
The Impact of Leadership Style on Employee Job Satisfaction among Employees in Private Healthcare Sector in Riyadh, Saudi Arabia

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Abstract

This study aims to study the impact of leadership styles (Transformational, Transactional and Laissez-faire) on employee job satisfaction among private healthcare sector employees in Riyadh Saudi Arabia. A specially designed questionnaire has been distributed to private healthcare employees 55 responses were received, 54 of them were valid. The findings of this study revealed that Transformational and Transactional leadership have significant positive relationship with employee job satisfaction while Laissez-faire leadership does not have significant effect. The results of this study indicate the importance of effective leadership styles practices in improving employee satisfaction within private healthcare sector.

Keywords: Leadership, Job Satisfaction, Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership.

Chapter 1

Introduction:

In today fast paced world individual are constantly trying to keep up with rapid changes while maintaining balance in their lives recently there is a term have been circulating a lot in this generation Quality of life which have been defined by WHO as an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns (World Health Organization, 2025).

On organizational level, it is called Quality of Work Life (QWL) which refers to the quality of relationship between employees and the total working environment and one of the key indicators to measure QWL is employee job satisfaction. Previous research demonstrates a positive relationship between QWL and employee job satisfaction (Parvathy R Nair, Dr. T. Subash 2019).

There are many studies showing that how managers are treating their employees and their leadership styles have an important impact on employee job satisfaction but limited research has study this relationship on private healthcare sector employees therefore this study is aim to study the relationship between leadership styles and employee jo satisfaction among employee working in private healthcare sector in Riyadh, Saudi Arabia.

From the popular statement “happy employee lead to happy customer” it’s more critical in healthcare

sector because the employee is on direct contact with patient and providing healthcare services. improving employee work experience may not only lead to higher job satisfaction but also to better quality healthcare services.

Problem Statement:

Employee job satisfaction is considered one of the important key indicators on Quality of Work life within organizations. Previous studies have shown that manger behavior and leadership style have important impact on employee job satisfaction.

Therefore, this study aims to study the relationship between leadership styles and employee job satisfaction among private healthcare sector employees to close the gap in previous studies which focused on general organizational setting and public sector institution.

Research Importance:

This study is important because it contributes to build existing knowledge by studying the relationship between leadership styles and employee job satisfaction in private healthcare sector, an important area which has not been examined in previous research.

Theoretical Importance:

- To complete building the knowledge about how leadership styles impact employee job satisfaction in an area has not been observed in previous research.
- This study may provide which leadership styles has good impact on employee job satisfaction.
- Give a base for future research in the same sector.

Practical Importance:

- This study can help managers to understand how different leadership styles can influence employee job satisfaction.
- Improving job satisfaction among healthcare employees is critical since they are dealing directly with patients, which can improve quality of healthcare services.
- Help private healthcare organizations to improve employee motivation, performance and retention.
- Help policymakers in developing positive workplace strategies.
- Support organization in manger selection based on effective leadership style.

Research Objectives:

- General Objective:

To study the relationship between leadership styles and employee job satisfaction among private healthcare sector employees in Riyadh, Saudi Arabia.

- Specific Objective:

- To identify the dominant leadership style among private healthcare sector managers.
- To identify level of job satisfaction among private healthcare sector employees.
- To identify the relationship between Transformational leadership and employee job satisfaction.
- To identify the relationship between Transactional leadership and employee job satisfaction.
- To identify the relationship between Laissez-Faire leadership and employee job satisfaction.
- To identify which leadership style has the strongest impact on employee job satisfaction.

Major Research Question:

What is the relationship between leadership styles and employee job satisfaction among employees in private healthcare sector in Riyadh, Saudi Arabia?

Sub Research Questions:

- What is the dominant leadership style among private healthcare sector managers?
- What is the level of job satisfaction among private healthcare sector employees?
- Is there a statistically significant relationship between Transformational leadership and employee job satisfaction?
- Is there a statistically significant relationship between Transactional leadership and employee job satisfaction?
- Is there a statistically significant relationship between Laissez-Faire leadership and employee job satisfaction?
- Which leadership style has the strongest impact on employee job satisfaction?

