



In association with  
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## ***Research Methods*** (Unit code: THE700)

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## ABSTRACT

The study focuses on the relationship between transformational leadership style and intellectual capital to enhance the service quality in health care sector particularly in developing countries. The general purpose of this study is to contribute to the development of a systematic, pragmatic, and practical approach for establishing the missing links between transformational leadership style and intellectual capital and intellectual capital and service quality in health care sector of developing countries. The proposed conceptual framework has transformational leadership style as the independent variable to predict the quality of service, besides to the intellectual capital as a mediator. The study will be empirically rested in the Yemeni healthcare context in the near future

**Aim of the study:** The research aimed to identify the Impact of Transformational Leadership on Quality of Healthcare Services in the Healthcare Sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia and the current study used the analytical method, through which statistical methods used in analyzing the research data of questionnaire study achieve the objectives of the research.

**Title:** The Role of Transformational Leadership in Raising the Quality of Healthcare Service

**Research Topic:** Transformational Leadership in Raising the Quality of Healthcare Services

**Brief Description:** The study focuses on the relationship between transformational leadership style and intellectual capital to enhance the service quality in health care sector particularly in developing countries. Transformational leaders may become the source of inspiration and serve as role models for organizational members to share their valuable knowledge with others and create change in the order to be innovative (Olson et al. 2008; Yue et al. 2019; Bayraktar & Jiménez 2020). The organizational leadership is unable to maintain their intellectual capital as a result the quality of services are declining and dissatisfying customers around the globe particularly in developing countries (Habersam & Piber 2003; Guthrie et al. 2015). However, it may need to explore whether a cause-and-effect relationship exists between transformational leadership style

and intellectual capital (Mgqibi 2019). Nevertheless, it is intended to find out how these relationships between transformational leadership style and intellectual capital do promotes service quality in health care sector by emphasizing an Information technology (Abualoush et al. 2018). Several studies indicated leadership style may influence the intellectual capital development (Saint-Onge 1996; Bryant 2003; Bounfour & Edvinsson 2012; Almutirat 2020). However, there has been little empirical evidence in the literature about the cause-and-effect relationships among leadership styles and intellectual capitals (Hassan et al. 2015; Alshamsi et al. 2019) argued transformational leadership Style is the most appropriate way to make a paradigm shift within the organization (moving from conventional system to new system). Transformational leadership influences others to create new ideas and that will have a remarkable effect on individual's creativity within the organization (Oreg & Berson 2011).

**Research Problem:** An extensive review of literature in the context of health care sector in developed and developing economies indicated the top management is more concerned about employees' productivity (Duygulu & Kublay 2011; Munir et al. 2012; Hammond et al. 2015). This goal-oriented approach of top management impacts the intellectual capital of an organization that resultantly effect the capacity building of the firm and ultimately affect the service quality of the organization (Hussi 2004; Rosenthal & Frank 2006; Bounfour & Edvinsson 2012; Zou et al. 2020). Based on these views the proposed study argued top management may emphasize on transformational leadership style particularly in developing countries e.g., organizations specifically in health care sector. As discussed earlier, a number of empirical studies show transformational leadership style has direct impact on intellectual capital (Saint-Onge 1996; Bounfour & Edvinsson 2012). That improve the overall productivity of an organization particularly quality of products and services. The quality of product is beyond the scope of the proposed study because of its context i.e., health care sector (Ghaleb et al. 2020; Ali et al. 2021). The health care sector is more service oriented, and quality of services is more significant as compared to other key sectors of the economy because of its nature (Scotti et al. 2007; van Boerdonk et al. 2021). It is observed based on empirical and non-empirical evidence the cause-and-effect relationship between transformational leadership style and intellectual capital may develop to improve the service quality in health care sector particularly in Developing countries. Several studies indicated (Ali et al. 2021; Ghaleb et al. 2022). These factors are critical for the

