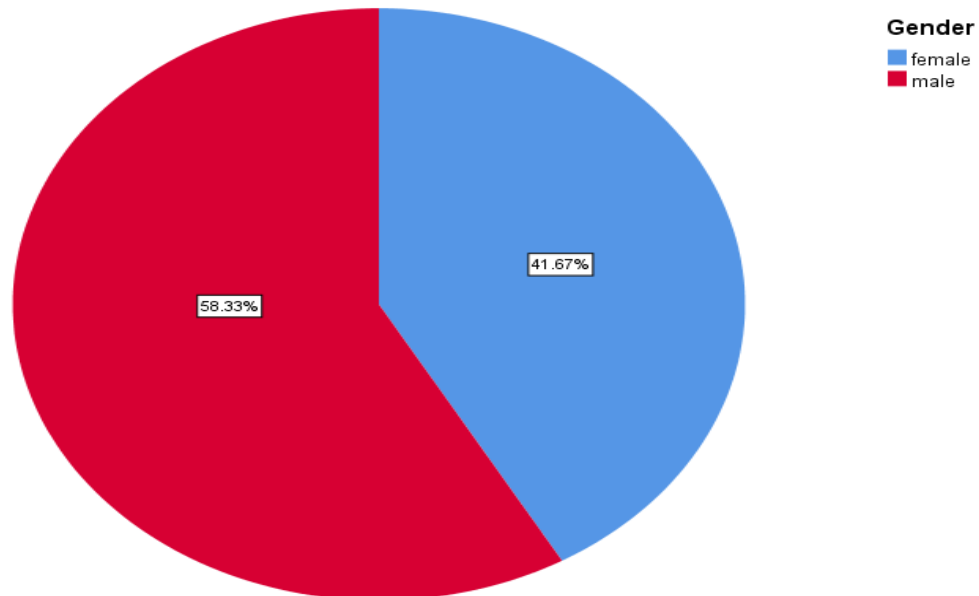
4.1. Introduction

4.1.1. Sample profile (descriptive statistics for research sample)

Table 2: Distribution of Respondents by Gender

Gender	Frequency	Percent
female	25	41.7
male	35	58.3
Total	60	100.0

Figure (3): Distribution of respondents by Gender

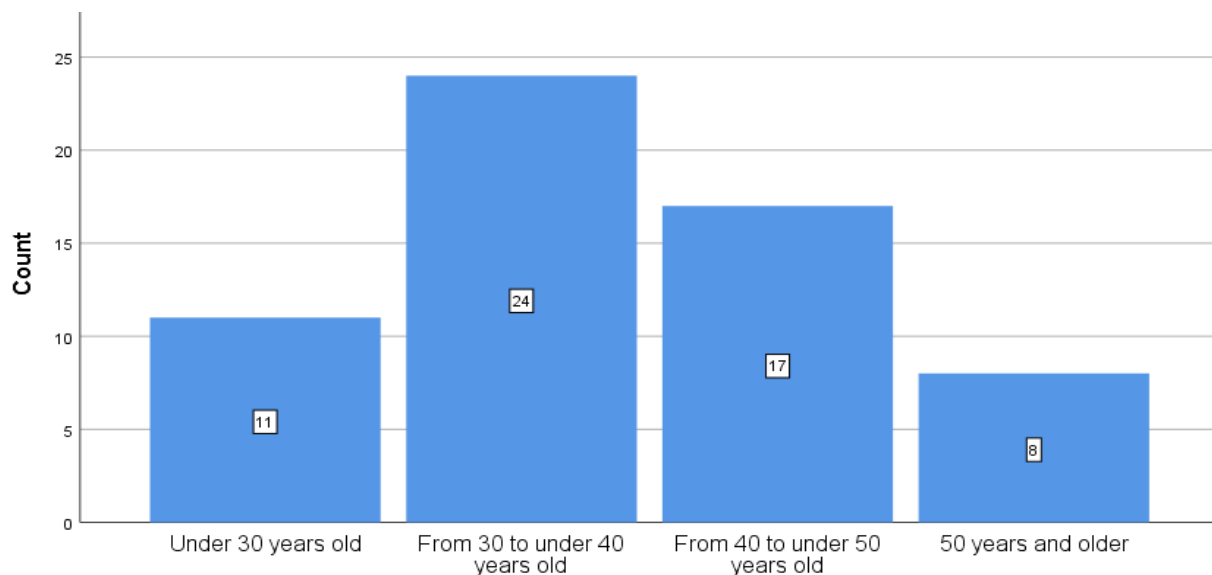


It is evident from the results provided in Table (4.1) that the total number of respondents in the study sample is 60. The larger number of male respondents in the study sample is 35 respondents or (58.3%) whereas the number of female respondents is 25 respondents or (41.7%). This shows that there is an equal representation of both genders but male respondents predominate.

