The Role of Transformational Leadership in Raising the Quality of Healthcare Services

A THESIS

PRESENTED TO THE FACULTY OF

SBS SWISS BUSINESS SCHOOL

IN PARTIAL FULFILLMENT

OF THE REQUIREMENT FOR THE DEGREE

MASTER OF SCIENCE IN HEALTH CARE MANAGEMENT

BY

WASSIM HASSAN OUTHMAN

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PROMOTER: DR. HEMANT KUMAR

A Thesis of a Study of The Role of Transformational Leadership in Raising the Quality of Healthcare Services

Presented to the faculty of
SBS Swiss Business School

In partial fulfilment of the requirement for the degree
<u>Master Of Health Care Management</u>

Student Declaration:

I declare that I, **WASSIM HASSAN OUTHMAN** the undersigned, have completed this work and that I have not used any other than permitted reference sources or materials nor engaged in any plagiarism. All references and other sources used by me have been appropriately acknowledged in the work. I further declare that the work has not been submitted for the purpose of academic examination, either in its original or similar form, anywhere else.

WASSIM HASSAN OUTHMAN   June, 2023

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I, **WASSIM HASSAN OUTHMAN** the undersigned, verify that this document meets SBS Swiss Business School academic standards.

 Dr. Hemant Kumar / June 2023

Master Of Health Care Management

Zurich, Switzerland

I Declare that this Thesis is my own work of authorship. All literature and other sources which i used during completion of the work are listed properly in the bibliography and cited

Author: WASSIM HASSAN OUTHMAN

June, 2023

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PREFACE

Acknowledgment

It has been almost two years since the beginning of my master study. The journey was relatively short, but I have taken hard efforts to reach this point in which this thesis project was indeed the hardest of all.

Deep thanks to Swiss Business School staff for their efforts to help all the students especially Health Care batch to do the thesis.

I should also extend my sincere thanks to my mentor, for the dedication of his time & efforts to guide me to complete this project.

My colleagues at the workplace who have shown their passion and provided me with the time and space to run my survey. Finally, thanks to friends and family who have helped and encouraged me through the entire process.

This thesis is the culmination of the expertise and support of a number of individuals who were instrumental in making this project a reality. It is with gratitude that I recognize their role in this rewarding learning endeavor.

Thank you everybody.

Justification for the Thesis

Health care institutions in the Kingdom of Saudi Arabia suffer from the lack of application of modern methods of management and leadership on a large scale

The application of modern methods of management and leadership contributes to achieving efficiency and effectiveness in performance, increasing levels of quality, and achieving the goals that the Kingdom seeks in Vision 2030 related to health care and the medical field.

Therefore, the study raised the main question:

What is the impact of transformational leadership on increasing the quality of health care services at. **Dr. Sulaiman Al Habib Hospital in Riyadh**

This main question in this thesis targeted health care providers working in Dr. Sulaiman Al Habib Hospital in Riyadh to explore the validity of this hypothesis. In order to answer the main question of the study.

Thanks and appreciation

It is with great pleasure that I submit my thesis for a Master's Degree of Health care management.

I believe the it offers me the greatest opportunity to expand my education in some very meaningful areas of interest.
I see as a wonderful step for me in attaining my ambitions. I thank you for the opportunity.

I also feel the faculty at Swiss business school is most qualified to help me attain my goals.

I would like to thank them very much one by one…

Executive Summary

The research aimed to identify the Impact of Transformational Leadership on Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh 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.

The study population consists of workers in Dr. Sulaiman Al Habib Hospital in Riyadh city in KSA and as a result of the difficulty of conducting a comprehensive inventory of all members of the study community; the study used the sampling method by selecting a simple random sample of these workers and the study distributed the link the electronic questionnaire form on social networking sites, e-mail and the means of communication used by workers in in Dr. Sulaiman Al Habib Hospital in Riyadh city in KSA and study sample members who answered the questionnaire was 202 individuals

the research found medium level of the Inspirational Motivation, Individual Consideration, Idealized Influence and Intellectual Stimulation in Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia and medium level of the Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia and medium level of the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia and 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 Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia on Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia.

