

Mid-Ocean University

College of Management



Department of Business Administration

**" The Impact of Leadership Effectiveness on Job Satisfaction
Among Employees in private companies in Saudi Arabia "**

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Dedication

My university journey has finally come to an end after years of effort and perseverance. And here I am, completing my graduation research with energy and determination—something I could not have done without the grace of Allah. All praise is due to Him at the beginning and at the end.

I dedicate this humble work...

To those who gave me the spirit of life and lit up the darkness of this world for me;

To those who were the reason for my existence after Allah and the source of my motivation;

To those who showered me with their sincere prayers;

To those who instilled in me the love of knowledge and learning;

To those whose love surpasses all others,

To those who supported me and paved the way to happiness and success—

To my dear parents, may Allah protect them.

I also dedicate this work to everyone who stood by me and was a source of strength throughout my journey, and to every heart that remembered me in their prayers and wished me well.

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Abstract

The study aims to find out the impact of analyzing the effectiveness of leadership on Job Satisfaction Among Employees in private companies in Saudi Arabia. The descriptive analytical approach was used to complete the study procedures. A questionnaire was chosen as a study tool. A random sample of 350 employees was selected.

The study concluded with a number of results, including: The high level of job satisfaction in the health facilities of the Ministry of Health in the Kingdom of Saudi Arabia Ltd., where the value of the arithmetic average was 4.095 with a standard deviation of 0.775. And the existence of a strong positive correlation of statistical significance between the effectiveness of leadership in its dimensions (financial influence, inspiring motivation, intellectual stimulation, individual considerations) An applied study on employees in the Kingdom of Saudi Arabia at a moral level of 0.05 It turns out that the independent variable (leadership effectiveness) explains 76.9 % of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of Leadership effectiveness increased by 1% The level of leadership effectiveness in its dimensions (financial impact, inspiring motivation, intellectual motivation, individual considerations) increased by an applied study on employees in the Kingdom of Saudi Arabia by 0.446%, which shows the invalidity of the main hypothesis of the study. Based on the previous results, the researcher presented a number of recommendations, including Promote transformational leadership styles through leadership development programs that focus on inspiring motivation, intellectual impact, and individual recognition. And activating internal communication channels between leaders and employees to ensure clarity of objectives and enhance trust and transparency.

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Chapter One: General Framework of the Study

1.1 Introduction:

Leadership is a multifaceted and dynamic concept that transcends simple definitions or rigid frameworks. At its core, leadership is the ability to influence, guide, and inspire others toward the achievement of shared goals. Unlike mere authority or managerial control, true leadership hinges on the capacity to build trust, articulate a compelling vision, and foster collaboration. It involves both personal qualities—such as integrity, empathy, and resilience—and acquired skills like strategic thinking, effective communication, and conflict resolution. The evolving complexities of modern organizations and societies demand leaders who are adaptable, emotionally intelligent, and capable of navigating ambiguity and change with confidence and foresight.

Throughout history, leadership has taken many forms, shaped by cultural values, societal needs, and organizational structures. From transformational and servant leadership models to transactional and situational approaches, the study of leadership continues to expand, reflecting the diverse ways in which individuals rise to positions of influence. In contemporary settings, leadership is increasingly seen not as a position of power but as a function of service—mobilizing people around meaningful action, empowering teams, and cultivating environments where innovation and accountability thrive. Moreover, effective leadership today requires a deep understanding of diversity, inclusion, and ethical responsibility, particularly in a world that is more interconnected and interdependent than ever before.

In both theory and practice, leadership remains a central driver of organizational success and societal progress. It is not limited to formal titles or high-ranking positions; leadership can emerge at any level, as individuals take initiative, solve problems, and motivate others. The significance of leadership is especially pronounced in times of crisis or uncertainty, where the ability to provide clarity, stability, and hope becomes vital. Thus, studying leadership is not merely about identifying traits or behaviors—it is about understanding how leaders think, act, and adapt in various contexts to bring about purposeful change. As the challenges facing organizations and communities grow more complex, the demand for visionary, ethical, and empathetic leaders becomes not just desirable but essential.

Job satisfaction is a well-explored and extensively examined construct within the fields of organizational behavior, psychology, and human resource management. It pertains to the degree to which individuals experience positive or negative affect toward their work, encompassing a broad spectrum of emotional, cognitive, and behavioral reactions to their work environment. Job satisfaction is not merely a transient emotional state; rather, it represents a stable attitude that significantly impacts employee performance, organizational commitment, and overall well-being. It is shaped by the dynamic interplay between an employee's expectations and the actualities of their job role. This encompasses various determinants, including but not limited to compensation, recognition, autonomy, interpersonal relationships with colleagues and supervisors, opportunities for professional development, and the congruence between job characteristics and an individual's personal values and objectives.

The significance of job satisfaction extends well beyond individual well-being, influencing various organizational outcomes. In contemporary work environments,

employees who experience high levels of job satisfaction are typically more productive, motivated, and committed to their roles. These positive outcomes contribute to lower turnover rates, reduced absenteeism, and enhanced organizational effectiveness. Organizations characterized by high job satisfaction often observe improvements in customer service, greater team cohesion, and increased innovation, as employees are more engaged with their work and aligned with the organization's mission. In contrast, job dissatisfaction can result in employee disengagement, burnout, and the development of toxic organizational cultures, all of which can impair performance and introduce substantial financial and reputational risks to employers.

Job satisfaction is influenced by a combination of intrinsic and extrinsic factors. Intrinsically, it is shaped by the nature of the work itself, including whether the tasks are perceived as meaningful, challenging, and congruent with an individual's skills, values, and interests. Extrinsically, job satisfaction is impacted by external workplace conditions, such as equitable compensation, effective leadership, job security, and the presence of clear organizational policies and practices. Psychological frameworks, including Herzberg's two-factor theory and Maslow's hierarchy of needs, provide valuable insights into how various motivators and hygiene factors contribute to job satisfaction. Moreover, the role of organizational culture, communication practices, and employee engagement initiatives has gained increasing recognition as critical elements in cultivating a satisfied, motivated, and high-performing workforce.

Leadership effectiveness and job satisfaction are two interconnected factors that significantly influence organizational outcomes and employee well-being, especially within the context of Saudi Arabia's rapidly evolving economic and labor dynamics. Amid the

transformative social and economic changes driven by the Vision 2030 initiative, the role of leadership has become increasingly pivotal in managing organizational change, fostering innovation, and cultivating a motivated and engaged workforce. In Saudi organizations, leadership effectiveness is no longer assessed solely through traditional performance metrics, but also by a leader's ability to engage with employees, navigate cultural values, and foster an inclusive work environment that promotes both professional and personal fulfillment. Within this framework, leadership effectiveness is intrinsically linked to emotional intelligence, adaptability, and strategic communication—key competencies that shape employees' perceptions of their work environment and significantly impact their job satisfaction.

In Saudi Arabia, where hierarchical organizational structures and collectivist cultural values have historically influenced workplace dynamics, leadership effectiveness is often contingent upon the ability to balance authority with empathy. Leaders who exhibit fairness, transparency, and support are more likely to engender trust and loyalty among their subordinates, which, in turn, enhances job satisfaction as employees feel acknowledged and understood. Additionally, with the increasing emphasis on Saudization and the rising participation of women and youth in the workforce, leaders must navigate generational and gender differences while fostering equity and inclusion. Empirical research within the Saudi context has consistently demonstrated that leadership styles, particularly transformational and participative leadership, are positively correlated with higher levels of job satisfaction, organizational commitment, and productivity. Leaders who empower their employees, promote involvement in decision-making processes, and provide opportunities for professional growth tend to cultivate more satisfied and engaged teams.

The relationship between leadership effectiveness and job satisfaction in Saudi Arabia is intricately influenced by organizational culture and national values. Deeply ingrained in the Saudi workplace ethos are values such as respect for authority, strong interpersonal relationships, and a preference for job security. Leaders who align their management approaches with these cultural norms are more likely to foster harmonious and motivating work environments. However, as globalization and digital transformation continue to reshape industries within the Kingdom, there is an increasing demand for leaders capable of embracing innovation, managing workforce diversity, and fostering agility among their employees. Effective leadership in this evolving context necessitates not only cultural sensitivity but also the promotion of a performance-based organizational culture, where employee satisfaction is driven by meritocracy, transparent communication, and the recognition of individual achievements.

Based on this, the problem of the study is to analyze the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in private companies in Saudi Arabia.

1.2 Importance of the study:

The importance of this study depends on its theoretical and practical contributions to the following:

Theoretical significance:

- ✓ Enriching the scientific literature in the field of organizational behavior and human resource management by studying the relationship between leadership effectiveness and job satisfaction, with a focus on the Saudi context, which is witnessing structural transformations in the labor market and institutions.
- ✓ Presenting a modern theoretical framework that links the dimensions of effective leadership (such as motivation, empowerment, communication, and shared decision-making) with indicators of job satisfaction such as commitment, loyalty, performance, and organizational affiliation.
- ✓ Bridging a knowledge gap in contemporary Arab studies that have not adequately addressed the integrated impact of leadership on enhancing job satisfaction levels within Saudi workplaces, especially in light of the economic and social transformations under Saudi Vision 2030.
- ✓ Contributing to the development of quantitative and qualitative tools that can be used in the future to measure the effectiveness of leadership styles and their impact on employee feelings and experiences in the workplace, contributing to a deeper understanding of how to create stimulating and stable work environments.

Applied importance:

- ✓ Supporting decision-makers in Saudi organizations, both in the public and private sectors, with accurate indicators of the impact of different leadership styles on employee satisfaction, enabling the adoption of more effective leadership approaches that enhance workplace stability.

- ✓ Providing practical recommendations based on scientific findings that will improve the quality of human resource management, reduce employee turnover rates, and increase levels of organizational loyalty.
- ✓ Improving the efficiency of administrative personnel by highlighting elements of successful leadership that positively impact employees, such as organizational justice, emotional support, and recognition of individual efforts.
- ✓ Achieving tangible results in improving the performance of Saudi institutions by enhancing employee satisfaction, which in turn results in increased productivity, improved service quality, and enhancing the institution's image as an attractive and motivating workplace for national talent.

1.3 Objectives of the study:

The study aims to find out the impact of analyze the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in private companies in Saudi Arabia, and a set of sub-objectives branched from it:

- ✓ Identify the level of Financial Impact on Job Satisfaction Among Employees in private companies in Saudi Arabia.
- ✓ Identify the level of Inspirational Motivation on Job Satisfaction Among Employees in private companies in Saudi Arabia.
- ✓ Identify the level of Intellectual Stimulation on Job Satisfaction Among Employees in private companies in Saudi Arabia.

- ✓ Identify the level of Individual Considerations on Job Satisfaction Among Employees in private companies in Saudi Arabia.

1.4 Study Questions

The first main question: What is the impact of the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in private companies in Saudi Arabia, and several sub-questions branch out of it as follows:

- To what extent does the definition of Financial Impact on Job Satisfaction Among Employees in private companies in Saudi Arabia?
- What is the impact of Inspirational Motivation on Job Satisfaction Among Employees in private companies in Saudi Arabia?
- How does Intellectual Stimulation effect on Job Satisfaction Among Employees in private companies in Saudi Arabia?
- What is the impact of Individual Considerations on Job Satisfaction Among Employees in private companies in Saudi Arabia?

1.5 Study assignments:

To achieve the objectives of the study and answer its questions, the researcher can rely on the theoretical framework related to the study, and based on the results of previous studies, the following hypotheses have been formulated:

The first main hypothesis: There is no statistically significant impact of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in private companies in Saudi Arabia.

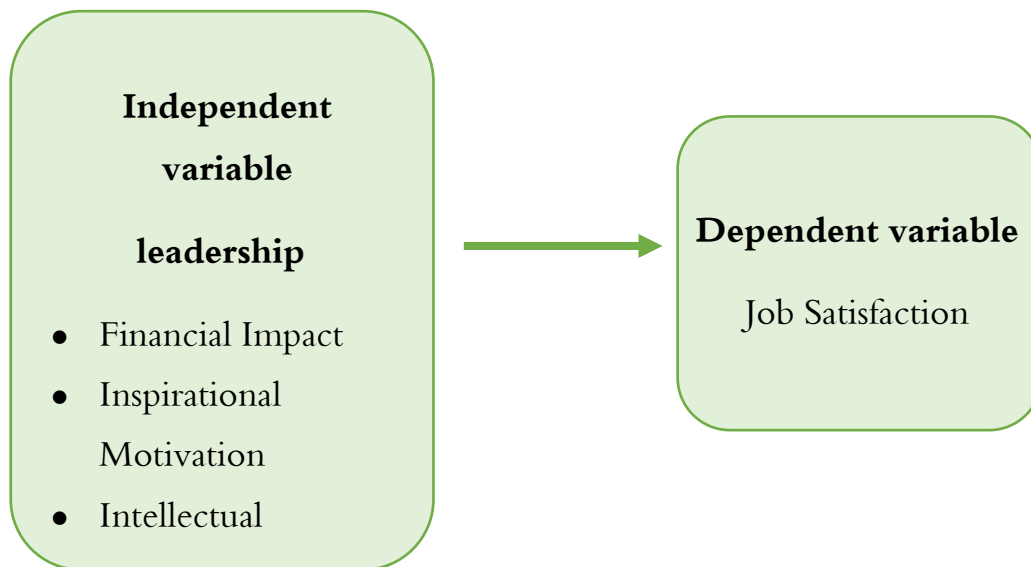
From this hypothesis emerge the following three sub-hypotheses:

- There is no statistically significant effect of Financial Impact on Job Satisfaction Among Employees in private companies in Saudi Arabia.
- There is no statistically significant effect of Inspirational Motivation on Job Satisfaction Among Employees in private companies in Saudi Arabia.
- There is no statistically significant impact of Intellectual Stimulation effect on Job Satisfaction Among Employees in private companies in Saudi Arabia.
- There is no statistically significant impact of Individual Considerations on Job Satisfaction Among Employees in private companies in Saudi Arabia.

6.1 Study Form:

- **Independent variable:** leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations).
- **Dependent variable:** Job Satisfaction.

Figure 1: The Variables of the Study



1.7 Previous studies:

- ☒ Study (Mustafa, 2020), titled **The Effect of Ethical Leadership on Employees Empowerment: Field Study at Al-Azhar University in Assuit - Arab Republic of Egypt**

The objective of this study was to investigate the role of ethical leadership in enhancing employee empowerment. The central research question addressed by the study was: Does ethical leadership influence employee empowerment at Al-Azhar University, Assiut Branch? To explore this question, the study employed a descriptive analytical approach and utilized Pearson's correlation coefficient to assess the relationship between the study variables and their dimensions. Additionally, the regression coefficient was applied to predict the impact of the independent variable (ethical leadership) on the dependent variable (employee empowerment). The study sample comprised 317 employees working at Al-Azhar University, with data collected through a survey instrument designed specifically for this research. A total of 255 responses were retrieved, representing an 80% response rate.

