

Final Project 2

PMG 497

Project Template

Midocean University

Faculty of Management

Department/ Specialization



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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Final Project - 2

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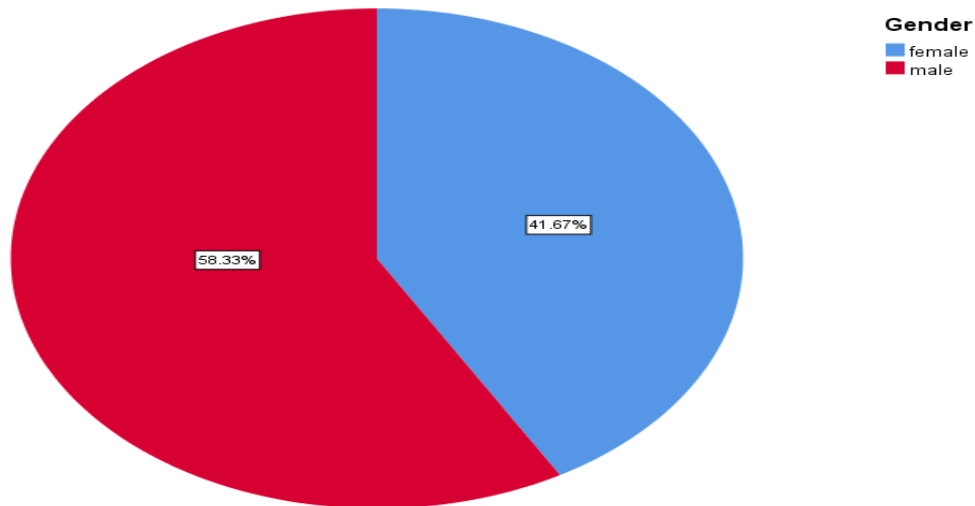
4. Chapter 4: Statistical Analysis & Findings discussion

4.1 Introduction

4.1.1 Sample profile (descriptive statistics for research sample)

Table 1 : Distribution of Respondents by Gender

Gender	Frequency	Percent
female	25	41.7
male	35	58.3
Total	60	100.0

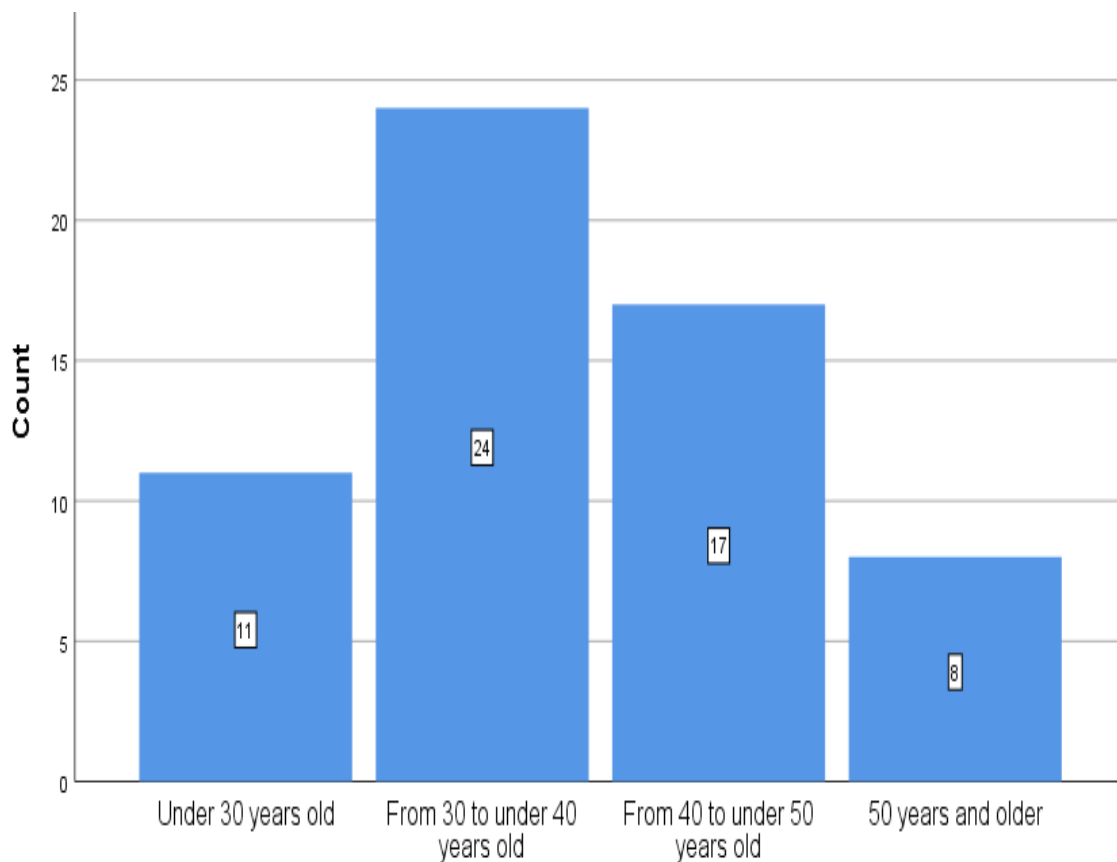


It is evident from the results provided in Table (4.1) that the total number of respondents in the study sample is 60. The larger number of male respondents in the study sample is 35 respondents

