

Midocean University

Collage of Bussines

Master of Bussines Adminstration



The Impact of Leadership Style on Employee Job Satisfaction among Employees in Private  
Healthcare Sector in Riyadh, Saudi Arabia

Student Name: Raghad Emad Al-Humaid

Academic Number: 252000662

Supervised by:

Dr. Al-Faisal Abdul Hamid Mohammed And Dr.Fayez Jarad

2026

## Copy right:

This study has been submitted in partial fulfillment of the requirement for the master's degree in business administration, all rights are exclusive property of Midocean University. No part of this study may be reproduced distributed or used in any form or by any mean without prior permission from Midocean University.

## Acknowledgment:

I would like to express my sincere gratitude to Allah for giving me the strength and patience to complete this work.

I would like to extend my deepest appreciation to my parents and my family for their continuous support, encouragement and prayers through this journey.

Also, I would like to thank my supervisors for their continuous support and guidance.

Special thanks to the participants who participated in this study.

I would like to thank everyone who supported me through this journey.

## Abstract:

This study aims to study the impact of leadership styles (Transformational, Transactional and Laissez-faire) on employee job satisfaction among private healthcare sector employees in Riyadh Saudi Arabia. A specially designed questionnaire has been distributed to private healthcare employees 55 responses were received, 54 from it were valid.

The findings of this study revealed that Transformational and Transactional leadership have significant positive relationship with employee job satisfaction while Laissez-faire leadership does not have significant effect.

The results of this study indicate the importance of effective leadership styles practices in improving employee satisfaction within private healthcare sector.

Key words: Leadership, jo Satisfaction, Transformational Leadership, Transactional Leadership, Laissez-faire Leadership

# Table of Content:

|                                       |                                  |
|---------------------------------------|----------------------------------|
| Copy right: .....                     | 2                                |
| Acknowledgment: .....                 | 3                                |
| Abstract: .....                       | 4                                |
| Table of Content:.....                | 5                                |
| Table List: .....                     | 7                                |
| Figure List:.....                     | 8                                |
| Chapter 1 .....                       | خطأ! الإشارة المرجعية غير معرفة. |
| Intruduction: .....                   | خطأ! الإشارة المرجعية غير معرفة. |
| Problem statement: .....              | خطأ! الإشارة المرجعية غير معرفة. |
| Research importance: .....            | خطأ! الإشارة المرجعية غير معرفة. |
| Research objectives: .....            | خطأ! الإشارة المرجعية غير معرفة. |
| Major research question: .....        | خطأ! الإشارة المرجعية غير معرفة. |
| Research hypothesis: .....            | خطأ! الإشارة المرجعية غير معرفة. |
| Research Model: .....                 | خطأ! الإشارة المرجعية غير معرفة. |
| Chapter 2 .....                       | خطأ! الإشارة المرجعية غير معرفة. |
| Introduction:.....                    | خطأ! الإشارة المرجعية غير معرفة. |
| Theoretical framework: .....          | خطأ! الإشارة المرجعية غير معرفة. |
| Leadership styles: .....              | خطأ! الإشارة المرجعية غير معرفة. |
| Employee job satisfaction: .....      | خطأ! الإشارة المرجعية غير معرفة. |
| Literature review: .....              | خطأ! الإشارة المرجعية غير معرفة. |
| Chapter 3 .....                       | 23                               |
| Introduction : .....                  | 24                               |
| Research design: .....                | 24                               |
| Population of the study: .....        | 24                               |
| Sample of the study : .....           | 25                               |
| Research Instrument : .....           | 25                               |
| Instrument internal consistency:..... | 26                               |

|                                                                                                                 |    |
|-----------------------------------------------------------------------------------------------------------------|----|
| Instrument reliability: .....                                                                                   | 27 |
| Data Analysis method: .....                                                                                     | 28 |
| Study boundaries: .....                                                                                         | 28 |
| Chapter 4 .....                                                                                                 | 29 |
| Introduction:.....                                                                                              | 30 |
| Results Analysis:.....                                                                                          | 30 |
| Hypotheses testing: .....                                                                                       | 35 |
| Conclusion:.....                                                                                                | 38 |
| Recommendations: .....                                                                                          | 38 |
| References: .....                                                                                               | 39 |
| Appendix: .....                                                                                                 | 42 |
| الاستبيان .....                                                                                                 | 42 |
| Questionnaire.....                                                                                              | 47 |
| الملخص:.....                                                                                                    | 52 |
| 53..تأثير أنماط القيادة على الرضا الوظيفي لدى الموظفين في القطاع الصحي الخاص في الرياض المملكة العربية السعودية |    |

## Table List:

Table 3.1 (Instrument Construct Internal Consistency)

Table 3.2 (Instrument Construct Reliability)

Table 4.1 (Demographic characteristics: Gender)

Table 4.2 (Demographic characteristics: Nationality)

Table 4.3 (Demographic characteristics: Age)

Table 4.4 (Demographic characteristics: Years of Experience in Current Job)

Table 4.5 (Demographic characteristics: Department\Unit)

Table 4.6 (Demographic characteristics: Job Position\Role)

Table 4.7 (Descriptive Statistics of the study Variables)

Table 4.8 (Correlation study between study Variables)

Table 4.9 (ANOVA test for H0, H1)

Table 4.10 (ANOVA test for H1a)

Table 4.11 (ANOVA test for H1b)

Table 4.12 (ANOVA test for H1c)

## Figure List:

Figure 1-1 (Research model)

# Chapter 1

## Intruduction:

In today fast paced world individual are constantly trying to keep up with rapid changes while maintaining balance in their lives recently there is a term have been circulating a lot which is Quality of life which have been defined by WHO as “an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns”(World Health Organization,2025).

on orgnizational level it called Quality of work life (QWL) and it is identified as the good bound between employees and their work environment and one of the indicators to measure QWL is employee job satisfaction. Previous research has demonstrate a positive relationship between QWL and employee job satisfaction (Parvathy R Nair, Dr. T. Subash 2019)

there are many studies showing that how manegers are treeting their employees and their leadership syles have an important impact on employee job satisfaction but limited research has study this relationship on privite healthcare sector employees therefore this study is aim to study the relationship between leadership styles and employee jo satisfaction amonge employee working in private healthcare sector in Riyadh, Saudi Arabia.

from the popular statement “happy employee led to happy customer” it is more critical in healthcare sector because the employee is on direct contact with patient and providing healthcare services. improving employee work experience may not only lead to higher job satisfaction but also to better quality of healthcare services.