Table 3: Distribution of Respondents by Age

Age	Frequency	Percent
Under 30 years old	11	18.3
From 30 to under 40 years old	24	40.0
From 40 to under 50 years old	17	28.3
50 years and older	8	13.3
Total	60	100.0

Figure (4): Distribution of respondents by Age

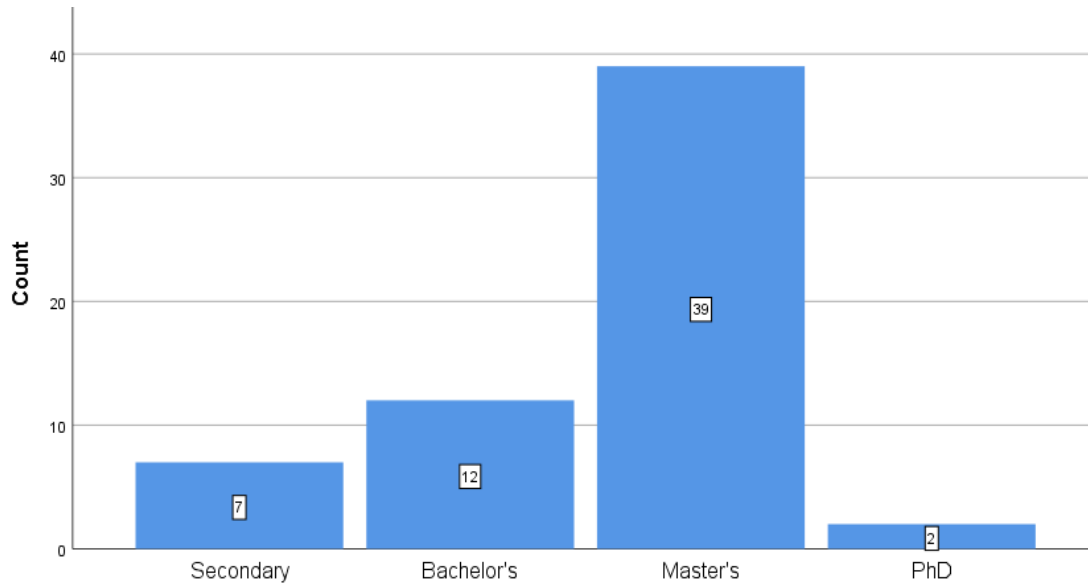


As per the results shown in Table (4.2), a maximum number of respondents i.e., 40.0% (n=24) belonged to age group 30 to less than 40 years, followed by the respondents belonging to age group 40 to less than 50 years (28.3%, n=17). The respondents having age less than 30 years accounted for 18.3% (n=11), while the respondents with age of 50 years and above formed the minimum percentage (13.3%) (n=8) of all the respondents surveyed. From the above results, it is apparent that the majority of respondents fall in the middle age category; hence, the respondents are likely to be professional employees with adequate work experience.

Table 4: Distribution of Respondents by Educational Level

<i>Education Level</i>	Frequency	Percent
Secondary	7	11.7
Bachelor's	12	20.0
Master's	39	65.0
PhD	2	3.3
Total	60	100.0

Figure (5): Distribution of respondents by Educational Level

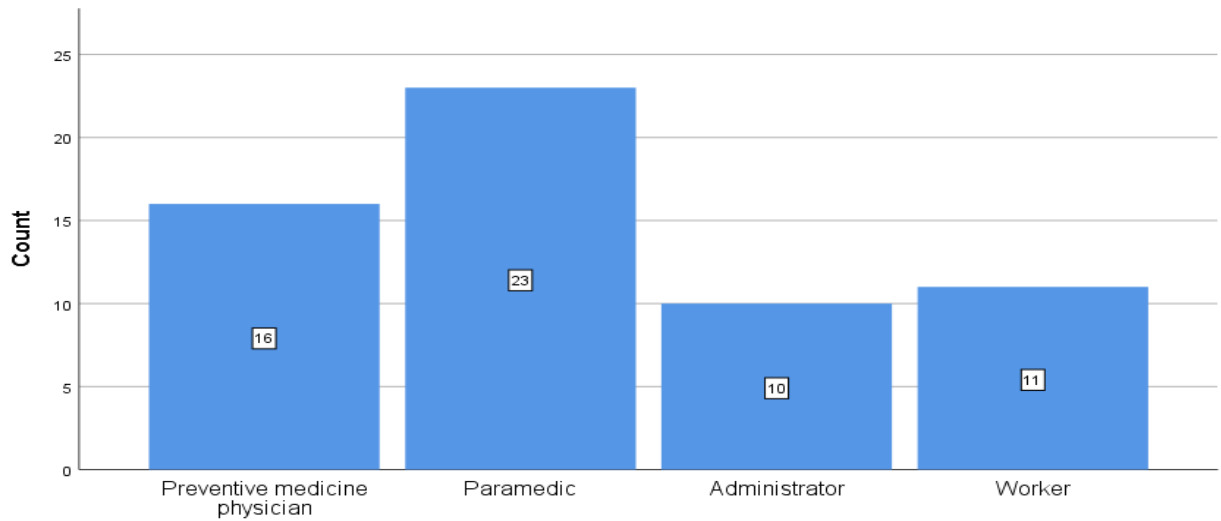


The analysis of the results shown in Table (4.3) shows that most of the respondents had a Master's degree, with the number being 39 (65.0%). The next highest group was those with Bachelor's degrees, constituting 12 respondents (20.0%), whereas 7 (11.7%) respondents were at the secondary level of education. Just 2 respondents (3.3%) had a PhD degree. The data indicates that the subjects involved in the study were very educated since most of them had postgraduate levels of education.