or (58.3%) whereas the number of female respondents is 25 respondents or (41.7%). This shows that there is an equal representation of both genders but male respondents predominate.

Table 2 : Distribution of Respondents by Age

<i>Age</i>	Frequency	Percent
Under 30 years old	11	18.3
From 30 to under 40 years old	24	40.0
From 40 to under 50 years old	17	28.3
50 years and older	8	13.3
Total	60	100.0

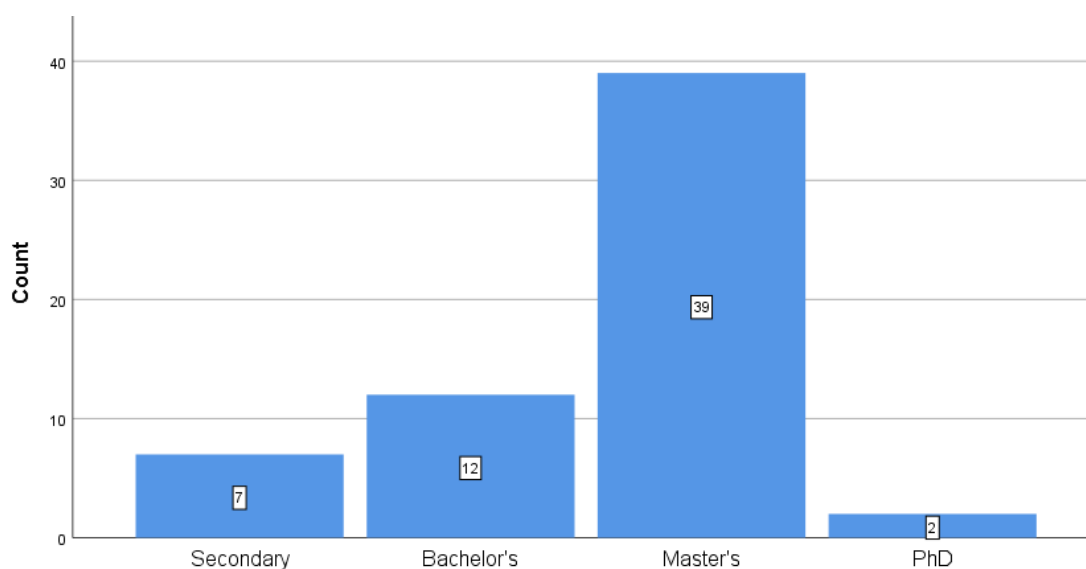


As per the results shown in Table (4.2), a maximum number of respondents i.e., 40.0% (n=24) belonged to age group 30 to less than 40 years, followed by the respondents belonging to age group 40 to less than 50 years (28.3%, n=17). The respondents having age less than 30 years accounted for 18.3% (n=11), while the respondents with age of 50 years and above formed the minimum percentage (13.3%) (n=8) of all the respondents surveyed. From the above results, it is apparent that the majority of respondents fall in the middle age category; hence, the respondents are likely to be professional employees with adequate work experience.

Table 3 : Distribution of Respondents by Educational Level

<i>Education Level</i>	Frequency	Percent
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Secondary	7	11.7
Bachelor's	12	20.0
Master's	39	65.0
PhD	2	3.3
Total	60	100.0