The study's findings revealed that the overall level of practice for each of the study variables was moderate, with the mean score for ethical leadership being 3.57, while the mean score for employee empowerment was 3.53. Furthermore, the study identified a significant positive impact of ethical leadership behaviors on employee empowerment, with a t-value of 1.98, which is statistically significant at the 0.01 level. Based on these findings, the study recommends the promotion of ethical leadership by organizing training courses and workshops to disseminate the culture and values of ethical leadership. Moreover, it suggests the implementation of a comprehensive system to monitor the extent to which employee empowerment practices are effectively applied.

☑ Study (Kamal, 2023), titled The Effect of Spiritual Leadership on Innovative Behavior: An Applied Study on Employees of Telecommunication Companies in Egypt

This study aimed to examine the impact of spiritual leadership on innovative behavior among employees of telecommunications companies in Egypt. Drawing on the existing literature, the researchers developed a conceptual framework to explore the relationship between the two primary variables of interest: spiritual leadership and innovative behavior. To collect data, the researchers employed a questionnaire hosted on Google Drive in the form of a Google Form, which was distributed through the social media channels of telecommunications companies in Egypt. The study sample consisted of 382 participants, with 365 valid responses, resulting in a response rate of 95.5%. The analysis of the data revealed a significant positive relationship between spiritual leadership and innovative behavior. In terms of the specific dimensions of spiritual leadership—namely, vision, hope/faith, and

altruistic love—the results indicated that these dimensions exerted a strong influence on the employees' innovative behavior.

☑ Study (Ismail, 2022), titled The Effect of Conscious Leadership on Psychological Empowerment: An Exploratory Study of the Opinions of the Teaching Staff at Duhok Polytechnic University

The objective of the present study was to examine the impact of conscious leadership on psychological empowerment among female faculty members at Duhok Polytechnic University (DPU) in the Kurdistan Region of Iraq. The study adopted three dimensions of conscious leadership: self-awareness, awareness of social relationships, and situational awareness. In contrast, four dimensions of psychological empowerment were considered: meaning, competence, sense of autonomy, and influence. The study population comprised female faculty members at DPU. Data was collected using a questionnaire, and the sample consisted of 173 lecturers. The responses were analyzed using SPSS version 24, with regression analysis employed to test the study's hypotheses.

The findings of the study revealed a positive relationship between conscious leadership and psychological empowerment. Additionally, among the dimensions of conscious leadership, awareness of social relationships emerged as the most significant dimension in influencing psychological empowerment. Based on these findings, several recommendations were proposed, including the importance for university administrators to adopt a conscious leadership style to enhance the psychological empowerment of faculty members. The study also outlined suggestions for future research, taking into account the limitations of the current study.

☑ Study (Musaddiq, 2024), titled Corporate Governance and Ethical Leadership: The Pillars of Effective Business Management

This study examines the significant relationship between corporate governance and ethical leadership, emphasizing their critical roles as foundational components of effective business management. The primary objectives of the research are to explore the interaction between corporate governance and ethical leadership, evaluate their impact on business management, and offer practical insights for fostering a sustainable and ethically grounded corporate environment.

Methodologically, the study employs a comprehensive literature review, encompassing corporate governance models, ethical leadership theories, and the intersection of these two domains. In addition, several case studies are analyzed to provide concrete examples of successful integration of these principles in practice. Both quantitative and qualitative data were utilized to derive meaningful insights into the subject matter.

The findings of the study reveal a fundamental connection between transparent, accountable corporate governance structures and the promotion of ethical leadership. Existing research suggests that organizations implementing stakeholder engagement strategies tend to achieve superior business management outcomes. Moreover, the study identifies a robust risk management framework as a vital element of both corporate governance and ethical leadership, which helps mitigate potential risks while fostering sustainable business practices. The corporate culture emerges as a central pillar in this dynamic, with ethical leadership playing a pivotal role in shaping the organizational values and practices that permeate throughout the company.

☑ Study (Solirnan, 2020), titled The Effect of Perceived Entrepreneurial Leadership on Innovative Behavior: An Empirical Study on the Workers of Private Sector Pharmaceutical Companies in Dakahlia Governorate

This study sought to examine the effect of perceived entrepreneurial leadership on the innovative behavior of employees in pharmaceutical companies located in Dakahlia Governorate. The research employed both deductive and quantitative methodologies. Data were collected using a questionnaire administered to a sample of 253 employees, yielding a 100% response rate. To test the research hypotheses and assess the causal relationships between the study variables, the Partial Least Squares (PLS) method, specifically WARP-PLS v.7, was utilized. The findings of the study revealed that perceived entrepreneurial leadership significantly influences innovative behavior. Notably, the dimension of perceived scenario setting was found to have a significant negative impact on innovative behavior, while perceived team composition exhibited a significant positive impact on innovative behavior.

☑ study (Farhat, 2023), entitled " Impact of Transformational Leadership on Innovation: Case Study on Sonelgaz Corporation Laghouat

This study aimed to measure the impact of transformational leadership on creativity among employees of the Electricity and Gas Distribution Company in Laghouat. This was based on considering transformational leadership with its dimensions (ideal influence, ideal motivation, intellectual stimulation and individual esteem) as an independent variable, and creativity as a dependent variable. To achieve the study's objective, a questionnaire was distributed to a convenient sample of 32 individuals. The linear regression technique was also adopted using SPSS for analysis, impact measurement and hypotheses testing. The study found a statistically significant impact of transformational leadership on creativity at 5%. The

researchers also recommend that the company under study take seriously the importance of transformational leadership by encouraging and training employees to provide ideas, improve their performance and motivate them to be more creative.

☑ Study (Dweikat, 2023), entitled Geographical Analysis of Diseases Affecting Livestock in Babylon Governorate

This research aimed to examine the impact of job stress and job satisfaction on employee performance, using emotional intelligence as a mediating variable. The study focused on factors that influence job stress and job satisfaction, such as interpersonal relationships, management support, management-employee relationships, work groups, and employee-related work. Data were collected using an online survey of participants working in software company projects in Palestine. The sample included 250 responses, with a response rate of 62.5%. Data were analyzed using partial least squares structural equation modeling. The study results confirmed that job satisfaction, job stress, and emotional intelligence are key enablers of employee performance. The results also indicate that emotional intelligence mediates the relationship between job stress and employee performance. The results also confirmed that job stress and job satisfaction are important factors influencing employee performance and productivity. This study contributes to the performance management literature by addressing the role of emotional intelligence in improving employee performance and productivity.

☑ Study (Riad, 2023), entitled The Relationship between Workplace Self-Compassion and Job Satisfaction: A Field Study amongst Schools in Egypt

This study aimed to examine the relationship between self-compassion at work and job satisfaction across schools in the Arab Republic of Egypt. The study results demonstrated

that each of the dimensions of self-compassion (self-kindness, self-governance, common humanity, detachment, mindfulness, and overidentification) had a positive relationship with job satisfaction, contrary to the hypotheses of this study. Furthermore, both theoretical and practical findings were discussed, and some limitations were proposed that may assist other researchers in future research.

1.8 Research Gap:

Previous studies indicate a clear diversity in addressing the topic of leadership and its impact on various work outcomes, such as job empowerment, innovative behavior, and job satisfaction. However, these studies were characterized by variations in theoretical frameworks, geographical areas, and targeted sectors. This highlights a number of points of agreement and disagreement that serve as a starting point for identifying the research gaps that the current study seeks to address.

In terms of points of agreement, most studies, such as Mustafa (2020), Ismail (2022), and Kamal (2023), confirm a positive relationship between various leadership styles (moral, conscious, and spiritual) and outcomes such as job empowerment and innovative behavior. The results of other studies, such as Farhat (2023) and Solirnan (2020), support the effective impact of transformational and entrepreneurial leadership on creativity and organizational behavior. These studies are unified in their use of quantitative approaches and advanced statistical analysis tools such as regression and path analysis, enhancing the reliability of their findings. All of these studies highlight the importance of leadership as a motivational tool that contributes to enhancing performance and institutional transformation in various work environments.

However, fundamental differences emerge on several levels. First, most studies focused on specific sectors such as universities (Mustafa, Ismail), telecommunications companies (Kamal), and pharmaceutical industries (Solirnan), while the current study targets the public and private sectors in Saudi Arabia in all their forms, giving it a more comprehensive and realistic dimension. Second, most studies focused on mediating variables such as empowerment or innovative behavior, while the current study focuses on job satisfaction as one of the most important indicators of institutional stability and overall employee satisfaction, which has not received sufficient attention in its relationship with leadership, specifically in the Saudi context. Third, although studies such as Riad (2023) and Dweikat (2023) addressed job satisfaction, they did not directly link it to leadership styles. Instead, they linked it to other variables such as subjective emotions and psychological stress, without taking into account the impact of leadership as a pivotal organizational factor in the Saudi workplace.

From a geographical and cultural perspective, most studies were conducted in Arab contexts outside the Kingdom of Saudi Arabia or in non-Arab environments, as was the case in Musaddiq (2024), which examined leadership from a governance perspective within an international organizational framework. This does not reflect the cultural and administrative specificity of the Kingdom. Accordingly, the current study seeks to fill this gap by exploring the effectiveness of leadership in a Saudi context, especially in light of the radical transformations taking place in the Saudi labor market in light of Saudi Vision 2030. These transformations require more flexible and motivating leadership styles capable of enhancing job satisfaction and retaining talent.

Based on the above, the research gap lies in the limited number of studies that address the direct relationship between leadership effectiveness and job satisfaction in the Saudi workplace, particularly within the context of national transformation and ongoing administrative reforms. The literature also lacks studies that integrate local cultural and organizational characteristics into the analysis of this relationship. Hence, the importance of the current study in providing an authentic analytical framework that reflects the Saudi reality and contributes to enriching the contemporary literature on leadership and job satisfaction in the Arab world.

1.9 Theoretical premises of the study:

The current study, titled "Leadership Effectiveness and Job Satisfaction among Employees in the Kingdom of Saudi Arabia," is based on a set of theoretical premises that form the framework for understanding the nature of the relationship between the two primary variables in the study: leadership effectiveness and job satisfaction. These two concepts are among the most prominent in the fields of management and organizational behavior and have received extensive attention in contemporary literature due to their direct impact on institutional performance, work environment stability, and the achievement of organizational strategic objectives.

First, the study is based on the motivational and humanistic theory of leadership, which highlights the importance of the leader's role as a motivating factor for individuals through behaviors including support, empowerment, appreciation, and guidance. Effective leadership is a vital factor in shaping a positive work environment that enhances employee feelings of belonging and motivation, which is directly reflected in their job satisfaction. The

study is based on the premise that a leader's effectiveness is not only determined by their ability to make decisions or achieve results, but also by their ability to build supportive human relationships and consider employee needs and aspirations.

Second, the study is based on classical job satisfaction theory, specifically Herzberg's two-factor model, which distinguishes between motivational factors and health factors. This theory holds that factors related to the nature of the job itself (such as achievement, recognition, and career development) contribute to increased job satisfaction, while factors surrounding the job (such as administrative policies, supervision, and relationships) reduce job dissatisfaction. From this perspective, the study hypothesizes that leadership effectiveness, as an administrative and organizational factor, can serve as a dual factor that supports both dimensions: by improving the work environment (health factor) and enhancing moral incentives (motivational factor).

Third, the study is based on the specificity of the contemporary Saudi context, which is witnessing fundamental transformations in the concepts of work, leadership, and human resources in light of "Saudi Vision 2030." This imposes a new style of leadership characterized by participatory, flexible, and adaptable to the diversity of the workforce, including youth and women. Therefore, the study seeks to align global theoretical frameworks with local realities by examining the effectiveness of leadership styles prevalent in Saudi workplaces and their impact on employee satisfaction and commitment.

Based on the above, the theoretical foundations of this study aim to build a comprehensive vision of how leadership interacts with organizational and psychological variables that determine employee satisfaction, focusing on the nature of the causal

relationship and the direction this relationship takes within Saudi organizations. The study's findings are expected to contribute to the development of a theoretical model that can be adopted in future applied research on human resources and leadership in similar contexts.

1.10 Methodology and Research Methods:

The descriptive approach and the analytical approach were followed as an appropriate method of description, which corresponds to the theoretical chapters, either in the applied analytical chapter and the deductive method in order to analyze and evaluate the data obtained in the questionnaire of the institution under study as appropriate for determining the facts and understanding the components of the subject, while subjecting it to careful study and analysis of its dimensions, which we will address in the applied chapter in the case study.

The choice of the appropriate approach to the nature of the research depends on the nature of the problem and the goal of its study, and in order to take note of the various aspects of the study, the descriptive analytical approach will be relied on, the descriptive method is suitable for the description that matches the theoretical chapters, but in the applied analytical chapter and the deductive approach in order to analyze and evaluate the data obtained in the questionnaire under study, as this approach contributes to answering research questions through data collection and then analysis and discussion. This approach is used in most previous studies.

1.11 Sources of data collection

- **Secondary sources:** These include data and information in books and references, theses, working papers, journals, periodicals, scientific conferences and workshops, in addition

to published and unpublished reports that dealt with the topic in various relevant institutions.

- **Primary sources:** The study relied on the questionnaire as the main tool in collecting data from its sources, which was specially designed for this purpose on Google Forms and sending its link to the research community.

1.12 Study Tools:

The research tool is defined as "the means by which the data collection process is carried out in order to answer his questions, and researchers will rely in collecting data on the questionnaire, which is defined as "a specific form of paragraphs and questions aimed at collecting data from research individuals"

It consisted of two main sections:

- **The first section:** It is the part related to the demographic variables of the members of the study sample, represented by: gender, age, educational qualification, and job level.
- **Section II:** The second section included paragraphs and dimensions that measure the variables of the independent and dependent study.

1.13 Statistical methods used

The following statistical methods were used to achieve the objectives of the study:

- Cronbach alpha coefficient to measure the stability of the study tool and Pearson's correlation coefficient to measure the validity of the study tool and the relationship between variables
- Frequencies, percentages, arithmetic mean and standard deviation related to the study variables and to all responses to the questionnaire paragraphs.
- Simple linear regression coefficient to measure the effect of each dimension of the independent variable on the dependent variable

1.14 Study Tool

The questionnaire in the current study is designed to suit the variables of the research by reviewing previous studies related to the subject of the study. The questionnaire consists of two main sections:

- ☒ **The first section:** deals with the demographic variables of the study sample of employees in the Saudi Ministry of Health, and includes job title, age, educational level, and number of years of experience.
- ☒ **The second section:** contains the paragraphs that measure the independent and dependent variables in the study.

First: The independent variable - Leadership, measured through 20 paragraphs divided into three main dimensions:

1. Financial Impact
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individual Considerations

Second: Dependent variable - Job Satisfaction, measured through (10) distributed items.