Keywords: Transformational Leadership - Quality of Healthcare Services - Healthcare Sector

Chapter 1: Introduction

1.1   Background

Transformational leadership is a type of leadership with a clear vision for the future and specific, clear goals that encourage subordinates to participate in the formulation of a long-term vision and concrete goals for the organization. A transformational leader strives to bring about change and development on an ongoing basis. Such a leader adopts flexible systems and methods to enable the organization to adapt to change and development, engages in organized teamwork with subordinates, builds teams, and works towards a healthy working environment based on dialogue, understanding, and participation among all levels of management (Al-shawabkh, et al 2018) .

Transformational leadership has the following four dimensions (Al-Amoudi 2013) :

1. Attractiveness (ideal influence): This dimension describes the behavior of a leader who is admired, respected, and appreciated by their subordinates. This requires the leader to share risks, put the needs of their subordinates ahead of their personal needs, and perform ethical actions.

2. Inspirational motivation: This dimension depends on the actions and behaviors of the leader that encourage a love of challenges in followers.

3. Intellectual arousal: The transformational leader searches for new ideas, encourages creative problem-solving among subordinates and supports new and creative models for work performance.

4. Individual consideration: This refers to a leadership style where the leader listens and pays special attention to the needs of followers and acknowledges their achievements through the adoption of strategies of appreciation and praise.

Transformational leadership is among the creative leadership styles that contemporary management theory has been concerned with and studied to ensure the success of business organizations. This leadership style is also known as transactional management. The style defines the relationship between an administrative leader and subordinates in an organization regarding the leader's commitment to their practical, *professional*, and ethical duties and responsibilities. In addition, it pertains to improving the commitment of the leader and their workers in the future. This type of leadership enhances the spirit of the team (Vasilescu, 2019).

Transformational leadership is loosely defined as leadership that expands and motivates subordinates' interests and deepens their perception and conviction of an organization's vision and goals while expanding their perception to look beyond their interests. The effectiveness of transformational leadership is achieved through two factors: ideal charisma or influence and inspirational motivation. First, ideal charisma or influence refers to leaders whose actions represent exemplary roles for their followers so that subordinates comply with these leaders and wish to emulate them. These leaders are held in great regard by their subordinates and provide their followers with a vision and a sense of mission. Second, inspirational motivation is the ability of a leader to unite and inspire subordinates by motivating them to adhere to a common vision in the organization. Here leaders use emotional courtship to focus everyone's efforts to achieve more than they would achieve through self-interest (Al-Garhi, 2019).

Instructions alone are not satisfactory for specialists to work as capably as anticipated. This could lead to a lack of motivation to work, as the productivity of a single worker depends on two fundamental aspects, namely the instruction and need to work, and the ability to work, determined by the capacity and the data in the individual's possession. The individual worker is limited by their education and planning, while the desire to work motivates the individual

worker to achieve the company's goals. This motivation should be combined with the external factors and effects that enable the individual worker to perform. Successful leaders, those with a message, allow individuals to challenge their message and motivate middle management to take the lead. All of these qualities are characteristic of transformational leadership. Achieving change is an essential feature of transformational leadership (Alawawdah, 2017).

Quality of healthcare is the extent to which the desired health outcomes are increased by health services available to individuals and the population, and the consistency of these services with evidence-based professional knowledge. This definition of quality of care includes health promotion, prevention, treatment, rehabilitation and palliative services and involves the possibility of measuring and continuing to improve the quality of care through the provision of evidence-based care that takes into account the needs and preferences of service recipients including patients, families and communities (Lotfi, et al 2017).

Multiple quality components have been described over the past decades. There is now clear consensus that quality health services should (Al-Damen, 2017):

- Effectiveness by making evidence-based health care services available to those in need;
- safety by avoiding harm to the persons for whom care is intended;
- Focusing on people by providing care that responds to people's preferences, needs and values in health services organized with a focus on people's needs;
- Timeliness by reducing waiting times and sometimes harmful delays for the benefit of both recipients and providers of care;

- Equity in providing the same quality care regardless of age, sex, gender, race, ethnicity, geographic location, religion, socioeconomic status, language or political affiliation;

- Integration by providing coordinated care at all levels and at the level of caregivers and providing the full range of health services at all stages of life;

- Efficiency by optimizing the use of available resources and avoiding waste.

In this chapter, I illuminate the purpose and specifics of the research problem. In addition, I formulate the research questions and objectives that will guide the study.