Research Hypothesis:

- General Hypothesis:

H0: There is no significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector.

H1: There is a significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector.

- Sub-Hypothesis:

H1a: There is a statical relationship between Transformational leadership and employee job satisfaction.

H1b: There is a statical relationship between Transactional leadership and employee job

satisfaction.

H1c: There is a statical relationship between Laissez-Faire leadership and employee job satisfaction.

Research Model:

Independent Variable: Leadership styles (Transformational, Transactional and Laissez-Faire).

Dependent Variable: Employees job satisfaction.

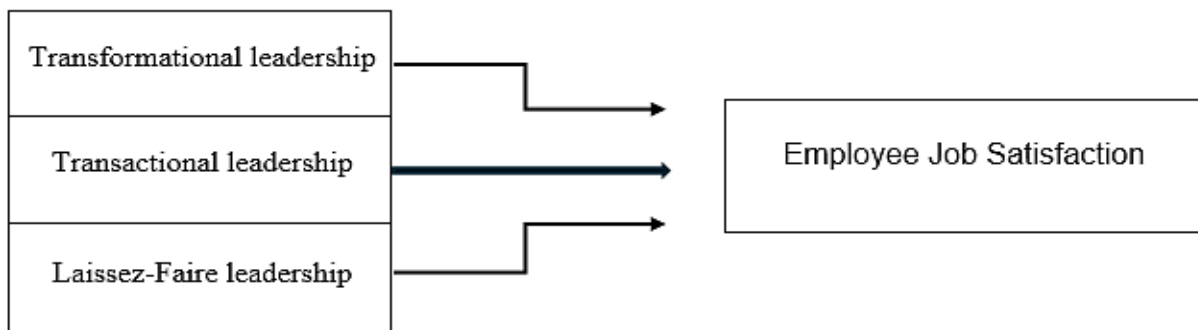


Figure (1-1): Research model

Chapter 2

Introduction:

In this chapter we will discuss the theoretical framework of the research by reviewing the study variables also, we will discuss the literature review and explain how the finding helped us shaping this study and what differentiate the study.

Theoretical Framework:

Leadership Styles:

Leadership is defined as the process of guiding others to achieve common goals and the ability to inspire and motivate others.

Leadership styles are the sort of behaviors and attitudes used by leaders to influence, motivate and inspire their followers (Bwalya, Arthur, 2023).

Transformational Leadership:

This leadership style characterized by motivating and inspiring other to achieve personal and organizational goals by sitting a clear vision and influence employees to give the best of their work (Bwalya, Arthur, 2023).

Transactional Leadership:

Leaders with transactional leadership style build an exchange relationship with their employees with rewards and punishments system for good and bad performance, focusing on achieving goals and complete tasks rather than employee's growth (Bwalya, Arthur, 2023).

Laissez-Faire Leadership:

Leaders use the hand-off approach with little involvement in decision making and few guidance and feedback. Giving the employee full freedom to make decision and performing task with absence of direct control (Bwalya, Arthur, 2023).

Employee Job Satisfaction:

Job satisfaction refers to the relation an emotional connection employee feels toward his workplace, it is a key indicator for Quality of work life in organization a satisfied employee tend to be more productive and commitment and in healthcare sector it is critical since it's influence the quality of work provided to the patients (L. Meier, Laurenz, and Paul E. Spector, 2013)

Literature Review:

(Alrwili, Abdullah Megza, 2022):

This study aims to study how different leadership styles affect employees job satisfaction among Primary Healthcare Centers employees in Al-Jouf, Saudi Arabia. The researcher collected the data on three phases first by distributing a Questionnaire for a random sample of PHC employees second, focus group discussion and finally a discussion with a subset of the focus group. The result was that several leadership styles have major impact on employee's job satisfaction also, that leaders with employ charismatic and transformative leadership styles may be more successful at achieving workers' job satisfaction, than authoritarian styles.