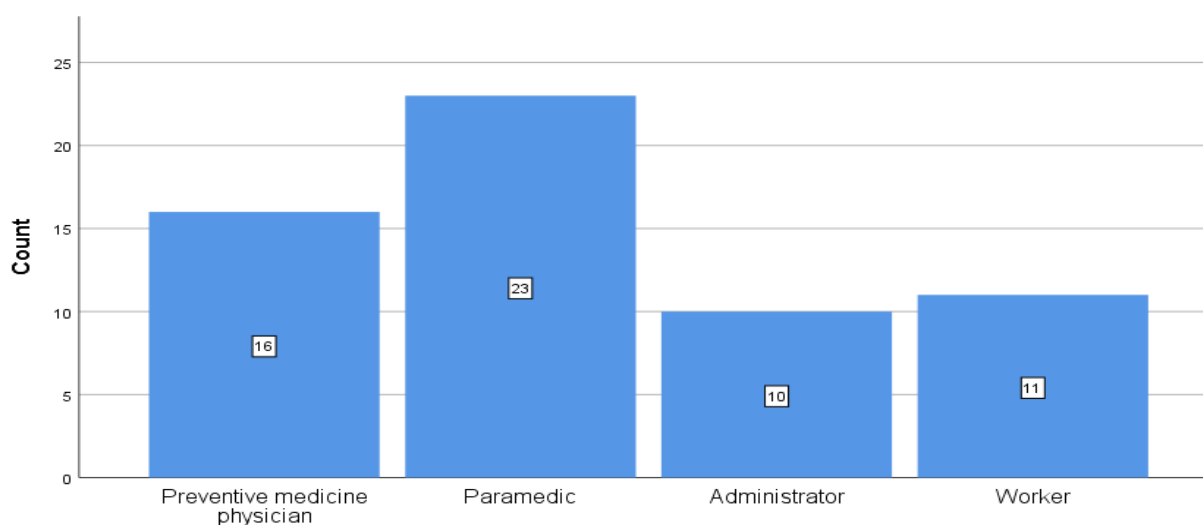


The analysis of the results shown in Table (4.3) shows that most of the respondents had a Master's degree, with the number being 39 (65.0%). The next highest group was those with Bachelor's degrees, constituting 12 respondents (20.0%), whereas 7 (11.7%) respondents were at the secondary level of education. Just 2 respondents (3.3%) had a PhD degree. The data indicates that the subjects involved in the study were very educated since most of them had postgraduate levels of education.

Table 4 : Distribution of Respondents by Job Title

<i>Job Title</i>	Frequency	Percent
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Preventive medicine physician	16	26.7
Paramedic	23	38.3
Administrator	10	16.7
Worker	11	18.3
Total	60	100.0

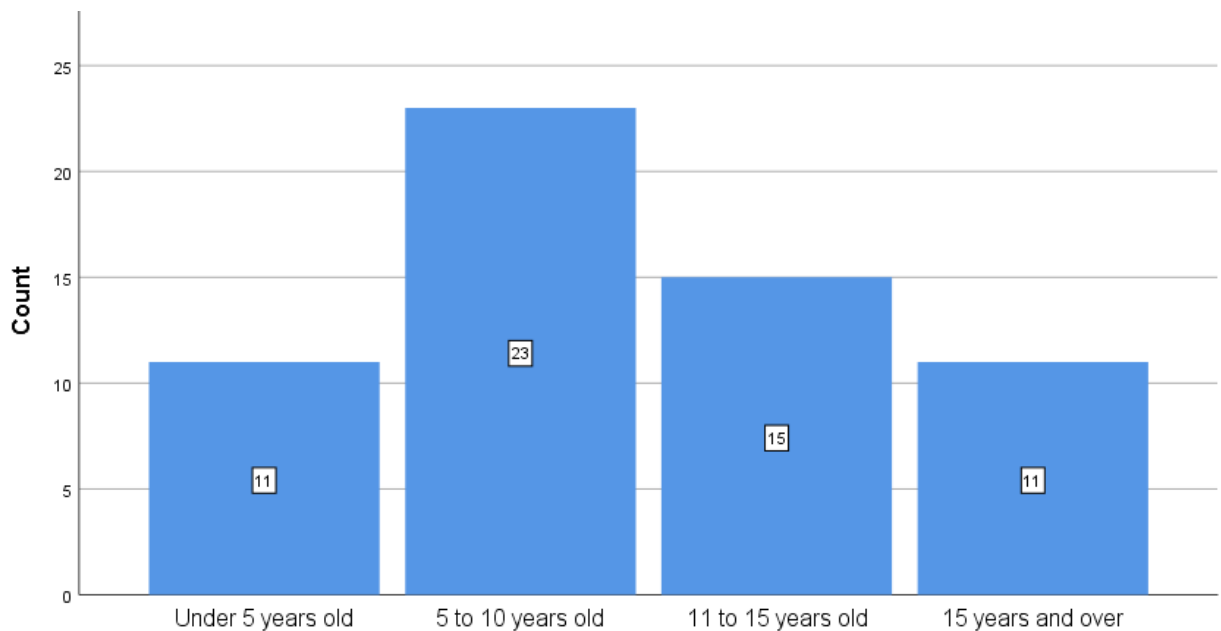


From the data shown in Table (4.4), it can be seen that Paramedics were the major category of people among the participants, totaling 23 (38.3%). The second category was the Preventive Medicine Physicians, which totaled 16 (26.7%) of the participants. The category with the fewest people was Administrators, with 10 (16.7%) people, while workers had 11 (18.3%) people. From this, it is clear that the study involved participants from different occupational categories in healthcare organizations.