## Problem statement:

Employee job satisfaction considered one of the important key indicators on Quality of Work life within organization previous studies have shown that manger behavior and leadership style have important impact on employee job satisfaction.

Therefore, this study is aimed to study the relationship between leadership styles and employee job satisfaction among private healthcare sector employees to close the gap in previous studies which focused on general organizational setting and public sector institution.

## Research importance:

This study is important because it is contributing to build existing knowledge by studying the relationship between leadership styles and employee job satisfaction in private healthcare sector an important area which have not been examined in previous research.

## Theoretical importance:

- To complete building the knowledge about how leadership styles impact employee job satisfaction in an area have not been observed in previous research.
- This study may provide which leadership styles has good impact on employee job satisfaction
- Give a base for future research in the same sector.

## Practical importance:

- This study can help managers to understand how different leadership styles can influence employee job satisfaction
- Improving job satisfaction among healthcare employees is critical since they are dealing directly with patient which can improve quality of healthcare services
- Help private healthcare organization improving employee motivation, performance and retention.
- Help policymaker in developing positive workplace strategies.
- Support organization in manager selection based on effective leadership style.
- 

## Research objectives:

### General objective:

To study the relationship between leadership styles and employee job satisfaction among private healthcare sector employees in Riyadh, Saudi Arabia

### Specific objective:

- To identify the dominant leadership style among private healthcare sector managers.
- To identify level of job satisfaction among private healthcare sector employees.
- To identify the relationship between Transformational leadership and employee job satisfaction
- To identify the relationship between Transactional leadership and employee job satisfaction
- To identify the relationship between Laissez-Faire leadership and employee job satisfaction
- To identify which leadership style has the strongest impact on employee job satisfaction

## Major research question:

What is the relationship between leadership styles and employee job satisfaction among employees in private healthcare sector in Riyadh, Saudi Arabia?

## Sub research questions:

- What is the dominant leadership style among private healthcare sector managers?
- What is the level of job satisfaction among private healthcare sector employees?
- Is there a statistically significant relationship between Transformational leadership and employee job satisfaction?
- Is there a statistically significant relationship between Transactional leadership and employee job satisfaction?
- Is there a statistically significant relationship between Laissez-Faire leadership and employee job satisfaction?
- Which leadership style has the strongest impact on employee job satisfaction?

## Research hypothesis:

### General Hypothesis:

H0: There is no significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector

H1: There is a significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector

### Sub-Hypothesis:

H1a: There is a statical relationship between Transformational leadership and employee job satisfaction

H1b: There is a statical relationship between Transactional leadership and employee job satisfaction

H1c: There is a statical relationship between Laissez-Faire leadership and employee job satisfaction

### Research Model:

Independent Variable: Leadership styles (Transformational, Transactional and Laissez-Faire).

Dependent Variable: Employees job satisfaction.

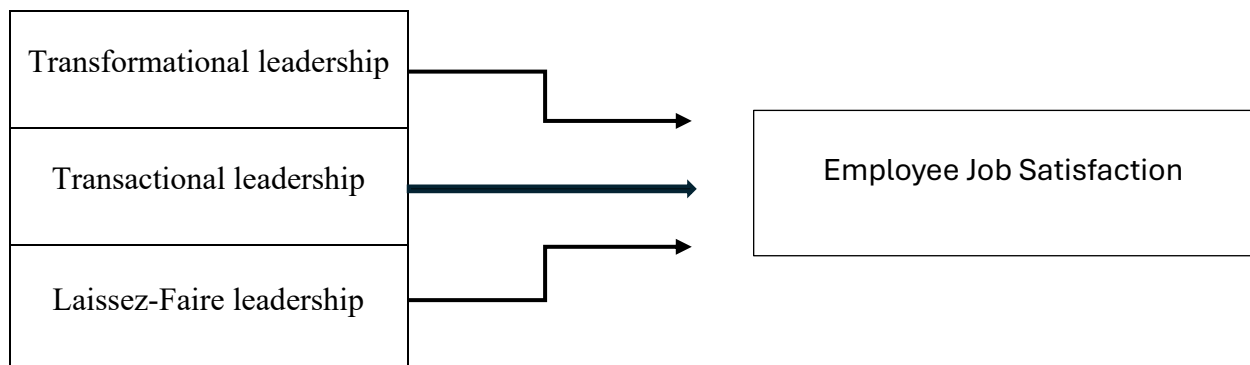


Figure 1-1 (Research model)

# Chapter 2

## Introduction:

In this chapter we will discuss the theoretical framework of the research by reviewing the study variables also, we will discuss the literature review and explain how the finding helped us shaping this study and what differentiate the study.

## Theoretical framework:

### Leadership styles:

Leadership defined as the process of guiding others to achieve common goals and the ability to inspire and motivate others.

Leadership styles are the sort of behaviors and attitudes used by leaders to influence, motivate and inspire their followers(Bwalya, Arthur,2023).

### Transformational leadership:

This leadership style characterized by motivating and inspiring other to achieve personal and organizational goals by sitting a clear vision and influence employees to give the best of their work(Bwalya, Arthur,2023).

### **Transactional leadership:**

Leaders with transactional leadership style build an exchange relationship with their employees with rewards and punishments system for good and bad performance, focusing on achieving goals and complete tasks rather than employee's growth(Bwalya, Arthur,2023).

### **Laissez-Faire leadership:**

Leaders using the hand-off approach with little involvement in decision making and few guidance and feed back. giving the employee full freedom to make decision and performing task with absence of direct control(Bwalya, Arthur,2023).

### **Employee job satisfaction:**

Job satisfaction refers to the emotional evaluation employee feels toward his workplace(L. Meier , Laurenz , and Paul E. Spector,2013), it is a key indicator for Quality of work life in organization a satisfied employee tend to be more productive and commitment and in healthcare sector it is critical since it's influence the quality of work provided to the patients.