causality of transformational leadership style and intellectual capital for the delivery of service quality (Choi et al. 2016). As discussed in the previous sections because of the lack of supportive corporate within the organization do not share their tacit and implicit knowledge. One may go further to argue unsupportive culture develops fear among organizational members and they may never share their tacit and implicit knowledge (Suppiah & Sandhu 2011). It might be led to poor or lesser intellectual capital that ultimately impacts the service quality particularly in health care sector. Based on the above discussion the specific problem statement of the proposed study is: To examine the causal relationship between transformational leadership style and intellectual capital to improve the service quality of health care sector in developing countries (Saeidi et al. 2020). It is also argued transformational leadership among individuals, where they openly share their tacit and implicit knowledge, and it leads to improve the intellectual capital. It is also intended to determine the moderation of technology between sharing of knowledge and intellectual capital and how this conjecture affects the service quality in health care sector of developing countries (Ghaleb et al. 2020). Clear objectives with appropriate methods are the basis of sound research (Bell et al. 2022). The general purpose of this study is to contribute to the development of a systematic, pragmatic, and practical approach for establishing the missing links between transformational leadership style and intellectual capital and intellectual capital and service quality in health care sector of developing countries (Patterson-Davis 2020). In contrast to most studies, which are based on anecdotal evidence, this study is firmly empirical in orientation. Literature depicts that technology is one of the facilitators in enhancing intellectual capital, so the objective of the study is to investigate this area also (Azyabi 2017). More precisely, the proposed study has the following formal and specific objectives.

- The first objective of the research is to identify the relationship between transformational leadership style and intellectual capital in a health care sector of developing countries.
- The second objective of the proposed study is to identify the relationship between intellectual capital and service quality in a health care sector of developing countries.
- The third goal of the proposed study is to investigate and analyze the linkages between transformational leadership style and intellectual capital through technology to improve service quality in health care sector of developing countries (Humphrey 2012; Ghaleb et al. 2020).

- The fourth objective of the proposed study is to examine that how technology moderates the relationship of knowledge sharing and intellectual capital in health care sector of developing countries.
- The fifth and the final objective of the proposed study are to develop framework that provides practical guidelines to the health care sector of Developing countries (Novas et al. 2017; Ghaleb et al. 2020).

**Significance of Research:** The dynamic and competitive environment forces the top management (organizational leadership) to meet the multiple demands of the stakeholders i.e., customers, employees, and organization. The proposed study will contribute towards the three kinds of knowledge: Research, Theoretical knowledge, and Policy & Practice. The significance of the proposed study is derived from the severity of the problem facing not just few hospitals, but whole health sector and indeed nations. This proposed study explores an area of significance to those who have started or might be interested in measuring the relationship of transformational leadership style with intellectual capital and intellectual capital with service quality in health care sector, as it was known from the literature that it is a missing link that has to be filled in, by doing an empirical study. The generalizability of the proposed framework will provide practical guidelines to the public health care sector of Developing countries to improve their delivery of service quality. The proposed study will have significance for both practical and theoretical perspectives. The practical significance will be for the framework of organizational variables studied in the study to develop transformational leadership style that facilitates in enhancing intellectual capital but unfortunately this is the primary concern while developing strategic planning as these two variables are critical in enhancing service quality in health care sector. The study will help in forming an integral part of a larger quality improvement programmed, improving management efficiency of hospitals, and improving patient care (Little Johns, Wyatt & Garvican, 2003). The investigation of the study will be the inspiration for further empirical research on transformational leadership style, intellectual capital, and service quality. This study adds to the growing body of information about transformational leadership and transition preparedness. In addition, this study calls for more research on the relevance of change readiness in the public sector

in Yemen, which has been overlooked in earlier studies on the country's administrative environment.

