

Mid–Ocean University

College of Management

Department of Business Administration



**"A Study of Leadership Effectiveness and Job
Satisfaction Among Employees in Saudi Arabia"**

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Introduction:

Leadership is a multifaceted and dynamic concept that transcends simple definitions or rigid frameworks. At its core, leadership is the ability to influence, guide, and inspire others toward the achievement of shared goals. Unlike mere authority or managerial control, true leadership hinges on the capacity to build trust, articulate a compelling vision, and foster collaboration. It involves both personal qualities—such as integrity, empathy, and resilience—and acquired skills like strategic thinking, effective communication, and conflict resolution. The evolving complexities of modern organizations and societies demand leaders who are adaptable, emotionally intelligent, and capable of navigating ambiguity and change with confidence and foresight.

Throughout history, leadership has taken many forms, shaped by cultural values, societal needs, and organizational structures. From transformational and servant leadership models to transactional and situational approaches, the study of leadership continues to expand, reflecting the diverse ways in which individuals rise to positions of influence. In contemporary settings, leadership is increasingly seen not as a position of power but as a function of service—mobilizing people around meaningful action, empowering teams, and cultivating environments where innovation and accountability thrive. Moreover, effective leadership today requires a deep understanding of diversity, inclusion, and ethical responsibility, particularly in a world that is more interconnected and interdependent than ever before.

In both theory and practice, leadership remains a central driver of organizational success and societal progress. It is not limited to formal titles or high-ranking positions; leadership can emerge at any level, as individuals take initiative, solve problems, and motivate others. The significance of leadership is especially pronounced in times of crisis or uncertainty, where the ability to provide clarity, stability, and hope becomes vital. Thus, studying leadership is not merely about identifying traits or behaviors—it is about understanding how leaders think, act, and adapt in various contexts to bring about purposeful change. As the challenges facing organizations and communities grow more complex, the demand for visionary, ethical, and empathetic leaders becomes not just desirable but essential.

Job satisfaction is a deeply studied and widely discussed concept in organizational behavior, psychology, and human resource management. It refers to the extent to which individuals feel positively or negatively about their jobs, encompassing a range of emotional, cognitive, and behavioral responses to their work environment. More than a fleeting feeling, job satisfaction reflects an enduring attitude that significantly influences employee performance, organizational commitment, and overall well-being. It arises from the interaction between an employee's expectations and the realities of their job role, including factors such as compensation, recognition, autonomy, relationships with coworkers and supervisors, opportunities for growth, and alignment with personal values and goals.

The importance of job satisfaction extends far beyond individual contentment. In the modern workplace, satisfied employees are more productive, motivated, and loyal, which in turn contributes to lower turnover rates, reduced absenteeism, and higher levels of organizational effectiveness. Companies with high levels of job satisfaction often report better customer service, stronger team cohesion, and more innovation, as employees feel more invested in their work and more connected to the organization's mission. Conversely, dissatisfaction can lead to disengagement, burnout, and toxic work environments, which not only hinder performance but also pose significant financial and reputational risks for employers.

Job satisfaction is influenced by both intrinsic and extrinsic factors. Intrinsically, it is shaped by the nature of the work itself—whether the tasks are meaningful, challenging, and aligned with an individual's skills and interests. Extrinsically, it is affected by workplace conditions, such as fair compensation, supportive leadership, job security, and clear organizational policies. Psychological theories, such as Herzberg's two-factor theory and Maslow's hierarchy of needs, offer frameworks for understanding how different motivators and hygiene factors contribute to satisfaction. In addition, the role of organizational culture, communication practices, and employee engagement initiatives is increasingly recognized as central to fostering a satisfied and high-performing workforce.