## Literature review:

(Alrwili, Abdullah Megza ,2022)

This study aims to study how different leadership styles affect employees job satisfaction among Primary Healthcare Centers employees in Al-Jouf, Saudi Arabia

The researcher collected the data on three phases first by distributing a Questionnaire for a random sample of PHC employees second, focus group discussion and finally a discussion with a subset of the focus group.

The result shows that multiple leadership styles have major impact on employee job satisfaction.

(Said Hussein, Inaya Wahidi ,2018)

This study was conducted on healthcare providers in Lebanon to study different dimensions of transformational leadership and its impact on employee job satisfaction,

The data were collected by a questionnaire distributed among healthcare workers in 28 hospitals out of 125 who accepted to participate.

The results show no significant relationship between the first two dimensions (idealized influence - intellectual stimulation) but for the remaining two dimensions it was acceptable (inspirational motivation - individual consideration).

(AlFlayyeh, Saad , and Abdulaziz Bakheet M Alghamdi, 2023)

The researcher studied the the relationship between leadership styles and employee job performance among healthcare worker in private healthcare hospitals in Riyadh

The study used cross-sectional approach by distributing a questionnaire and the analyzed data were from 327 participants who respond to the survey.

There was a significant relationship among transformational, transactional and authoritative leadership style and employee job performance while for laissez-faire leadership styles no significant association was found.

(Notarnicola, Ippolito, et al,2024)

The researcher aims to study the relationship between leadership style mainly transformational leadership style and its dimensions in nursing leaders in public and private healthcare institutions in Italy.

3 types of different pretested and approved Questionnaire were distributed by email invitation and internal announcement to the participants

This study revealed that laissez-faire leadership style has a significant impact on employee job satisfaction while idealize influence dimension in transformational leadership style showed a negative impact on employee job satisfaction.

(Albalawi, Al-Marhabim, Almutairi , 2022)

This study shows how leadership styles impact job security among nurses working in King Abdul-Aziz Specialist Hospital, Taif

For data collection the researchers meet with nurses and explain the research and how to answer the survey questions after that the questionnaire was distributed to the nurses through Email or WhatsApp.

The results were that there is a significant relationship between leaderships styles and nursing job security.

(Al-Owaidi, Ahmed ,2023)

This study explored the relationship between leadership styles (Democratic, Autocratic and - Laissez-faire) and employees job satisfaction in Babylon university

A questionnaire based on study hypotheses and relevant literature were distributed among simple random sample to collect the data.

As result of the study there was a significant relationship between democratic leadership and employee job satisfaction and a negative impact of autocratic leadership on employee job satisfaction and there was no association between laissez-faire leadership and employee job satisfaction

(Mberia, Anne, and Ronnie Midigo,2016)

this study aimed to study the leadership styles and employees job satisfaction by gender among employees in Ministry of sport, Culture and Art in Kenya

A questionnaire inspired by Multifactor Leadership Questionnaire (MLQ) format and the Work Quality Index (WQI) was distributed to the study sample.

The results shows that the dominant leadership styles were transformational and transactional leadership styles with moderate employee job satisfaction the result also shows significant differences in job satisfaction based on employee Gender.

(Specchia, Maria Lucia, et al,2021)

This study aims to explore the correlation between different leadership styles and nurses job satisfaction

This study uses systematic review approach from 11,813 initial studies 12 were selected

The results show that Transformational style had the highest number of positive correlations followed by authentic, resonant and servant leadership styles and Transactional leadership have both positive and negative correlation while Passive-avoidant and laissez-faire styles, instead, showed a negative correlation.

(Cumar, Mukhtaar Axmed, et al,2025)

This study aims to study the influence of leadership style on job satisfaction among academic staff in higher education institutions.

The data collected from 266 academic employee and used Path-Goal Leadership Questionnaire to assess leadership styles and Minnesota Satisfaction Questionnaire to assess employee job satisfaction from six different university in Somaliland.

The result shows significant impact of Leadership styles on job satisfaction.

(Asghar, Saima and Oino, Isaiah,2017)

This study aims to explore the relationship between Transformational and Transactional leadership and job satisfaction among employee in selected retail outlets of Slough, United Kingdom

The researcher used a questionnaire distributed to the retail outlets of Slough, United Kingdom employees.

The study revealed that transformational leadership has significant impact on employee job satisfaction on other hand transactional leadership did not has a significant influence on employee job satisfaction.

# Chapter 3

## Introduction :

This chapter present the research methodology used to achieved the research goulds and answer the research questions also we will discuss the research design, study population, study sample, data collection instrument, instrument reiability, stattistical methods used for data analysis and the boundaries of the study.

## Research design:

The study used the descriptive analytical approche because it is sutible to explore the relationship between leadership styles and employee job satisfaction, the researcher used a designed survey to collect the data from private healthcare sector employees in riyadh. The survey contains multiple questions to study different study variables.

After data colloction the appropriate statistical method have been used to analyze the results and verify the study hypothesis.

## Population of the study:

The population of this study consist of all employees working in private healthcare sector in Riyadh Saudi Arabia in different specialties including doctors, nurses, technnicians and administrative staff.

## Sample of the study :

The sample was selected by using convenience sampling method due to the difficulty to study the entire population the survey was distributed electronically to employees in the private healthcare sector in Riyadh Saudi Arabia.

Total of 54 valid responses were collected, this sample is considered acceptable for descriptive and analytical researches according to Roscoe 1975 a sample between 30 – 500 is acceptable for most behavioral studies and the sufficiency of the sample size is tested by 10 times rule which states that the sample size should be 10 times greater than the number of variables in this study the number of variables is 4 ( Transformational leadership, Transactional leadership, Laissez-faire leadership and Employee Job Satisfaction) which result in a minimum sample size of 40 responses and the obtained sample size of 54 exceeds the requirement and is considered sufficient for statistical analysis (Memon, Mumtaz Ali, et al,2020).

## Research Instrument :

A specially designed survey in both Arabic and English version was used as the primary tool to collect the data as it is appropriate for the nature of this study.