Table 5: Distribution of Respondents by Job Title

<i>Job Title</i>	Frequency	Percent
Preventive medicine physician	16	26.7
Paramedic	23	38.3
Administrator	10	16.7
Worker	11	18.3
Total	60	100.0

Figure (6): Distribution of respondents by Job Title

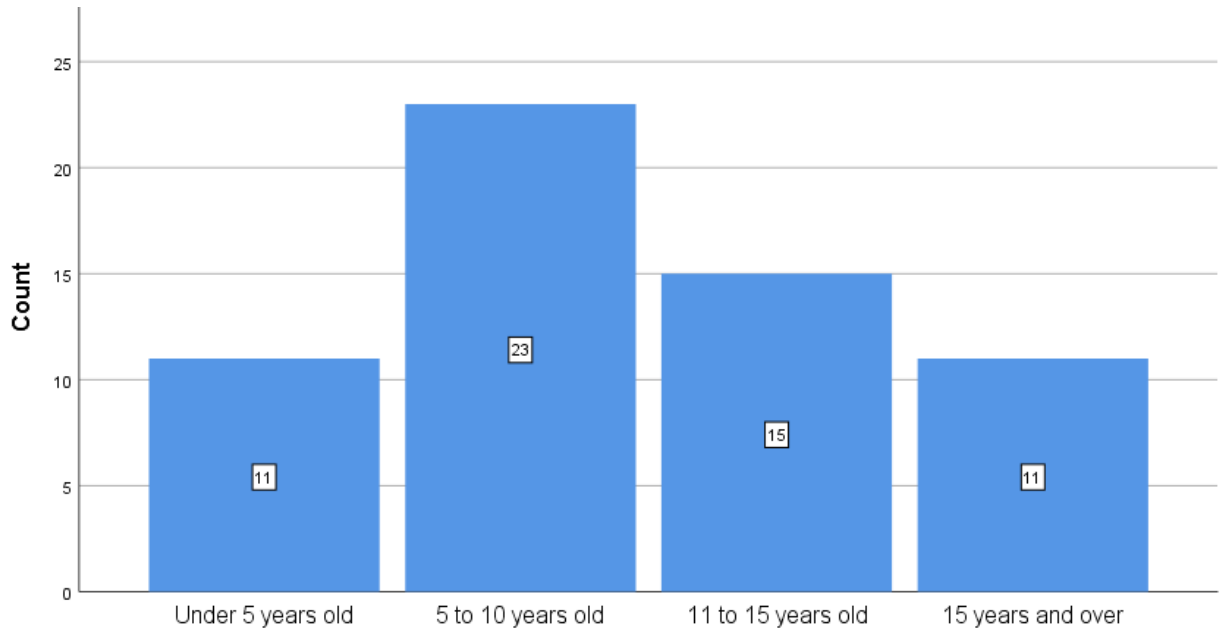


From the data shown in Table (4.4), it can be seen that Paramedics were the major category of people among the participants, totaling 23 (38.3%). The second category was the Preventive Medicine Physicians, which totaled 16 (26.7%) of the participants. The category with the fewest people was Administrators, with 10 (16.7%) people, while workers had 11 (18.3%) people. From this, it is clear that the study involved participants from different occupational categories in healthcare organizations.

Table 6: Distribution of Respondents by Years of Experience

<i>Experience</i>	Frequency	Percent
Under 5 years old	11	18.3
5 to 10 years old	23	38.3
11 to 15 years old	15	25.0
15 years and over	11	18.3
Total	60	100.0

Figure (7): Distribution of respondents by Years of Experience



From the outcomes of the table shown below (4.5), it can be seen that the highest number of respondents in the sample were between 5-10 years, which amounts to 23 respondents or 38.3%. Respondents with 11-15 years of work experience formed the second highest number of respondents in the survey, totaling 15 respondents or 25.0%. The number of respondents with less than 5 years of experience and those with 15 years and above both totaled 11 respondents or 18.3% each. This outcome shows that most of the participants had a good amount of work experience.

4.2. Validity & reliability tests for the questionnaires

4.2.1. Transformational Leadership Scale

Scale was accurate

In Table (4.6), the findings of the internal consistency validity test conducted on the Transformational Leadership Scale using Pearson's correlation are presented. The results show

that the correlation coefficients between each item and the overall score of the scale varied from 0.497 to 0.763. In addition, all the correlations were positive and significant at the significance level of 0.01 ($p < 0.01$).

Table 7: Item–Total Correlation Coefficients for the Transformational Leadership Scale

Transformational leadership					
	Pearson Correlation	Sig. (2-tailed)		Pearson Correlation	Sig. (2-tailed)
1	.558**	0.01	12	.632**	0.01
2	.668**	0.01	13	.688**	0.01
3	.510**	0.01	14	.726**	0.01
4	.497**	0.01	15	.649**	0.01
5	.659**	0.01	16	.526**	0.01
6	.640**	0.01	17	.723**	0.01
7	.644**	0.01	18	.536**	0.01
8	.763**	0.01	19	.697**	0.01
9	.629**	0.01	20	.627**	0.01
10	.759**	0.01	21	.738**	0.01
11	.584**	0.01	22	.669**	0.01

The findings reveal that all items within the survey have significant correlations with the Transformational Leadership concept, thus suggesting adequate internal consistency validity of the concept. This is because the correlation coefficients among all the items were above the

required minimum of 0.30. As a result, no deletion or modification of any of the items was necessary, making the Transformational Leadership concept a valid one for use in further statistical analysis.