Leadership effectiveness and job satisfaction are two interrelated dimensions that play a crucial role in shaping organizational outcomes and employee well-being,

particularly in the context of Saudi Arabia's rapidly evolving economic and labor landscape. As the Kingdom undergoes significant social and economic transformations under the Vision 2030 framework, the role of leadership has become more critical than ever in managing change, fostering innovation, and building a motivated and engaged workforce. Leadership effectiveness in Saudi organizations is increasingly being evaluated not just by traditional performance indicators, but also by a leader's ability to connect with employees, navigate cultural values, and create an inclusive work environment that supports both professional and personal fulfillment. In this context, the effectiveness of leadership is deeply rooted in emotional intelligence, adaptability, and strategic communication—qualities that influence how employees perceive their work environment and their satisfaction within it.

In Saudi Arabia, where hierarchical structures and collectivist cultural norms have traditionally shaped workplace dynamics, the effectiveness of leadership often hinges on the ability to balance authority with empathy. Leaders who demonstrate fairness, transparency, and support are more likely to foster trust and loyalty among their teams. This, in turn, contributes positively to job satisfaction, as employees feel valued and understood. Moreover, with the growing emphasis on Saudization and increased participation of women and youth in the workforce, effective leaders must navigate generational and gender differences while promoting equity and inclusion. Studies conducted in the Saudi context have consistently shown that leadership styles—particularly transformational and

participative leadership—are positively correlated with higher levels of job satisfaction, organizational commitment, and productivity. Leaders who empower their employees, encourage participation in decision-making, and provide opportunities for growth tend to cultivate more satisfied and engaged teams.

The relationship between leadership effectiveness and job satisfaction in Saudi Arabia is also shaped by organizational culture and national values. Respect for authority, strong interpersonal bonds, and a preference for job security are deeply embedded in the Saudi workplace ethos. Leaders who align their management practices with these cultural dimensions are more likely to succeed in creating harmonious and motivating environments. At the same time, as globalization and digital transformation reshape industries across the Kingdom, there is a growing need for leaders who can embrace innovation, manage diversity, and inspire agility among their employees. Effective leadership in this changing landscape means not only maintaining cultural sensitivity but also encouraging a shift toward performance-based cultures where employee satisfaction is driven by meritocracy, clear communication, and recognition of achievements.

Based on this, the problem of the study is to analyze the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in Saudi Arabia.

Importance of the study:

The importance of this study depends on its theoretical and practical contributions to the following:

Theoretical significance:

- ✓ Enriching the scientific literature in the field of organizational behavior and human resource management by studying the relationship between leadership effectiveness and job satisfaction, with a focus on the Saudi context, which is witnessing structural transformations in the labor market and institutions.
- ✓ Presenting a modern theoretical framework that links the dimensions of effective leadership (such as motivation, empowerment, communication, and shared decision-making) with indicators of job satisfaction such as commitment, loyalty, performance, and organizational affiliation.
- ✓ Bridging a knowledge gap in contemporary Arab studies that have not adequately addressed the integrated impact of leadership on enhancing job satisfaction levels within Saudi workplaces, especially in light of the economic and social transformations under Saudi Vision 2030.
- ✓ Contributing to the development of quantitative and qualitative tools that can be used in the future to measure the effectiveness of leadership styles and their impact on employee feelings and experiences in the workplace, contributing to a deeper understanding of how to create stimulating and stable work environments.

Applied importance:

- ✓ Supporting decision-makers in Saudi organizations, both in the public and private sectors, with accurate indicators of the impact of different leadership styles on employee satisfaction, enabling the adoption of more effective leadership approaches that enhance workplace stability.
- ✓ Providing practical recommendations based on scientific findings that will improve the quality of human resource management, reduce employee turnover rates, and increase levels of organizational loyalty.
- ✓ Improving the efficiency of administrative personnel by highlighting elements of successful leadership that positively impact employees, such as organizational justice, emotional support, and recognition of individual efforts.
- ✓ Achieving tangible results in improving the performance of Saudi institutions by enhancing employee satisfaction, which in turn results in increased productivity, improved service quality, and enhancing the institution's image as an attractive and motivating workplace for national talent.