The survey was designed based on the theoretical framework and relevant literature of this study to ensure its ability to measure the study variables, it contains three main sections:

Section one (Demographic information)

Gender – Nationality – Age – Years of Experience in Current Job – Department\Unit – Job position\role

## Section two (Leadership styles)

Transformational Leadership – 5 Questions

Transactional Leadership – 5 Questions

Laissez-faire Leadership – 5 Questions

## Section three (Job Satisfaction) – 5 Questions

Five-point likert scale was used (1= Strongly disagree to 5= Strongly agree) to measure participant responses.

## Instrument internal consistency:

| Construct                   | Correlation range | Significance |
|-----------------------------|-------------------|--------------|
| Transformational Leadership | 0.63 – 0.86       | P < 0.001    |
| Transactional Leadership    | 0.33 – 0.75       | P < 0.05     |
| Laissez-faire Leadership    | 0.16 – 0.78       | P < 0.05     |
| Job Satisfaction            | 0.69 – 0.90       | P < 0.001    |

Table 3.1 (Instrument Construct Internal Consistency)

Pearson Correlation Coefficient has measured the internal consistency of the instrument Construct's, and the results were as shown in (Table 2.1) all instrument Construct show acceptable to strong internal consistency with correlation values between items ranged from moderate to high and most of the relationships were statistically significant indicating the consistency of the research instrument to measure what it was designed to measure.

## Instrument reliability:

| Construct                   | Cronbach's Alpha | N of Items |
|-----------------------------|------------------|------------|
| Transformational Leadership | .939             | 5          |
| Transactional Leadership    | .808             | 5          |
| Laissez-faire Leadership    | .793             | 5          |
| Job Satisfaction            | .943             | 5          |

Table 3.2 (Instrument Construct Reliability)

The research instrument Construct's reliability was measured by Cronbach's Alpha as shown in (Table 2.2) the variables reliability values range from 0.793 – 0.943 which indicate good to excellent instrument reliability.

Transactional leadership Construct initially show a slightly lower reliability (Cronbach's Alpha = 0.630) after investigation one of the items were negatively worded and reverse coded to ensure consistency in the direction of the responses after adjustment the Transactional leadership Construct reliability improved and considered acceptable.

## Data Analysis method:

The Statistical Package for the Social Sciences (SPSS) has been used to analyze the collected data by:

- Frequencies and percentages for demographic characteristics of study sample: (Gender – Nationality – Age – Years of Experience in Current Job – Department\Unit – Job Position\Role)
- Person Correlation Coefficient for instrument internal consistency and the relationship between study variables
- Cronbach's Alpha for instrument reliability
- Mean and standard deviation to answer the study questions
- ANOVA test to test the study hypothesis.

## Study boundaries:

### Geographical boundaries:

This study conducted in Riyadh city in Saudi Arabia.

### Human boundaries:

The study focuses on employees of the private healthcare sector including medical and administrative staff.

### Time boundaries:

The study conducted from February – March 2026

### Subjective boundaries:

This study is limited to explore the relationship between leadership styles (Transformational, Transactional and Laissez-faire) and employee job satisfaction in private healthcare sector in Riyadh Saudi Arabia

# Chapter 4

## Introduction:

This chapter discusses the result of statistical analysis of the collected data and some recommendations based on the findings.

## Results Analysis:

### Demographic data:

The demographic characteristics of the participant were as below:

| Gender | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Female | 40        | 74.1    | 74.1          | 74.1               |
| Male   | 14        | 25.9    | 25.9          | 100.0              |
| Total  | 54        | 100.0   | 100.0         |                    |

Table 4.1 (Demographic characteristics: Gender)

| Nationality | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Saudi       | 34        | 63.0    | 63.0          | 63.0               |
| Non-Saudi   | 20        | 37.0    | 37.0          | 100.0              |
| Total       | 54        | 100.0   | 100.0         |                    |

Table 4.2 (Demographic characteristics: Nationality)

| Age          | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|---------|---------------|--------------------|
| Under 25     | 7         | 13.0    | 13.0          | 13.0               |
| 25-34        | 33        | 61.1    | 61.1          | 74.1               |
| 35-44        | 10        | 18.5    | 18.5          | 92.6               |
| 45-54        | 2         | 3.7     | 3.7           | 96.3               |
| 55 and above | 2         | 3.7     | 3.7           | 100.0              |
| Total        | 54        | 100.0   | 100.0         |                    |

Table 4.3 (Demographic characteristics: Age)

| Years of Experience in Current Job | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------------------|-----------|---------|---------------|--------------------|
| Less than a year                   | 5         | 9.3     | 9.3           | 9.3                |
| 1-3 years                          | 24        | 44.4    | 44.4          | 53.7               |
| 4-6 years                          | 9         | 16.7    | 16.7          | 70.4               |
| 7-10 years                         | 8         | 14.8    | 14.8          | 85.2               |
| More than 10 years                 | 8         | 14.8    | 14.8          | 100.0              |
| Total                              | 54        | 100.0   | 100.0         |                    |

Table 4.4 (Demographic characteristics: Years of Experience in Current Job)

| Department\Unit | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Clinical        | 49        | 90.7    | 90.7          | 90.7               |
| Administrative  | 5         | 9.3     | 9.3           | 100.0              |
| Total           | 54        | 100.0   | 100.0         |                    |

Table 4.5 (Demographic characteristics: Department\Unit)

| Job Position\Role | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Clinical          | 43        | 79.6    | 79.6          | 79.6               |
| Administrative    | 11        | 20.4    | 20.4          | 100.0              |
| Total             | 54        | 100.0   | 100.0         |                    |

Table 4.6 (Demographic characteristics: Job Position\Role)

From above Tables:

in (Table 4.1) indicate that the majority of the sample were females with percentage of 74.1% and in (Table 4.2) 63.0% of the sample were saudi also in (Table 4.3) 61.1% of the sample aged between 25-34 years, 44.4% of the sample have 1-3 years of experience in current job as shown in (Table 4.4) and in (Table 4.5) the majority of the sample from clinical department including ( OB-GYN, Nursing, Laboratory, Radiology, Pharmacy, Dental, Nutrition and OPD clinics) with 90.7% and 79.6% with clinical job positions including (doctor, Nurse, Technologist) as shown in (Table 4.6).