Table 5 : Distribution of Respondents by Years of Experience

<i>Experience</i>	Frequency	Percent
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Under 5 years old	11	18.3
5 to 10 years old	23	38.3
11 to 15 years old	15	25.0
15 years and over	11	18.3
Total	60	100.0



From the outcomes of the table shown below (4.5), it can be seen that the highest number of respondents in the sample were between 5-10 years, which amounts to 23 respondents or 38.3%. Respondents with 11-15 years of work experience formed the second highest number of respondents in the survey, totaling 15 respondents or 25.0%. The number of respondents with less than 5 years of experience and those with 15 years and above both totaled 11 respondents or 18.3% each. This outcome shows that most of the participants had a good amount of work experience.

4.2 Validity & reliability tests for the questionnaires

4.2.1 Transformational Leadership Scale

Scale was accurate

In Table (4.6), the findings of the internal consistency validity test conducted on the Transformational Leadership Scale using Pearson's correlation are presented. The results show that the correlation coefficients between each item and the overall score of the scale varied from 0.497 to 0.763. In addition, all the correlations were positive and significant at the significance level of 0.01 ($p < 0.01$).

Table 6 : Item–Total Correlation Coefficients for the Transformational Leadership Scale

Transformational leadership					
	Pearson Correlation	Sig. (2-tailed)		Pearson Correlation	Sig. (2-tailed)
1	.558**	0.01	12	.632**	0.01
2	.668**	0.01	13	.688**	0.01
3	.510**	0.01	14	.726**	0.01
4	.497**	0.01	15	.649**	0.01
5	.659**	0.01	16	.526**	0.01
6	.640**	0.01	17	.723**	0.01
7	.644**	0.01	18	.536**	0.01
8	.763**	0.01	19	.697**	0.01
9	.629**	0.01	20	.627**	0.01

10	.759**	0.01	21	.738**	0.01
11	.584**	0.01	22	.669**	0.01

The findings reveal that all items within the survey have significant correlations with the Transformational Leadership concept, thus suggesting adequate internal consistency validity of the concept. This is because the correlation coefficients among all the items were above the required minimum of 0.30. As a result, no deletion or modification of any of the items was necessary, making the Transformational Leadership concept a valid one for use in further statistical analysis.

Scale stability

Table 7 : Cronbach's Alpha Reliability Coefficients for the Dimensions of Transformational Leadership

	N of Items	Cronbach's Alpha
ideal effect	7	.791
inspirational motivation	5	.777
Intellectual stimulation	5	.779
individual considerations	5	.769

Table (4.7) provides the reliability analysis of the Transformational Leadership Scale based on Cronbach's Alpha. Based on the analysis, it is clear that the internal consistency of all dimensions was satisfactory, as Cronbach's Alpha values varied between 0.769 and 0.791.

In detail, the Idealized Influence dimension had the highest Cronbach's Alpha value of 0.791 for 7 items, while Intellectual Stimulation and Inspirational Motivation had Alpha values of 0.779 and

0.777, respectively, and were composed of 5 items. The Individualized Consideration dimension also had acceptable reliability, with the Cronbach's Alpha value of 0.769 for 5 items.

As all the Cronbach's Alpha values were higher than 0.70, it is possible to say that the internal consistency and reliability of the Transformational Leadership scale are high.

4.3 Job Performance Scale

Scale was accurate

The results of the internal consistency validity test for the Job Performance scale with the help of Pearson's correlation coefficient have been presented in Table (8). It has been found out that the correlation coefficients between the individual items of the questionnaire and the total score of the Job Performance scale varied from 0.517 to 0.805. In addition, all the correlation coefficients were positive and significant at 0.01 level of significance.

Table 8 : Item–Total Correlation Coefficients for the Job Performance Scale

Job performance					
	Pearson Correlation	Sig. (2-tailed)		Pearson Correlation	Sig. (2-tailed)
1	.684**	0.010	13	.630**	0.010
2	.613**	0.010	14	.696**	0.010
3	.616**	0.010	15	.678**	0.010
4	.735**	0.010	16	.667**	0.010
5	.517**	0.010	17	.709**	0.010
6	.805**	0.010	18	.743**	0.010
7	.581**	0.010	19	.685**	0.010

8	.684**	0.010	20	.644**	0.010
9	.715**	0.010	21	.640**	0.010
10	.642**	0.010	22	.760**	0.010
11	.707**	0.010	13	.638**	0.010
12	.772**	0.010			

The above results clearly indicate that all the questions are significantly related to the construct of Job Performance, which shows the internal consistency validity to be adequate. Because the Pearson correlation values were all above the accepted threshold of 0.30, the items effectively contribute to the measurement of the construct. This means that all the items were included in the final statistical analysis, thus validating the use of Job Performance scale in testing the study hypotheses.