Objectives of the study:

The study aims to find out the impact of analyze the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation

- Individual Considerations) on Job Satisfaction Among Employees in Saudi Arabia, and a set of sub-objectives branched from it:

- ✓ Identify the level of Financial Impact on Job Satisfaction Among Employees in Saudi Arabia.
- ✓ Identify the level of Inspirational Motivation on Job Satisfaction Among Employees in Saudi Arabia.
- ✓ Identify the level of Intellectual Stimulation on Job Satisfaction Among Employees in Saudi Arabia.
- ✓ Identify the level of Individual Considerations on Job Satisfaction Among Employees in Saudi Arabia.

Study Questions

The first main question: What is the impact of the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in Saudi Arabia, and several sub-questions branch out of it as follows:

- To what extent does the definition of Financial Impact on Job Satisfaction Among Employees in Saudi Arabia?
- What is the impact of Inspirational Motivation on Job Satisfaction Among Employees in Saudi Arabia?

- How does Intellectual Stimulation effect on Job Satisfaction Among Employees in Saudi Arabia?
- What is the impact of Individual Considerations on Job Satisfaction Among Employees in Saudi Arabia?

Study assignments:

To achieve the objectives of the study and answer its questions, the researcher can rely on the theoretical framework related to the study, and based on the results of previous studies, the following hypotheses have been formulated:

The first main hypothesis: There is no statistically significant impact of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in Saudi Arabia.

From this hypothesis emerge the following three sub-hypotheses:

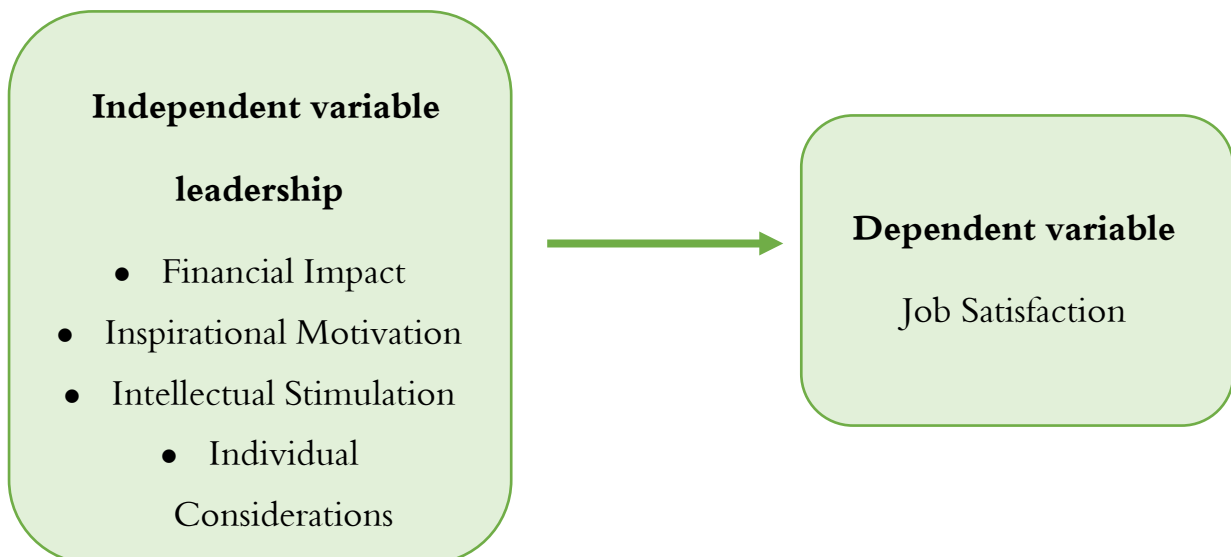
- There is no statistically significant effect of Financial Impact on Job Satisfaction Among Employees in Saudi Arabia.
- There is no statistically significant effect of Inspirational Motivation on Job Satisfaction Among Employees in Saudi Arabia.
- There is no statistically significant impact of Intellectual Stimulation effect on Job Satisfaction Among Employees in Saudi Arabia.

- There is no statistically significant impact of Individual Considerations on Job Satisfaction Among Employees in Saudi Arabia.

Study Form:

Independent variable: leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations).

Dependent variable: Job Satisfaction.