### Descriptive Statistics:

| Descriptive Statistics      | N  | Minimum | Maximum | Mean   | Std. Deviation |
|-----------------------------|----|---------|---------|--------|----------------|
| Transformational Leadership | 54 | 1.00    | 5.00    | 3.2222 | 1.22961        |
| Transactional Leadership    | 54 | 1.00    | 5.00    | 3.0444 | .95615         |
| Laissez-faire leadership    | 54 | 1.00    | 5.00    | 2.9407 | .97797         |
| Job Satisfaction            | 54 | 1.00    | 5.00    | 3.0111 | 1.27348        |
| Valid N (listwise)          | 54 |         |         |        |                |

Table 4.7 (Descriptive Statistics of the study Variables)

As shown in (Table 4.7) descriptive statistics have been used to assess the levels of leadership styles (Transformational, Transactional and Laissez-faire) and job satisfaction among the participants.

Transformational leadership results show the mean and Standard deviation of (M=3.22, SD=1.22) indicating moderate level and for transactional leadership mean and standard deviation of (M=3.04, SD=0.95) which also indicates moderate level.

Regarding Laissez-faire leadership showed mean and standard deviation of (M=2.94, SD=0.97) which considered moderate to low level.

Job satisfaction also showed moderate level with mean and standard deviation of (M=3.01, SD=1.27)

Transformational leadership showed the highest mean among the leadership styles.

### Correlation analysis:

| Correlation                 |                     | Transformational Leadership | Transactional Leadership | Laissez-faire leadership | Job Satisfaction |
|-----------------------------|---------------------|-----------------------------|--------------------------|--------------------------|------------------|
| Transformational Leadership | Pearson Correlation | 1                           | .820**                   | -.330*                   | .773**           |
|                             | Sig. (2-tailed)     |                             | .000                     | .015                     | .000             |
|                             | N                   | 54                          | 54                       | 54                       | 54               |
| Transactional Leadership    | Pearson Correlation | .820**                      | 1                        | -.335*                   | .797**           |
|                             | Sig. (2-tailed)     | .000                        |                          | .013                     | .000             |
|                             | N                   | 54                          | 54                       | 54                       | 54               |
| Laissez-faire leadership    | Pearson Correlation | -.330*                      | -.335*                   | 1                        | -.255-           |
|                             | Sig. (2-tailed)     | .015                        | .013                     |                          | .063             |
|                             | N                   | 54                          | 54                       | 54                       | 54               |
| Job Satisfaction            | Pearson Correlation | .773**                      | .797**                   | -.255-                   | 1                |
|                             | Sig. (2-tailed)     | .000                        | .000                     | .063                     |                  |
|                             | N                   | 54                          | 54                       | 54                       | 54               |

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.8 (Correlation study between study Variables)

Pearson correlation coefficient has been used to to explore the relationship between leadership styles and employee job satisfaction.

The results revealed strong positive correlation between transformational leadership and employee job satisfaction ( $r=0.773$ ,  $p<0.01$ ) also Transactional leadership showed strong positive correlation with employee job satisfaction ( $r=0.797$ ,  $p<0.01$ ) while Laissez-faire leadership showed weak negative and nonsignificant correlation with employee job satisfaction ( $r=-0.255$ ,  $p=0.063$ )

## Hypotheses testing:

### General Hypothesis:

H0: There is no significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector

H1: There is a significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector

| ANOVA <sup>a</sup>                                                                                         |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|------------------------------------------------------------------------------------------------------------|------------|----------------|----|-------------|--------|-------------------|
| 1                                                                                                          | Regression | 58.513         | 3  | 19.504      | 35.540 | .000 <sup>b</sup> |
|                                                                                                            | Residual   | 27.440         | 50 | .549        |        |                   |
|                                                                                                            | Total      | 85.953         | 53 |             |        |                   |
| a. Dependent Variable: Job Satisfaction                                                                    |            |                |    |             |        |                   |
| b. Predictors: (Constant), Laissez-faire leadership, Transformational Leadership, Transactional Leadership |            |                |    |             |        |                   |

Table 4.9 (ANOVA test for H0, H1)

From (Table 4.9) the significant of the relationship between leadership styles and employee job satisfaction is ( $p < 0.05$ ) which indicate that there is statistical relationship therefore the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_1$ ) is accepted.

### Sub-Hypothesis:

H1a: There is a statical relationship between Transformational leadership and employee job satisfaction

| ANOVA <sup>a</sup>                                     |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------------------------------------------------|------------|----------------|----|-------------|--------|-------------------|
| 1                                                      | Regression | 51.413         | 1  | 51.413      | 77.403 | .000 <sup>b</sup> |
|                                                        | Residual   | 34.540         | 52 | .664        |        |                   |
|                                                        | Total      | 85.953         | 53 |             |        |                   |
| a. Dependent Variable: Job Satisfaction                |            |                |    |             |        |                   |
| b. Predictors: (Constant), Transformational Leadership |            |                |    |             |        |                   |

Table 4.10 (ANOVA test for H1a)

From (Table 4.10) the significant of the relationship between Transformational leadership and employee job satisfaction is ( $p < 0.05$ ) which indicate that there is statistical relationship therefore the hypothesis ( $H_{1a}$ ) is accepted.

H1b: There is a statical relationship between Transactional leadership and employee job satisfaction

| ANOVA <sup>a</sup>                                  |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|-----------------------------------------------------|------------|----------------|----|-------------|--------|-------------------|
| 1                                                   | Regression | 54.639         | 1  | 54.639      | 90.733 | .000 <sup>b</sup> |
|                                                     | Residual   | 31.314         | 52 | .602        |        |                   |
|                                                     | Total      | 85.953         | 53 |             |        |                   |
| a. Dependent Variable: Job Satisfaction             |            |                |    |             |        |                   |
| b. Predictors: (Constant), Transactional Leadership |            |                |    |             |        |                   |

Table 4.11 (ANOVA test for H1b)

From (Table 4.11) the significant of the relationship between Transactional leadership and employee job satisfaction is ( $p < 0.05$ ) which indicate that there is statistical relationship therefore the hypothesis (H1b) is accepted.