1.15 Limitations of the study:

- **Objective limits:** The study is limited to the impact of the effectiveness of leadership in its combined dimensions (Financial Impact - Inspirational Motivation - Intellectual Stimulation - Individual Considerations) on Job Satisfaction Among Employees in private companies in Saudi Arabia.
- **Spatial boundaries:** The study is conducted on the Saudi Arabian companies.
- **Time limits:** The study was prepared in 2025.
- **Human limits:** The human limits of this study are limited to Employees in private companies in Saudi Arabia.

Chapter Two: Theoretical Framework

Section One: Administrative Leadership:

2.1.1 concepts and definitions:

Man is a social being who began his life under his small family, which consists of parents and children, and he distributed the corresponding roles to the basic requirements of physical, security and stability, and his methods of livelihood and meeting his needs and desires evolved with the development of his life, and human societies arose and expanded and the need for specialization and distribution of roles emerged. (Mohammed, 2024)

With the development of these societies and organizations, the methods of organization and management have evolved, and man has renounced some of his practices, behaviors and personal freedom in favor of living in these human groups and organizations. There was a need to manage, lead or chair these groups, as well as other disciplines that complement each other to meet the needs and desires of the members of these groups. (Mixture, 2023)

The methods and criteria for choosing who plays the role of management, presidency or leadership varied according to eras, civilizations, attitudes and social systems, starting with the head of the family and the leader of the clan, tribal, group or organization, and often assumed this role by the most influential and influential person in these groups or organizations and personal qualities were the main criterion for choosing leadership and these methods and standards evolved with the development of man and the evolution of his lifestyle

and the breadth of these groups and organizations and their large size and geographical area. Ancient civilizations exercised leadership and administration, where administrative documents dating back to the Sumerian civilization were found five thousand years ago BC for administrative control over tax collection, and the pharaonic system was characterized by centralization in management and hierarchy in the system of government. (Ayed, 2020)

The Chinese Empire was especially interested after the year 2357 BC after the unification of the conflicting regions by Emperor Yao, and it also knew a tight administrative organization during the reign of Emperor Shen the Great based on basic administrative principles such as planning, guidance, specialization, organization and selection of leaders by selection in search of competence and qualified leadership skills based on the Confucian philosophy in defining the concept of leadership, which was defined by Confucius in six characteristics: Human feeling, fairness, awareness of the customs and traditions of subordinates, ethics, compliance with rules, trust and knowledge in addition to two complementary characteristics (Al-Qurashi, 2021)

First: It consists in courage, severity and rigor in the face of blocs and the second in wisdom and boldness to challenge and defend the interests of the group. (Abdelhafiz, 2021)

Greek civilization was concerned with leadership; one scholar wrote that philosophers and wise people were the first to lead than others. In that era, power was concentrated in the hands of the ruler and the auxiliary council, which consisted of the wealthy and influential people, and the criteria of wealth, noble origin, and belonging to the ruling class of power were considered a prerequisite for the selection of leaders. (Abu Jabal, 2022)

After the emergence of the Roman Empire and the unification of the parts of the state, the criteria of merit and competence appropriate for the position were adopted in the appointment of leaders, and the principles of participatory management and the principle of delegation of powers were adopted in the exercise of leadership functions. (Salahat, 2023)

The state of Islam was the first station in establishing the rules of civil and administrative organization in the Arab and Islamic civilization, where the Prophet, may God bless him and grant him peace, was the leader and represents the center of leadership and governance, and God Almighty said in the arbitrator of his download, if you dispute something, return it to God and the Messenger if you believe in God and the Last Day, that is the best and best interpretation) (Surah An-Nisa verse 59) Islam has shown how to choose leaders and determined the conditions and leadership components that must be met by the leader to achieve rational leadership He divided it into three sections: (Bazadough, 2022)

1. Self-constituents include: faith, science, eloquence and statement, good manners, masculinity and belonging.
2. Leadership conditions include: conditions related to external factors and are not directly related to the same leader, such as selection, systematic preparation and support.
3. Behavioral components: related to the administrative behavior of the leader that ensures its effectiveness and continuity and is represented in the example. Education, patience, mercy, consultation, diligence, objective determination, effectiveness and trust.

As for the medieval Roman kingdoms, the criteria for management and leadership were belonging to blue blood, noble origin, and reliance on the principle of power and purpose justifying means. (El-Rabbat, 2024)

By following the historical and civilizational development of the practice of leadership from the early ages of human civilization until its arrival in the modern era, the concepts and definitions of leadership varied according to different writers and researchers and the angle from which each of them looks. In ancient and pre-modern civilizations, the concepts of leadership were associated with the leadership of states and armies, so it was predominantly focused on physical and personal qualities and traits, but with the development of human and administrative thought, humanities and social sciences, the administration has received a large share of attention to research and studies. The theories and visions of thinkers and researchers try to adjust the concept and determinants of leadership. (Mesmoudi, 2022)

The word leadership comes from the verb led leads lead and lead the opposite of the market as the market of the midwife be behind it while the lead of the bear in front of it in the sense that the leader of the front of which is in the sense of guide and guide and direct, and leadership is seen as a science and the art of leadership is a characteristic of personal qualities that emerge to the surface of events and make us feel them in the history of peoples and throughout the ages. (Mohammed, 2024)

One of the scholars explained that there are many definitions that have been received for the concept of leadership, and this is noted through the many definitions of leadership, which varied according to different researchers and writers. (Mixture, 2023)

One scientist believes that the concept of leadership is easy to define, but it is difficult to study and understand, and since the difficulty in understanding comes from the need to understand a wide and varied range of leadership theories and translate them into leadership skills through application and study. It was believed that effective leaders possessed certain

traits such as strength of character, intelligence, persuasion and insight, all or part of which applied to these leaders. (Ayed, 2020)

One of the scholars defined the concept of administrative leadership as the process of directing and influencing activities related to the tasks of group members, and this definition has three meanings as follows: (Al-Qurashi, 2021)

1. Leadership contains other subordinate individuals who are willing to accept the leader's directions.
2. . Leadership has an unbalanced distribution of authority in which the leader has the authority to direct certain group activities while subordinate individuals do not have the authority to direct the leader's activities.
3. The leader has the ability to influence in addition to legitimate authority, but this definition does not explain the impact of other elements that are important in leadership such as the goal, the situation or circumstance, and various internal and external environmental factors.

According to one scholar, leadership is a mutual personal influence that is evident in certain cases through communication between the leader and the subordinate with the aim of achieving the desired goals. William White defines it as meaning influencing others, which indicates that leadership is an influence derived from the strength of the leader's personality or from the authority vested in him. Although the definition refers to the interaction between the leader and subordinates in order to achieve the goal, it does not clarify the relationship with the circumstance or various environmental factors. (Abdelhafiz, 2021)

According to one scientist, leadership is knowing the way, the difficulties to avoid, the factors you will deal with, and how to act efficiently to reach the goal. (Abu Jabal, 2022)

He defined leadership as a process of social influence in which the leader seeks to motivate subordinates to participate voluntarily in efforts directed to achieve the goals of the organization, they defined leadership as the process of influencing individuals to work with enthusiasm and high vigour towards achieving the goals of the organization Fried: The leader is the one who leads people and follows him voluntarily and must be courageous and willpower and possess the ability to influence their opinions and be trusted by them, not despair, careful and have With determination, knows his duties and masters his work is able to make the right decisions in a timely manner. (Salahat, 2023)

Leadership is the process of inspiring, inspiring, or influencing others to work to accomplish and perform what is required of them with vigor and high commitment. (Bazadough, 2022)

Leadership was characterized by the characteristics and characteristics of civilizations in every era and historical stage and presented many leadership concepts on which modern leadership thought was built. The modern concept of leadership is based on the idea of human relations between the leader and followers as partners in decision-making and responsibility to achieve goals. (El-Rabbat, 2024)

It is noted from the previous definitions that influence is the main tool used by the leader to urge or motivate subordinates to work in order to accomplish the tasks entrusted to them, and that the leader is the person who influences the behaviors of others without coercion or coercion, and makes them voluntarily accept his leadership and he has high

communication skills, interaction with others, the ability to motivate and build teams, and enjoys the acceptance of others and the ability to bring about change. The concept of leadership is also related to the concept of power in addition to influence and influence is an attempt to change The behavior of others depending on one or more of the following methods. (Mesmoudi, 2022)

1. Counseling is inviting others to participate in decision-making and making changes.
2. Rational persuasion is the attempt to convince others through a detailed plan, information supporting the opinion and convincing objective reasons.
3. Satisfaction tactics are to gain the satisfaction of others, make them feel important, and win their affection and friendship.
4. Alliance tactics are to seek help and help others by allying with them.
5. Exerting pressure, threats and intimidation to gain their support.
6. Positive appeal is to address the emotions and values of others, inspire their enthusiasm and gain their trust.
7. Supporting the higher levels of the organization and gaining their help and support.
8. Exchange of benefits by offering favors or benefits in exchange for support and assistance.

The concept of power is the ability to make an impact on others by arranging and directing various resources to get others to do what is required of them voluntarily. And power is of several types. (Mohammed, 2024)

1. Position-related power: They are authorities related to the organizational structure or job position, the most prominent of which are three means as follows:

- A- The power of reward is the power resulting from the ability to offer something that has value as a means of influencing others such as incentives and promotions.
 - B- Legal legitimacy: It is related to the job position.
 - C- Coercion and coercion: through the ability to inflict harm and punishment on others or threaten them.
2. Strength associated with the personality of the manager: such as the power of experience and reference such as attractiveness and charisma.

Effective leadership is one in which subordinates voluntarily follow leadership, where the leader influences his subordinates through his behavior, not through directions and instructions. The leader must be an example with his behavior and knowledge of the path to the goal and lead others. (Mixture, 2023)

A leader according to technical development and transformation WWW.bookme.name/AndreaJones, p 29 electronic is that leader who shows others how to lead themselves Moroccan organizational behavior Dar Jinan for Publishing and Distribution. (Ayed, 2020)

Despite the diversity and variation of different definitions of leadership, they all share in the presence of a leader with qualities, skills and physical, mental and practical abilities around whom subordinate individuals who are convinced of his abilities and the goals that unite them with the leader and the organization gather in the presence of continuous interaction between the leader and these followers to adapt and adapt to the circumstances and situations in which leadership is exercised. Through these different definitions, the following procedural definition can be reached:

Leadership is an interactive process between the leader and his subordinates under certain environmental conditions and situations in order to achieve common goals between the organization, the leader and subordinates depending on the influence through various motivational means of influence. (Qurashi, 2021)

2.1.2 leadership patterns and theories:

First: Leadership Styles:

The patterns or behaviors that a leader follows in directing and leading his subordinates vary depending on his personality traits, the degree of perception and maturity of his subordinates, the circumstances surrounding the organization and the situation. Despite the different views in the interpretation of leadership and the emergence of leaders, leadership styles and styles can be classified from the point of view of the behavior of leaders. (Mohammed, 2024)

1. Autocratic Style of leadership: In which the leader dominates and is unique in the field of decision-making and others who follow the implementation and obedience, and in this style the connections and interactions between individuals are weakened, creativity, innovation and constructive initiatives are reduced, and it is characterized by low morale of employees and their motivation towards work. (Abdelhafiz, 2021)
2. Democratic Style This method encourages the participation and consultation of others by sharing information, contributing to the stages of development and decision-making, and providing an opportunity to develop the skills of employees and participate in decision-making. This method opens the door for subordinates to create, innovate, take

initiative, freely express their opinions and make constructive proposals. (Abu Jabal, 2022)

3. Laissez - Faire Style: In which the leader leaves complete freedom to others and is satisfied with the role of observer only, relying on the abilities, knowledge and high skills of others, and this style is suitable in environments and organizations that have high degrees of specialization, maturity and experience, such as universities and research centers, so that any member of the organization is a leader and the leader does not need guidance and interference in the work of subordinates. While chaos and confusion prevail in the work wheel when workers are at grades below Maturity experience. (Salahat, 2023)

Second, leadership theories:

There are many studies, research and theories that try to explain the different leadership phenomena due to the different eras, civilizations, attitudes and angles from which the researcher or writer looks, and these theories can be classified into three main groups as follows:

A- Traditional theories in management:

Traditional theories have tried to explain the behavioral and leadership aspects required in a good leader who can bring about the desired positive change. One of the most prominent of these is the manager so that he becomes theoreticians. (Bazadough, 2022)

1. Great Man Theory:

According to the theory of the great man, the leader is characterized by innate talents and inherited individual abilities and has a charismatic charisma, and this theory has tried to

study and explain the subject of leadership by focusing on military and political leaders, but it did not help to explain the phenomenon in a comprehensive way in the presence of leaders characterized by these talents and innate abilities, but they failed to achieve the goals and also in the presence of successful leaders but unknown or did not have the opportunity. (El-Rabbat, 2024)

Criticism of this theory is that it overlooks the process of the general public developing their abilities and skills through experimentation, study and learning. She was also criticized for failing to identify inherited leadership qualities, projecting the group's influence and situational attitudes, and failing to identify important inherited traits. (Mesmoudi, 2022)

2. Theory features:

This theory focuses on the fact that leaders are individuals distinguished by characteristics and traits such as intelligence, enthusiasm, confidence and assertiveness, although researchers refer to a large group of these characteristics, but the theory could not identify the characteristics that are always associated with success, and despite the importance of these qualities, they are insufficient to explain the phenomenon of thankful leadership. (Mohammed, 2024)

It is noted that these traits are relative and leadership is linked to other factors such as traits of followers, culture of the organization, values and society, factors of the different environment, circumstance and goals that the organization seeks to achieve and the factor of time. (Mixture, 2023)

3. Behavioral theories:

Behavioral theories view leadership as a behavioral phenomenon that has a link to leadership and group roles, and then focus on researching the behavior and actions of leaders. These theories include a range of theories and studies, the most prominent of which are. (Ayed, 2020)

1. University of Michigan Study:

This study was carried out by a group of researchers at the University of Michigan in the forties of the twentieth century to compare two types of behavior of leaders in their practice of leadership, namely focus and interest in work and production in the first type, while in the second type the focus and attention to the human aspects and workers, this study has assumed that the behavior of the leader who focuses and cares about the human aspects and workers is the most effective method of interest in work and production. The researchers found a high level of employee satisfaction and low turnover with behavior that cares about human aspects and vice versa with behavior that focuses on production and tasks, where labor turnover rates rise and the level of employee satisfaction decreases. (Qurashi, 2021)

2. Ohio University Study:

This study was carried out by a group of researchers at Ohio University, which is similar to the study carried out by the University of Michigan in some respects, and the study was conducted in a period of time close to it, where the researchers differentiated in this study between two different patterns of behavior of leaders towards work and workers, where one of them is interested in the structure and procedures of work and the focus is on organizing

things and how to accomplish work, while the second pattern is concerned with workers, in which the focus is on the elements of trust, friendship relations and permanent relations with Subordinates. (Abdelhafiz, 2021)

