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Program: Master of Health Administration



Title:

The Impact of Transformational Leadership on Job Satisfaction among Healthcare Employees in the Eastern Province, Saudi Arabia.

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Chapter I

Introduction:

Transformational leadership, initially conceptualized by Burns [1] and developed further by Bass[2], encompasses four key characteristics: individualized consideration, intellectual stimulation, inspiration, and charisma.[3] Transformational leaders support the personal development of subordinates, foster critical thinking, communicate elevated expectations, and instill pride and trust within the organization. This leadership style significantly enhances employee performance, trust, and commitment, establishing a strong relationship between employees and the organization. Ultimately, Transformational leadership cultivates a mission-oriented culture through social influence among members.[4]

Effective leadership is required for the medical field to preserve sustainability and high-quality services. By fostering creativity and teamwork, transformational leadership which emphasizes empowerment and vision is essential for improving performance. This strategy is different from transactional leadership, which prioritizes oversight. Transformational leaders inspire employees, foster trust, and unify objectives in the face of persistent problems including staff shortages and patient safety concerns. This improves job satisfaction, lowers burnout, and improves patient and institutional outcomes.[5]

Employee commitment, which results from a sense of purpose at work and perceived achievements, reflects job satisfaction. It shows how workers view their contributions to the company and their own performance. Self-confidence and performance are correlated with high job satisfaction because contented workers typically believe they are being treated properly. Because different people have different expectations for their employment, this satisfaction is important for firms looking to improve performance. Employees' emotional states, which are impacted by opportunities for personal growth and equitable treatment by management, are also linked to job satisfaction and result in increased trust and loyalty to the company. [6]

Numerous studies have shown a strong and favorable correlation between transformational leadership and job satisfaction and organizational commitment. The degree to which people are content with their employment and all their facets is known as job satisfaction. Three elements make up organizational commitment, which is defined as the psychological bond that workers have with their organization: an affective, normative, and continuous commitment. work discontent, absenteeism, and turnover rates are all affected by work satisfaction. [7-8]

Few studies specifically focused on the relationship between transformational leadership and job satisfaction and organizational commitment in Saudi Arabia healthcare facilities, especially in the Eastern Province, despite the rising body of literature demonstrating these benefits. Improving organizational performance, employee well-being, and the caliber of healthcare services all depend on an understanding of how leadership styles affect healthcare workers' job satisfaction. Thus, the current study is to investigate how transformational leadership affects job satisfaction among healthcare workers in the Eastern Province of Saudi Arabia, offering insights that could help healthcare facilities improve workplace outcomes and leadership practices.

Statement of the problem:

Transformational leadership has been recognized as a key factor in improving employee performance and job satisfaction in healthcare organizations. However, despite the growing interest in leadership practices, there is limited research examining the impact of transformational leadership on job satisfaction among healthcare employees in the Eastern Province of Saudi Arabia. Understanding this relationship is crucial for healthcare administrators and policymakers to develop effective leadership strategies that enhance employee motivation, engagement, and overall organizational performance. Therefore, investigating how transformational leadership influences job satisfaction in this regional context is both timely and necessary.

Purpose of the study:

- To examine the relationship between transformational leadership and job satisfaction among healthcare employees in the Eastern Province of Saudi Arabia.
- To assess whether transformational leadership contributes to improving employees' job satisfaction levels in the Eastern Province of Saudi Arabia.
- To examine the impact of transformational leadership on job satisfaction among healthcare employees in the Eastern Province of Saudi Arabia.
- To identify how transformational leadership behaviors influence employees' attitudes and motivation in healthcare organizations in the Eastern province of Saudi Arabia.
- To explore the relationship between leadership style and the level of job satisfaction among healthcare staff.

Significance of the study:

- To measure the level of transformational leadership practiced by managers in healthcare organizations in the Eastern Province.
- To assess the job satisfaction levels among healthcare employees in the Eastern Province.
- To analyze the relationship between transformational leadership behaviors and job satisfaction.
- To provide recommendations for healthcare administrators to improve leadership practices and employee satisfaction.

Research question:

1. What is the level of transformational leadership practiced by managers in healthcare organizations in the Eastern Province?
2. What is the level of job satisfaction among healthcare employees in the Eastern Province?
3. Is there a significant relationship between transformational leadership behaviors and job satisfaction among healthcare employees?
4. How can healthcare organizations enhance leadership practices to improve employee satisfaction?

Hypotheses:

H₁: Transformational leadership has a positive and significant impact on job satisfaction among healthcare employees in the Eastern Province of Saudi Arabia.