(Said Hussein, Inaya Wahidi, 2018):

This study was conducted on healthcare providers in Lebanon to study different dimensions of transformational leadership and its impact on employee job satisfaction. The data were collected by a questionnaire distributed among healthcare workers in 28 hospitals out of 125 who accepted to participate. The results show no significant relationship between the first two dimensions (idealized influence - intellectual stimulation) but for the remaining two dimensions it was acceptable (inspirational motivation - individual consideration).

(AlFlayyeh, Saad, and Abdulaziz Bakheet M Alghamdi, 2023):

The researcher studied the relationship between leadership styles and employee job performance among healthcare workers in private healthcare hospitals in Riyadh. The study found a positive relationship between Transformational, Transactional and Authoritative leadership styles and employee job performance and no significant relationship between Laissez-Faire leadership style and

employee job performance.

(Notarnicola, Ippolito, et al, 2024)

In this study the researcher aims to study the relationship between leadership style and nursing leaders job satisfaction in Lazio region Italy. Mainly transformational leadership and its dimensions in both public and private hospitals. Data was collected by Multifactor Leadership Questionnaire MLQ, Satisfaction of Employees in Health Care SEHC and The Personal Mastery Scale PMS distributed by email invitation and internal announcement. The result shows that idealized influence leadership have a negative impact on nursing leader job satisfaction while laissez-faire leadership have a positive impact on nursing leader job satisfaction.

(Albalawi, Al-Marhabim, Almutairi, 2022):

This study aims to study the relationship between leadership styles and job security among nurses working in King Abdul-Aziz Specialist Hospital, Taif. The researcher used Path-Goal, Leadership Styles Questionnaire and Job Security Questionnaire to collect the data. The results were that there is a significant relationship between leaderships styles and nursing job security.

(Al-Owaidi, Ahmed, 2023):

This study explored the relationship between leadership styles (Democratic, Autocratic and - Laissez-faire) and employees job satisfaction in Babylon university. A questionnaire based on study hypotheses and relevant literature was distributed among simple random sample to collect the data. The result shows strong relationship between democratic leadership and employee job satisfaction and inverse relationship between authoritarian leadership and employee job satisfaction and no significant relationship between Laissez-faire and employee job satisfaction.

(Mberia, Anne, and Ronnie Midigo, 2016):

This study aimed to study the leadership styles and employees job satisfaction by gender among employees in Ministry of sport, Culture and Art in Kenya. A questionnaire adopted by Multifactor Leadership Questionnaire (MLQ) format and the Work Quality Index (WQI) was distributed to the study sample. The results shows that the dominant leadership styles were transformational and transactional leadership styles with moderate employee job satisfaction the result also shows significant differences in job satisfaction based on employee Gender.

(Specchia, Maria Lucia, et al, 2021):

This study aims to explore the correlation between different leadership styles and nurses' job satisfaction. This study uses systematic review approach from 11,813 initial studies 12 were selected. The results show that Transformational style had the highest number of positive correlations followed by authentic, resonant and servant leadership styles and Transactional leadership have both positive and negative correlation while Passive-avoidant and laissez-faire styles, instead, showed a negative correlation.

(Cumar, Mukhtaar Axmed, et al, 2025):

This study aims to study the influence of leadership style on job satisfaction among academic staff in higher education institutions. The data collected from 266-academic employee and used Path-Goal Leadership Questionnaire to assess leadership styles and Minnesota Satisfaction Questionnaire to assess employee job satisfaction from six different university in Somaliland. The result shows significant influence of Leadership styles on job satisfaction.

(Asghar, Saima and Oino, Isaiah, 2017):

This study aims to explore the relationship between Transformational and Transactional leadership and job satisfaction among employee in selected retail outlets of Slough, United Kingdom. The researcher used an adoptive questionnaire distributed and the retail outlets of Slough, United Kingdom employees the valid sample was 270 and the response rate was 85%. The result shows that Transformational leadership has positive impact on job satisfaction while Transactional leadership has insignificant effect on job satisfaction.

Chapter 3

Introduction:

This chapter presents the research methodology used to achieve the research goals and answer the research questions also we will discuss the research design, study population, study sample, data collection instrument, instrument reliability, statistical methods used for data analysis and the boundaries of the study.