3. Administrative Network Theory:

It is an upgraded version of the University of Michigan and Ohio University study ideas developed by researchers Jane Mouton and Robert Blake. According to this theory, the leadership styles of managers in their practice of leadership are described according to the dimensions of attention to subordinate individuals or concentration of interest in production. A leader who focuses on the production pattern focuses on the tasks, planning process, and work that is supposed to be accomplished, sets standards, monitors performance and production, while a leader who focuses on the people-focused pattern focuses on According to this theory, the methods varied between the weak management style, in which the interest in production and individuals decreases, and the country club style, which cares about individuals at the expense of production and is offset by the authoritarian leadership style, which is interested in production at the expense of individuals, there is a method that cares about individuals and production at a medium level and is known as the method of holding the stick from the middle or compromise leadership, while the democratic style, which cares about the degree of High production and individuals together and is the most effective of these methods. (Salahat, 2023)

These theories are faulted for ignoring the factors of environmental conditions surrounding the organization and interacting with the situation in which leadership is exercised. (Abu Jabal, 2022)

4. Positional theories:

Stopped theories are related to the interaction between the leader and subordinates, environmental and situation factors. These theories try to determine the importance of these factors and predict the leadership style, which is more effective with the particular circumstance or situation, as human behavior is not isolated from the surrounding circumstances, but it is the result of human interaction with the internal and external environment. There is no single behavioral pattern that is effective in all circumstances and conditions, but the behavioral pattern changes to suit the situation or circumstance and is affected by a set of factors such as directives and behaviors. The management of the organization, the experience and personality of the leader, the characteristics and aspirations of subordinates, the nature of work and tasks and the method of determining them, the strategies and culture of the organization and environmental factors. (Salahat, 2023)

Among the criticisms of attitude theories is that the presence of the leader and his exercise of leadership is linked to the existence of the situation, and the most prominent of these theories are the following:

1. Tannenbaum's Schmidt theorem:

It is a theory carried out by researchers Tannium and Schmidt, which is based on a matrix in which the behaviors of the leader depend on the characteristics and nature of the situation, such as the type of organization and nature of the problem, the characteristics of subordinates, their experience, their need for independence and their assumption of responsibility in addition to his characteristics as a manager or leader, and the matrix represents an input position for the relationship between the degree of freedom of action

available to subordinates in intervening with the decision and the amount of authority used by the leader according to the model in the figure. (Bazadough, 2022)

1. The leader makes the decision and announces it to subordinates.
2. The leader makes the decision and convinces subordinates of it.
3. The leader presents ideas and invites subordinates to discussion.
4. The leader presents preliminary decisions that are subject to change.
5. The leader defines a framework for subordinates to make decisions.
6. The leader presents the problem and then asks for the suggestions and opinions of subordinates in order to make the decision.
7. The leader allows subordinates to make decisions within agreed limits.

According to the interactive theory, leadership is the result of the interaction of mutual influence between three components: the leader, subordinates and the nature of the situation. If the leader influences subordinates, the response of subordinates will be formed by the nature of the internal interaction between them on the one hand and the interaction between them and the characteristics of the situation on the other hand, as in Figure (2/2). According to this theory, leadership is the result of the interaction between situations that require innovation and creativity and human skills capable of interacting with these situations. (El-Rabbat, 2024)

3.1.2 Fiedler's theory of leadership behavior:

Fiedler's theory of leadership behavior interprets leadership behavior as a relationship between two orientations in which the first orientation represents interest in social relations while the second direction represents interest in accomplishing the required tasks, and that

the effective performance of the group can be achieved by adapting the leader's style to the situation or by changing the situation to suit the style followed, such as choosing a boss or an authoritarian leader to fill a job that requires a style focused on guidance or the job can be changed by giving the boss more formal powers over his subordinates measured Leadership style through a questionnaire known as the Least Preferred Co-worker (LPC), which is a measure to identify the least preferred coworker The questionnaire consists of sixteen characteristics or qualities measured on a gradient of eight degrees and the situation or circumstance is analyzed based on three elements: the quality of the relationship between the members of the organization and the leader Structuring tasks, and the strength of the job position (Mohammed, 2024)

The determination of whether or not it is favorable for the leader is as follows:

1. Leader's relationship with members:

This element refers to the prevailing climate in the relations between the group and the extent to which the leader is accepted by the group, and it is considered a good relationship in the case of a positive atmosphere of trust and respect, while these relationships are considered weak when the degrees of trust and respect are low and weak. They represent the most important source of influence for the manager's authority and effectiveness. (Mesmoudi, 2022)

2. Structuring tasks:

The structuring of tasks comes in second place in terms of importance as a variable in the leader's working conditions, and it is concerned with the degree of strength of the leader's

formal authority over subordinates and is in favor of the leader whenever these tasks are structured, such as routine work, production lines and programmed work, unlike unstructured tasks such as research and development, they are not in the interest of the leader. (Mohammed, 2024)

3. Strength of Job Position:

It refers to the official authority enjoyed by the leader, the higher the power of this authority in planning, imposing penalties and granting rewards, the more it is in the interest of the leader, while it is not in his favor if this power is low when he does not have the powers to impose penalties and grant rewards. (Mixture, 2023)

Through his study of the relationships between leader style, attitude and performance of tasks by employees, Vidar found that the task-oriented leader is effective in extreme situations and when the situation is either favorable and in favor of the leader too high or unfavorable rather than in his or her favor significantly. If the leader is oriented towards social relations, he is active in situations where the leader has a moderate amount of power and influence and when the situation is favorable and in his favor in a middle way. (Ayed, 2020)

4. Hersey and Blanchard's theory:

It is a theory developed by researchers Hersey & Blanchard in which the most effective leadership style and behavior varies according to the degree of maturity of subordinates, their desire to achieve, their willingness to accept responsibility, and their experience related to the task entrusted to them. Readiness or readiness means the ability of employees to accomplish the tasks entrusted to them, the availability of experience or desire

to accomplish the work, take responsibility, and the extent of reassurance of their abilities and ability to perform properly. It was initially known as life cycle theory, then maturity theory, which is an expansion of the entrance to Administrative network in leadership. This theory is based on the flexibility of the leader and his ability to modify his leadership style based on the readiness of subordinates and their readiness to perform their tasks as in Figure (4/2). The effectiveness of leadership according to this theory depends on the marriage between the position and the leadership style. The leader uses the Telling method if the readiness is low. While the selling method is used if their readiness is medium, as subordinates are characterized by a lack of skills and ability with a desire to work and the leader can reassure them and explain his decisions to them, but in the case of high readiness of subordinates, the best is the method of participation. It is more effective where subordinates have the ability and experience but can only be trusted by some guidance, while delegating is the best method when the readiness of employees is high and there is a willingness to take responsibility. (Qurashi, 2021)

5. Path theory - goal:

Developed by researchers Robert House and Evans, the trajectory-goal theory seeks to improve understanding and predictability of effective leadership in different situations. The theory is that an individual's motivation depends on his expectations of reward and how attractive it is. This theory focuses on the leader as a source of rewards as the most influential method on employees and summarizes the theory of the path - goal that the behavior of the leader must fit the variables stopped to affect the behavior of employees and their acceptance of the leader and their motivation towards performance. Career House believes that personal characteristics, pressures and environmental demands in the work environment are what

determine the most effective leadership style, and that environmental factors such as the nature of the tasks and the formal system of authority and the group to which the assistants belong contribute to determining the leadership style preferred by the assistants or subordinates and that the assessment of the assistants of their abilities affects the determination of their preferred leadership style. The way to influence them, motivate them and help them to follow these paths, and that subordinates will take the initiative to remove obstacles that stand in their way in reaching goals, and the theory believes in the flexibility of managers and that they move within four leadership styles as in the figure. (Abdelhafiz, 2021)

1. Directional leadership: in which employees need guidance and know what and how to accomplish the work with the need to have clear scheduling criteria.
2. Supportive leadership: in which it makes work more beneficial and builds relationships of friendship, respect, fairness in treatment and attention among all employees.
3. Achievement-oriented leadership: challenging goals are set with the expectation of a high level of performance, confidence and high standards of performance.
4. Participatory leadership: in which employees are integrated and involved in decision-making processes, consulted and encouraged to submit proposals.

Appropriate leadership behavior depends on the considerations of the situation in terms of the situational characteristics of subordinates in terms of experiences and abilities or the position of the work environment, which is represented in the structuring of the tasks of the system of authority in the organization and the work group to which the subordinates belong. (Abu Jabal, 2022)

Section two: Job satisfaction:

2.2.1 Introduction:

Job satisfaction is one of the most important topics and organizational phenomena that have captured the attention of researchers and those interested in the behavioral trends of workers in modern organizations, in an attempt to identify the most important aspects affecting this organizational phenomenon, until some researchers went to consider job satisfaction as the main key to success, progress of organizations and achieving their goals, as functionally satisfied individuals have high levels of loyalty towards their organizations, and they have sufficient preparations to provide more effort, dedication and perseverance in their work, and they are constantly striving To maintain their continued association and belonging to their organization. Job satisfaction appeared with the emergence of the industrial revolution, and the beginning of interest in workers, motivating them and gaining their loyalty, and business organizations have faced some challenges to improve the level of job satisfaction, and these challenges are due to the large number of factors associated with job satisfaction, and the following is a presentation of the concept of job satisfaction, ways to improve it, its fields and elements, and the theories explaining it and job satisfaction in the light of Islamic law. (Al-Fayez, 2024)

2.2.2 The concept of job satisfaction.

The definitions of job satisfaction varied according to the development of research on it, and the opinions and theories of researchers on this topic varied, so there is no unified

definition agreed upon by all researchers, and the following is a presentation of some of these definitions:- (Mohammed, 2019)

Job satisfaction is defined as the general attitude of an individual towards his job, and the reward system in the organization usually affects the level of the individual's sense of satisfaction, and the individual is satisfied to varying degrees with different aspects of his work such as the work itself, wages, promotions, working conditions and conditions, and the organization's policies. (Duweikat, 2023)

Job satisfaction was defined as the degree of satisfaction of the needs of the individual and this satisfaction is achieved from multiple factors, including those related to the work environment, and some of them related to the job occupied by the individual, and these factors make the individual satisfied with his work and achieve his ambitions and desires, and commensurate with what the individual wants from his work, and between what he gets in reality or exceeds his expectations from him.

Sheikh and Abdullah defined job satisfaction as the set of attitudes that an employee forms about the nature of his job he occupies, the wage he receives, the promotion opportunities available, his relationship with the work group to which he belongs and the services provided to him. (Abu Kreisha, 2022)

He believes that job satisfaction revolves around the basic idea that satisfaction is centered on the attitude of the worker, positively or negatively, towards his work, that is, his appreciation of his work in terms of his inclination or dislike for it.

Job satisfaction is defined as one of the main elements of general satisfaction that provides a person with the energy that enables him to be able to perform, continue, develop and innovate in his work. (Al-Fayez, 2024)

He also defined it as the degree to which the individual feels satisfied with his psychological needs, so that he is a representative of his abilities, and tendencies, which leads to respect for the individual for himself, and for others, and leads to strong social relations with colleagues and superiors, and results in the emergence of enthusiasm in himself, and away from the threat that may lead to economic, social, and psychological problems. (Merazi, 2023)

Job satisfaction is also defined as a sense of psychological satisfaction towards work, and employees appear through their external behavior in their keenness to deal well and increase productivity, as a result of the material and moral incentives that the individual receives from this institution in which he works.

Job satisfaction is defined as a set of external and internal factors and influences related to the worker and the work he does, and these factors lead to job satisfaction if they are consistent with the worker's aspirations, which makes him more receptive, successful and productive in this work.

At the end of this presentation, the researcher believes that the opinions of researchers and specialists on the concept of job satisfaction is multidimensional, and it is among the areas that researchers disagreed about, and in the researcher's view that this difference is due to the link between job satisfaction and organizational, cultural, social and psychological factors, and it is not shown by everyone in the same way, but each expresses his satisfaction in the way he deems appropriate.

2.2.3 The importance of job satisfaction.

Despite the different definitions of the concept of job satisfaction, whether it is related to the needs of the individual, the feeling of acceptance of work, the trend towards working

conditions, or the happiness that the individual feels in his profession, there is clear agreement on the importance of job satisfaction, and its multiple benefits, whether on the individual or the organization.

The previous literature indicates that there are three main reasons that justify the importance of revealing levels of job satisfaction in business organizations, which are as follows.

1. Human values must guide and lead the work of organizations, and that the organization must treat its employees with respect and appreciation, and the results of assessing satisfaction levels in organizations can be used as indicators of how the organization deals with its employees, and that high levels of employee satisfaction mean their willingness to support the organization to achieve its goals.
2. The operations and activities of organizations are affected by the level of job satisfaction of their employees, as high levels of job satisfaction of employees positively affect work behaviors and performance of employees, while low levels of job satisfaction will lead to negative behaviors and thus low performance levels.
3. Levels of job satisfaction can be considered indicators of productivity levels in different departments of the organization and therefore affect the productivity levels of the organization as a whole. That is, when identifying departments with low levels of job satisfaction, this will help identify areas or weaknesses in the organization's departments, which need attention and attention, which helps to improve productivity, and achieve the goals of the organization. (Al-Fayez, 2024)

In addition to the above, he touched on clarifying the importance of job satisfaction, where he pointed to a number of reasons that call for attention to achieving job satisfaction, as follows:

- 1- The high degree of job satisfaction leads to a high degree of ambition among employees in different organizations.
- 2- The high level of job satisfaction of employees leads to a decrease in their absenteeism; this increases productivity.
- 3- Job satisfaction is reflected in the overall satisfaction of individuals.
- 4- Workers who are more satisfied with their work are less likely to have work accidents.
- 5- There is a close relationship between job satisfaction and productivity at work, the higher the degree of job satisfaction, the more productivity.