H1c: There is a statical relationship between Laissez-Faire leadership and employee job satisfaction.

| ANOVA <sup>a</sup>                                  |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-----------------------------------------------------|------------|----------------|----|-------------|-------|-------------------|
| 1                                                   | Regression | 5.571          | 1  | 5.571       | 3.604 | .063 <sup>b</sup> |
|                                                     | Residual   | 80.382         | 52 | 1.546       |       |                   |
|                                                     | Total      | 85.953         | 53 |             |       |                   |
| a. Dependent Variable: Job Satisfaction             |            |                |    |             |       |                   |
| b. Predictors: (Constant), Laissez-faire leadership |            |                |    |             |       |                   |

Table 4.12 (ANOVA test for H1c)

From (Table 4.12) the significant of the relationship between Laissez-faire leadership and employee job satisfaction is ( $p > 0.05$ ) which indicate that there is no statistical relationship therefore the hypothesis (H1c) is Rejected.

## Conclusion:

In this chapter we have discussed the analysis of the collected data to explore the relationship between leadership styles and job satisfaction among employees in private healthcare sector in Riyadh Saudi Arabia.

The findings were there is a significant positive relationship between Transformational and Transactional leadership and employee job satisfaction with transactional showing the highest influence while Laissez-faire leadership did not demonstrate a significant effect.

The results of this study indicate the importance of effective leadership styles practices in improving employee satisfaction within private healthcare sector.

## Recommendations:

Based on the findings of this study the recommendations are:

- Healthcare organizations are strongly encouraged to adopt the transformational leadership since it has strong influence on employee job satisfaction where leaders should focus on motivating, supporting and entrusting their employees.
- Transactional leadership should also be adopted it demonstrates significant impact on employee job satisfaction leader should set clear expectations, provide performance based reward and ensure continuous monitoring of task completion.
- Healthcare organizations are encourage to develop a training programs to enhance leadership skills.
- It is recommended that future studies study other factors that might affect employees job satisfaction.

## References:

Al-Owaidi, Ahmed R., et al. "Leadership Style and Its Relationship to Job Satisfaction for Employees at the University of Babylon." *Open Journal of Business and Management*, vol. 11, no. 6, 13 Oct. 2023, pp. 2832–2848,  
[www.scirp.org/journal/paperinformation.aspx?paperid=128945](http://www.scirp.org/journal/paperinformation.aspx?paperid=128945),  
<https://doi.org/10.4236/ojbm.2023.116156>.

AlFlayyeh, Saad , and Abdulaziz Bakheet M Alghamdi. "Leadership Styles and Its Impact on Employee Performance: An Empirical Investigation of Riyadh Private Hospitals." *Journal of Population Therapeutics & Clinical Pharmacology*, 3 Mar. 2023,  
file:///C:/Users/entes/Downloads/19-33\_LEAD116322%20(1).pdf.

---. "Leadership Styles and Its Impact on Employee Performance: An Empirical Investigation of Riyadh Private Hospitals." *Journal of Population Therapeutics & Clinical Pharmacology*, 3 Mar. 2023, file:///C:/Users/entes/Downloads/19-33\_LEAD116322%20(1).pdf.

Alrwili, Abdullah Megza. "Impacts of Leadership Style on Staff Job Satisfaction in Primary Health Care Organisations, Primary Health Care Centres in Al-Jouf, Saudi Arabia as Case Study." *المجلة العربية للإدارة*, vol. 42, no. 1, 1 Mar. 2022, pp. 407–428,  
<https://doi.org/10.21608/aja.2022.223181>.

Bwalya, Arthur . "LEADERSHIP STYLES ." *Researchgate*, 8 Aug. 2023,  
[www.researchgate.net/profile/Arthur-Bwalya/publication/373068669\\_LEADERSHIP\\_STYLES/links/64d6349eb684851d3d9f6d24/LEADERSHIP-STYLES.pdf?origin=publication\\_detail&\\_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uRG93bm9vYXQpLCJwcmV2aW91c1BhZ2UiOiJwdWJsaWNhdGlvbiJ9fQ](http://www.researchgate.net/profile/Arthur-Bwalya/publication/373068669_LEADERSHIP_STYLES/links/64d6349eb684851d3d9f6d24/LEADERSHIP-STYLES.pdf?origin=publication_detail&_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uRG93bm9vYXQpLCJwcmV2aW91c1BhZ2UiOiJwdWJsaWNhdGlvbiJ9fQ).

Cumar, Mukhtaar Axmed, et al. "Influence of Leadership Styles on Job Satisfaction in the Higher Education Institutions of Somaliland." *Cogent Education*, vol. 12, no. 1, 27 Mar. 2025,  
<https://doi.org/10.1080/2331186x.2025.2480996>.

Hussein, Said, and Inaya Wahidi. "Leadership and Job Satisfaction in the Healthcare Sector: An Exploratory Study in Lebanon." *International Business Research*, vol. 11, no. 7, 5 June 2018, p. 46, <https://doi.org/10.5539/ibr.v11n7p46>. Accessed 8 Mar. 2021.

Kermansaravi, Fatihe, et al. "The Relationship between Quality of Work Life and Job Satisfaction of Faculty Members in Zahedan University of Medical Sciences." *Global Journal of Health Science*, vol. 7, no. 2, 29 Oct. 2014, [www.ncbi.nlm.nih.gov/pmc/articles/PMC4796517/](http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4796517/), <https://doi.org/10.5539/gjhs.v7n2p228>.

L. Meier , Laurenz , and Paul E. Spector. "Job Satisfaction." *Researchgate*, 18 Dec. 2013, [www.researchgate.net/profile/Laurenz-Meier/publication/319576474\\_Job\\_Satisfaction/links/5c253e3d299bf12be39d453b/Job-Satisfaction.pdf?origin=publication\\_detail&\\_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uRG93bm9vYXVhZCJwcmV2aW91c1BhZ2UiOiJwdWJsaWNhdGlvbiJ9fQ](http://www.researchgate.net/profile/Laurenz-Meier/publication/319576474_Job_Satisfaction/links/5c253e3d299bf12be39d453b/Job-Satisfaction.pdf?origin=publication_detail&_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uRG93bm9vYXVhZCJwcmV2aW91c1BhZ2UiOiJwdWJsaWNhdGlvbiJ9fQ).