Research Design:

The study used the descriptive analytical approach because it is suitable to explore the relationship between leadership styles and employee satisfaction. The researcher used a designed survey to collect data from private healthcare sector employees in Riyadh. The survey contains multiple questions to study different study variables. After data collection, the appropriate statistical method has been used to analyze the results and verify the study hypothesis.

Population of the Study:

The population of this study consist of all employees working in private healthcare sector in Riyadh Saudi Arabia in different specialties including doctors, nurses, technicians and administrative staff.

Sample of the Study:

The sample was selected by using convenience sampling method due to the difficulty to study the entire population the survey was distributed electronically to employees in the private healthcare sector in Riyadh Saudi Arabia.

Total of 54 valid responses were collected, this sample consider acceptable for descriptive and analytical researches according to Roscoe 1975 a sample between 30 – 500 is acceptable for most

behavioral studies and the sufficiency of the sample size is tested by 10 times rule which state that the sample size should be 10 times greater than the number of variables in this study the number of variables is 4 (Transformational leadership, Transactional leadership, Laissez-faire leadership and Employee Job Satisfaction) which result in a minimum sample size of 40 responses and the obtained sample size of 54 exceeds the requirement and consider sufficient for statistical analysis (Memon, Mumtaz Ali, et al, 2020).

Research Instrument:

A special designed survey in both Arabic and English version was used as the primary tool to collect the data as it is appropriate for the nature of this study.

The survey was designed based on the Theoretical framework and relevant literature of this study to ensure its ability to measure the study variables, it contains three main sections:

Section one (Demographic information):

Gender – Nationality – Age – Years of Experience in Current Job – Department\Unit – Job position\role.

Section two (Leadership Styles):

Transformational Leadership – 5 Questions.

Transactional Leadership – 5 Questions.

Laissez-faire Leadership – 5 Questions.

Section three (Job Satisfaction) – 5 Questions:

Five-point Likert scale was used (1= Strongly disagree to 5= Strongly agree) to measure participant responses.

Instrument Internal Consistency:

Table (3.1): Instrument Construct Internal Consistency

| Construct | Correlation range | Significance |
|-----------------------------|-------------------|--------------|
| Transformational Leadership | 0.63 – 0.86 | P < 0.001 |
| Transactional Leadership | 0.33 – 0.75 | P < 0.05 |
| Laissez-faire Leadership | 0.16 – 0.78 | P < 0.05 |
| Job Satisfaction | 0.69 – 0.90 | P < 0.001 |

Pearson Correlation Coefficient has measured the internal consistency of the instrument Construct's, and the results were as shown in (Table 2.1) all instrument Construct show acceptable to strong internal consistency with correlation values between items ranged from moderate to high and most of the relationships were statistically significant indicating the consistency of the research instrument to measure what it was designed to measure.

Instrument Reliability:

Table (3.2): Instrument Construct Reliability

| Construct | Cronbach's Alpha | N of Items |
|-----------------------------|------------------|------------|
| Transformational Leadership | .939 | 5 |
| Transactional Leadership | .808 | 5 |
| Laissez-faire Leadership | .793 | 5 |
| Job Satisfaction | .943 | 5 |

The research instrument Construct's reliability was measured by Cronbach's Alpha as shown in (Table 2.2) the variables reliability values range from 0.793 – 0.943 which indicate good to excellent instrument reliability.

Transactional leadership Construct initially showed a slightly lower reliability (Cronbach's Alpha = 0.630) after investigation one of the items were negatively worded and reverse coded to ensure consistency in the direction of the responses after adjustment the Transactional leadership Construct reliability improved and considered acceptable.

Data Analysis Method:

The Statistical Package for Social Sciences (SPSS) has been used to analyze the collected data by:

- Frequencies and percentages for demographic characteristics of study sample: (Gender – Nationality – Age – Years of Experience in Current Job – Department\Unit – Job Position\Role).
- Person Correlation Coefficient for instrument internal consistency and the relationship between study variables.
- Cronbach's Alpha for instrument reliability.
- Mean and standard deviation to answer the study questions.
- ANOVA test to test the study hypothesis.