#### Research Objectives:

- The first objective of the research is to identify the relationship between transformational leadership style and intellectual capital in a health care sector of developing countries.
- The second objective of the proposed study is to identify the relationship between intellectual capital and service quality in a health care sector of developing countries.
- The third goal of the proposed study is to investigate and analyze the linkages between transformational leadership style and intellectual capital through technology to improve service quality in health care sector of developing countries (Humphrey 2012; Ghaleb et al. 2020).
- The fourth objective of the proposed study is to examine that how technology moderates the relationship of knowledge sharing and intellectual capital in health care sector of developing countries.
- The fifth and the final objective of the proposed study are to develop framework that provides practical guidelines to the health care sector of Developing countries (Novas et al. 2017; Ghaleb et al. 2020).

#### Research Questions:

Based on the above description of the research problem, the research question was formulated:

- What is the relation between transformational leadership and quality in health institutions in the Kingdom of Saudi Arabia?
- Will transformational leadership be effective in healthcare sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia?
- What are the plans for the healthcare sector after transformational leadership has been applied to increase quality in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia?

**Literature Review:** An extensive review of literature indicates, the concept of transformational leadership, first developed by James McGregor Burns in 1978 and later extended by Bernard Bass and his colleagues (Avolio et al. 1999) They focused on examining leaders who transform groups, organizations and even societies. These types of leaders maintain and develop the behaviors and actions of their followers (Kreiness 2020). The leader's role is very much important in creating, managing, and exploiting knowledge within organizations (Ardi et al. 2020). By managing all these three steps of knowledge utilization process, any organization may gain competitive advantage. (Sahibzada et al. 2020), identified two types of leadership styles transformational and transactional. A few studies explored the role of transformational and transactional leadership styles on individual employee's performance and organizational performance through knowledge acquisition, knowledge creation, sharing, and exploitation (Lashari et al. 2020). The review of literature revealed that there are three stages of socio-economic development; the first being agriculture age in which wealth is defined as ownership of land; second being industrial age, in which wealth is defined as ownership of capital; and the third being knowledge age in which wealth is defined as possession of knowledge and the ability to transform and utilize it for the betterment of product and services (Uhl-Bien 2021). Based on socio economic perspectives it might be argued that the driving forces behind the dynamic organizations are knowledge management by their leadership. The better dissemination and management of knowledge may depend on the style of leadership. As indicated by several studies (Birasnav et al. 2011; Asghar & Oino 2017), the utilization of individual's tacit and explicit knowledge within the organization significantly depends on transformational leadership style. These views indicated in the era of knowledge-based economy, there might be dare need of the organizations to enhance their intellectual capital through transformational leadership to improve their quality of services. As Bontis et al. (2018), demonstrated sustainable growth of any key sector of the economy may only be achieved by improving their intellectual capital and leadership style particularly in service-oriented organizations specifically health care sector to enhance their quality of services. The proper dissemination channel of intellectual capital through transformational leadership style and its success may include articulating goals, building image, or providing an appropriate model, fostering the acceptance of group goals, high performance expectations, individualized support, and intellectual stimulation. Transformational leadership style inspires wholeness of being, thoughts, feelings and actions are consistent with each other (Sani & Maharani 2012). It has a



thorough command of the change waves (Hassan et al. 2015) and transformational leadership style influences others to create new ideas and that will have a chilling effect on creativity. It is a kind of leadership which may enable the hidden capitals to expand and dynamic potentials within the organizations (Karimi & Morshedi 2015). Hidden capitals are the precious asset of an organization, and these are termed as IC (Evans et al. 2015). According to Hansen (2018), argued that intellectual capital is based on number of concepts i.e., invisible wealth, knowledge stock, immaterial resources, and intangible resources. These intangible constructs of intellectual capital are difficult to imitate (David, 2000). Further he argued intellectual capital is an intangible asset of the organization and it must be utilized to enhance the overall performance of an organization. The leading theorist and practitioners in the area of Knowledge Management contended the productive utilization of the intellectual capital to improve the service quality that ultimately impacts the overall performance of the organization (Abdulai et al. 2012). As a result, employee development is a critical component of educational management since employees are the nation's most precious resource. It has been found that many instructors who are dissatisfied with their jobs are less devoted to the task at hand. Managers must arm themselves with organizational leadership expertise in order to deal with this challenge. Thus, employing a leadership style that fosters relationships among colleagues and coworkers can result in a pleasant working environment and high levels of job satisfaction for them. As a result, transformational leadership is frequently associated with effective leadership styles in which the emphasis is on the capacity to enhance subordinates' knowledge and motivation while also resulting in organizational excellence (Alzoraiki et al. 2018).