Mberia, Anne, and Ronnie Midigo. "LEADERSHIP STYLES and EMPLOYEE JOB SATISFACTION in PUBLIC SERVICE in KENYA; UNDERSTANDING the GENDER FACTOR." *International Journal of Academic Research and Reflection*, vol. 4, no. 6, 2016, [www.idpublications.org/wp-content/uploads/2016/08/Full-Paper-LEADERSHIP-STYLES-AND-EMPLOYEE-JOB-SATISFACTION-IN-PUBLIC-SERVICE-IN-KENYA.pdf](http://www.idpublications.org/wp-content/uploads/2016/08/Full-Paper-LEADERSHIP-STYLES-AND-EMPLOYEE-JOB-SATISFACTION-IN-PUBLIC-SERVICE-IN-KENYA.pdf).

Memon, Mumtaz Ali, et al. "Sample Size for Survey Research: Review and Recommendations." *Journal of Applied Structural Equation Modeling*, vol. 4, no. 2, June 2020, pp. i–xx, [jasemjournal.com/wp-content/uploads/2020/08/Memon-et-al\\_JASEM\\_Editorial\\_V4\\_Iss2\\_June2020.pdf](http://jasemjournal.com/wp-content/uploads/2020/08/Memon-et-al_JASEM_Editorial_V4_Iss2_June2020.pdf).

*Munich Personal RePEc Archive Leadership Styles and Job Satisfaction*. 2017.

Nair, Parvathy, and T Subash. "Quality of Work Life and Job Satisfaction: A Comparative Study."

Notarnicola, Ippolito, et al. "Transformational Leadership and Its Impact on Job Satisfaction and Personal Mastery for Nursing Leaders in Healthcare Organizations." *Nursing Reports*, vol. 14, no. 4, Dec. 2024, pp. 3561–3574, pmc.ncbi.nlm.nih.gov/articles/PMC11587417/, <https://doi.org/10.3390/nursrep14040260>.

Patra, Dipankar. *The Concept of Quality of Work Life*. Vol. 10, 2022, ijip.in/wp-content/uploads/2022/11/18.01.203.20221003.pdf, <https://doi.org/10.25215/1003.203>.

Specchia, Maria Lucia, et al. "Leadership Styles and Nurses' Job Satisfaction. Results of a Systematic Review." *International Journal of Environmental Research and Public Health*, vol. 18, no. 4, 6 Feb. 2021, p. 1552, pmc.ncbi.nlm.nih.gov/articles/PMC7915070/, <https://doi.org/10.3390/ijerph18041552>.

*"The Relationship between Leadership Styles and Job Security among Nurses Working at King Abdul-Aziz Specialist Hospital - Taif."*

World Health Organization. "WHOQOL - Measuring Quality of Life." *World Health Organization*, 2025, [www.who.int/tools/whoqol](http://www.who.int/tools/whoqol).

## Appendix:

### الاستبيان

بسم الله الرحمن الرحيم

عزيزي المشارك / عزيزتي المشاركة،

ندعوك للمشاركة في هذه الدراسة البحثية حول تأثير أنماط القيادة على رضا الموظف في القطاع الصحي الخاص بمدينة الرياض، المملكة العربية السعودية.

يهدف هذا الاستبيان إلى جمع آرائك حول أسلوب قيادة مديرك ورضاك الوظيفي. جميع إجاباتك سرية تمامًا وسيتم استخدامها فقط لأغراض أكاديمية.

يرجى الإجابة على جميع الأسئلة بصدق بناءً على تجربتك الشخصية. سيستغرق الاستبيان حوالي ٥-١٠ دقائق لإكماله.

شكرًا جزيلاً لمشاركتك القيمة.

رغد عماد الحميد

طالبة ماجستير إدارة أعمال

كلية الإدارة – جامعة ميدأوشن

Raghad.alhumaied@gmail.com

أولاً : الخصائص الديموغرافية :

يرجى وضع إشارة (√) في الخانة التي تعبر عن رأيكم :

-الجنس :

[ ] أنثى [ ] ذكر

-الجنسية :

[ ] غير سعودي [ ] سعودي

-العمر :

[ ] من ٢٥ إلى ٣٤ [ ] أقل من ٢٥

[ ] من ٤٥ إلى ٥٤ [ ] من ٣٥ إلى ٤٤

[ ] أكبر من ٥٥

-عدد سنوات الخبرة في الوظيفة الحالية :

[ ] من ١ إلى ٣ سنوات [ ] أقل من سنة

[ ] من ٦ إلى ١٠ سنوات [ ] من ٤ إلى ٦ سنوات

[ ] ١٠ سنوات فأكثر

-القسم/ الوحدة : .....

-المسمى الوظيفي / الدور : .....

ثانياً : أنماط القيادة :

-يسعى مديري باستمرار إلى تطوير مهاراته القيادية

| اختلف بشدة | ١ | ٢ | ٣ | ٤ | ٥ | أوافق بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يقدر مديري الأداء الجيد ويثني عليه

| اختلف بشدة | ١ | ٢ | ٣ | ٤ | ٥ | أوافق بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يوكل مديري للموظفين مهام ومسؤوليات مهمة بهدف تطوير قدراتهم

| اختلف بشدة | ١ | ٢ | ٣ | ٤ | ٥ | أوافق بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يحرص مديري على توضيح رؤية واضحة لتحقيق أهداف المنظمة

| اختلف بشدة | ١ | ٢ | ٣ | ٤ | ٥ | أوافق بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يلهمني مديري لتقديم أداء يفوق توقعاتي

| اختلف بشدة | ١ | ٢ | ٣ | ٤ | ٥ | أوافق بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يكافئ مديري الأداء الجيد ويعاقب الأداء الضعيف

| اختلف بشدة | ١ | ٢ | ٣ | ٤ | ٥ | أوافق بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يركز مديري على إنجاز المهام دون التركيز على تطوير الموظف

| اختلف بشدة | ١ | ٢ | ٣ | ٤ | ٥ | أوافق بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يتابع مديري بشكل مستمر ما إذا تم إنجاز المهام

| أوافق بشدة | ٥ | ٤ | ٣ | ٢ | ١ | اختلف بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يحدد مديري توقعات واضحة ويكافئ الموظفين بناءً على تحقيقها

| أوافق بشدة | ٥ | ٤ | ٣ | ٢ | ١ | اختلف بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