Study Boundaries:

- **Geographical Boundaries:** This study conducted in Riyadh city in Saudi Arabia.
- **Human Boundaries:** The study focuses on employees of the private healthcare sector including medical and administrative staff.
- **Time Boundaries:** The study conducted from February – March 2026.
- **Subjective Boundaries:** This study is limited to explore the relationship between leadership styles (Transformational, Transactional and Laissez-faire) and employee job satisfaction in private healthcare sector in Riyadh Saudi Arabia.

Chapter 4

Introduction:

This chapter discusses the result of statistical analysis of the collected data and some recommendations based on the findings.

Results Analysis:

Demographic Data:

The demographic characteristics of the participant were as below:

Table (4.1): Demographic characteristics: Gender

| Gender | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Female | 40 | 74.1 | 74.1 | 74.1 |
| Male | 14 | 25.9 | 25.9 | 100.0 |
| Total | 54 | 100.0 | 100.0 | |

Table (4.2): Demographic characteristics: Nationality

| Nationality | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Saudi | 34 | 63.0 | 63.0 | 63.0 |
| Non-Saudi | 20 | 37.0 | 37.0 | 100.0 |
| Total | 54 | 100.0 | 100.0 | |

Table (4.3): Demographic characteristics: Age

| Age | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|---------|---------------|--------------------|
| Under 25 | 7 | 13.0 | 13.0 | 13.0 |
| 25-34 | 33 | 61.1 | 61.1 | 74.1 |
| 35-44 | 10 | 18.5 | 18.5 | 92.6 |
| 45-54 | 2 | 3.7 | 3.7 | 96.3 |
| 55 and above | 2 | 3.7 | 3.7 | 100.0 |
| Total | 54 | 100.0 | 100.0 | |

Table (4.4): Demographic characteristics: Years of Experience in Current Job

| Years of Experience in Current Job | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------------------|-----------|---------|---------------|--------------------|
| Less than a year | 5 | 9.3 | 9.3 | 9.3 |
| 1-3 years | 24 | 44.4 | 44.4 | 53.7 |
| 4-6 years | 9 | 16.7 | 16.7 | 70.4 |
| 7-10 years | 8 | 14.8 | 14.8 | 85.2 |
| More than 10 years | 8 | 14.8 | 14.8 | 100.0 |
| Total | 54 | 100.0 | 100.0 | |

Table (4.5): Demographic characteristics: Department\Unit

| Department\Unit | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Clinical | 49 | 90.7 | 90.7 | 90.7 |
| Administrative | 5 | 9.3 | 9.3 | 100.0 |
| Total | 54 | 100.0 | 100.0 | |

Table (4.6): Demographic characteristics: Job Position\Role

| Job Position\Role | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Clinical | 43 | 79.6 | 79.6 | 79.6 |
| Administrative | 11 | 20.4 | 20.4 | 100.0 |
| Total | 54 | 100.0 | 100.0 | |

From Above Tables:

In (Table 4.1) indicate that the majority of the sample were females with percentage of 74.1% and in (Table 4.2) 63.0% of the sample were Saudi also in (Table 4.3) 61.1% of the sample aged between 25-34 years, 44.4% of the sample have 1-3 years of experience in current job as shown in (Table 4.4) and in (Table 4.5) the majority of the sample from clinical department including (OB-GYN, Nursing, Laboratory, Radiology, Pharmacy, Dental, Nutrition and OPD clinics) with 90.7% and 79.6% with clinical job positions including (doctor, Nurse, Technologist) as shown in (Table 4.6).

Descriptive Statistics:

Table (4.7): Descriptive Statistics of the study Variables

| Descriptive Statistics | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------------|----|---------|---------|--------|----------------|
| Transformational Leadership | 54 | 1.00 | 5.00 | 3.2222 | 1.22961 |
| Transactional Leadership | 54 | 1.00 | 5.00 | 3.0444 | .95615 |
| Laissez-faire leadership | 54 | 1.00 | 5.00 | 2.9407 | .97797 |
| Job Satisfaction | 54 | 1.00 | 5.00 | 3.0111 | 1.27348 |
| Valid N (listwise) | 54 | | | | |

As shown in (Table 4.7) descriptive statistics have been used to assess the levels of leadership styles (Transformational, Transactional and Laissez-faire) and job satisfaction among the participants.