**Research Philosophy:** To draw the existing knowledge and relevant factors into sharper focus, a theoretical model for “The relationship of transformational leader and intellectual capital to improve the service quality of health care sector of Developing countries: The moderating role of information technology” will be proposed. This model is intended to aid in the elaboration of aspects central to the above questions and guides the empirical analysis of the mentioned issues. One of the desired outcomes of the proposed study is to measure the relationship between transformational leadership style and intellectual capital and to examine how transformational leadership style develop the of Intellectual capital to improve service quality in health sector of Developing countries. In this respect, the study aims to develop a viable predictive model, which

will guide a comprehensive study of the conceptually relevant factors in the empirical research. Several hypotheses about the relationship between the variables are drawn up in the process of developing the theoretical framework. These hypotheses will be empirically tested. The model and the resultant propositions and working hypothesis are all essential elements of the study. The proposed theoretical framework posits six variables, which can be labeled as transformational leadership, intellectual capital, service quality. The model presented in the study may not claim to be a comprehensive model for the explanation of factors contributing to improving service quality in terms of customer satisfaction (patients). The research conceptual framework is thus built as indicated in Figure 1 based on the preceding rationale.

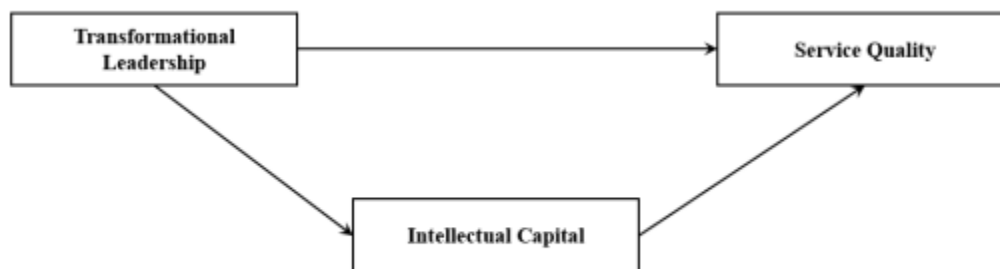


Fig. 1. Conceptual Framework of the Study

Transformational Leadership Style In the light of the literature reviewed earlier for the proposed study, previous studies show little emphasizes have been given to transformational leadership style as a critical factor in enhancing intellectual capital. The transformational leadership style may create, manage, and exploit knowledge of knowledge workers within the organization. By managing all these three steps of knowledge utilization process, any organization may gain competitive advantage (Al-Awlaqi, Aamer, Barahma, & Battour, 2021; Ribière & Sitar, 2003; Preko, 2022). Burns (1978) identified that transformational leadership style enhances the organizational knowledge to flow freely but, in this regard, proper transmission channels play vital role. The key behaviors of successful transformational leadership style may include articulating goals, building image, confidence demonstration and arousing motivation. Transformational leadership style inspires wholeness of being, thoughts, feelings and actions are consistent with each other (Bass, 1999).

The organizations may attempt to maintain their knowledge assets that are their valuable intellectual capital, and its retention and utilization becomes real challenge for the top management. The proposed study argued, there is temporal order between transformational leadership style and intellectual capital in health care sector of Developing countries. As we may see from the empirical research that transformational leadership style facilitates in enhancing intellectual capital. If there is no transformational leadership style, then the intellectual capital will be diminished. Transformational leadership style is central in enhancing the intellectual capital. However, to demonstrate this empirically, the following hypothesis is presented:

***Hypothesis 1:*** Transformational leadership style will significantly enhance the Service Quality in health care sector of Developing countries.