Scale stability

Table 8: Cronbach's Alpha Reliability Coefficients for the Dimensions of Transformational Leadership

	N of Items	Cronbach's Alpha
ideal effect	7	.791
inspirational motivation	5	.777
Intellectual stimulation	5	.779
individual considerations	5	.769

Table (4.7) provides the reliability analysis of the Transformational Leadership Scale based on Cronbach's Alpha. Based on the analysis, it is clear that the internal consistency of all dimensions was satisfactory, as Cronbach's Alpha values varied between 0.769 and 0.791.

In detail, the Idealized Influence dimension had the highest Cronbach's Alpha value of 0.791 for 7 items, while Intellectual Stimulation and Inspirational Motivation had Alpha values of 0.779 and 0.777, respectively, and were composed of 5 items. The Individualized Consideration dimension also had acceptable reliability, with the Cronbach's Alpha value of 0.769 for 5 items.

As all the Cronbach's Alpha values were higher than 0.70, it is possible to say that the internal consistency and reliability of the Transformational Leadership scale are high.

4.3. Job Performance Scale

Scale was accurate

The results of the internal consistency validity test for the Job Performance scale with the help of Pearson's correlation coefficient have been presented in Table (). It has been found out that the correlation coefficients between the individual items of the questionnaire and the total score of the Job Performance scale varied from 0.517 to 0.805. In addition, all the correlation coefficients were positive and significant at 0.01 level of significance.

Table 9: Item–Total Correlation Coefficients for the Job Performance Scale

Job performance					
	Pearson Correlation	Sig. (2-tailed)		Pearson Correlation	Sig. (2-tailed)
1	.684**	0.010	13	.630**	0.010
2	.613**	0.010	14	.696**	0.010
3	.616**	0.010	15	.678**	0.010
4	.735**	0.010	16	.667**	0.010
5	.517**	0.010	17	.709**	0.010
6	.805**	0.010	18	.743**	0.010
7	.581**	0.010	19	.685**	0.010
8	.684**	0.010	20	.644**	0.010
9	.715**	0.010	21	.640**	0.010
10	.642**	0.010	22	.760**	0.010
11	.707**	0.010	13	.638**	0.010
12	.772**	0.010			

The above results clearly indicate that all the questions are significantly related to the construct of Job Performance, which shows the internal consistency validity to be adequate. Because the Pearson correlation values were all above the accepted threshold of 0.30, the items effectively contribute to the measurement of the construct. This means that all the items were included in the final statistical analysis, thus validating the use of Job Performance scale in testing the study hypotheses.

Scale stability

Table (9) displays the reliability test results of the Job Performance Scale through Cronbach's Alpha coefficient. From the results, the Cronbach's Alpha coefficients of the five dimensions were between 0.638 and 0.865, which shows good to excellent internal consistency.

Table 10: Cronbach's Alpha Reliability Coefficients for the Dimensions of Job Performance

	N of Items	Cronbach's Alpha
Performance quality	5	.735
Efficiency and productivity	4	.749
Job commitment	4	.768
Collaboration and teamwork	4	.638
Initiative and creativity	6	.865

In particular, the highest reliability coefficient ($\alpha = 0.865$) was obtained for the Initiative and Creativity dimension (6 items), which means the highest level of internal consistency among the analyzed dimensions. Next came Job Commitment ($\alpha = 0.768$; 4 items), Efficiency and Productivity ($\alpha = 0.749$; 4 items), and Performance Quality ($\alpha = 0.735$; 5 items). These dimensions were characterized by good reliability. The Collaboration and Teamwork dimension had the lowest

Cronbach's Alpha coefficient ($\alpha = 0.638$; 4 items). Even though it is lower than the generally accepted level of 0.70, it is above the minimum level (0.60) needed to ensure acceptable internal consistency.

All in all, the results indicate that the Job Performance scale is reliable enough and can be applied in the measurement of job performance of employees.

4.4. Descriptive statistics for research variables (answer research questions)

- What is the degree of transformational leadership in healthcare organizations in the Riyadh region in terms of the perceptions of the employees?

Table 11: Descriptive Statistics for the Dimensions of Transformational Leadership

	Mean	Std. Deviation
ideal effect	4.17	0.43
inspirational motivation	4.13	0.52
Intellectual stimulation	4.14	0.49
individual considerations	4.13	0.47
Transformational leadership	4.14	0.43

Based on the results shown in the table above, it can be seen that there was a very high degree of transformational leadership practices in Riyadh healthcare organizations, according to the

viewpoint of the employees. The total mean score of transformational leadership was 4.14 with a standard deviation of 0.43, signifying a high degree of consensus among the respondents with respect to the prevalence of transformational leadership practices among administrative leaders. The low degree of standard deviation also shows that there was homogeneity among the respondents' answers, which increased the reliability of the results and made it clear that transformational leadership was prevalent in the workplace.