H₀: Transformational leadership has no significant impact on job satisfaction among healthcare employees in the Eastern Province of Saudi Arabia.

Chapter II

Literature review

Numerous studies have looked at the connection between transformational leadership and job satisfaction in a variety of fields, especially the medical field. In a systematic review by Hussain and Khayat (2021), 26 out of 367 articles matched the inclusion criteria. The results showed that 11 out of 13 research identified a favorable association with organizational commitment, and 15 out of 19 studies found a positive relationship between transformational leadership and work satisfaction. These findings demonstrate the critical role transformational leadership plays in enhancing worker outcomes and healthcare performance. (Hussain & Khayat, 2021).[7]

Additionally, a research of 200 nurses in Malaysia discovered that the association between transformational leadership and job satisfaction is significantly mediated by employee empowerment. The results highlighted the significance of supportive work environments and showed that transformational leadership indirectly enhances job satisfaction through higher levels of empowerment (Choi et al., 2016)[4]

In a similar vein, transformational leadership was shown to be the most prevalent leadership style and the best indicator of organizational commitment in a study conducted in Saudi Arabia with 219 nurses and nurse supervisors. Additionally, the findings demonstrated that opinions on leadership styles rose with age, underscoring their significance in enhancing workforce stability (Al-Yami, 2017).[9]

These results are corroborated by another study that was carried out in Saudi Arabia among 152 nurses working in Ministry of Health hospitals in the Qassim region. The study discovered that the primary causes of work-related stress were job pressure and strained relationships with managers, with nearly half of the participants reporting physical and mental health issues. Additionally, the study discovered strong correlations between work-related stress and outcomes related to mental and physical health, highlighting the necessity of good leadership to lower stress and enhance worker wellbeing (Al Hosis, 2013).[10]

On top of that, Escortell et al. (2020) discovered that while outsourced workers needed all four qualities, three of the four transformational leadership factors were adequate to improve job satisfaction among sixty employees. This suggests that different employee roles may have different levels of leadership effectiveness. (Escortell et al., 2020).[11] (Escortell et al., 2020).

Beyond the field of healthcare, a study of 374 managers in manufacturing SMEs in Saudi Arabia showed that transformational leadership greatly enhances staff performance and innovative behavior. In addition, the study emphasized the moderating and mediating function of psychological empowerment, indicating that when workers feel empowered, leadership effectiveness is enhanced (Alharbi et al., 2026).[12]

Definition of Terms:

Transformational Leadership: a leadership approach that encourages and pushes staff members to reach greater performance and development goals (Bass & Riggio, 2006).[13]

Job Satisfaction: The degree to which workers are satisfied and optimistic about their work (Spector, 1997).[14]

Theoretical Framework:

The transformational leadership theory, which has four primary dimensions idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration is the foundation of this work. It is expected that these factors will affect workers' job satisfaction.

Transformational Leadership (4 I's)

(Independent variable)

- |— Idealized Influence
- |— Inspirational Motivation
- |— Intellectual Stimulation
- |— Individualized Consideration

↓

Job Satisfaction

(Dependent Variable)

[Source: Adapted from previous studies (Hui & Long, 2024; Escortell et al., 2020)].[11]

Chapter III

Methodology

The most appropriate methods of design, sample, selection, data collection and analysis will be outlined and discussed within this chapter.

Study design:

The study will employ a cross-sectional design to examine the impact of transformational leadership on job satisfaction among healthcare employees in the Eastern Province of Saudi Arabia.

Population of the study:

The target population includes all healthcare employees working in public and private healthcare facilities, including hospitals and clinics. In the Eastern Province of Saudi Arabia .

Study sample:

A sample of at least 150–200 healthcare employees will be selected.

- Inclusion criteria: Employees with at least 6 months of experience in the current institution.
- Exclusion criteria: Employees on leave or those unwilling to participate.

Type of sampling:

Simple random sampling will be used.

Data collection:

Quantitative data collection.

Instrument of data collection:

will be collected using structured questionnaires with close-ended questions.

Procedure:

1. Prepare the questionnaires and obtain Institutional Review Board (IRB) approval.
2. Distribute the questionnaire online via links through official channels and social media.
3. Collect responses and ensure data confidentiality.

Limits of the Study

- The study is limited to healthcare employees in the Eastern Province, which may affect generalizability to other regions.
- Data collection relies on self-reported questionnaires, which may introduce response bias.
- The cross-sectional design measures variables at a single point in time, limiting causal interpretations.

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