Scale stability

Table (9) displays the reliability test results of the Job Performance Scale through Cronbach's Alpha coefficient. From the results, the Cronbach's Alpha coefficients of the five dimensions were between 0.638 and 0.865, which shows good to excellent internal consistency.

Table 9 : Cronbach's Alpha Reliability Coefficients for the Dimensions of Job Performance

	N of Items	Cronbach's Alpha
Performance quality	5	.735
Efficiency and productivity	4	.749
Job commitment	4	.768
Collaboration and teamwork	4	.638

Initiative and creativity	6	.865
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In particular, the highest reliability coefficient ($\alpha = 0.865$) was obtained for the Initiative and Creativity dimension (6 items), which means the highest level of internal consistency among the analyzed dimensions. Next came Job Commitment ($\alpha = 0.768$; 4 items), Efficiency and Productivity ($\alpha = 0.749$; 4 items), and Performance Quality ($\alpha = 0.735$; 5 items). These dimensions were characterized by good reliability. The Collaboration and Teamwork dimension had the lowest Cronbach's Alpha coefficient ($\alpha = 0.638$; 4 items). Even though it is lower than the generally accepted level of 0.70, it is above the minimum level (0.60) needed to ensure acceptable internal consistency.

All in all, the results indicate that the Job Performance scale is reliable enough and can be applied in the measurement of job performance of employees.

4.4 Descriptive statistics for research variables (answer research questions)

- What is the degree of transformational leadership in healthcare organizations in the Riyadh region in terms of the perceptions of the employees?

Table 10 : Descriptive Statistics for the Dimensions of Transformational Leadership

	Mean	Std. Deviation
ideal effect	4.17	0.43

inspirational motivation	4.13	0.52
Intellectual stimulation	4.14	0.49
individual considerations	4.13	0.47
Transformational leadership	4.14	0.43

Based on the results shown in the table above, it can be seen that there was a very high degree of transformational leadership practices in Riyadh healthcare organizations, according to the viewpoint of the employees. The total mean score of transformational leadership was 4.14 with a standard deviation of 0.43, signifying a high degree of consensus among the respondents with respect to the prevalence of transformational leadership practices among administrative leaders. The low degree of standard deviation also shows that there was homogeneity among the respondents' answers, which increased the reliability of the results and made it clear that transformational leadership was prevalent in the workplace.

From the dimensional perspective, the dimension of Ideal Effect took the first place with the mean score of 4.17 and standard deviation of 0.43. This suggests that employees perceive their leaders as people who possess high levels of integrity, credibility and ability to be good examples. This helps build stronger employee confidence in their leaders and enhance their commitment to organizational goals. It should be noted that the indicated dimension is the key feature of transformational leadership since a leader who enjoys confidence and respect of his/her subordinates is more likely to influence them and motivate to achieve organizational objectives.

The second place is taken by the dimension of Intellectual Stimulation. Its mean score was 4.14 and standard deviation of 0.49. In other words, it suggests that leaders try to inspire employees to think creatively and innovatively, come up with new ways to solve problems and develop new work methods rather than stick to traditional ones. The indicated aspect is especially important for the healthcare industry where it is necessary to create a working environment that will keep pace with scientific and technological developments.

However, in regard to the "Inspirational Motivation" and "Individual Considerations" dimensions, their mean score were similar at 4.13. Their standard deviations were 0.52 and 0.47, respectively. This shows the understanding of the employees about the leaders' efforts to encourage inspiration and optimism, set clear visions for the future, and motivate employees to accomplish common goals. It is also an indication of leadership that takes into account the needs of individual employees and gives proper support and guidance depending on the capabilities and situations of the employees. Despite the relative ranking of these two dimensions, their level is still high, which is indicative of the human and motivational dimensions of leadership practices.

The high level of transformational leadership can be attributed to the fact that healthcare organizations in the Riyadh region work in an environment that is continuously developing and implementing organizational changes. This is an environment that requires leaders who can manage change, motivate the employees, and create an environment of innovation and teamwork. The high level might also be due to the commitment of the management of these organizations to leadership development programs.

This means that the leaders of the healthcare institutions being studied apply the aspects of transformational leadership in a well-balanced and highly efficient manner, without any major distinctions among the aspects. It shows how the concepts of transformational leadership are incorporated in their administrative practices. Such a high level is anticipated to play a role in increasing the levels of job satisfaction, organizational commitment, and bettering employee performance along with making the health services more efficient and high-quality for the clients. It supports what is known from the administrative literature, as transformational leadership is considered one of the most efficient forms of leadership in service organizations, particularly in the health field, which is highly dependent on the human factor.