Previous studies:

Study (Mustafa, 2020), titled The Effect of Ethical Leadership on Employees Empowerment: Field Study at Al-Azhar University in Assuit - Arab Republic of Egypt

The study aimed to determine the role of ethical leadership in supporting employee empowerment. The study problem was represented in answering the following question: Does ethical leadership affect employee empowerment at Al-Azhar University, Assiut Branch? The study adopted the descriptive analytical approach, and used Pearson's test to measure the correlation between the study variables and their dimensions. It also used the regression coefficient to predict the relationship between the independent variable and the dependent variable. The study sample included (317) people working at Al-Azhar University. Data were collected using a survey list prepared for the purpose of the study, and only 255 lists were retrieved, representing 80%. The study reached several results, the most important of which was that the degree of practicing each of the study variables was average, as the average value of ethical leadership reached 3.57, while the average for employee empowerment reached 3.53. It also showed a significant impact of ethical leadership behaviors on employee empowerment, as the value (t) reached (1.98), which is significant at the level (0.01). Based on the results, the study recommended the necessity of supporting the concept of ethical leadership and its dimensions by holding training courses and workshops. The necessary work was undertaken to disseminate the culture and values

of ethical leadership, and it was also recommended that a precise system be put in place to monitor the extent to which the concept of employee empowerment was implemented.

**Study (Kamal, 2023), titled The Effect of Spiritual Leadership on Innovative Behavior:
An Applied Study on Employees of Telecommunication Companies in Egypt**

This study aimed to identify the impact of spiritual leadership on innovative behavior, applying it to employees of telecommunications companies in Egypt. Based on the literature review, the researchers developed a conceptual framework for the relationship between the research variables (spiritual leadership and innovative behavior). The researchers used a questionnaire uploaded to Google Drive in Google Form format and published across the social media channels of telecommunications companies in Egypt to collect data. The study was conducted on a sample of (382) individuals, and the number of valid questionnaires was (365), with a response rate of (95.5%). The results showed a significant and positive impact of spiritual leadership on innovative behavior. Regarding the dimensions of spiritual leadership (vision, hope/faith, and altruistic love), the results showed that the dimensions of spiritual leadership strongly influenced innovative behavior.

**Study (Ismail, 2022), titled The Effect of Conscious Leadership on Psychological Empowerment:
An Exploratory Study of the Opinions of the Teaching Staff at Duhok Polytechnic University**

The current study aimed to test and analyze the impact of conscious leadership on psychological empowerment among female faculty members at Duhok Polytechnic University (DPU). Three dimensions were adopted for conscious leadership: self-awareness,

awareness of social relationships, and situational awareness, while four dimensions were adopted for psychological empowerment: meaning, competence, sense of autonomy, and influence. The study population consisted of female faculty members at DPU - Kurdistan Region of Iraq. A questionnaire was used to collect data from the respondents. The study sample consisted of 173 lecturers, and their responses were analyzed using SPSS version 24. Regression analysis was used to test the study hypotheses. The results confirmed a positive relationship between conscious leadership and psychological empowerment. Furthermore, the results indicated that, among the dimensions of conscious leadership, awareness of social relationships is the most important dimension of conscious leadership as an indicator of psychological empowerment. Based on the study results, a number of recommendations were presented, including the need for university administrative leaders to adopt a conscious leadership style to enhance the psychological empowerment of lecturers at the university. Recommendations for future studies were also presented in light of the study's limitations.

Study (Musaddiq, 2024), titled Corporate Governance and Ethical Leadership: The Pillars of Effective Business Management

This research highlights the important relationship between corporate governance and ethical leadership, highlighting their key roles as fundamental pillars of effective business management. The main objectives of the study are to understand the interaction between corporate governance and ethical leadership, analyze their impact on business

management, and provide practical insights for promoting a sustainable and ethical corporate environment. Methodologically, a comprehensive literature review was conducted, covering corporate governance models, ethical leadership theories, and the fundamental work on their convergence. Additionally, several case studies were examined to identify concrete examples of the successful integration of these principles. Quantitative and qualitative data were analyzed, providing important insights into the topic. The findings indicate a fundamental link between transparent and accountable corporate governance structures and the development of ethical leadership. Studies indicate that companies that adopt stakeholder engagement strategies achieve better business management outcomes. Furthermore, a robust risk management framework was identified as an integral part of corporate governance and ethical leadership, mitigating potential pitfalls and promoting sustainable business practices. Corporate culture stands out as the backbone, with ethical leadership playing a significant role in shaping values and practices that resonate throughout the organization.