***Hypothesis 2:*** Transformational leadership style will significantly enhance the intellectual capital in health care sector of Developing countries.

**Intellectual Capital** In the proposed study the intellectual capital has been defined conceptually as: Intellectual capital is used as the invisible wealth, knowledge stock and immaterial resources. These resources do not have material manifestation and these all denotes to resources of a company, and these are the resources, which are highly important for the business (Kucharska 2021). It is the intangible asset of an organization which is never measured in financial audits, and they are the valuable resource of an organization which needs to be taken care of. Kucharska and Rebelo (2022); argues the fact that intellectual capital is an intangible asset, so it was not included in audits, so the questions is where it lies then and what the value of this knowledge is. Is this worthy for the organization or not if not, then why the service quality is affected if any of the doctor and nurse left the hospital then hospital paid a lot by losing their intellectual capital (Keenan & Aggestam 2001). From patients' point of view the quality of health care service is basically to satisfy patients in such a way that they feel their need is fulfilled and they always want to come back. Patients want from service provider that their problem is diagnosed properly and treated effectively and should be provided (Fatima et al. 2018). In developing countries this issue is more neglected as compared to developed countries as their priority is health. It is evident that patient's satisfaction is always related with the quality. Quality in health care sector may not be maintained without achieving the satisfaction level of patients. Health care providers should focus on this issue

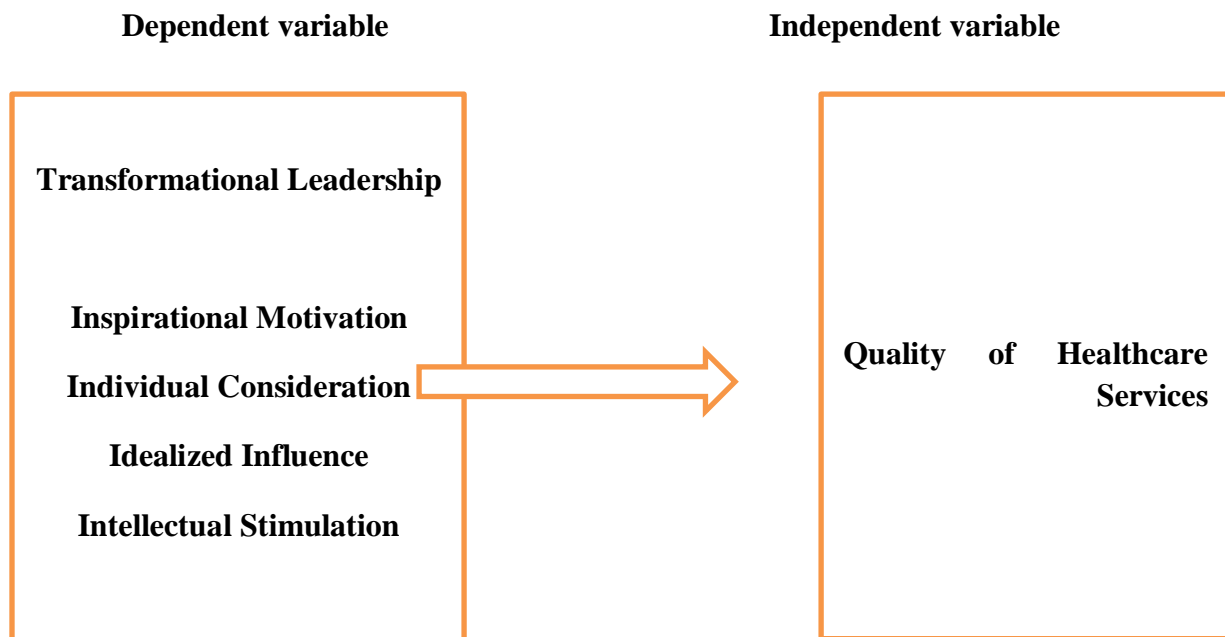
as to get back the confidence of their valuable patients. By taking such measures they will be able to fulfill the needs of their patients and the confidence of the patients will be regained. For delivering high quality services it is very much essential to understand the relationship of intellectual capital with service quality. If intellectual capital is enhanced the service quality of the organization is increased and if the intellectual capital is not enhanced, then the service quality of the organization is diminished (Ployhart et al. 2011). Intellectual capital is central in enhancing the service quality. However, to demonstrate this empirically, the following hypothesis is presented:

**Hypothesis 3:** Intellectual capital will significantly enhance the service quality in health care sector of Developing countries.

#### Research methodology

This part deals with the field study by identifying the conceptual model used in the study and Research Hypotheses and calculating the validity and reliability of the study tool.

#### Conceptual model



## Data analysis

In this part, we will address the applied framework of the study by analysing the questionnaire, identifying the characteristics of the study sample, analysing the study's axes, and testing the study's hypotheses in order to achieve the objectives of the study

### :Personal Data.

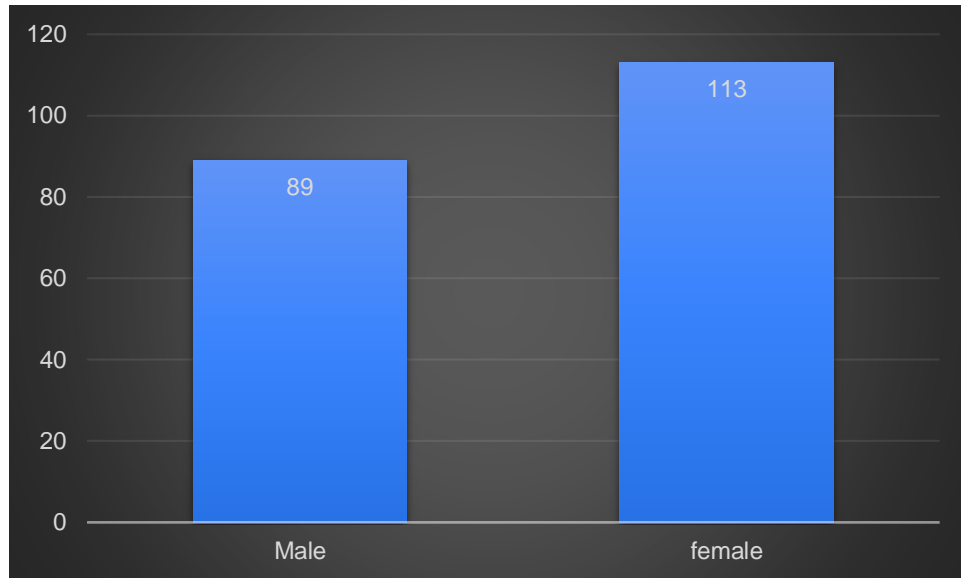
#### ■ Gender

The study sample Divided male 44.1 % and female 55.9 % of the study sample

*Table ( 1 ) sample according to gender*

<b>Categories</b>	<b>N</b>	<b>%</b>
<b>Male</b>	<b>89</b>	<b>44.1</b>
<b>female</b>	<b>113</b>	<b>55.9</b>
<b>Total</b>	<b>202</b>	<b>100</b>