- What is the performance of employees in healthcare organizations in the Riyadh region?\

Table 11 : Descriptive Statistics for the Dimensions of Job Performance

	Mean	Std. Deviation
Performance quality	4.26	0.48
Efficiency and productivity	4.22	0.53
Job commitment	4.27	0.50
Collaboration and teamwork	4.26	0.51
Initiative and creativity	4.23	0.49
Job performance	4.25	0.45

The findings reported in the table above show that the performance level of the employees working in the healthcare organizations of Riyadh was very high, based on the findings of the sample population. The average score on job performance was 4.25 while the standard deviation was 0.45, showing that there is a high level of consensus amongst the employees about the efficiency and effectiveness of their job performances. In addition, the low standard deviation shows that the responses were similar to one another within the sample population, indicating the presence of high homogeneity in relation to job performance within the healthcare organizations under study.

In regard to the dimensions, the most prominent dimension was the Job Commitment, which had an average score of 4.27 and standard deviation of 0.50. It means that the employees have a very high level of commitment towards their jobs, adhering to rules and instructions, and taking up their job responsibilities. This is considered to be an encouraging finding since employees show high level of organizational commitment along with high levels of professional responsibility.

The dimension of "Initiative and Creativity" was the fourth with an average score of 4.23 and a standard deviation of 0.49. It is indicative of the organizational environment that stimulates staff

members to offer ideas, initiates development projects, and take part in work method improvements. At the same time, it is notable that this dimension had the lowest scores among all dimensions considered, which can serve to show some potential for increasing innovative activities and fostering the creative climate within health care institutions by means of implementing programs that promote creativity and employee engagement in development activities.

Finally, the "Efficiency and Productivity" dimension is the last one with an average score of 4.22 and a standard deviation of 0.53. Being in the last place in terms of ranking does not prevent it from being in the high range and showing that employees work in an effective manner and use time and resources efficiently. The low score of this dimension can be explained by growing work pressure in the health care industry, larger numbers of patients and their diverse responsibilities.

In summary, it is apparent that the results obtained show an evenly balanced improvement across all dimensions of performance as their mean scores range between 4.22 to 4.27. Consequently, this means that there are no considerable differences among the different dimensions and it implies that the employees have very high performance in terms of quality, commitment, cooperation, efficiency, and initiative. This is mainly because of the characteristics of health organizations in the Riyadh region where they put high focus on human resources development, quality and accreditation and training and professional development of staff members. In addition to that, the role played by the monitoring and administrative systems helps in improving performance.

On the other hand, this result is in line with the administrative literature where it is stated that high performance in health institutions is an indication of the existence of a conducive organizational environment, administrative leadership and work culture that enhance commitment, cooperation and excellence within the institution, hence contributing to the improvement of the quality of the health services offered to the beneficiaries.

- Is there any association between transformational leadership and the performance of employees in healthcare organizations in the Riyadh region?

Table 12: Pearson Correlation between Transformational Leadership and Job Performance

<i>Correlations</i>			
		Transformational leadership	Job performance
Transformational leadership	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.813**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Based on Pearson correlation analysis, there is a high positive correlation between transformational leadership and employee performance in healthcare organizations in the Riyadh region. There is a very strong and positive correlation ($r = 0.813$) and statistical significance ($p\text{-value} < 0.000$) which shows that the better the practices of transformational leadership in an organization, the better will be the performance of the employees.

It is because of the fact that transformational leadership styles such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration help in enhancing the performance of employees in an organization. The reason behind this is that such leaders can create a motivational environment in the workplace that encourages creativity and increases the commitment of employees.

Moreover, the use of statistical significance level at 0.01 makes the strength of the results even stronger and proves that the relationship is not coincidental and is actually a true and

scientifically proven one. This means that the transformational leadership style plays an important role when it comes to improving job performance within the healthcare industry because these organizations depend highly on their human resource.

Hence, the results confirm the hypothesis that there is statistically proven positive relationship between the transformational leadership and job performance. It is consistent with the management literature as well because it proves that the transformational leadership style is one of the most effective ones when it comes to improvement of job performance of employees.

4.5 Testing Hypotheses & Findings Discussion

1. There is a statistically significant effect of the ideal influence dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 13: Pearson Correlation between Idealized Influence and Job Performance

<i>Correlations</i>			
		ideal effect	Job performance
ideal effect	Pearson Correlation	1	.733**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.733**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From the correlation analysis results, there is evidence of a strong and statistically significant

positive relationship between the Ideal Influence aspect and the job performance of the staff of Riyadh healthcare organizations. With the correlation coefficient being $r = 0.733$ and the statistical significance at 0.000, there is a very high positive correlation. This means that, the more the ideal influence behaviors practiced by the leader, the better the job performance of employees in the workplace.