يراقب مديري الأداء لضمان تحقيق الأهداف-

| أوافق بشدة | ٥ | ٤ | ٣ | ٢ | ١ | اختلف بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يتجنب مديري اتخاذ القرارات المهمة عند الحاجة

| أوافق بشدة | ٥ | ٤ | ٣ | ٢ | ١ | اختلف بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |
|            |   |   |   |   |   |            |

-يؤخر مديري الاستجابة للمشكلات المتعلقة بالعمل

| أوافق بشدة | ٥ | ٤ | ٣ | ٢ | ١ | اختلف بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يقدم مديري توجيهًا محدودًا عندما تكون المهام غير واضحة

| أوافق بشدة | ٥ | ٤ | ٣ | ٢ | ١ | اختلف بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-نادرًا ما يشارك مديري في الإشراف على عمل الموظفين

| أوافق بشدة | ٥ | ٤ | ٣ | ٢ | ١ | اختلف بشدة |
|------------|---|---|---|---|---|------------|
|            |   |   |   |   |   |            |

-يتخذ مديري أسلوب عدم التدخل، ويترك الموظفين يديرون عملهم بأنفسهم

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| أوافق بشدة | ١ | ٢ | ٣ | ٤ | ٥ |
|            |   |   |   |   |   |

ثالثاً: الرضا الوظيفي :

-أنا راضٍ عن الدعم الذي أتلّقه من مديري

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| أوافق بشدة | ١ | ٢ | ٣ | ٤ | ٥ |
|            |   |   |   |   |   |

-أشعر بالتحفيز من بيئة العمل في القسم الذي أعمل به

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| أوافق بشدة | ١ | ٢ | ٣ | ٤ | ٥ |
|            |   |   |   |   |   |

-أتلقي التقدير المناسب لإنجازاتي

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| أوافق بشدة | ١ | ٢ | ٣ | ٤ | ٥ |
|            |   |   |   |   |   |

-لدي فرص لتطوير مهاراتي والتقدم في مساري المهني

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| أوافق بشدة | ١ | ٢ | ٣ | ٤ | ٥ |
|            |   |   |   |   |   |

-بشكل عام، أنا راضٍ عن عملي

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| أوافق بشدة | ١ | ٢ | ٣ | ٤ | ٥ |
|            |   |   |   |   |   |

## Questionnaire

Dear Participant,

You are invited to participate in this research study on the impact of leadership styles on employee job satisfaction in the private healthcare sector in Riyadh, Saudi Arabia.

This survey aims to collect your opinions about your manager's leadership style and your job satisfaction. Your responses are completely confidential and will only be used for academic purposes.

Please answer all questions honestly based on your personal experience. The survey will take approximately 5–10 minutes to complete.

Thank you very much for your valuable participation.

Raghad Emad Alhumaied

Master of business administration

College of Business, Midocean University

Raghad.alhumaied@gmail.com

First: Demographic Characteristics :

Kindly place a checkmark [✓] in the box that reflects your opinion.

-Gender:

Male [ ] Female [ ]

-Nationality

Saudi [ ] Non-Saudi [ ]

-Age:

Less than 25 [ ] 25 to 34 [ ]

35 to 44 [ ] 45 to 54 [ ]

55 and above [ ]

-Years of experience in current job

Less than 1 year [ ] 1-3 years [ ]

4-6 years [ ] 6-10 years [ ]

More than 10 years [ ]

Department/Unit : .....

Job title / Role :.....

Second : Leadership style :

My manager demonstrates continuous self-development

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager recognizes and appreciates good performance

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager entrusts employees with important responsibilities to develop their capabilities

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager communicates a clear vision for achieving organizational goals

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager inspires me to perform beyond my expectations

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager rewards good performance and disciplines poor performance

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager focuses on task completion rather than employee development

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager regularly checks whether tasks are completed

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager sets clear expectations and rewards employees based on meeting them

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager monitors performance to ensure goals are met

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager avoids making important decisions when needed

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager delays responding to work-related problems

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager provides little guidance when tasks are unclear

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager is rarely involved in supervising employees' work

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

My manager takes a hands-off approach, leaving employees to manage their own work

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

Third : job satisfaction :

I am satisfied with the support I receive from my manager

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

I feel motivated by the work environment in my department

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

I receive appropriate recognition for my accomplishments

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

I have opportunities to develop my skills and advance in my career

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

Overall, I am satisfied with my job

|                   |   |   |   |   |   |                |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | ١ | ٢ | ٣ | ٤ | ٥ | Strongly agree |
|                   |   |   |   |   |   |                |

## الملخص:

تهدف هذه الدراسة لدراسة تأثير أنماط القيادة (التحويلية، التبادلية والمتساهلة) على الرضا الوظيفي لدى العاملين ف القطاع الصحي الخاص في مدينة الرياض المملكة العربية السعودية. تم توزيع استبيان صمم خصيصا للدراسة على موظفين القطاع الخاص وتم الحصول على ٥٥ رد ٥٤ منها كان

أظهرت النتائج ان القيادة التحويلية والتبادلية لها علاقة إيجابية ذات دلالة إحصائية مع الرضا الوظيفي بينما القيادة المتساهلة لم تظهر أي تأثير ذا دلالة.

كما أظهرت نتائج هذه الدراسة أهمية تعزيز أنماط القيادة الفعالة في تعزيز الرضا الوظيفي لدى العاملين ف القطاع الصحي الخاص.

الكلمات المفتاحية: أنماط القيادة، الرضا الوظيفي، القيادة التحويلية، القيادة التبادلية، القيادة المتساهلة.

## تأثير أنماط القيادة على الرضا الوظيفي لدى الموظفين في القطاع الصحي الخاص في الرياض المملكة العربية السعودية

اسم الطالب: رغد عماد الحميد

الرقم الأكاديمي: ٢٥٢٠٠٠٦٦٢

إشراف:

الدكتور: الفيصل عبدالحميد محمد و الدكتور: فايز جراد

٢٠٢٦