Study (Solirnan, 2020), titled The Effect of Perceived Entrepreneurial Leadership on Innovative Behavior: An Empirical Study on the Workers of Private Sector Pharmaceutical Companies in Dakahlia Governorate

This study aimed to investigate the impact of perceived entrepreneurial leadership on the innovative behavior of employees in pharmaceutical companies in Dakahlia Governorate. The study followed the deductive and quantitative research approaches. A questionnaire

was used to collect data from 253 employees (with a response rate of 100%). The partial least squares (WARP-PLS v.7) method was used to test the research hypotheses and verify the causal relationships between the study variables. The results of the study showed that perceived entrepreneurial leadership has a significant impact on innovative behavior (perceived scenario setting has a significant negative impact on innovative behavior, while perceived team composition has a significant positive impact on innovative behavior).

study (Farhat, 2023), entitled " Impact of Transformational Leadership on Innovation: Case Study on Sonelgaz Corporation Laghouat

This study aimed to measure the impact of transformational leadership on creativity among employees of the Electricity and Gas Distribution Company in Laghouat. This was based on considering transformational leadership with its dimensions (ideal influence, ideal motivation, intellectual stimulation and individual esteem) as an independent variable, and creativity as a dependent variable. To achieve the study's objective, a questionnaire was distributed to a convenient sample of 32 individuals. The linear regression technique was also adopted using SPSS for analysis, impact measurement and hypotheses testing. The study found a statistically significant impact of transformational leadership on creativity at 5%. The researchers also recommend that the company under study take seriously the importance of transformational leadership by encouraging and training employees to provide ideas, improve their performance and motivate them to be more creative.

Study (Dweikat, 2023), entitled Geographical Analysis of Diseases Affecting Livestock in Babylon Governorate

This research aimed to examine the impact of job stress and job satisfaction on employee performance, using emotional intelligence as a mediating variable. The study focused on factors that influence job stress and job satisfaction, such as interpersonal relationships, management support, management-employee relationships, work groups, and employee-related work. Data were collected using an online survey of participants working in software company projects in Palestine. The sample included 250 responses, with a response rate of 62.5%. Data were analyzed using partial least squares structural equation modeling. The study results confirmed that job satisfaction, job stress, and emotional intelligence are key enablers of employee performance. The results also indicate that emotional intelligence mediates the relationship between job stress and employee performance. The results also confirmed that job stress and job satisfaction are important factors influencing employee performance and productivity. This study contributes to the performance management literature by addressing the role of emotional intelligence in improving employee performance and productivity.

Study (Riad, 2023), entitled The Relationship between Workplace Self-Compassion and Job Satisfaction: A Field Study amongst Schools in Egypt

This study aimed to examine the relationship between self-compassion at work and job satisfaction across schools in the Arab Republic of Egypt. The study results demonstrated

that each of the dimensions of self-compassion (self-kindness, self-governance, common humanity, detachment, mindfulness, and overidentification) had a positive relationship with job satisfaction, contrary to the hypotheses of this study. Furthermore, both theoretical and practical findings were discussed, and some limitations were proposed that may assist other researchers in future research.

Research Gap:

Previous studies indicate a clear diversity in addressing the topic of leadership and its impact on various work outcomes, such as job empowerment, innovative behavior, and job satisfaction. However, these studies were characterized by variations in theoretical frameworks, geographical areas, and targeted sectors. This highlights a number of points of agreement and disagreement that serve as a starting point for identifying the research gaps that the current study seeks to address.

