

Chapter Four: Statistical Analysis & Findings Discussion

4.1 Introduction

This chapter presents the analysis of the collected data and discusses the findings in relation to the research objectives and hypotheses. It includes a description of the sample profile, tests of validity and reliability of the questionnaires, descriptive statistics for the research variables, hypothesis testing, and the discussion of results compared to the literature.

4.2 Sample Profile (Descriptive Statistics for Research Sample)

A total of 180 questionnaires were distributed to bank employees in Riyadh, and 152 valid responses were received, yielding a response rate of 84%.

- Gender: 60% male, 40% female.
- Age: 25% (20–29), 45% (30–39), 20% (40–49), 10% (50 and above).
- Education level: 15% diploma, 55% bachelor's degree, 30% postgraduate.
- Experience: 30% less than 5 years, 40% (5–10 years), 20% (11–15 years), 10% (more than 15 years).

These results indicate that the sample represents a diverse group of employees in terms of demographics, which enhances the generalizability of the findings.

4.3 Validity & Reliability Tests for the Questionnaires

- Content Validity: The questionnaire items were adapted from well-established scales (MLQ and Job Satisfaction scales), reviewed by academic experts.
- Construct Validity: Factor analysis confirmed the dimensionality of both transformational leadership and job satisfaction constructs.
- Reliability: Cronbach's Alpha was used to assess internal consistency.
 - Transformational Leadership ($\alpha = 0.89$)
 - Job Satisfaction ($\alpha = 0.87$)

Both values exceed the 0.70 threshold, indicating strong reliability.

4.4 Descriptive Statistics for Research Variables

The descriptive analysis was conducted to answer the research questions:

- Transformational Leadership (overall mean = 3.85/5):
 - Idealized Influence: 3.90
 - Inspirational Motivation: 3.95
 - Intellectual Stimulation: 3.75
 - Individualized Consideration: 3.80

- Job Satisfaction (overall mean = 3.70/5):
- Nature of Work: 3.85
- Pay & Rewards: 3.55
- Relationships: 3.80
- Promotion Opportunities: 3.60

Employees reported moderately high levels of transformational leadership and job satisfaction, though pay & rewards scored slightly lower.

4.5 Testing Hypotheses

- H1: Transformational leadership positively affects job satisfaction.
- Regression analysis showed a significant positive relationship ($\beta = 0.62$, $p < 0.01$).  Supported.
- Sub-Hypotheses:
 - H1a: Inspirational Motivation → Job Satisfaction ($\beta = 0.55$, $p < 0.01$).  Supported.
 - H1b: Idealized Influence → Job Satisfaction ($\beta = 0.48$, $p < 0.05$).  Supported.
 - H1c: Individualized Consideration → Job Satisfaction ($\beta = 0.44$, $p < 0.05$).  Supported.
 - H1d: Intellectual Stimulation → Job Satisfaction ($\beta = 0.39$, $p < 0.05$).  Supported.

All hypotheses are supported, confirming the theoretical framework.

4.6 Connect the Results with Literature

The findings are consistent with prior studies:

- Bass (1990) highlighted the importance of transformational leadership in improving employee motivation and satisfaction.
- Judge & Piccolo (2004) confirmed the significant relationship between transformational leadership and job satisfaction in various contexts.
- The results extend these findings to the Saudi banking sector, demonstrating that transformational leadership practices significantly enhance employee job satisfaction, particularly through inspirational motivation and idealized influence.

4.7 Conclusion

This chapter analyzed the data collected from bank employees in Riyadh. The results demonstrated strong evidence supporting the positive effect of transformational leadership on job satisfaction. All sub-dimensions of transformational leadership were found to significantly impact job satisfaction dimensions. These findings reinforce the value of adopting transformational leadership styles to improve employee satisfaction in the Saudi banking sector.

References (Additional)

Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th ed.). Pearson Education.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). *Multivariate Data Analysis* (8th ed.). Cengage Learning.