

Chapter Five: Research Limitations, Recommendations & Conclusion

5.1 Research Limitations

Although this research achieved its objectives, several limitations should be acknowledged:

1. **Geographical Scope:** The study was limited to banks in Riyadh, which may not fully represent the entire banking sector in Saudi Arabia.
2. **Time Frame:** The study followed a cross-sectional design, collecting data at a single point in time. This prevents the observation of changes over time.
3. **Sample Size:** The sample consisted of 152 employees, which, while adequate, may not capture the diversity of all employees across the sector.
4. **Self-Reported Data:** Since the data were collected through questionnaires, responses may have been influenced by personal bias or social desirability.

5.2 Recommendations

Based on the study findings, the following recommendations are suggested:

1. **Encourage Transformational Leadership:** Banks should train managers to adopt transformational leadership practices, especially inspirational motivation and idealized influence, which showed the strongest impact on job satisfaction.
2. **Leadership Training Programs:** HR departments should design structured training and mentoring programs to enhance leadership skills, particularly individualized consideration and intellectual stimulation.
3. **Enhance Rewards and Recognition:** Since pay and rewards were rated lowest in job satisfaction, banks should review compensation systems, recognition policies, and career development opportunities.
4. **Expand Future Research:** Future studies could include banks in other Saudi regions, use larger samples, and apply longitudinal designs to better capture leadership impacts over time.
5. **Incorporate Cultural and Organizational Factors:** Future research should examine the moderating role of organizational culture, employee engagement, or technological changes in the banking industry.

5.3 Conclusion

This study concludes that transformational leadership significantly and positively influences job satisfaction among employees in the banking sector in Riyadh. All four dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—were found to positively impact job satisfaction.

The findings align with international literature, reinforcing the value of transformational leadership in enhancing employee satisfaction, loyalty, and performance. For banks in Saudi

Arabia, adopting transformational leadership practices is not only a leadership style but a strategic necessity for achieving sustainable organizational success.