

Final Project 2

PMG 497

Project Template

Midocean University

Faculty of Management

Department/ Specialization



The impact of transformational leadership on the job
performance of employees in healthcare institutions in the
Riyadh region

أثر القيادة التحويلية على الأداء الوظيفي للعاملين في المؤسسات الصحية
بمنطقة الرياض

Student name

Faisal Mohammed Ahmed Al-Malibari

Final Project - 2

Faculty of Management - Midocean University

Supervisor

Dr.

Faculty member- Faculty of management- Midocean University

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3. Chapter 3: Research Methodology

3.1 Introduction

This chapter describes the research methodology chosen to evaluate the effect of transformational leadership on the job performance of employees working at the healthcare institutions within the Riyadh region. The chapter describes the research design, research philosophy, research approach, target population, sampling procedure, data collection techniques, data types, definition of research variables and their operations, and statistical analysis of the collected data. The methodology was developed in order to ensure achievement of the research goals and validity of the findings.

3.2 Operational Definitions for Research Variables

The present study includes one independent variable (Transformational Leadership) and one dependent variable (Job Performance). The operational definitions are as follows:

Independent Variable: Transformational Leadership

Transformational leadership refers to a leadership style through which leaders inspire, motivate, and encourage employees to exceed their normal performance by creating a shared vision, supporting innovation, developing employees' capabilities, and promoting commitment toward organizational goals.

The independent variable consists of four dimensions:

1. Idealized Influence

The extent to which leaders serve as ethical role models, gain employees' trust, demonstrate integrity, and encourage commitment to organizational values.

2. Inspirational Motivation

The leader's ability to motivate employees by communicating a clear vision, encouraging

enthusiasm, and inspiring them to achieve organizational objectives.

3. Intellectual Stimulation

The degree to which leaders encourage employees to think creatively, solve problems innovatively, and challenge traditional methods of work.

4. Individualized Consideration

The leader's attention to employees' individual needs by providing coaching, mentoring, training opportunities, and continuous support.

Dependent Variable: Job Performance

Job performance refers to the degree to which employees effectively and efficiently perform their assigned duties, accomplish work objectives, maintain quality standards, and contribute to organizational success.

Measurement Scale

The research variables will be measured using a structured questionnaire based on a five-point Likert Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

3.3 Research Design (Onion Model)

This study adopts the Onion Model of Saunders et al. (2019) to justify its methodology.

Research Philosophy

This study follows a positivist philosophy, aiming to investigate measurable relationships between transformational leadership and job performance using quantitative data and statistical analysis.

Research Methodology

The descriptive-analytical approach is employed. The study formulates hypotheses based on existing leadership theories and previous empirical studies before testing them using collected data.

Research Strategy

This study utilizes a survey strategy, suitable for collecting standardized data from a large number of respondents through questionnaires.

Methodological Selection

This study employs a descriptive-analytical research approach, allowing for the statistical analysis of relationships between variables.

Timeframe

The research follows a cross-sectional design, with data collected from participants at a specific point in time during the 2026 academic year.

Data Collection Method

Primary data is collected using a structured questionnaire distributed electronically to employees working in healthcare institutions in the Riyadh region.

3.4 Research Population, Sampling Method and Technique

Research Population

The target population consisted of employees working in healthcare institutions in the Riyadh region, including physicians, paramedics, administrators, and workers.

Sampling Technique

A simple random sampling technique was employed to select respondents from the target population.

Sample Size

The final study sample consisted of 60 employees working in healthcare institutions in the Riyadh region.

3.5 Data Collection Method

Primary data were collected using a structured questionnaire designed based on previous studies related to transformational leadership and job performance.

The questionnaire consisted of three sections:

Section One: Demographic information (gender, age, educational level, job title, and years of experience).

Section Two: Transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration).

Section Three: Job performance.

The questionnaire was distributed to employees working in healthcare institutions in the Riyadh region, and 60 valid questionnaires were collected and analyzed.

3.6 Types of Data

The study relied on two types of data:

Primary Data

Primary data were obtained directly from respondents through the questionnaire.

Secondary Data

Secondary data were collected from books, scientific journals, previous studies, reports, and other academic sources related to transformational leadership and job performance.

3.7 Statistical Analysis Procedures

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS).

The following statistical techniques were employed:

- Frequencies and percentages to describe respondents' demographic characteristics.
- Means and standard deviations to determine respondents' perceptions of each study variable.
- Cronbach's Alpha to assess the reliability of the questionnaire.
- Pearson correlation analysis to examine relationships among variables.
- Multiple linear regression analysis to determine the impact of transformational leadership and its dimensions on job performance.
- ANOVA to evaluate the significance of the regression model.
- t-tests to determine the significance of regression coefficients.

All hypotheses were tested at a significance level of $\alpha \leq 0.05$.

3.8 Conclusion

This chapter presented the methodology adopted in the study, including the research design, operational definitions of the variables, population and sample, data collection procedures, types of data, and statistical techniques used for analysis. The methodology provides an appropriate

framework for examining the impact of transformational leadership on employees' job performance in healthcare institutions in the Riyadh region and ensures that the research objectives and hypotheses can be systematically investigated.