In terms of points of agreement, most studies, such as Mustafa (2020), Ismail (2022), and Kamal (2023), confirm a positive relationship between various leadership styles (moral, conscious, and spiritual) and outcomes such as job empowerment and innovative behavior. The results of other studies, such as Farhat (2023) and Solirnan (2020), support the effective impact of transformational and entrepreneurial leadership on creativity and organizational behavior. These studies are unified in their use of quantitative approaches and advanced statistical analysis tools such as regression and path analysis, enhancing the reliability of their findings. All of these studies highlight the importance of leadership as a motivational

tool that contributes to enhancing performance and institutional transformation in various work environments.

However, fundamental differences emerge on several levels. First, most studies focused on specific sectors such as universities (Mustafa, Ismail), telecommunications companies (Kamal), and pharmaceutical industries (Solirnan), while the current study targets the public and private sectors in Saudi Arabia in all their forms, giving it a more comprehensive and realistic dimension. Second, most studies focused on mediating variables such as empowerment or innovative behavior, while the current study focuses on job satisfaction as one of the most important indicators of institutional stability and overall employee satisfaction, which has not received sufficient attention in its relationship with leadership, specifically in the Saudi context. Third, although studies such as Riad (2023) and Dweikat (2023) addressed job satisfaction, they did not directly link it to leadership styles. Instead, they linked it to other variables such as subjective emotions and psychological stress, without taking into account the impact of leadership as a pivotal organizational factor in the Saudi workplace.

From a geographical and cultural perspective, most studies were conducted in Arab contexts outside the Kingdom of Saudi Arabia or in non-Arab environments, as was the case in Musaddiq (2024), which examined leadership from a governance perspective within an international organizational framework. This does not reflect the cultural and administrative specificity of the Kingdom. Accordingly, the current study seeks to fill this

gap by exploring the effectiveness of leadership in a Saudi context, especially in light of the radical transformations taking place in the Saudi labor market in light of Saudi Vision 2030. These transformations require more flexible and motivating leadership styles capable of enhancing job satisfaction and retaining talent.

Based on the above, the research gap lies in the limited number of studies that address the direct relationship between leadership effectiveness and job satisfaction in the Saudi workplace, particularly within the context of national transformation and ongoing administrative reforms. The literature also lacks studies that integrate local cultural and organizational characteristics into the analysis of this relationship. Hence, the importance of the current study in providing an authentic analytical framework that reflects the Saudi reality and contributes to enriching the contemporary literature on leadership and job satisfaction in the Arab world.

Theoretical premises of the study:

The current study, titled "Leadership Effectiveness and Job Satisfaction among Employees in the Kingdom of Saudi Arabia," is based on a set of theoretical premises that form the framework for understanding the nature of the relationship between the two primary variables in the study: leadership effectiveness and job satisfaction. These two concepts are among the most prominent in the fields of management and organizational behavior and have received extensive attention in contemporary literature due to their direct impact on

institutional performance, work environment stability, and the achievement of organizational strategic objectives.

First, the study is based on the motivational and humanistic theory of leadership, which highlights the importance of the leader's role as a motivating factor for individuals through behaviors including support, empowerment, appreciation, and guidance. Effective leadership is a vital factor in shaping a positive work environment that enhances employee feelings of belonging and motivation, which is directly reflected in their job satisfaction. The study is based on the premise that a leader's effectiveness is not only determined by their ability to make decisions or achieve results, but also by their ability to build supportive human relationships and consider employee needs and aspirations.

Second, the study is based on classical job satisfaction theory, specifically Herzberg's two-factor model, which distinguishes between motivational factors and health factors. This theory holds that factors related to the nature of the job itself (such as achievement, recognition, and career development) contribute to increased job satisfaction, while factors surrounding the job (such as administrative policies, supervision, and relationships) reduce job dissatisfaction. From this perspective, the study hypothesizes that leadership effectiveness, as an administrative and organizational factor, can serve as a dual factor that supports both dimensions: by improving the work environment (health factor) and enhancing moral incentives (motivational factor).