*Figure (1 ) sample according to gender*



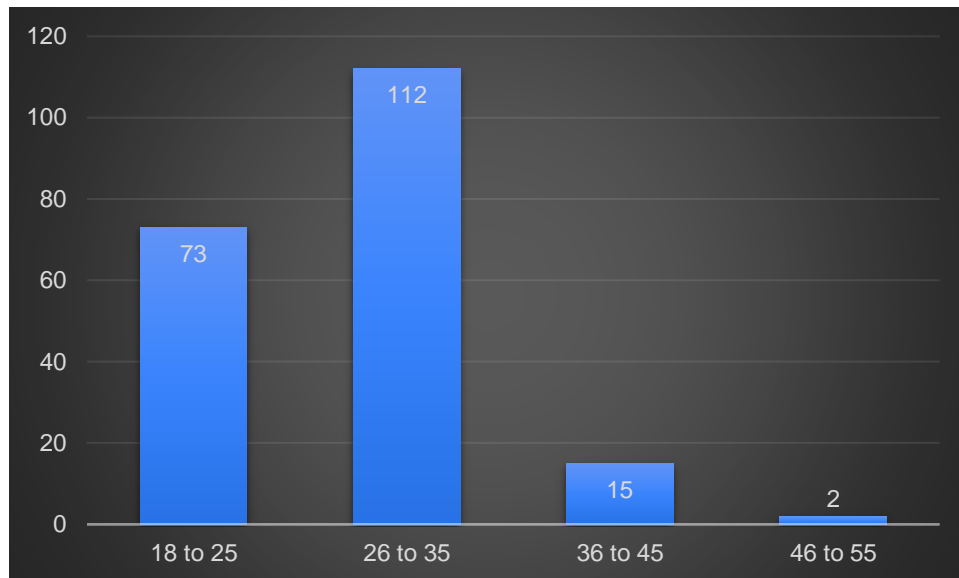
#### ■ Age:

The study sample Divided is (18-25) years old 36.1 %, (26 -35) years old 55.4% (36-45) years old 7.4 % and (46-55) years old 1%

*Table (2 ) sample according to ag*

Categories	N	%
18 to 25	73	36.1
26 to 35	112	55.4
36 to 45	15	7.4
46 to 55	2	1.0
<b>Total</b>	<b>202</b>	<b>100</b>

*Figure (2 ) sample according to age*



#### Statistical tests to be used and sampling type and size and the way of collecting the data.

The researches population consists of healthcare sector employees in King Fahad General Hospital in the Kingdom of Saudi Arabia, and the sample were selected from the eastern area (Dammam, AL Khobar, KSA). To complete the process of the research, the researcher selected a sample by Simple Random Sampling and various websites and references. A total of 150 questionnaires were collected from customers and 25 questionnaires were collected from employees. Among them, 132 customer questionnaires and 20 employee questionnaires were selected for analysis because remaining questionnaires were having incomplete answers.

#### Targeted participants

The sampling frame comprised 58 individuals involved in the policy and decision-making process around CHD in a range of organizations in Jeddah, Khobar and Riyadh.

#### The time horizons, budget, and researcher capabilities for conducting this research study.

This research study can be conducted half yearly.

When it comes to budget, I assume this will not cost a lot or consume a lot of efforts as the main study is already done and written, so this can be modified only from quarter to another and work based on the improvement might happen. I believe also that the researcher will be capable to do it as the first study was already done once.

## DISCUSSION AND IMPLICATIONS

The research aimed to identify the Impact of Transformational Leadership on Quality of Healthcare Services in the Healthcare Sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia and the research found medium level of the Inspirational Motivation, Individual Consideration, Idealized Influence and Intellectual Stimulation in Transformational Leadership in the Healthcare Sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia and medium level of the Transformational Leadership in the Healthcare Sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia and medium level of the Quality of Healthcare Services in the Healthcare Sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia. When conducting a study hypothesis test, it was found there is a statistically significant positive impact of the Inspirational Motivation, Individual Consideration, Idealized Influence and Intellectual Stimulation in Transformational Leadership in the Healthcare Sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia on Quality of Healthcare Services in the Healthcare Sector in King Fahad General Hospital in Jeddah city in the Kingdom of Saudi Arabia.

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