From the dimensional perspective, the dimension of Ideal Effect took the first place with the mean score of 4.17 and standard deviation of 0.43. This suggests that employees perceive their leaders as people who possess high levels of integrity, credibility and ability to be good examples. This helps build stronger employee confidence in their leaders and enhance their commitment to organizational goals. It should be noted that the indicated dimension is the key feature of transformational leadership since a leader who enjoys confidence and respect of his/her subordinates is more likely to influence them and motivate to achieve organizational objectives.

The second place is taken by the dimension of Intellectual Stimulation. Its mean score was 4.14 and standard deviation of 0.49. In other words, it suggests that leaders try to inspire employees to think creatively and innovatively, come up with new ways to solve problems and develop new work methods rather than stick to traditional ones. The indicated aspect is especially important for the healthcare industry where it is necessary to create a working environment that will keep pace with scientific and technological developments.

However, in regard to the "Inspirational Motivation" and "Individual Considerations" dimensions, their mean score were similar at 4.13. Their standard deviations were 0.52 and 0.47, respectively. This shows the understanding of the employees about the leaders' efforts to encourage inspiration and optimism, set clear visions for the future, and motivate employees to accomplish common goals. It is also an indication of leadership that takes into account the needs of individual employees and gives proper support and guidance depending on the capabilities and situations of the employees. Despite the relative ranking of these two dimensions, their level

is still high, which is indicative of the human and motivational dimensions of leadership practices.

The high level of transformational leadership can be attributed to the fact that healthcare organizations in the Riyadh region work in an environment that is continuously developing and implementing organizational changes. This is an environment that requires leaders who can manage change, motivate the employees, and create an environment of innovation and teamwork. The high level might also be due to the commitment of the management of these organizations to leadership development programs.

This means that the leaders of the healthcare institutions being studied apply the aspects of transformational leadership in a well-balanced and highly efficient manner, without any major distinctions among the aspects. It shows how the concepts of transformational leadership are incorporated in their administrative practices. Such a high level is anticipated to play a role in increasing the levels of job satisfaction, organizational commitment, and bettering employee performance along with making the health services more efficient and high-quality for the clients. It supports what is known from the administrative literature, as transformational leadership is considered one of the most efficient forms of leadership in service organizations, particularly in the health field, which is highly dependent on the human factor.

- What is the performance of employees in healthcare organizations in the Riyadh region?\

Table 12: Descriptive Statistics for the Dimensions of Job Performance

	Mean	Std. Deviation
Performance quality	4.26	0.48
Efficiency and productivity	4.22	0.53
Job commitment	4.27	0.50
Collaboration and teamwork	4.26	0.51

Initiative and creativity	4.23	0.49
Job performance	4.25	0.45

The findings reported in the table above show that the performance level of the employees working in the healthcare organizations of Riyadh was very high, based on the findings of the sample population. The average score on job performance was 4.25 while the standard deviation was 0.45, showing that there is a high level of consensus amongst the employees about the efficiency and effectiveness of their job performances. In addition, the low standard deviation shows that the responses were similar to one another within the sample population, indicating the presence of high homogeneity in relation to job performance within the healthcare organizations under study.

In regard to the dimensions, the most prominent dimension was the Job Commitment, which had an average score of 4.27 and standard deviation of 0.50. It means that the employees have a very high level of commitment towards their jobs, adhering to rules and instructions, and taking up their job responsibilities. This is considered to be an encouraging finding since employees show high level of organizational commitment along with high levels of professional responsibility.

The dimension of "Initiative and Creativity" was the fourth with an average score of 4.23 and a standard deviation of 0.49. It is indicative of the organizational environment that stimulates staff members to offer ideas, initiates development projects, and take part in work method improvements. At the same time, it is notable that this dimension had the lowest scores among all dimensions considered, which can serve to show some potential for increasing innovative activities and fostering the creative climate within health care institutions by means of implementing programs that promote creativity and employee engagement in development activities.

Finally, the "Efficiency and Productivity" dimension is the last one with an average score of 4.22 and a standard deviation of 0.53. Being in the last place in terms of ranking does not prevent

it from being in the high range and showing that employees work in an effective manner and use time and resources efficiently. The low score of this dimension can be explained by growing work pressure in the health care industry, larger numbers of patients and their diverse responsibilities.

In summary, it is apparent that the results obtained show an evenly balanced improvement across all dimensions of performance as their mean scores range between 4.22 to 4.27. Consequently, this means that there are no considerable differences among the different dimensions and it implies that the employees have very high performance in terms of quality, commitment, cooperation, efficiency, and initiative. This is mainly because of the characteristics of health organizations in the Riyadh region where they put high focus on human resources development, quality and accreditation and training and professional development of staff members. In addition to that, the role played by the monitoring and administrative systems helps in improving performance.

On the other hand, this result is in line with the administrative literature where it is stated that high performance in health institutions is an indication of the existence of a conducive organizational environment, administrative leadership and work culture that enhance commitment, cooperation and excellence within the institution, hence contributing to the improvement of the quality of the health services offered to the beneficiaries.