This finding is due to the characteristics associated with the dimension of transformational leadership theory. Ideal influence involves the aspects of integrity and credibility of the leader who acts as a role model. With employees having a good perception about their leaders, there is improvement in professional behavior, such as increased commitment and improved quality of performance.

Also, the statistical significance at the 0.01 level shows that the relationship between the two variables is no longer random but is statistically significant and hence is real and dependable for explaining the effect of transformational leadership on performance.

It implies that exemplary influence is one of the major aspects that affect the improvement of job performance particularly in the healthcare industry which requires trust, commitment, and accuracy in job performance.

From this, we can therefore conclude that encouraging exemplary influence behaviors in healthcare leaders improves employees' job performance through developing an environment of trust and respect. This concurs with management theory that suggests that exemplary leaders are essential in ensuring excellent performance of employees.

2. There is a statistically significant effect of the inspirational motivation dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 14: Pearson Correlation between Inspirational Motivation and Job Performance

<i>Correlations</i>			
		inspirational motivation	Job performance
inspirational motivation	Pearson Correlation	1	.715**

	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.715**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From the correlation analysis results, there is a statistically significant positive correlation between inspirational motivation and the performance of workers in the healthcare institutions in Riyadh. The correlation coefficient ($r = 0.715$) at a statistical significance level of 0.000 shows a strong and positive correlation. This means that the more the inspirational motivation level by the leaders, the greater the job performance by the workers.

This finding can be explained by the fact that inspirational motivation is one of the dimensions of transformational leadership. It depends on the leader's ability to motivate and inspire workers and give a meaningful description of the future of the organization. Once the employees get to know the future vision of the organization and become excited about the achievement of such vision, their performance will be influenced positively.

Moreover, the high degree of statistical significance at 0.01 shows that this connection is not coincidental but is actually a real and credible one that explains the influence of transformational leadership on job performance. It suggests that inspirational motivation has an important part in improving job performance because the field of healthcare requires a very high degree of intrinsic motivation of workers to deal with their daily work load.

Thus, it can be claimed that developing the inspirational motivation behaviors among the leaders of the healthcare organizations leads to the increase of job performance of employees through the creation of a positive atmosphere and environment characterized by enthusiasm and motivation in the pursuit of organizational goals. This idea is consistent with the ideas of management literature according to which the inspirational motivation is the key to individual performance improvement.

3. There is a statistically significant effect of the intellectual stimulation dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 15: Pearson Correlation between Intellectual Stimulation and Job Performance

<i>Correlations</i>			
		Intellectual stimulation	Job performance
Intellectual stimulation	Pearson Correlation	1	.752**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.752**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From the findings of the correlation analysis, it is clear that there exists a very strong and statistically significant positive correlation between intellectual stimulation and job performance among the employees working in the healthcare institutions in Riyadh city. The correlation coefficient of ($r = 0.752$) at the significance level of 0.000 demonstrates both the strength and the positive nature of the relationship, which means that the more the level of intellectual stimulation by the leaders, the better the job performance among their employees.

The reason why there exists such a positive relationship is that the practice of intellectual stimulation is one of the core components of the transformational leadership style. The main idea here is to motivate the employees to think critically, rethink the existing work

methodologies, and suggest new ways of dealing with problems, as well as create an atmosphere of innovation and creativity at the workplace. This, in turn, enhances the job performance among the employees.

Also, the fact that the results are statistically significant at 0.01 suggests that there is no randomness in the finding and that there is actually an effect of intellectual stimulation on job performance. This means that this factor is vital in improving performance, especially in healthcare, where the need for innovative solutions is required to solve different kinds of problems faced.

Thus, it is possible to suggest that creation of intellectual stimulation among leaders of healthcare organizations will improve the performance of employees through the provision of conditions for innovation and personal growth, as well as the implementation of non-standard solutions. This is supported by management literature, where it is stated that a kind of leadership that promotes creative thinking is one of the most effective leadership styles.

4. There is a statistically significant effect of the individual considerations dimension on the job performance of employees in healthcare institutions in the Riyadh region.

Table 16: Pearson Correlation between Individualized Consideration and Job Performance

<i>Correlations</i>			
		individual consideratio ns	Job performance
individual considerations	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.000
	N	60	60
Job performance	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.000	
	N	60	60

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

The findings of correlation analysis reveal a very strong and statistically significant positive correlation between the individual considerations dimension and the job performance of employees of healthcare facilities in Riyadh. With a correlation coefficient of $r = 0.758$ at the 0.000 statistical significance level, it reveals a very strong and positive relationship between individual consideration and job performance, whereby the more individual considerations that leaders give their employees, the better their job performance.