Commenting on the above, the researcher sees the importance achieved from job satisfaction, which constituted the biggest motivation for the succession of studies on this concept, as it was an incentive for many managers to direct attention towards it and their intensive pursuit to achieve it among workers, in order to advance their organizations, and strive to achieve their goals, which cannot be achieved if workers do not have motivation towards work, and a complete sense of satisfaction with their profession, so a person who is disgruntled with his work cannot innovate in it. (Mohammed, 2019)

2.2.4 Theories that explained job satisfaction.

1- Maslow's theory

As a result of extensive studies of man, psychologists have learned that needs organize themselves according to a certain system of priorities. If a person satisfies his desires and lower needs, he rises to satisfy his latent needs at the middle and upper levels. In other words, man postpones a process that would try to satisfy his higher needs before satisfying his lower needs. The credit for developing the system of priorities is due to the psychologist Maslow,

who showed that human needs are graded successively in five levels, as follows: -(Duweikat, 2023)

- A. Basic physiological needs: These needs are located at the lowest rung of the ladder and are met from the individual's specific needs such as food, drink, clothing, etc. These needs are usually satisfied by the individual's economic actions as he works to obtain the remuneration by which he satisfies his minimum physiological needs.
- B. Safety needs: Man works to protect himself from the dangers of the environment and nature, and if he satisfies his physiological needs, he takes measures that ensure his safety from dangers.
- C. The needs of love, tenderness and social service Man is social by nature and hates isolation, and for this he forms the family, clan, nation and society and does everything in his power to preserve them, he influences his society, is affected by it and cooperates with others, so that he can meet his needs.
- E. Self-esteem and respect: The individual always seeks to obtain the appreciation and respect of others, he needs to feel valued and respected in the society in which he lives, and the members of this community are valuable individuals who should respect them; It should be noted here that religious beliefs and prevailing moral values play a major role in achieving human needs, especially in satisfying the need for self-esteem and self-esteem. E. Self-realization and civility At work is the ability to do work and civility in achievement, and this need is located at the highest level of the priority ladder, as it is the highest, most noble and least specific human needs, (Nassima, 2022)

2- Herzberg's theory

It is called the theory of workers, and it is originally related to the application of Maslow's theory of needs in the workplace, where Herzberg believes that there are two groups of factors, one of which is considered as motives that lead to the satisfaction of workers with their work, and he called them factors related to the job or the work itself, and he limited them to the individual's sense of achievement, taking responsibility, and providing opportunities for promotion to higher jobs and participation in decision-making related to work, while the other group of factors he considers as motives that lead to workers' dissatisfaction with their work, and he called it Factors surrounding the job or work and has limited them to those circumstances surrounding the work such as the presidency, management, supervision or leadership style, the nature of relations between the individual and his colleagues, between him and his superiors, and the conditions of the environment surrounding the work. (Merazi, 2023)

3- Vroom's Prediction Theory

Fromm interpreted job satisfaction on the basis that the process of satisfaction or dissatisfaction occurs as a result of the comparisons made by the individual between what he expected from the returns of the behavior he follows and the personal benefit that he actually achieves, and then this comparison leads the individual to the trade-off between several different alternatives to choose a specific activity that achieves the expected return so that it matches the benefit that he actually reaps and this benefit includes the material and moral aspects together, and the theory of return justice assumes in its interpretation of job satisfaction that The individual tries to get the return while doing something, and his

satisfaction depends on the extent to which the return he gets from his work agrees with what he believes he deserves (fair return) (Al-Fayez, 2024).

The essence of expectation theory is that the desire or inclination to act in a certain way depends on the strength of the expectation that that action or action will be followed by certain results; expectation theory implicitly considers a means to an end, we may find that the result obtained by the individual is not an end in itself, but rather a means or medium to achieve another desired result, such as if the individual wants to be promoted in his job not for the purpose of promotion; And his belief that promotion is the best way to achieve the need for appreciation, respect, excellence and obtaining financial returns.

Thus, there is an inverse correlation between the fair difference and the actual return on the one hand, and satisfaction with work on the other hand, and one of the most famous who researched the theory of justice, where he provided an explanation of job satisfaction and its causes, considered the relationship between the individual and the organization a mutual relationship in which the individual worker provides his efforts and experience in exchange for obtaining returns such as wages, promotions, health insurance and other from the organization, so the individual balances the rate of his returns to what he provides to the institution to what they offer if the two rates are equal; The individual then feels satisfied with the work, and if there is any imbalance between them from his point of view, he feels adults, which affects his performance and his absence from work or leaving it. (Mohammed, 2019)

4- Porter and Lawler's theory

Porter & Lawler (1968), based on Fromm's model and criticisms of his theory, developed a model for explaining job satisfaction. Where Porter and Lawler linked job

satisfaction to both achievement and return, they put an intermediate link between achievement and satisfaction, which is the return, and under this model job satisfaction is determined by the extent to which the actual returns are close to the returns that the individual believes are fair and consistent with the degrees of achievement or efforts made. If the actual returns for achievement are equal to or greater than the returns Which the individual believes that it is fair, the satisfaction achieved will push the individual to repeat the effort, but if I say the state of dissatisfaction will occur and stop his motivation or reduce it and through the above the researcher sees that Porter and Lawler added with regard to job satisfaction that the continuity of performance depends on the conviction of the worker to achieve appropriate returns for his effort, and that conviction and satisfaction is determined by the convergence of actual returns with the individual's belief about the returns that are equivalent to his efforts and achievement. (Duweikat, 2023)

5- McClelland achievement theory

The roots of this theory go back to David McClelland (1976), and his ideas were derived from personality theory, therapeutic psychology, and was applied in the field of management and economic development. Prediction methods were used to identify the characteristics of individuals with three needs: achievement, strength and belonging. (Nassima, 2022)

- A. The need for achievement : It is the motivation to excel and achieve achievement according to a set of criteria, and individuals who have a strong need for achievement have the motivation to excel and fight for success, and by achieving success satisfaction is

achieved. As this category is psychologically interested in accomplishing work better, developing work and wanting to challenge.

B. The need for power: power and control is a social need that makes the individual take the path that provides him with the opportunity to gain power and influence the behavior of others and individuals who have a strong need for power see in the organization and work an opportunity to reach the center and possess power, and identify five sources of power

- The power of rewarding is the ability to reward others.
- Coercive force is the ability to punish others for the blood of their compliance with orders.
- Legitimate power is the legal authority to determine the behavior of others.
- The power of admiration is based on the personality traits of the person who possesses the power.
- The strength of technical expertise It is based on possessing special knowledge in the fields of work.

E- The need for belonging: It is the desire to build friendship relationships and interact with others, and satisfies individuals is the need through work friendships, establishing social relations with others and communicating effectively with them, individuals who have a strong need for belonging see in the organization the opportunity to satisfy new friendship relationships, and they rush after collective tasks that require participation with co-workers. Merazi, 2023)

Based on this theory, job satisfaction is achieved through satisfying the need for achievement, strength and belonging, and these needs contribute to achieving the goals of the

individual and the organization, which reflects positively on his compatibility in his work and job satisfaction.

6- The theory of value by Edwin Locke:-

Edwin Locke believes that the main causes of job satisfaction is the ability of that work to provide returns of high value and benefit to each individual individually, and that the more work can provide valuable returns to the individual, the more satisfied he is with the work, and that the returns desired by the individual are not completely the ones found in the theory of gradation of Maslow needs, but depend primarily on the awareness and feeling of each individual separately of what he wants from the returns he sees as appropriate for his job and his career and social level, and commensurate According to Maslow's theory, one of the top managers should seek self-esteem and self-realization, but according to value theory, the returns that the manager desires may be made from material returns and security, and any other returns he deems appropriate for him (Al-Fayez, 2024).

7- Theory of reinforcement and reinforcement of behavior Scanner :

Skinner is one of the most important pioneers of the theory of reinforcement and behavior support in the interpretation of job satisfaction, and built his ideas about the relationship between the stimulus and the response, as the behavior of the individual in a certain way is a response to an external stimulus, and the individual responds to the returns and behavior that is reinforced by reward continues and repeated, while the behavior that does not enhance will stop and not repeat.

The effectiveness of the stimulus in inducing the desired behavior in individuals varies according to the number of reinforcement that accompanies that behavior, the strength of the

effect it leaves and the association of reinforcement with the response. From Skinner's point of view, rewards are reinforcers that aim to continue to provoke positive behavior in individuals, and Skinner relied on the principle that individuals take the ways they see as leading them to achieve personal gains, and the principle that human behavior can be formed and determined by controlling gains and returns. (Duweikat, 2023)

After the researcher reviewed the theories explaining job satisfaction, whether he mentioned in his study or those that he did not mention, it cannot rely on one theory to explain job satisfaction, and many opinions and interpretations must be taken to understand job satisfaction, because job satisfaction is mainly affected by many factors, there are theories that indicated that motives are the main source of interpretation of job satisfaction, and Maslow considered that meeting needs is the starting point for achieving job satisfaction, and McKelland explained job satisfaction through the need for achievement, And the need for power and authority, and the need to belong to the group, the theory of value confirmed that the provision of valuable returns is the source of job satisfaction, and Skinner explained job satisfaction through a response to the stimuli surrounding the work. In light of this, the researcher believes that all the factors mentioned have an impact on job satisfaction, and therefore researchers must rely on the interpretation of job satisfaction through various factors, and not to take one theory without another.

2.2.5 Job satisfaction from an Islamic perspective.

Islam is a comprehensive, integrated and valid religion for all times and places, as it did not leave any of the matters related to the functioning of the system of life without

clarifying them through the Holy Quran and the purified Sunnah of the Prophet. (Nassima, 2022)

One of these life matters was work and the conditions of workers, as many verses were mentioned that talked about the comprehensive provisions of work, and the assessment and responsibility of the worker and his punishment and reward according to his work, and the hadiths of the Prophet, may God bless him and grant him peace, elaborated on the call to work and urged it. (Titah, 2023)

Islam also dealt with an important topic of work belongings, which is job satisfaction and related matters dependent, satisfaction in Islam is not subjective or absolute, but is determined by the rules of legitimacy linking it with the method or means to achieve it has clarified Islamic thought elements of job satisfaction that ensure the establishment of an ideal organization characterized by its comprehensive and integrated will, and its employees committed to the doctrine and behavior of the teachings of the true religion and values, has been mentioned through the following : Abu Krisha, 2022)

1. Wages: The organized wage was defined and applied in the Islamic management system, and the first of that is to be called the wage and determined as recommended by the Messenger of Allah, may God bless him and grant him peace, the wage known to the employee has an incentive for him to perform the work and makes him feel psychologically reassured. Islamic law has also been concerned with the proportionality of the wage to the ability of work, which is a great principle that the modern administration is unable to apply despite the fact that it advocates it and works to consolidate it, as Islam has explained the importance of paying the wage once the

individual finishes work. The Prophet (peace and blessings of Allaah be upon him) said: Give the wage earner his wages before he dries up, and this is in order to remove the fear of the same work from paying the wage, so he will come to work with eagerness and eagerness. (Rehamnia, 2022)

2. Incentives : Islam stressed the importance of incentives of various kinds, material and moral, for their effective role in influencing the morale of workers, and the regularity of protection and discipline, and Islam linked incentives to work for the Almighty to say: We do not waste the reward of the best work) (Surat Al-Kahf, verse: (30). We find that Islam depends on the method of reward and punishment, and that the criterion in this is as stated in the Almighty's saying: ﴿ He said, "As for those who are wronged, we will torture him and then return to his Lord, and he will torture him with a punishment that denies God" As for those who believe and do good, he has the most beautiful reward and we will tell him who is pleased with us (Al-Kahf: 87-88). Islam also urged to provide all social services to workers to achieve the competencies of the worker's various psychological, spiritual, material and other needs, where the Prophet (peace and blessings of Allaah be upon him) says: "Whoever has a worker and does not have a residence, let him take a house, and whoever does not have a husband, let him take a husband, and whoever does not find a servant, let him take a servant, and whoever does not find a beast, let him take a beast, and whoever takes it is a gal or a thief" Al-Albani, 5682552: 1409 AH, Hadith number. (Rehamnia, 2022)
3. Training and skills development: Islam stressed the need to develop mental skills and urged learning and training, and the Almighty said: "And say, Lord, increase me in knowledge" (Taha: 114).

4. Leadership Islam considers that leadership is an important variable in advancing the organizational and administrative process, motivating employees, and achieving their satisfaction, so he urged our Holy Prophet to exercise leadership in the simplest matters by saying - - - If there are three in a book, let them command one of them Al-Albani, 1409 AH, Hadith number:
5. Shura: The Almighty says (and those who responded to their Lord and established prayer and ordered them to be Shura among them and from what they have provided them spend) (Shura: (38) Shura is one of the principles of Islam in leadership, which is an explicit urge to urge organizations and senior management to participate workers in decision-making and that the decision is in a consultative form, which is reflected in their compatibility at work, and their satisfaction. The administration in Islam adopts the principle of consultation and participation out of respect for the dignity of the worker, his abilities and importance; Morale, both of which are reflected in employee satisfaction with their work. (Al-Fayez, 2024)
6. Human relations: Islam is concerned with the employee's relationship with his colleagues, and the employee's relationship with his subordinates, where the Islamic principle in human relations is based on honesty, cooperation, active participation, justice and equality, equal opportunities, good dealing with others, and spreading the culture of intimacy, love and dialogue. In Surat Al-Hujurat, God Almighty says: But the believers are brothers, so reconcile between your brothers and fear God, that you may have mercy) (Al-Hujurat: 10). (Mohammed, 2019)
7. The principle of motivation: Islam emphasized that there are elements that achieve employee motivation towards his work, namely faith, nature of work, work environment and productivity, and appropriate return, all of which are important needs to achieve job

satisfaction, and Islam considered satisfaction as the conviction of the individual in his work.

2.2.6 Characteristics of job satisfaction.

There are many characteristics of job satisfaction, due to the multiplicity of concepts and variables associated with job satisfaction and the difference in job satisfaction between business organizations, and the approved measurement methods, and he pointed to a set of job satisfaction characteristics, the most important of which were:

1. The multiplicity of concepts and methods of measuring job satisfaction: Many researchers in the field of job satisfaction pointed to the multiplicity of definitions and differences about job satisfaction, due to the different views between scientists whose entrances and floors on which they stand.
2. Viewing job satisfaction as an individual subject: Job satisfaction is seen as an individual subject; what can be satisfaction for one person may be dissatisfaction with another person, as man is a complex creature with multiple needs and motives, and they vary from time to time, and this has been reflected in the diversity of measurement methods used.
3. Job satisfaction relates to many overlapping aspects of human behavior: due to the multiplicity, complexity and overlap of aspects of human behavior, its patterns vary from one situation to another and from one study to another, and therefore contradictory results appear for studies that dealt with satisfaction because they depict the different conditions under which those studies were conducted.
4. Job satisfaction is a state of contentment and acceptance: Job satisfaction is characterized as a state of conviction and acceptance arising from the interaction of the individual with

the work itself, with the work environment, and from satisfying the needs, desires and ambitions, and this feeling of confidence in the work, loyalty and belonging to it, and increasing effectiveness in performance and production to achieve the goals and objectives of the work, that is, the employee's conviction of his incentives, wages, salaries and working conditions is reflected in the state of job satisfaction he has. The level of ambition of employees also affects the ways of measuring satisfaction. Career. (Merazi, 2023)

5. Job satisfaction is related to the context of work organization and social system : Job satisfaction is the result of many beloved experiences, associated with work, revealing itself in the individual's appreciation of work and will, and is largely based on personal success, or failure to achieve personal goals, and on the method it provides to work and work management in order to reach goals.
6. An individual's satisfaction with a particular element is not evidence of his satisfaction with other elements: An individual's satisfaction with a particular element within the work does not represent sufficient evidence of his satisfaction with other elements; and what may lead to the satisfaction of a particular individual does not necessarily have the same power of influence in others as a result of different needs, expectations, ambitions and goals.