Transformational leadership results show the mean and Standard deviation of (M=3.22, SD=1.22) indicating moderate level and for transactional leadership mean and standard deviation of (M=3.04, SD=0.95) which also indicates moderate level.

Regarding Laissez-faire leadership, it showed mean and standard deviation of (M=2.94, SD=0.97) which is considered moderate to low level.

Job satisfaction also showed moderate level with mean and standard deviation of (M=3.01, SD=1.27)

Transformational leadership showed the highest means among the leadership styles.

Correlation Analysis:

Table (4.8): Correlation study between study Variables

| Correlation | | Transformational Leadership | Transactional Leadership | Laissez-faire leadership | Job Satisfaction |
|--|---------------------|-----------------------------|--------------------------|--------------------------|------------------|
| Transformational Leadership | Pearson Correlation | 1 | .820** | -.330* | .773** |
| | Sig. (2-tailed) | | .000 | .015 | .000 |
| | N | 54 | 54 | 54 | 54 |
| Transactional Leadership | Pearson Correlation | .820** | 1 | -.335* | .797** |
| | Sig. (2-tailed) | .000 | | .013 | .000 |
| | N | 54 | 54 | 54 | 54 |
| Laissez-faire leadership | Pearson Correlation | -.330* | -.335* | 1 | -.255- |
| | Sig. (2-tailed) | .015 | .013 | | .063 |
| | N | 54 | 54 | 54 | 54 |
| Job Satisfaction | Pearson Correlation | .773** | .797** | -.255- | 1 |
| | Sig. (2-tailed) | .000 | .000 | .063 | |
| | N | 54 | 54 | 54 | 54 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | |

Pearson correlation coefficient has been used to explore the relationship between leadership styles and employee job satisfaction.

The results revealed strong positive correlation between transformational leadership and employee job satisfaction ($r=0.773$, $p<0.01$) also Transactional leadership showed strong positive correlation with employee job satisfaction ($r=0.797$, $p<0.01$) while Laissez-faire leadership showed weak negative and nonsignificant correlation with employee job satisfaction ($r=-0.255$, $p=0.063$).

Hypotheses Testing:

General Hypothesis:

- H0: There is no significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector.
- H1: There is a significant statistical relationship between leadership styles and employee job satisfaction among employees in private healthcare sector.

Table (4.9): ANOVA test for H0, H1

| ANOVA ^a | | Sum of Squares | df | Mean Square | F | Sig. |
|--|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 58.513 | 3 | 19.504 | 35.540 | .000 ^b |
| | Residual | 27.440 | 50 | .549 | | |
| | Total | 85.953 | 53 | | | |
| a. Dependent Variable: Job Satisfaction | | | | | | |
| b. Predictors: (Constant), Laissez-faire leadership, Transformational Leadership, Transactional Leadership | | | | | | |

From (Table 4.9) the significant of the relationship between leadership styles and employee job satisfaction is ($p < 0.05$) which indicates that there is statistical relationship therefore the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

Sub-Hypothesis:

- H_{1a} : There is a statical relationship between Transformational leadership and employee job satisfaction.

Table (4.10): ANOVA test for H_{1a}

| ANOVA ^a | | Sum of Squares | df | Mean Square | F | Sig. |
|--|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 51.413 | 1 | 51.413 | 77.403 | .000 ^b |
| | Residual | 34.540 | 52 | .664 | | |
| | Total | 85.953 | 53 | | | |
| a. Dependent Variable: Job Satisfaction | | | | | | |
| b. Predictors: (Constant), Transformational Leadership | | | | | | |

From (Table 4.10) the significant of the relationship between Transformational leadership and employee job satisfaction is ($p < 0.05$) which indicates that there is statistical relationship therefore the hypothesis (H_{1a}) is accepted.

- H_{1b} : There is a statical relationship between Transactional leadership and employee job satisfaction.