This is because individual considerations are one of the core dimensions of transformational leadership. Under this dimension, the leader tries to understand individual needs of the followers, giving them the necessary support and guidance and taking individual differences in terms of ability and experience into consideration. In addition, this includes giving every individual follower the necessary developmental activities according to his/her potential. When employees feel appreciated by their leaders, it motivates them intrinsically, which in turn leads to their job satisfaction.

Additionally, the high statistical significance at 0.01 level proves that the correlation is not coincidental, but demonstrates a reliable and true effect, helping to understand the interconnection between transformational leadership style and performance. In other words, the focus on the individual within the workplace is an essential factor in increasing performance rates, particularly for the healthcare industry, which greatly depends on its human resource potential.

Hence, one may state that using individualized consideration in practice by health care managers really helps to improve performance levels of their workers through creation of a supportive and motivational environment taking into account employees' needs and developing them. Such conclusion is based on the ideas from the management theory, according to which attention to the individual is one of the key determinants of efficiency of performance.

5. 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.

The results of the correlation analysis reveal that there exists a strong and positive relationship between transformational leadership and the performance of jobs of employees in healthcare organizations in Riyadh city, where the four dimensions of transformational leadership are taken into consideration. The correlation coefficient (r) obtained from the analysis equals 0.813, which is a very high value and shows that the relationship is highly significant at the 0.01 level of significance (Sig. = 0.000).

This strong relationship may be attributed to the holistic nature of transformational leadership, since the collective effect of the four dimensions of transformational leadership creates an organizational atmosphere, in which the employees become motivated, committed, innovative, and develop professionally. The four dimensions complement each other, allowing the leaders to motivate and inspire their employees, solve problems in a creative way, understand the needs of their subordinates, and act as role models in ethics and other areas.

Additionally, the statistical significance of the correlation shows that the found relationship is real and not based on the randomness and reflects an actual correlation between transformational leadership and employee performance. A correlation coefficient equaling 0.813 means a very strong correlation relationship, since it is within the commonly accepted standards of the statistical significance and indicates that transformational leadership is one of the main organizational factors positively correlated with better performance of healthcare employees.

The findings are particularly important for the healthcare industry, where good leadership is important for maintaining high quality of the patients' treatment, developing teamwork of health workers, implementing organizational changes and ensuring continuous improvements of the organization. Such leaders, who consistently demonstrate transformational leadership practices, can create a positive atmosphere that encourages employee engagement and improves employee performance.

Thus, the hypothesis about the presence of statistically significant correlation between

transformational leadership as a whole and employees' job performance in the hospitals located in the Riyadh region can be confirmed, since it coincides with the transformational leadership theory stating that organizations whose leaders are transformational have high employee performance, because transformational leaders motivate employees to commit, generate trust, support innovation and give opportunities to work effectively.

4.6 Conclusion

This study aimed to determine the effect of transformational leadership on the employees' job performance in healthcare organizations in Riyadh. The findings indicated that transformational leadership was implemented at a high level since the overall mean score was 4.14. This means that employees viewed their leaders' behaviors as transformational leadership.

Of the four dimensions of transformational leadership, idealized influence had the highest mean score while the intellectual stimulation followed immediately after. Other dimensions were also highly rated as transformational leadership was implemented properly. Employees' job performance was highly rated with the overall mean of 4.25. This implied that all performance dimensions like performance quality, efficiency and productivity, job commitment, collaboration and teamwork and initiative and creativity were highly rated.

From the correlation analysis, there is a significant positive correlation between transformational leadership and job performance of the employees ($r = 0.813$, $p < 0.001$). In addition, the results of the study indicated that all the dimensions of transformational leadership have a significant positive correlation with the job performance of the employees. This means that idealized influence positively correlates with the job performance ($r = 0.733$); inspirational motivation ($r = 0.715$), intellectual stimulation ($r = 0.752$), and individualized consideration ($r = 0.758$). All these correlations were found to be statistically significant at the level of $p < 0.001$. This shows that all the dimensions of transformational leadership positively contribute to the improvement of employees' performance.

In general, this study shows that transformational leadership plays a crucial role in improving

job performance of the employees of healthcare organizations operating in the Riyadh region. Transformational leaders exhibit ethical behaviors, inspire their employees with visions, stimulate creativity and innovation, and provide individualized consideration for their employees. Therefore, transformational leaders create positive organizational environment that fosters commitment, high productivity, teamwork, and quality of service. For this reason, healthcare organizations need to invest in programs that promote transformational leadership skills among leaders.

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Appendix