- Is there any association between transformational leadership and the performance of employees in healthcare organizations in the Riyadh region?

Table 13: Pearson Correlation between Transformational Leadership and Job Performance

<i>Correlations</i>			
		Transformational leadership	Job performance
Transformational leadership	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000

	N	60	60
Job performance	Pearson Correlation	.813**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Based on Pearson correlation analysis, there is a high positive correlation between transformational leadership and employee performance in healthcare organizations in the Riyadh region. There is a very strong and positive correlation ($r = 0.813$) and statistical significance ($p\text{-value} < 0.000$) which shows that the better the practices of transformational leadership in an organization, the better will be the performance of the employees.

It is because of the fact that transformational leadership styles such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration help in enhancing the performance of employees in an organization. The reason behind this is that such leaders can create a motivational environment in the workplace that encourages creativity and increases the commitment of employees.

Moreover, the use of statistical significance level at 0.01 makes the strength of the results even stronger and proves that the relationship is not coincidental and is actually a true and scientifically proven one. This means that the transformational leadership style plays an important role when it comes to improving job performance within the healthcare industry because these organizations depend highly on their human resource.

Hence, the results confirm the hypothesis that there is statistically proven positive relationship between the transformational leadership and job performance. It is consistent with the management literature as well because it proves that the transformational leadership style is one of the most effective ones when it comes to improvement of job performance of employees.

4.5. Testing Hypotheses & Findings Discussion

1. There is a statistically significant effect of the ideal influence dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 14: Pearson Correlation between Idealized Influence and Job Performance

<i>Correlations</i>			
		ideal effect	Job performance
ideal effect	Pearson Correlation	1	.733**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.733**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From the correlation analysis results, there is evidence of a strong and statistically significant positive relationship between the Ideal Influence aspect and the job performance of the staff of Riyadh healthcare organizations. With the correlation coefficient being $r = 0.733$ and the statistical significance at 0.000, there is a very high positive correlation. This means that, the more the ideal influence behaviors practiced by the leader, the better the job performance of employees in the workplace.

This finding is due to the characteristics associated with the dimension of transformational leadership theory. Ideal influence involves the aspects of integrity and credibility of the leader who acts as a role model. With employees having a good perception about their leaders, there is improvement in professional behavior, such as increased commitment and improved quality of performance.

Also, the statistical significance at the 0.01 level shows that the relationship between the two variables is no longer random but is statistically significant and hence is real and dependable for explaining the effect of transformational leadership on performance.

It implies that exemplary influence is one of the major aspects that affect the improvement of job performance particularly in the healthcare industry which requires trust, commitment, and accuracy in job performance.

From this, we can therefore conclude that encouraging exemplary influence behaviors in healthcare leaders improves employees' job performance through developing an environment of trust and respect. This concurs with management theory that suggests that exemplary leaders are essential in ensuring excellent performance of employees.

2. There is a statistically significant effect of the inspirational motivation dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 15: Pearson Correlation between Inspirational Motivation and Job Performance

<i>Correlations</i>

		inspirational motivation	Job performance
inspirational motivation	Pearson Correlation	1	.715**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.715**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From the correlation analysis results, there is a statistically significant positive correlation between inspirational motivation and the performance of workers in the healthcare institutions in Riyadh. The correlation coefficient ($r = 0.715$) at a statistical significance level of 0.000 shows a strong and positive correlation. This means that the more the inspirational motivation level by the leaders, the greater the job performance by the workers.

This finding can be explained by the fact that inspirational motivation is one of the dimensions of transformational leadership. It depends on the leader's ability to motivate and inspire workers and give a meaningful description of the future of the organization. Once the employees get to know the future vision of the organization and become excited about the achievement of such vision, their performance will be influenced positively.

Moreover, the high degree of statistical significance at 0.01 shows that this connection is not coincidental but is actually a real and credible one that explains the influence of transformational leadership on job performance. It suggests that inspirational motivation has an important part in improving job performance because the field of healthcare requires a very high degree of intrinsic motivation of workers to deal with their daily work load.

Thus, it can be claimed that developing the inspirational motivation behaviors among the leaders of the healthcare organizations leads to the increase of job performance of employees through

the creation of a positive atmosphere and environment characterized by enthusiasm and motivation in the pursuit of organizational goals. This idea is consistent with the ideas of management literature according to which the inspirational motivation is the key to individual performance improvement.

3. There is a statistically significant effect of the intellectual stimulation dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 16: Pearson Correlation between Intellectual Stimulation and Job Performance

<i>Correlations</i>			
		Intellectual stimulation	Job performance
Intellectual stimulation	Pearson Correlation	1	.752**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.752**	1
	Sig. (2-tailed)	.000	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

From the findings of the correlation analysis, it is clear that there exists a very strong and statistically significant positive correlation between intellectual stimulation and job performance among the employees working in the healthcare institutions in Riyadh city. The correlation coefficient of ($r = 0.752$) at the significance level of 0.000 demonstrates both the strength and the positive nature of the relationship, which means that the more the level of intellectual stimulation by the leaders, the better the job performance among their employees.