The researcher believes that these elements are factors that help determine the methods of measuring job satisfaction, and it is worth noting that the researcher took these criteria into account when designing the job satisfaction questionnaire.

2.2.7 Elements of job satisfaction.

Job satisfaction is affected by many factors that concern the psychological and material condition of workers, and the policy followed and the capabilities and material and moral incentives provided by the administration affect their performance, and the researcher has presented theories that explained job satisfaction in order to identify the elements affecting it, which achieve the satisfaction of individuals with their work.

There are factors related to the nature of working conditions such as stability, safety, determining responsibilities, ability to achieve, adequate salaries, and non-conflict of tasks with the non-tension of one's relations with others, and the importance of the trust given by superiors towards employees is a factor in achieving job satisfaction. (Rehamnia, 2022)

The elements of job satisfaction are a set of factors affecting the satisfaction of the individual with his job, and is divided into three types: personal factors, organizational factors, and environmental factors, and the researcher reviewed the opinions of management scientists and some researchers to identify and clarify these factors and these factors came as received.

- 1) Personal factors: These are factors related to the abilities and skills of the employees themselves, which can be measured and known by analyzing the distinctive features and characteristics of the working community such as gender, age and degree of education, job status, and years of experience.

According to the administrative literature, there is a relationship between age and degrees of job satisfaction, and to take into account the age factor, each additional year of work must be matched by an increase in the material and moral return represented in salary and career progression, an increase in the value enjoyed by the employee, self-esteem and

appreciation by others in the job, a change in the nature of work, and the nature of his tasks entrusted to the employee in terms of flexibility and proportionality with the age of employment. (Al-Fayez, 2024)

As for the education degree factor, the most educated worker is less satisfied with the work than the less educated worker, perhaps because the ambitions of the most educated individual are high, and the individuals with whom he compares themselves occupy different jobs, which are usually high administratively, and this may not find him in his work; (Abu Kreisha, 2022)

For the job occupied by the individual, it has an impact on job satisfaction, as those in higher managerial positions are often more satisfied than lower-level employees. Job safety, security, benefits and incentives also have an impact on job satisfaction. (Shahin, 2021)

2) Organizational factors: They are factors related to the organization itself, and the prevailing conditions or relationships related to the job and the employee, and the most important of these factors are the following:

1) Job satisfaction: It includes providing an opportunity to highlight the skills and capabilities of the individual, and providing an opportunity for initiative and innovation, and the job provides the opportunity for the appropriate social status, and the content of the work and its responsibility, powers and degree of diversity in tasks are important to the individual, as the individual feels important when he is granted powers to accomplish his work, and therefore his level of satisfaction with work increases.

2) Satisfaction with wages and salaries: Where wages are an important way to satisfy the material and social needs of individuals, and many studies have indicated a positive

relationship between the level of income and satisfaction with work, the higher the level of income of individuals, the higher their satisfaction with work.

- 3) Satisfaction with the style of leadership and supervision The individual's awareness of the extent and quality of supervision affects the degree of his satisfaction, and the matter here depends on the individual's perception, and his view on the justice of the supervisor and his interest in the affairs of subordinates and his protection of them.
- 4) Satisfaction with growth and career advancement : As the organization provides individuals with opportunities for growth and promotion according to efficiency and performance, and the existence of a clear policy for planning the future of the career contributes to achieving job satisfaction. The satisfaction of higher needs (development and growth) is important for individuals with higher needs.
- 5) Satisfaction with the work group and the nature of human relations : It includes personal harmony between the members of the group, the convergence of the degree of culture, and the scientific and intellectual aspect of the group, as business organizations follow many ways to form work teams, and improve vertical and horizontal human relations.
- 6) Physical conditions of work : Working conditions include multiple factors, the most important of which are ventilation, lighting and humidity, heat and noise, as all of them affect the degree of acceptance of the individual to the work environment.

3- Environmental factors: They are factors related to the environment, and their systemic impact on the employee, in a way that affects his satisfaction with his job, and the most important of these factors are the following:

- A- Social affiliation: The employee's ability to adapt to his job and integrate into it is one of the determining factors for his job satisfaction, and the demographic affiliations of some

workers (rural and city had a clear impact on the degree of their adaptation, and their integration into work, in the sense that the environmental and cultural framework of the employee, and the conditions of his upbringing have an impact on the behavioral and emotional response of the employee towards his job. Katbi, 2020)

B- The local community's view of the employee The community's view means the degree of appreciation for his profession, the extent of his appreciation of the role and the prevailing conditions and values of this society with its institutions and systems, all of which have a positive and negative impact on the employee's integration, adaptation and job integration.

E- General life satisfaction Happy individuals tend to be happy in their work, while unhappy people in their lives who are dissatisfied with their family, marital and social lifestyle usually transfer this feeling to their work.

2.2.8 Indicators of satisfaction and job dissatisfaction.

There are some indicators related to employee job satisfaction, and there are indicators towards job dissatisfaction, and the following is an explanation of those indicators. (Mohammed, 2019)

(1) Indicators of job satisfaction: Flee pointed out that there is a set of indicators indicating the existence of job satisfaction among employees, these indicators were as follows:

- High productivity.
- The disappearance of rumors.

- Low percentage of labor disputes.
- Lack of absence.
- Low degree of resistance to change.
- Low turnover
- Lack of complaint on the part of employees.

(2) Indicators of dissatisfaction: Job It is believed that the most important indicators of job dissatisfaction are as follows:

1. High rate of absence.
2. High turnover rates.
3. Procrastination.
4. Complaints and strikes.
5. Low productivity, apathy.

Looking at the previous indicators of job satisfaction or lack thereof, it is clear how important satisfaction at work is and the extent of its impact on the workflow as desired, and the researcher believes that there are many manifestations of dissatisfaction, which any organization seeks to avoid, including: lack of production, frequent accidents and technical errors, in addition to indifference, laziness and a sense of depression, and dissatisfaction may lead to rebellion and riots, which reflects negatively on the work of the organization, and from here the vast difference appears between the organization that enjoys Treat it with job satisfaction, and an organization whose employees don't feel that satisfaction. Thus, the researcher believes that despite the age of job satisfaction, it is one of the vital variables, and

the organization must pay attention to measuring job satisfaction among employees on an ongoing basis to ensure workflow. (Shahin, 2021)

2.2.9 How job satisfaction occurs.

People work to reach certain goals, and are active in their work because they believe that performance will achieve these goals; and then achieving these goals will make them more satisfied than they are, that is, performance will lead to satisfaction, and when we look at satisfaction as a result of revealing how it is achieved, and the factors that precede it, and are responsible for its occurrence, we will find that these factors are organized in a pattern of interactions that take place as follows:- (Katbi, 2020)

1. Needs: Each individual has needs that he wants to work to satisfy, and after work the most available sources of this satisfaction.
2. Motivation: Needs generate a degree of motivation urges the individual to go towards the sources expected to satisfy those needs through them.
3. Performance: Motivation turns into an active performance of the individual, especially in his work, believing that this performance is a means to satisfy his needs and achieve his goals.
4. Satisfaction: Effective performance leads to satisfying the needs of the individual, and achieving his goals.
5. Satisfaction: Reaching the stage of satisfying needs through efficient performance in his work makes him satisfied with work as a means through which his needs can be satisfied.

The researcher believes that this system works dynamically and cannot be controlled, because the needs are aspects related to human instinct and move towards performing

specific tasks to satisfy them, and what may affect this is the goals of the individual that he expects to achieve, and seeks for, if those goals are compatible with his characteristics and abilities, he will most likely achieve them. (Katbi, 2020)

2.2.10 Methods of measuring job satisfaction.

He believes that the method of measuring job satisfaction should be based on the method of self-report such as individual interviews, group interviews, assessment scales, and questionnaires, and Ronald Reggio justifies the need to rely on self-report in order to maintain confidentiality. Accordingly, the measurement of job satisfaction must include multiple dimensions, determined by the entity concerned with the measurement process through the nature of the target group, their work systems, and the nature of their institutions. (Merazi, 2023)

Total job satisfaction can be measured as an average of satisfaction for each of the previous dimensions, and using this method, the researcher can evaluate the degrees of job satisfaction on the sub-dimensions and the total degree of job satisfaction, and this is what the researcher adopted in his current study, where job satisfaction was measured through four main areas and based on the responses of the employees of the Palestinian Telecommunications Group, judgments were issued about the degree of job satisfaction they have, and the process of measuring and analyzing job satisfaction in organizations is one of the important processes required to change Trends, as they provide managers with ideas and possible areas to change these trends, in the event that there are negative trends of employees towards pay or promotion, the organization's pay and promotions policy can be developed to change these trends. (Titah, 2023)

Both agreed that the models and methods for measuring job satisfaction are divided into:

- 1) Objective measures: This type measures satisfaction through behavioral effects such as absence and leaving service, and this type of measures is predominantly objective where objective units of measurement are used to monitor behavior in it. This type is useful in alerting to problems with individual satisfaction, but does not provide detailed data that allows identifying the causes of these problems or indicates possible treatment methods.
(Abu Kreisha, 2022)
- 2) Self-metrics: This type measures satisfaction directly, but in self-assessment methods by asking individuals about their feelings about different aspects of work, or about the extent to which work provides satisfaction to their needs. This type of measure is most useful in diagnosing the causes of satisfaction or dissatisfaction.
 - A. Face drawing scale, which is one of the oldest methods and is based on taking pictures and drawings of the faces of workers individually, then identifying some feelings through them about work and its policies and giving numbers and ratios to these feelings, and what is wrong with this method is that it gives inaccurate results and job satisfaction is mixed with general satisfaction among workers. (Shahin, 2021)
 - B. The method of direct observation of the behavior of employees: It is one of the methods used by some large institutions and organizations, as the employee's behavior reflects the level of satisfaction, if he is a waste of resources, and is not interested in developing himself and his skills, his feeling is low.

E- Personal interview method: Interviews are used to measure people's attitudes at work, their attitudes towards the incentive system, for example, or methods of supervision, updating equipment used at work, or using computers, but this requires the availability of two important elements, the first is the availability of managers trained to conduct interviews, and the second is good pre-planning for the interview in terms of the method of initiating it, methods of formulating and directing questions, and the method of ending the interview, and the important thing here is that the interview actually succeeds in a correct and objective measurement of the attitudes of employees and there is Two types of interviews mentioned by each of them as follows:

- In-depth interviews, which are used in the study and interpretation of human behavior in all the necessary data about this behavior and its various manifestations, whether individual interviews or group interviews, which can consist of one individual or a small group of individuals, and these interviews are called the qualitative method of data collection.
- In-depth group interview This method depends on the interaction between individuals and the group discussion on - the group, which may number from (5) - (10) a specific topic that is of interest to each member of the group, he is encouraged to discuss and express his opinion or interact with others, and it is similar to the individual interview that is not directed, but here the chairman of the session plays a more positive role than the interviewer. (Katbi, 2020)

H. The method of analyzing phenomena is characterized by the possibility of predicting the factors that push the employee to continue his work or leave it, and it is faulted for

ignoring some phenomena that cannot be measured as a behavioral effect such as motivation.

Z- Survey lists method This method depends on the respondents' answers to carefully prepared surveys to measure job satisfaction, and the most famous lists of surveys on job satisfaction are the Texas Job Satisfaction Measurement Scale, the Minnesota Satisfaction Scale, and the Smith and others Occupational Description Scale.

The researcher notes that there are many studies that used the Minnesota Satisfaction Scale, and the Smith Career Description Scale, as well as the Lowry and Loop scale, where this scale depends on the Breefield Roth scale, and these scales were used in different environments and their validity and stability of their results were verified. The Minnesota Job Satisfaction Questionnaire was prepared by Weiss and Dawes, a measure of appreciation that asks for,)Weiss, Dawis, England, & Lofquest (England and Lofquest allow employees to determine their levels of satisfaction or lack thereof for twenty aspects of the profession including supervision competence, working conditions, opportunities for advancement, variety of duties, and level of responsibility ranging from very satisfied to very dissatisfied.Shahin, 2021)

The Smith Occupational Description Questionnaire is an abbreviated version of the Minnesota Questionnaire and includes only five aspects: the profession itself, supervision, salary, colleagues, and promotion.

2.2.11 Some guidelines to improve the level of job satisfaction.

After discussing the negative outcomes of dissatisfaction, it is logical for the organization to try to pay attention to increasing the satisfaction of individuals with their work,

and to try to avoid their dissatisfaction with work, and although the dissatisfaction of individuals may not necessarily be a reason for determining the performance of the individual, but this does not prevent from trying to increase satisfaction with work at least in order to increase the feeling of happiness of individuals in their work, because satisfaction with work is an end in itself and among the means that can Their use in this area include:. (Titah, 2023)

1. Fairness in wages and bonuses When people think they are getting unfair wages and bonuses, it can create a sense of dissatisfaction, so you must be careful
2. The institution to build a system of wages and additional benefits, with which individuals feel fair in treatment. According to some, it is stated that when an individual feels the fairness of the rewards and benefits he receives and the fairness of the procedures that have been applied to determine what he deserves and when we leave him some freedom to determine what he wants from the type of rewards or benefits, the individual feels satisfied with his work. (Abu Kreisha, 2022)
3. Improving the quality and quality of supervision: When the relationship between the supervisor and individuals is good, respectful, and common interests are taken into account, and there are open lines of communication between the supervisor and his subordinates, individuals' satisfaction with the work increases.

Decentralization of organizational power control: Decentralization means giving multiple individuals the right to make decisions, when decision-making power is distributed, and individuals are allowed to participate freely in decision-making, this increases their sense of satisfaction, due to their feeling or belief that they can influence the organization. (Mohammed, 2019)

Chapter Three: Study Methodology and Procedures

3.1 Introduction

This chapter deals with the field study by identifying the study methodology, the study population and sample, the study tool, data collection sources, statistical methods used in the study, and calculating the validity and stability of the study tool.

3.2 Research Methodology:

The research is based on a descriptive and analytical approach, as it focuses on examining the theoretical foundations related to the subject by reviewing the relevant Arab and foreign references. The research also includes the implementation of a field study consisting in distributing questionnaires to different categories of the selected sample.

3.3 Population and sample of the study

The study community was represented in the workers in the Crisis Management Department at the Ministry of Health, an applied study on job satisfaction in the Kingdom of Saudi Arabia, and the study used the method of simple random samples to collect study data through the study tool represented in the questionnaire form, and the number of members of the study sample reached 350 individuals, who answered the questions of the questionnaire form.