Table (4.11): ANOVA test for H_{1b}

| ANOVA ^a | | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 54.639 | 1 | 54.639 | 90.733 | .000 ^b |
| | Residual | 31.314 | 52 | .602 | | |
| | Total | 85.953 | 53 | | | |
| a. Dependent Variable: Job Satisfaction | | | | | | |
| b. Predictors: (Constant), Transactional Leadership | | | | | | |

From (Table 4.11) the significant of the relationship between Transactional leadership and employee job satisfaction is ($p < 0.05$) which indicates that there is statistical relationship therefore the hypothesis (H_{1b}) is accepted.

- H_{1c} : There is a statical relationship between Laissez-Faire leadership and employee job satisfaction.

Table (4.12): ANOVA test for H_{1c}

| ANOVA ^a | | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 5.571 | 1 | 5.571 | 3.604 | .063 ^b |
| | Residual | 80.382 | 52 | 1.546 | | |
| | Total | 85.953 | 53 | | | |
| a. Dependent Variable: Job Satisfaction | | | | | | |
| b. Predictors: (Constant), Laissez-faire leadership | | | | | | |

From (Table 4.12) the significant of the relationship between Laissez-faire leadership and employee job satisfaction is ($p>0.05$) which indicates that there is no statistical relationship therefore the hypothesis (H1c) is Rejected.

Conclusion

In this chapter we have discussed the analysis of the collected data to explore the relationship between leadership styles and job satisfaction among employees in private healthcare sector in Riyadh Saudi Arabia.

The findings were there is a significant positive relationship between Transformational and Transactional leadership and employee job satisfaction with transactional showing the highest influence while Laissez-faire leadership did not demonstrate a significant effect.

The results of this study indicate the importance of effective leadership styles practices in improving employee satisfaction within private healthcare sector.

Recommendations

Based on the findings of this study the recommendations are:

- Healthcare organizations are strongly encouraged to adopt the transformational leadership since it has strong influence on employee job satisfaction where leaders should focus on motivating, supporting and entrusting their employees.
- Transactional leadership should also be adopted it demonstrates significant impact on employee job satisfaction leader should set clear expectations, provide performance-based rewards and ensure continuous monitoring of task completion.
- Healthcare organizations are encouraged to develop a training program to enhance leadership skills.
- It is recommended that future studies study other factors that might affect employees' job satisfaction.

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Appendix:

الاستبيان:

بسم الله الرحمن الرحيم

عزيزي المشارك /عزيزتي المشاركة،

ندعوك للمشاركة في هذه الدراسة البحثية حول تأثير أنماط القيادة على رضا الموظف في القطاع الصحي الخاص بمدينة الرياض، المملكة العربية السعودية.

يهدف هذا الاستبيان إلى جمع آرائك حول أسلوب قيادة مديرك ورضائك الوظيفي. جميع إجاباتك سرية تمامًا وسيتم استخدامها فقط لأغراض أكاديمية.

يرجى الإجابة على جميع الأسئلة بصدق بناءً على تجربتك الشخصية. سيستغرق الاستبيان حوالي 5-10 دقائق لإكماله.

شكرًا جزيلاً لمشاركتك القيمة.

رغد عماد الحميد

طالبة ماجستير إدارة أعمال

كلية الإدارة – جامعة ميدأوشن

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أولاً: الخصائص الديموغرافية:

يرجى وضع إشارة (√) في الخانة التي تعبر عن رأيكم:

- الجنس:

ذكر [] أنثى []

- الجنسية:

سعودي [] غير سعودي []

- العمر:

أقل من 25 [] من 25 إلى 34 []

من 35 إلى 44 [] من 45 إلى 54 []

أكبر من 55 []

- عدد سنوات الخبرة في الوظيفة الحالية:

أقل من سنة [] من 1 إلى 3 سنوات []

من 4 إلى 6 سنوات [] من 6 إلى 10 سنوات []

10 سنوات فأكثر []

- القسم/ الوحدة:

- المسمى الوظيفي/ الدور:

ثانياً: أنماط القيادة:

