

**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

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1.1 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.

1.2 Research Problem

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.

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 Importance of the Research

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.

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?
- What are the barriers to implementing transformational leadership in healthcare organizations in the Riyadh region in terms of the perceptions of the employees?

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. Identifying the barriers to implementing transformational leadership in health care institutions in the Riyadh region from the viewpoint of the employees.
5. 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 ($\alpha \leq 0.05$) of transformational leadership on the job performance of employees in healthcare institutions in the Riyadh region.
2. There is a statistically significant effect ($\alpha \leq 0.05$) of the ideal influence dimension on the job performance of employees in healthcare institutions in the Riyadh region.
3. There is a statistically significant effect ($\alpha \leq 0.05$) of the inspirational motivation dimension on the job performance of employees in healthcare institutions in the Riyadh region.
4. There is a statistically significant effect ($\alpha \leq 0.05$) of the intellectual stimulation dimension on the job performance of employees in healthcare institutions in the Riyadh region.
5. There is a statistically significant effect ($\alpha \leq 0.05$) of the individual considerations dimension on the job performance of employees in healthcare institutions in the Riyadh region.

6. 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

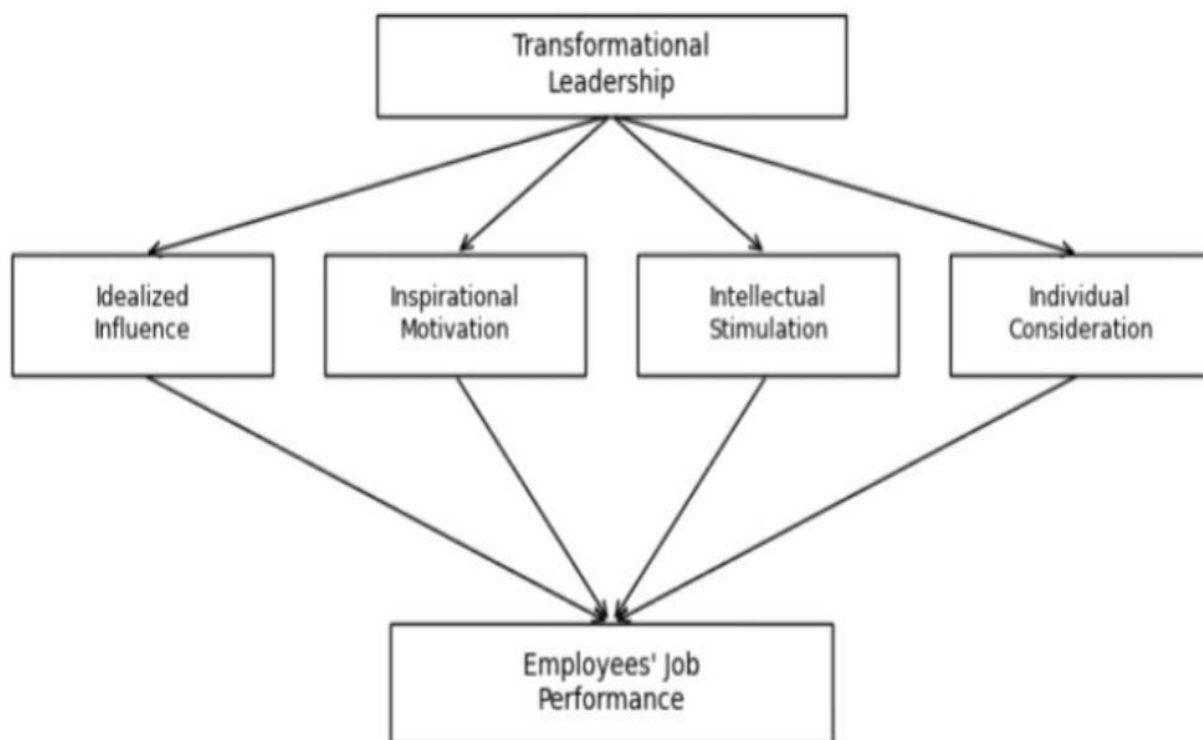


Figure (1): Conceptual framework illustrating the effect of Transformational Leadership and its dimensions on Employees Job Performance.

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 Project Structure

This 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

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.

Table (1) Show the differences Transformational VS Reciprocal leadership

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.

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