3.4 Sources of data and information collection:

The study relies on two main sources in collecting data and information as follows:

- **Secondary sources:** Arabic and foreign books and references related to the subject of study, in addition to relying on previous research and studies, periodicals, scientific journals and articles
- **Primary sources:** The study relies on the questionnaire as the main tool in collecting data from its sources, which was specially designed for this purpose on Google Forms and sending its link to the study community

3.5 Statistical methods:

The research used the statistical program SPSS to analyze the study data using a set of statistical methods as follows:

- Vacornbach coefficient for calculating the level of stability of the study instrument
- Pearson's correlation coefficient to determine the level of internal consistency and the validity of the study tool and to identify the relationship between the study variables
- Ratios and frequencies to describe the characteristics of the study sample
- The arithmetic mean and standard deviation to describe the level of response of the study sample members to the statements of the study tool
- Simple linear regression equation to measure the effect between study variables

3.6 Study Tool

The questionnaire was worked on to suit the variables of the study by reviewing previous studies related to the subject of the study, as it consisted of two main sections:

- **The first section:** which is the part related to the demographic variables of the members of the study sample , which are: gender, age, academic qualification, and professional status,

- **Section II:** The second section included paragraphs and dimensions that measure the variables of the independent and dependent study. It included statements related to the independent variable (leadership effectiveness) and included four dimensions (financial impact, inspiring motivation, intellectual stimulation, individual considerations) and included 20 phrases and phrases related to the dependent variable (job satisfaction) An applied study on employees in the Kingdom of Saudi Arabia and included 10 phrases and the five-point Likert scale, which consists of very agree (5), agree (4), neutral (3), disagree (2), very disagree (1) was used to answer the questions of the study axes.

The study divided the direction of approval of the study sample members on the statements of the study axes into levels by applying the following:

- Scale range = highest number in scale (5) – lowest number in scale (1) = 4
- Level range = scale range / number of levels (5) = 0.80

Table (1) Levels of approval of the study sample on the statements of the study tool

Grade	Level
1 – 1.79	Very low
1.80 – 2.59	Low
2.60 – 3.39	Medium
3.40 – 4.19	High
4.20 – 5.00	Very high

3.7 Believe the study tool

The validity of the questionnaire statements was calculated by determining the level of internal homogeneity by identifying the statistical significance of the Pearson correlation coefficients between the degree of the statement and the total degree of the axis to which the statement belongs, and the results were as follows:

First Theme: Leadership Effectiveness

Table (2) Correlation coefficients for the first axis statements

Sig	Pearson's correlation coefficient	Ferry	M
Financial impact			
0.000	0.588**	Leadership decisions contribute to improving the .financial performance of the organization	1
0.000	0.687**	.Leadership sets clear and measurable financial goals	2
0.000	0.481**	Senior management is keen on the optimal use of .resources to achieve economic efficiency	3
0.000	0.607**	Driving efficiency affects increased returns and .reduced costs	4
0.000	0.646**	Operations are redesigned to avoid any future .hazards	5
Inspiring motivation			

Sig	Pearson's correlation coefficient	Ferry	M
0.000	0.778**	The leader inspires the team to achieve results that .exceed expectations	6
0.000	0.590**	The leader expresses a clear vision that inspires .employees	7
0.000	0.782**	The leader fosters enthusiasm towards work .through his guidance	8
0.000	0.795**	The leader cultivates confidence in the team's .abilities	9
0.000	0.488**	Encourages the leader to work with initiative and .ambition	10
Intellectual stimulation			
0.000	0.721**	The leader motivates employees to think critically .and take initiative	11
0.000	0.730**	Encourages the leader to innovate in business .methods	12
0.000	0.529**	The leader presents intellectual challenges that help .develop skills	13
0.000	0.634**	The leader provides a space for discussion about .new ideas	14

Sig	Pearson's correlation coefficient	Ferry	M
0.000	0.671**	The leader welcomes suggestions that go beyond .traditional methods	15
Individual considerations			
0.000	0.778**	The leader is interested in taking into account the .individual differences between employees	16
0.000	0.590**	'The leader makes time to listen to employees .personal issues	17
0.000	0.782**	The leader provides the individual support needed .to develop skills	18
0.000	0.795**	The leader shows empathy in dealing with the .special circumstances of employees	19
0.000	0.488**	The leader provides appropriate training opportunities for each employee according to their .needs	20

** Statistically significant at 0.01

It was found that all correlation coefficients for all statements of the axis of leadership effectiveness were statistically significant at a significant level (0.01), which means that the statements of the axis of leadership effectiveness have the sincerity of internal consistency and are valid for study purposes.

Second Theme: Job Satisfaction

Table (3) Correlation coefficients for second axis statements

Sig	Pearson's correlation coefficient	Ferry	M
0.000	0.694**	.I feel good about the overall work environment	1
0.000	0.709**	.I feel valued in my work	2
0.000	0.649**	.My duties align with my career aspirations	3
0.000	0.725**	.I feel stable in my current job	4
0.000	0.652**	.I find that the reward system reflects my effort	5
0.000	0.750**	.I feel like I belong to the organization I work for	6
0.000	0.448**	I see the opportunities for promotion clearly and .fairly available	7
0.000	0.649**	The organization is keen to achieve a balance .between life and work	8
0.000	0.630**	.I feel good with my direct driving style	9
0.000	0.673**	I see that the work culture within the .organization motivates me to give	10

** Statistically significant at 0.01

It was found that all correlation coefficients for all the statements of the job satisfaction axis were statistically significant at a significant level (0.01), which means that the job satisfaction axis statements have the sincerity of internal consistency and are valid for study purposes.

3.8 Stability of the study instrument:

Cronbach alpha coefficient was calculated for the statements of the questionnaire axes and the results were as follows:

Table (4) Stability coefficient for the axes of the questionnaire form

Number of ferries	Alpha Cronbach Laboratories	axes
20	0.850	Driving Effectiveness
10	0.898	Job satisfaction
30	0.929	Total Questionnaire Form

It is found that the value of the stability coefficient Alpha is greater than 0.7 for all axes of the questionnaire form, which confirms the validity and correlation of the statements of the axes of the questionnaire and the high level of stability of the study tool, which allows the tool to be used for the purpose of the study.

Chapter Four: Analysis of results

4.1 Introduction

In this chapter, we will deal with the analysis of the study data by analyzing the questionnaire form, identifying the characteristics of the study sample, analyzing the study axes , and testing the study hypotheses in order to achieve the objectives of the study and reach the results and recommendations of the study.

4.2 Characteristics of the study sample

Table (5) Distribution of Study Sample According to its Characteristics

Property	Categories	Number	%
Gender	male	250	71.4
	female	100	28.5
lifetime	Under 25 years old	60	17.1
	From 25 to less than 35 years old	100	28.5
	From 35 to less than 45 years old	100	28.5
	years and above 45	90	25.7
Qualification	secondary	90	25.7
	Bachelor	130	37.1
	Master	100	28.5
	Doctor	30	8.5
Professional status	manager	150	42.8

Property	Categories	Number	%
	Deputy Director	120	34.2
	Head of Department	80	22.8

4.3 Analysis of the questionnaire form

First Theme: Leadership Effectiveness

1- Financial impact

Table (6) Arithmetic Mean, Standard Deviation, Ranking and Level of Approval of Financial Impact Statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
Leadership decisions contribute to improving the financial performance .of the organization	4.253	0.683	4	Very high
Leadership sets clear and measurable .financial goals	4.276	0.766	2	Very high
Leadership analyzes financial risks .before making decisions	4.372	0.564	1	Very high
Driving efficiency affects increased .returns and reduced costs	4.273	0.775	3	Very high
Average	4.274	0.712	High	

The financial impact statements were arranged in terms of the degree of materiality (the value of the largest arithmetic mean) from the point of view of the study sample. It was found that the phrase (leadership analyzes financial risks before making decisions) is the most important phrase with a value of 4.372 and a standard deviation of 0.564 and a very high degree of approval, while the phrase (senior management is keen on the optimal use of resources to achieve economic efficiency) is the least important phrase with a value of 4.198 and a standard deviation 0.773 with a high degree of approval and when studying the financial impact statements, it was found that four statements at the very high level of approval and one phrase at the high level of approval, which shows the existence of a very high level of financial impact as one of the dimensions of leadership effectiveness, where the value of the arithmetic mean was 4.274 with a standard deviation of 0.712

2- Inspiring motivation

Table (7) Arithmetic mean, standard deviation, ranking and level of approval of inspirational motivation statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The leader inspires the team to achieve results that exceed .expectations	4.359	0.709	2	Very high
The leader expresses a clear vision .that inspires employees	4.161	0.758	5	High

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The leader fosters enthusiasm .towards work through his guidance	4.253	0.659	4	Very high
The leader cultivates confidence in .the team's abilities	4.396	0.634	1	Very high
Encourages the leader to work with .initiative and ambition	4.315	0.615	3	Very high
Average	4.297	0.675	Very high	

The inspiring motivation statements were ranked in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample shows that the phrase "the leader cultivates confidence in the team's abilities" is the most important statement with a value of 4.396 and a standard deviation of 0.634 and a very high degree of approval, while the phrase (the leader expresses a clear vision that inspires employees) is the least important statement with a value of 4.161 and a standard deviation of 0.758 With a high degree of approval and when studying the inspiring motivation statements, it was found that four phrases are at the very high level of approval and one phrase at the high level of approval, which shows a very high level of inspirational motivation as one of the dimensions of leadership effectiveness, where the value of the arithmetic mean was 4.297 with a standard deviation of 0.675

3- Intellectual stimulation

Table (8) Arithmetic mean, standard deviation, ranking and level of approval of intellectual motivation statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The leader motivates employees to think critically and take initiative	4.375	0.564	3	Very high
Encourages the leader to innovate in business methods	4.453	0.539	1	Very high
The leader presents intellectual challenges that help develop skills	4.391	0.633	2	Very high
The leader provides a space for discussion about new ideas	4.266	0.731	4	Very high
The leader welcomes suggestions that go beyond traditional methods	4.216	0.773	5	Very high
Average	4.340	0.648	Very high	

The phrases of intellectual motivation were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample, it was found that the phrase (encourages the leader to innovate in work methods) is the most important phrase with a value of 4.453 and a standard deviation of 0.539 and a very high degree of approval, while the phrase (the leader welcomes suggestions that go outside the traditional methods) is the least important phrase with a value of 4.216 and a standard deviation of 0.773 With a high degree of approval and when studying the expressions of intellectual stimulation, it turns out that all statements are at a very high level of approval,

which shows a very high level of intellectual stimulation, one of the dimensions of leadership effectiveness, as the arithmetic mean value reached 4.340 with a standard deviation of 0.648

4- Individual considerations

Table (9) Arithmetic mean, standard deviation, ranking and level of approval of individual considerations statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
The leader is interested in taking into account the individual differences .between employees	4.359	0.709	2	Very high
The leader makes time to listen to .employees' personal issues	4.161	0.758	5	High
The leader provides the individual .support needed to develop skills	4.253	0.659	4	Very high
The leader shows empathy in dealing with the special circumstances of .employees	4.396	0.634	1	Very high
The leader provides appropriate training opportunities for each .employee according to their needs	4.315	0.615	3	Very high
Average	4.297	0.675	Very high	

The statements of individual considerations were arranged in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample. It was found that the phrase (the leader shows empathy in dealing with the special circumstances of employees) is the most important statement with a value of 4.396 and a standard deviation of 0.634 and a very high degree of approval, while the phrase (the leader devotes time to listening to employees' personal problems) is the least important statement with a value of 4.161 and a standard deviation of 0.758. With a high degree of approval and when studying the statements of individual considerations, it was found that four statements are at the very high level of approval and one phrase at the high level of approval, which shows the existence of a very high level of individual considerations as one of the dimensions of leadership effectiveness, where the value of the arithmetic mean was 4.297 with a standard deviation of 0.675.

■ **Second Theme: Job Satisfaction**

Table (10) Arithmetic Mean, Standard Deviation, Ranking and Level of Approval of Job Satisfaction Statements

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
I feel good about the overall work environment	4.169	0.953	3	High
I feel valued in my work	4.076	0.796	7	High
My duties align with my career aspirations	4.091	0.855	5	High

Ferry	Arithmetic mean	Standard deviation	Order	Approval level
.I feel stable in my current job	4.154	0.678	4	High
I find that the reward system .reflects my effort	4.010	0.754	8	High
I feel like I belong to the .organization I work for	3.982	0.780	9	High
I see the opportunities for promotion clearly and fairly .available	4.078	0.764	6	High
The organization is keen to achieve .a balance between life and work	3.917	0.907	10	High
I feel good with my direct driving .style	4.221	0.667	2	Very high
I see that the work culture within the organization motivates me to .give	4.250	0.596	1	Very high
Average	4.095	0.775		High

The statements of job satisfaction were ranked in terms of the degree of relative importance (the value of the largest arithmetic mean) from the point of view of the study sample it was found that the phrase (I see that the work culture within the organization motivates me to give) is the most important statement with a value of 4.250 and a standard deviation of 0.596 with a very high approval score while the statement "The organization is

keen to achieve a work-life balance" was the least important statement with a value of 3.917 and a standard deviation of 0.907. With a high degree of approval, when studying the expressions of job satisfaction, it was found that two statements are at the very high level of approval and eight statements at the high level of approval, which shows the high level of job satisfaction in the health facilities of the Ministry of Health in the Kingdom of Saudi Arabia Ltd., where the value of the arithmetic average was 4.095 with a standard deviation of 0.775.

4.4 Hypothesis test

Main hypothesis: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for the effectiveness of leadership in its dimensions (financial impact, inspiring motivation, intellectual stimulation, individual considerations). An applied study on job satisfaction in the Kingdom of Saudi Arabia.

Table (11) Results of the simple linear regression model for the impact of leadership effectiveness - an applied study on job satisfaction in the Kingdom of Saudi Arabia

P-VALUE	R	R ²	F	T	B
0.000	0.769	0.592	**553.350	**23.523	0.992

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (11) shows that there is a statistically significant direct effect of the level of leadership effectiveness in its dimensions (financial impact, inspiring motivation, intellectual motivation, individual considerations). An applied study on employees in the Kingdom of Saudi Arabia at the level of 0.05 where the value of (Sig F) = 0.000, which is a value less than

0.05, meaning that the calculated F value is greater than the F value Tabular and it was found that there is a strong positive correlation with statistical significance between the effectiveness of leadership in its dimensions (financial impact, inspiring motivation, intellectual motivation, individual considerations) An applied study on employees in the Kingdom of Saudi Arabia at a level of significance 0.05 It turned out that the independent variable (leadership effectiveness) explains 76.9% of the changes that occur in the dependent variable (job satisfaction).) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of leadership effectiveness by 1%, the greater the level of leadership effectiveness in its dimensions (financial impact, inspirational motivation, intellectual motivation, individual considerations) An applied study on employees in the Kingdom of Saudi Arabia by 0.446%, which shows the invalidity of the main hypothesis of the study.