- يسعى مديري باستمرار إلى تطوير مهاراته القيادية:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يقدّر مديري الأداء الجيد ويثني عليه:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يوكل مديري للموظفين مهام ومسؤوليات مهمة بهدف تطوير قدراتهم:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يحرص مديري على توضيح رؤية واضحة لتحقيق أهداف المنظمة:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يلهمني مديري لتقديم أداء يفوق توقعاتي:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يكافئ مديري الأداء الجيد ويعاقب الأداء الضعيف:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يركز مديري على إنجاز المهام دون التركيز على تطوير الموظف:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يتابع مديري بشكل مستمر ما إذا تم إنجاز المهام:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يحدد مديري توقعات واضحة وكافئ الموظفين بناءً على تحقيقها:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يراقب مديري الأداء لضمان تحقيق الأهداف:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يتجنب مديري اتخاذ القرارات المهمة عند الحاجة:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يؤخر مديري الاستجابة للمشكلات المتعلقة بالعمل:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يقدم مديري توجيهًا محدودًا عندما تكون المهام غير واضحة:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- نادرًا ما يشارك مديري في الإشراف على عمل الموظفين:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

- يتخذ مديري أسلوب عدم التدخل، ويترك الموظفين يديرون عملهم بأنفسهم:

| | | | | | | |
|------------|---|---|---|---|---|------------|
| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
| | | | | | | |

ثالثاً: الرضا الوظيفي:

- أنا راضٍ عن الدعم الذي أتلقاه من مديري:

| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
|------------|---|---|---|---|---|------------|
| | | | | | | |

- أشعر بالتحفيز من بيئة العمل في القسم الذي أعمل به:

| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
|------------|---|---|---|---|---|------------|
| | | | | | | |

- أتلقى التقدير المناسب لإنجازاتي:

| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
|------------|---|---|---|---|---|------------|
| | | | | | | |

- لدي فرص لتطوير مهاراتي والتقدم في مساري المهني:

| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
|------------|---|---|---|---|---|------------|
| | | | | | | |

- بشكل عام، أنا راضٍ عن عملي:

| أوافق بشدة | 5 | 4 | 3 | 2 | 1 | اختلف بشدة |
|------------|---|---|---|---|---|------------|
| | | | | | | |

Questionnaire:

Dear Participant,

You are invited to participate in this research study on the impact of leadership styles on employee job satisfaction in the private healthcare sector in Riyadh, Saudi Arabia.

This survey aims to collect your opinions about your manager's leadership style and your job satisfaction. Your responses are completely confidential and will only be used for academic purposes.

Please answer all questions honestly based on your personal experience. The survey will take approximately 5–10 minutes to complete.

Thank you very much for your valuable participation.

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Master of business administration

College of Business, Midocean University

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First: Demographic Characteristics:

Kindly place a checkmark [√] in the box that reflects your opinion.

- Gender:

Male [] Female []

- Nationality

Saudi [] Non-Saudi []

- Age:

Less than 25 [] 25 to 34 []

35 to 44 [] 45 to 54 []

55 and above []

- Years of experience in current job

Less than 1 year [] 1-3 years []

4-6 years [] 6-10 years []

More than 10 years []

- Department /Unit:

- Job title /Role:

Second: Leadership style:

- My manager demonstrates continuous self-development:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager recognizes and appreciates good performance:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager entrusts employees with important responsibilities to develop their capabilities:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager communicates a clear vision for achieving organizational goals:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager inspires me to perform beyond my expectations:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager rewards good performance and disciplines poor performance:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager focuses on task completion rather than employee development:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager regularly checks whether tasks are completed:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager sets clear expectations and rewards employees based on meeting them:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager monitors performance to ensure goals are met:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager avoids making important decisions when needed:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager delays responding to work-related problems:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager provides little guidance when tasks are unclear:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager is rarely involved in supervising employees' work:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- My manager takes a hands-off approach, leaving employees to manage their own work:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

Third: job satisfaction:

- I am satisfied with the support I receive from my manager:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- I feel motivated by the work environment in my department:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- I receive appropriate recognition for my accomplishments:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- I have opportunities to develop my skills and advance in my career:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |

- Overall, I am satisfied with my job:

| | | | | | | |
|-------------------|---|---|---|---|---|----------------|
| Strongly disagree | 1 | 2 | 3 | 4 | 5 | Strongly agree |
| | | | | | | |