Third, the study is based on the specificity of the contemporary Saudi context, which is witnessing fundamental transformations in the concepts of work, leadership, and human resources in light of "Saudi Vision 2030." This imposes a new style of leadership characterized by participatory, flexible, and adaptable to the diversity of the workforce, including youth and women. Therefore, the study seeks to align global theoretical frameworks with local realities by examining the effectiveness of leadership styles prevalent in Saudi workplaces and their impact on employee satisfaction and commitment.

Based on the above, the theoretical foundations of this study aim to build a comprehensive vision of how leadership interacts with organizational and psychological variables that determine employee satisfaction, focusing on the nature of the causal relationship and the direction this relationship takes within Saudi organizations. The study's findings are expected to contribute to the development of a theoretical model that can be adopted in future applied research on human resources and leadership in similar contexts.

Methodology and Research Methods:

The descriptive approach and the analytical approach were followed as an appropriate method of description, which corresponds to the theoretical chapters, either in the applied analytical chapter and the deductive method in order to analyze and evaluate the data obtained in the questionnaire of the institution under study as appropriate for determining the facts and understanding the components of the subject, while subjecting it

to careful study and analysis of its dimensions, which we will address in the applied chapter in the case study.

The choice of the appropriate approach to the nature of the research depends on the nature of the problem and the goal of its study, and in order to take note of the various aspects of the study, the descriptive analytical approach will be relied on, the descriptive method is suitable for the description that matches the theoretical chapters, but in the applied analytical chapter and the deductive approach in order to analyze and evaluate the data obtained in the questionnaire under study, as this approach contributes to answering research questions through data collection and then analysis and discussion. This approach is used in most previous studies.

Sources of data collection

- **Secondary sources:** These include data and information in books and references, theses, working papers, journals, periodicals, scientific conferences and workshops, in addition to published and unpublished reports that dealt with the topic in various relevant institutions.
- **Primary sources:** The study relied on the questionnaire as the main tool in collecting data from its sources, which was specially designed for this purpose on Google Forms and sending its link to the research community.

Study Tools:

The research tool is defined as "the means by which the data collection process is carried out in order to answer his questions, and researchers will rely in collecting data on the questionnaire, which is defined as "a specific form of paragraphs and questions aimed at collecting data from research individuals"

It consisted of two main sections:

- **The first section:** It is the part related to the demographic variables of the members of the study sample, represented by: gender, age, educational qualification, and job level.
- **Section II: The** second section included paragraphs and dimensions that measure the variables of the independent and dependent study.

Statistical methods used

The following statistical methods were used to achieve the objectives of the study:

- Cronbach alpha coefficient to measure the stability of the study tool and Pearson's correlation coefficient to measure the validity of the study tool and the relationship between variables
- Frequencies, percentages, arithmetic mean and standard deviation related to the study variables and to all responses to the questionnaire paragraphs.

- Simple linear regression coefficient to measure the effect of each dimension of the independent variable on the dependent variable

Study Tool

The questionnaire in the current study is designed to suit the variables of the research by reviewing previous studies related to the subject of the study. The questionnaire consists of two main sections:

The first section: deals with the demographic variables of the study sample of employees in the Saudi Ministry of Health, and includes job title, age, educational level, and number of years of experience.

The second section: contains the paragraphs that measure the independent and dependent variables in the study.

First: The independent variable - Leadership, measured through 20 paragraphs divided into three main dimensions:

1. Financial Impact
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individual Considerations

Second: Dependent variable - Job Satisfaction, measured through (10) distributed items.

Limitations of the study:

- **Objective limits:** The study is limited to the impact of the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in Saudi Arabia.
- **Spatial boundaries:** The study is conducted on the Saudi Arabian companies.
- **Time limits:** The study was prepared in 2025.
- **Human limits:** The human limits of this study are limited to Employees in Saudi Arabia.

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جامعة ميدأوشن

كلية الإدارة

تخصص إدارة أعمال



دراسة فعالية القيادة والرضا الوظيفي بين الموظفين في المملكة العربية
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العام الدراسي:

2025