The first sub-hypothesis: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) financial impact An applied study on job satisfaction in the Kingdom of Saudi Arabia

Table (12) Results of the simple linear regression model for the impact of financial impact - an applied study on job satisfaction in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.746	0.557	**480.129	**21.912	0.361

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (12) shows that there is a statistically significant direct effect of the level of financial impact, an applied study on employees in the Kingdom of Saudi Arabia at the level

of 0.05, where the value of (Sig F) = 0.000, which is a value less than 0.05, meaning that the calculated F value is greater than the tabular F value , and it was found that there is a strong statistically significant direct correlation between the financial impact An applied study on employees in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (financial impact) explains 55.7% of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of financial impact by 1%, the greater the level of strategic planning An applied study on employees in the Kingdom of Saudi Arabia by 0.361%, which shows the invalidity of the first sub-hypothesis of the study.

Second sub-hypothesis: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) Inspiring motivation An applied study on job satisfaction in the Kingdom of Saudi Arabia

Table (13) Results of the simple linear regression model for the effect of inspiring motivation - an applied study on job satisfaction in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.694	0.481	**354.427	**18.826	0.337

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (13) shows that there is a statistically significant direct effect of the level of inspiring motivation An applied study on employees in the Kingdom of Saudi Arabia at the level of 0.05 where the value of (Sig F) = 0.000, which is a value less than 0.05, meaning that

the calculated F value is greater than the tabular F value and it was found that there is a strong positive correlation with statistical significance between inspiring motivation. An applied study on employees in the Kingdom of Saudi Arabia at a significant level of 0.05. It turned out that the independent variable (inspirational motivation) explains 48.1% of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of inspiring motivation by 1%, the greater job satisfaction. An applied study on employees in the Kingdom of Saudi Arabia by 0.337%, which shows the invalidity of the second sub-hypothesis of the study.

The third sub-hypothesis: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) Intellectual stimulation: An applied study on job satisfaction in the Kingdom of Saudi Arabia

Table (14) Results of the simple linear regression model for the effect of intellectual stimulation - an applied study on job satisfaction in the Kingdom of Saudi Arabia

P-VALUE	R	R2	F	T	B
0.000	0.650	0.422	**279.317	**16.713	0.294

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (14) shows that there is a statistically significant direct effect of the level of intellectual stimulation. An applied study on employees in the Kingdom of Saudi Arabia at the level of 0.05 where the value of (Sig F) = 0.000, which is a value less than 0.05, meaning that the calculated F value is greater than the tabular F value and it turned out that there is a strong

positive correlation with statistical significance between intellectual motivation. An applied study on employees in the Kingdom of Saudi Arabia at a significant level of 0.05. It turns out that the independent variable (intellectual stimulation) explains 42.2% of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model. It was found that the greater the level of intellectual motivation by 1%, the greater the level of job satisfaction. An applied study on employees in the Kingdom of Saudi Arabia by 0.294%, which shows the invalidity of the third sub-hypothesis of the study.

Fourth sub-hypothesis: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) Individual considerations. An applied study on job satisfaction in the Kingdom of Saudi Arabia.

Table (15) Results of Linear Regression Model for the Effect of Individual Considerations. An Applied Study on Job Satisfaction in the Kingdom of Saudi Arabia

P-VALUE	R	R ²	F	T	B
0.000	0.694	0.481	**354.427	**18.826	0.337

Source: SPSS 23 statistical analysis results

** Statistically significant at 0.01

Table (15) shows that there is a statistically significant direct effect of the level of individual considerations. An applied study on employees in the Kingdom of Saudi Arabia at the level of 0.05, where the value of (Sig F) = 0.000, which is a value less than 0.05, meaning that the calculated F value is greater than the tabular F value, and it was found that there is a strong statistically significant direct correlation between individual considerations. An

applied study on employees in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (individual considerations) explains 48.1% of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the higher the level of individual considerations by 1%, the greater the level of job satisfaction An applied study on employees in the Kingdom of Saudi Arabia by 0.337%, which shows the invalidity of the fourth sub-hypothesis of the study.

Chapter Five Findings, recommendations and proposals

5.1 Introduction

In this chapter, we will address the results of the study through the analysis of data related to the axes of the study, which were obtained through the questionnaire tool represented in the questionnaire form and the test of the study hypotheses in order to achieve the objectives of the study, as well as the chapter deals with a set of recommendations recommended by the study and a set of proposals for studies and research that can be conducted in the future.

5.2 Results of the study

- ✓ The presence of a very high level of financial impact as one of the dimensions of leadership effectiveness, where the value of the arithmetic mean was 4.274 with a standard deviation of 0.712
- ✓ The presence of a very high level of inspiring motivation as one of the dimensions of leadership effectiveness, where the value of the arithmetic mean was 4.297 with a standard deviation of 0.675
- ✓ The presence of a very high level of intellectual stimulation as one of the dimensions of leadership effectiveness, where the value of the arithmetic mean was 4.340 with a standard deviation of 0.648
- ✓ The presence of a very high level of individual considerations as one of the dimensions of driving effectiveness, where the value of the arithmetic mean was 4.297 with a standard deviation of 0.675

- ✓ The high level of job satisfaction in the health facilities of the Ministry of Health in the Kingdom of Saudi Arabia Ltd ., where the value of the arithmetic average was 4.095 with a standard deviation of 0.775.
- ✓ The existence of a strong positive correlation of statistical significance between the effectiveness of leadership in its dimensions (financial influence, inspiring motivation, intellectual stimulation, individual considerations) An applied study on employees in the Kingdom of Saudi Arabia at a moral level of 0.05 It turns out that the independent variable (leadership effectiveness) explains 76.9 % of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of Leadership effectiveness increased by 1% The level of leadership effectiveness in its dimensions (financial impact, inspiring motivation, intellectual motivation, individual considerations) increased by an applied study on employees in the Kingdom of Saudi Arabia by 0.446%, which shows the invalidity of the main hypothesis of the study.
- ✓ The existence of a strong positive correlation of statistical significance between the financial impact An applied study on employees in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (financial impact) explains 55.7% of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of financial impact by 1%, the greater the level of Strategic planning has an applied study on employees in the Kingdom of Saudi Arabia by 0.361%, which shows the invalidity of the first sub-hypothesis of the study.
- ✓ The existence of a strong positive correlation with statistical significance between inspiring motivation An applied study on employees in the Kingdom of Saudi Arabia at a

significant level of 0.05 It turned out that the independent variable (inspirational motivation) explains 48.1% of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of inspiring motivation By 1%, job satisfaction increased by an applied study on employees in the Kingdom of Saudi Arabia by 0.337%, which shows the invalidity of the second sub-hypothesis of the study.

- ✓ The existence of a strong positive correlation of statistical significance between intellectual stimulation An applied study on employees in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (intellectual stimulation) explains 42.2 % of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the higher the level of intellectual stimulation by 1%, the greater the level of job satisfaction: An applied study on employees in the Kingdom of Saudi Arabia by 0.294%, which shows the invalidity of the third sub-hypothesis of the study.
- ✓ The existence of a strong positive correlation with statistical significance between individual considerations An applied study on employees in the Kingdom of Saudi Arabia at a significant level of 0.05 It turned out that the independent variable (individual considerations) explains 48.1% of the changes that occur in the dependent variable (job satisfaction) and that the rest of the changes are due to other variables that were not included in the model and it was found that the greater the level of individual considerations by 1%, the greater the level of job satisfaction: An applied study on

employees in the Kingdom of Saudi Arabia by 0.337%, which shows the invalidity of the fourth sub-hypothesis of the study.

5.3 Recommendations

- ✓ Promote transformational leadership styles through leadership development programs that focus on inspiring motivation, intellectual impact, and individual recognition.
- ✓ Activating internal communication channels between leaders and employees to ensure clarity of objectives and enhance trust and transparency.
- ✓ Provide training programs for executives concerned with developing soft leadership skills such as emotional intelligence, active listening, and participatory decision-making.
- ✓ Linking leadership performance to job satisfaction indicators within the annual evaluation systems, to ensure that leaders are responsible for the quality of the work environment.
- ✓ Encouraging policies that support work-life balance, as they have a direct impact on employee satisfaction and psychological stability.
- ✓ Adopting a transparent internal motivation system based on competence and achievement, to enhance employees' sense of professional appreciation.
- ✓ Improving the organizational work environment through continuous procedures to measure employee satisfaction and respond to their needs.
- ✓ Enable employees to express their opinions through periodic surveys and focus groups that promote belonging and reduce the feeling of marginalization.
- ✓ Promote the concept of participatory leadership that allows employees to participate in decision-making and business development.

- ✓ Engage senior leadership in supporting job satisfaction initiatives as a strategic priority in HR plans.

5.4 Propositions

- Conducting comparative studies between the public and private sectors to measure the differences in the impact of leadership on job satisfaction.
- Explore the relationship between different leadership styles (e.g., autocracy and democracy) and the level of job satisfaction in Saudi work environments.
- Study the impact of cultural and geographical diversity within the Kingdom on leadership effectiveness and employee expectations.
- Focus on women's leadership and analyze how it affects the motivation and satisfaction of the teams you lead.
- Designing interactive digital training models to develop modern leadership skills related to satisfaction and motivation.
- Analyze the factors affecting the satisfaction of young employees in the Saudi work environment, taking into account the career aspirations and challenges of the new generation.
- Proposing legislative or regulatory frameworks to improve leadership practices within organizations to support the work environment.
- Linking the results of the study with institutional performance indicators to enhance the adoption of satisfaction results in making administrative decisions.
- Expand the scope of the study in the future to include leadership relationships with innovative practices and organizational resilience.

المستخلص

تهدف الدراسة إلى معرفة أثر تحليل فعالية القيادة على الرضا الوظيفي لدى العاملين في المملكة العربية السعودية. وقد استُخدم المنهج الوصفي التحليلي لاستكمال إجراءات الدراسة. واختيرت استبانة كأداة للدراسة، واختيرت عينة عشوائية قوامها 350 موظفًا.

وخلصت الدراسة إلى عدد من النتائج، منها: ارتفاع مستوى الرضا الوظيفي في المنشآت الصحية التابعة لوزارة الصحة في المملكة العربية السعودية المحدودة، حيث بلغت قيمة المتوسط الحسابي 4.095 بانحراف معياري قدره 0.775. ووجود علاقة ارتباطية موجبة قوية ذات دلالة إحصائية بين فاعلية القيادة بأبعادها (التأثير المالي، الدافعية الملهممة، التحفيز الفكري، الاعتبارات الفردية) دراسة تطبيقية على العاملين في المملكة العربية السعودية عند مستوى معنوي 0.05 وتبين أن المتغير المستقل (فاعلية القيادة) يفسر 76.9% من التغيرات التي تطرأ على المتغير التابع (الرضا الوظيفي) وأن باقي التغيرات ترجع إلى متغيرات أخرى لم يتضمنها النموذج وتبين أنه كلما زاد مستوى فاعلية القيادة زاد بنسبة 1% كما زاد مستوى فاعلية القيادة بأبعادها (التأثير المالي، الدافعية الملهممة، الدافعية الفكرية، الاعتبارات الفردية) دراسة تطبيقية على العاملين في المملكة العربية السعودية بنسبة 0.446% مما يدل على عدم صحة الفرضية الرئيسية للدراسة. وبناء على النتائج السابقة قدم الباحث عدد من التوصيات منها تعزيز أساليب القيادة التحولية من خلال برامج تنمية القيادات التي تركز على الدافعية الملهممة والتأثير الفكري والتقدير الفردي. وتفعيل قنوات التواصل الداخلي بين القادة والموظفين لضمان وضوح الأهداف وتعزيز الثقة والشفافية.

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Appendices

Questionnaire Form

Peace, mercy, and blessings of Allah be upon you,

Dear Sir / Madam,

Greetings,

The researchers are conducting a study on measuring the impact of **"A Study of Leadership Effectiveness and Job Satisfaction Among Employees in private companies in Saudi Arabia"**

Given your scientific knowledge and practical experience related to the subject, we kindly request your support and cooperation in providing relevant information for research purposes by sharing your opinion and selecting the responses that best reflect your perspective.

We extend our sincere thanks and appreciation for your valuable time and effort in completing this questionnaire. Please note that all information provided will be treated with the utmost confidentiality and will be used solely for the purposes of this study. The results of the research will be shared with you upon its completion, God willing.

With our highest respect and appreciation,

Section One: Personal Information

Gender:

☐ Male

☐ Female

Lifetime:

☐ 25 years or below

☐ 25 – 35 years

☐ 35 – 45 years

☐ 45 years or above

Educational Qualification:

☐ Secondary

☐ Bachelor

☐ Master

☐ Doctor

Professional status:

☐ manager

☐ Deputy Director

☐ Head of Department

Second Axis of the Questionnaire

☒ First Axis: Leadership Effectiveness', put a check mark () on your help belt:

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Financial Effectiveness'					
Leadership decisions contribute to improving the financial performance of the .organization					
Leadership sets clear and .measurable financial goals					
Leadership analyzes financial .risks before making decisions					
Driving efficiency affects increased returns and reduced .costs					
Inspiring motivation					
The leader inspires the team to achieve results that exceed .expectations					

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The leader expresses a clear vision that inspires employees					
The leader fosters enthusiasm towards work through his guidance					
The leader cultivates confidence in the team's abilities					
Encourages the leader to work with initiative and ambition					
Intellectual stimulation					
The leader motivates employees to think critically and take initiative					
Encourages the leader to innovate in business methods					
The leader presents intellectual challenges that help develop skills					
The leader provides a space for discussion about new ideas					

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The leader welcomes suggestions that go beyond .traditional methods					
Individual consideration					
The leader is interested in taking into account the individual differences .between employees					
The leader makes time to listen .to employees' personal issues					
The leader provides the individual support needed to .develop skills					
The leader shows empathy in dealing with the special .circumstances of employees					
The leader provides appropriate training opportunities for each employee according to their .needs					

☒ **Second Axis: Job Satisfaction , put a check mark () on your**

help belt:

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I feel good about the overall .work environment					
.I feel valued in my work					
My duties align with my career .aspirations					
.I feel stable in my current job					
I find that the reward system .reflects my effort					
I feel like I belong to the .organization I work for					
I see the opportunities for promotion clearly and fairly .available					
The organization is keen to achieve a balance between life .and work					
I feel good with my direct .driving style					

Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I see that the work culture within the organization .motivates me to give					

جامعة ميد أوثن



كلية الإدارة

تخصص إدارة أعمال

دراسة فعالية القيادة والرضا الوظيفي بين الموظفين في المملكة العربية

السعودية

إعداد الطالب/

تهاني ناصر القزنان

إشراف/

د. الفيصل عبد الحميد محمد حسن

العام الدراسي:

1447 - 2025