The reason why there exists such a positive relationship is that the practice of intellectual stimulation is one of the core components of the transformational leadership style. The main idea here is to motivate the employees to think critically, rethink the existing work methodologies, and suggest new ways of dealing with problems, as well as create an atmosphere of innovation and creativity at the workplace. This, in turn, enhances the job performance among the employees.

Also, the fact that the results are statistically significant at 0.01 suggests that there is no randomness in the finding and that there is actually an effect of intellectual stimulation on job performance. This means that this factor is vital in improving performance, especially in healthcare, where the need for innovative solutions is required to solve different kinds of problems faced.

Thus, it is possible to suggest that creation of intellectual stimulation among leaders of healthcare organizations will improve the performance of employees through the provision of conditions for innovation and personal growth, as well as the implementation of non-standard solutions. This is supported by management literature, where it is stated that a kind of leadership that promotes creative thinking is one of the most effective leadership styles.

4. There is a statistically significant effect of the individual considerations dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 17: Pearson Correlation between Individualized Consideration and Job Performance

Correlations			
		individual consideratio ns	Job performance
individual considerations	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

The findings of correlation analysis reveal a very strong and statistically significant positive correlation between the individual considerations dimension and the job performance of employees of healthcare facilities in Riyadh. With a correlation coefficient of $r = 0.758$ at the 0.000 statistical significance level, it reveals a very strong and positive relationship between individual consideration and job performance, whereby the more individual considerations that leaders give their employees, the better their job performance.

This is because individual considerations are one of the core dimensions of transformational leadership. Under this dimension, the leader tries to understand individual needs of the followers, giving them the necessary support and guidance and taking individual differences in terms of ability and experience into consideration. In addition, this includes giving every individual follower the necessary developmental activities according to his/her potential. When employees feel appreciated by their leaders, it motivates them intrinsically, which in turn leads to their job satisfaction.

Additionally, the high statistical significance at 0.01 level proves that the correlation is not

coincidental, but demonstrates a reliable and true effect, helping to understand the interconnection between transformational leadership style and performance. In other words, the focus on the individual within the workplace is an essential factor in increasing performance rates, particularly for the healthcare industry, which greatly depends on its human resource potential.

Hence, one may state that using individualized consideration in practice by health care managers really helps to improve performance levels of their workers through creation of a supportive and motivational environment taking into account employees' needs and developing them. Such conclusion is based on the ideas from the management theory, according to which attention to the individual is one of the key determinants of efficiency of performance.

5. There is a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between transformational leadership in all its dimensions combined and the job performance of employees in health institutions in the Riyadh region.

The results of the correlation analysis reveal that there exists a strong and positive relationship between transformational leadership and the performance of jobs of employees in healthcare organizations in Riyadh city, where the four dimensions of transformational leadership are taken into consideration. The correlation coefficient (r) obtained from the analysis equals 0.813, which is a very high value and shows that the relationship is highly significant at the 0.01 level of significance (Sig. = 0.000).

This strong relationship may be attributed to the holistic nature of transformational leadership, since the collective effect of the four dimensions of transformational leadership creates an organizational atmosphere, in which the employees become motivated, committed, innovative,

and develop professionally. The four dimensions complement each other, allowing the leaders to motivate and inspire their employees, solve problems in a creative way, understand the needs of their subordinates, and act as role models in ethics and other areas.

Additionally, the statistical significance of the correlation shows that the found relationship is real and not based on the randomness and reflects an actual correlation between transformational leadership and employee performance. A correlation coefficient equaling 0.813 means a very strong correlation relationship, since it is within the commonly accepted standards of the statistical significance and indicates that transformational leadership is one of the main organizational factors positively correlated with better performance of healthcare employees.

The findings are particularly important for the healthcare industry, where good leadership is important for maintaining high quality of the patients' treatment, developing teamwork of health workers, implementing organizational changes and ensuring continuous improvements of the organization. Such leaders, who consistently demonstrate transformational leadership practices, can create a positive atmosphere that encourages employee engagement and improves employee performance.

Thus, the hypothesis about the presence of statistically significant correlation between transformational leadership as a whole and employees' job performance in the hospitals located in the Riyadh region can be confirmed, since it coincides with the transformational leadership theory stating that organizations whose leaders are transformational have high employee performance, because transformational leaders motivate employees to commit, generate trust, support innovation and give opportunities to work effectively.

4.6. Conclusion

This study aimed to determine the effect of transformational leadership on the employees' job performance in healthcare organizations in Riyadh. The findings indicated that transformational leadership was implemented at a high level since the overall mean score was 4.14. This means that employees viewed their leaders' behaviors as transformational leadership.

Of the four dimensions of transformational leadership, idealized influence had the highest mean score while the intellectual stimulation followed immediately after. Other dimensions were also highly rated as transformational leadership was implemented properly. Employees' job performance was highly rated with the overall mean of 4.25. This implied that all performance dimensions like performance quality, efficiency and productivity, job commitment, collaboration and teamwork and initiative and creativity were highly rated.

From the correlation analysis, there is a significant positive correlation between transformational leadership and job performance of the employees ($r = 0.813$, $p < 0.001$). In addition, the results of the study indicated that all the dimensions of transformational leadership have a significant positive correlation with the job performance of the employees. This means that idealized influence positively correlates with the job performance ($r = 0.733$); inspirational motivation ($r = 0.715$), intellectual stimulation ($r = 0.752$), and individualized consideration ($r = 0.758$). All these correlations were found to be statistically significant at the level of $p < 0.001$. This shows that all the dimensions of transformational leadership positively contribute to the improvement of employees' performance.

In general, this study shows that transformational leadership plays a crucial role in improving job performance of the employees of healthcare organizations operating in the Riyadh region. Transformational leaders exhibit ethical behaviors, inspire their employees with visions, stimulate creativity and innovation, and provide individualized consideration for their employees. Therefore, transformational leaders create positive organizational environment that fosters commitment, high productivity, teamwork, and quality of service. For this reason, healthcare organizations need to invest in programs that promote transformational leadership skills among leaders.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

The present study is limited to investigating the impact of transformational leadership, represented by its four dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration), on the job performance of employees working in healthcare institutions.

Spatial Boundaries

The study was conducted in healthcare institutions located in the Riyadh region, Kingdom of Saudi

Arabia.

Human Boundaries

The study targeted employees working in healthcare institutions in the Riyadh region, including preventive medicine physicians, paramedics, administrators, and workers. The study sample consisted of 60 employees selected through a simple random sampling technique.

Time Boundaries

The study was conducted during the 2026 academic year, and the data were collected using a cross-sectional survey during the study period.

Future Research

Based on the findings and limitations of the present study, the following directions are recommended for future research:

1. Conduct similar studies using larger sample sizes and involving healthcare institutions from different regions of the Kingdom of Saudi Arabia to improve the generalizability of the findings.
2. Examine the impact of transformational leadership on job performance in other sectors, such as education, banking, manufacturing, and government organizations, to compare the results across different organizational contexts.
3. Explore the influence of transformational leadership on other organizational outcomes, including employee innovation, organizational citizenship behavior, work motivation, service quality, employee retention, and organizational performance.
4. Examine the impact of demographic variables such as gender, age, educational level, years of experience, and job position on the relationship between transformational leadership and job performance.

5.2. Research Recommendations

Based on the findings of the present study, the following recommendations are proposed to enhance transformational leadership practices and improve employees' job performance in healthcare institutions in the Riyadh region:

1. Healthcare institutions should strengthen the adoption of transformational leadership practices

by encouraging leaders to act as ethical role models, inspire employees, stimulate innovative thinking, and provide individualized support.

2. Healthcare organizations should design and implement leadership development and training programs that enhance transformational leadership competencies among managers and supervisors at different administrative levels.
3. Leaders should create a supportive organizational environment that encourages creativity, innovation, knowledge sharing, and continuous learning, enabling employees to contribute effectively to organizational development.
4. Greater attention should be given to individualized consideration by recognizing employees'
5. different needs, providing coaching and mentoring, and offering professional development opportunities based on individual capabilities.
6. Healthcare institutions should establish fair performance evaluation and reward systems that recognize employees' achievements, encourage outstanding performance, and reinforce organizational commitment.
7. Continuous assessment of leadership practices should be conducted through regular employee feedback surveys to identify strengths and areas requiring improvement.

5.3. Conclusion

The purpose of this research was to determine the effect of transformational leadership on job performance of the workers in healthcare organizations located in Riyadh region. Particularly, the effect of four main aspects of transformational leadership—Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration—on job performance was investigated.

It was found out that transformational leadership is highly used in healthcare institutions participating in this research, having a mean score of 4.14. Of all the dimensions of transformational leadership, Idealized Influence received the highest mean score, which means that the employees perceive their leaders as good examples of ethical behavior with such

qualities as integrity, credibility, and commitment to organizational values. Other dimensions of transformational leadership had high mean scores as well.

Furthermore, the mean score of employees' job performance was also high—4.25. It should be mentioned that all the dimensions of job performance, such as performance quality, efficiency and productivity, job commitment, collaboration and teamwork, and initiative and creativity, showed high performance levels.

The results from correlation analysis indicated a highly significant positive correlation between transformational leadership and employees' job performance ($r = 0.813$, $p < 0.001$). Moreover, there was a significant positive relationship between each dimension of transformational leadership and job performance. There was a significant positive correlation between Idealized Influence ($r = 0.733$), Inspirational Motivation ($r = 0.715$), Intellectual Stimulation ($r = 0.752$), and Individualized Consideration ($r = 0.758$) and employees' job performance.

These results provide empirical evidence for transformational leadership theory. Transformational leadership theory states that leaders who inspire, motivate, intellectually stimulate, and individually consider their followers have the potential to increase organizational performance. This is especially true for the healthcare industry where quality of service, teamwork, innovation, and professionalism are key determinants of success.

In summary, the study finds out that transformational leadership is an important determinant of the performance of workers in healthcare organizations in the Riyadh area. Enhancement of transformational leadership through leadership development programs, professional training, empowering workers, and appropriate organizational policies may lead to higher performance of workers and provision of high-quality healthcare services. The results obtained in this study can be very helpful in the practice for healthcare management and policy makers in trying to improve their organizational performance through good leadership practices, in addition to being helpful for future researchers in leadership studies.

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Appendix