1.2   Research Problem

Over the past decade, interest in evaluating different leadership frameworks has broadened. The issue of delegating management has become a legitimate concern attracting debate among scholars. Successful delegation depends on the people involved and their ability to embrace this approach., the economic environment moreover affected business the leaders, which provoked the extending meaning of workers in associations, and thusly the chance of Incentives and execution emerged, which fuses the trading of satisfactory powers to workers to have the choice to play out their tasks without direct deterrent from the board, while supporting their abilities and capacities, and subsequently assessing their Incentives and execution of laborers considering clear goals; This makes them liable for results driven by relationship in vision, drive, and destinations, to chip away at their Incentives and execution. The characteristic of motivation is one of the principal subjects in which scientists, whether or not monetary, mental, or social, have combat because of its exceptional importance, as it is reflected in achieving the goals and angles drawn for the affiliation, regardless of whether unfavorably or determinedly.

Quality health services are the product of the environment of the broader health systems and the actions of caregivers and individuals working within the system. The World Health Organization, the Organization for Economic Co-operation and Development and the World Bank have proposed a series of actions that key stakeholders comprising governments, health systems, citizens, patients and health workers should work together to achieve the goal of providing quality health services on the front lines.

1.3   Research Questions

Based on the above description of the research problem, the following research questions were 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 Dr. Sulaiman Al Habib Hospital in Riyadh 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 Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia?

1.4   The Significance of the Study

1.4.1   Managerial Relevance

This study has managerial relevance because of the importance of the field in which it was conducted in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia

1.4.2 Scientific Relevance

This study attempts to continue previous research studies on the impact of transformational leadership on quality of healthcare in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia. In addition, it will provide results for comparison with future studies to be conducted in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia or other countries, adding to the knowledge in this field.

1.5 Research Approach

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.

1.6 Data Analysis

The research will use the SPSS23 to analyze the data of questionnaire using Alpha coefficient, Frequencies, percentages, mean, standard deviation, relative weight, Pearson correlation coefficient and Regression coefficient

1.7 Study population and sample:

The study population consists of workers in Dr. Sulaiman Al Habib Hospital in Riyadh city in KSA and as a result of the difficulty of conducting a comprehensive inventory of all members of the study community; the study used the sampling method by selecting a simple random sample of these workers and the study distributed the link on social networking sites, e-mail and the means of communication used by workers in in Dr. Sulaiman Al Habib Hospital in Riyadh city in KSA and study sample members who answered the questionnaire was 202 individuals

1.8 Study tool

The research will use the electronic questionnaire form as a tool for the field study by preparing the questionnaire and its axes and phrases by using the theoretical framework of

the study, previous studies related to the subject of the study and the research used electronic

questionnaire form as tool for study and the questionnaire included 3 parts:

1- Personal data (gender – age - Academic qualification - job - Duration of work experience)

2- Transformational Leadership (Inspirational Motivation - Individual Consideration - Idealized Influence- Intellectual Stimulation)

3- Quality of Healthcare Services

The research used (five-degree Likert scale was used, which consists Strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1) in answering the study's questions

Chapter 2: literature Review

Introduction

Leadership is conceived as a process where one or more persons influence a group of persons to move in a certain direction. The word leadership has been used in various aspects of human endeavor such as politics, business, academics and social works. (Ibrahim and Daniel, 2019)

Messick and Krammer (2004) argue that the degree to which the individual exhibits leadership traits depend not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Therefore, an individual will support the organization if he believes that through it his personal objective and goals could be met, if not, the person's interest will decline. Leadership occurs when one group member modifies the motivation or competence of others in the group.

Nongo (2009) states that leadership entails an unequal distribution of power between leaders and group members. Group members have power, but leaders usually have more powers.

According to Rachin (2001) leadership is directly connected to the practice to which people are dedicated.

Several organizations have failed due to the ineffective leadership style of their management team. In this situation, the workers were poorly organized, controlled or coordinated. As a result of ineffective leadership style, these organizations failed.

low productivity, high operating cost, uncooperative attitude of employees etc. All these at the long run leads to the closure of the organization.

Some organizations are faced with the problem of sourcing for competent leaders who have personality, knowledge, intelligence and experience to lead. (Ibrahim and Daniel, 2019)

There are many styles of leadership; the transformational leadership, transactional leadership and laissez-faire leadership style. The transformational leadership style is more effective,

productive, innovative, and satisfying to followers as both parties work towards the good of the organization been propelled by shared visions and values as well as mutual trust and respect.

Iyang on his part sees effective leadership as a unique way and integrating employees with the organization to achieve its vision or objectives and that to a large extent the effectiveness of a leader is largely dependent to the styles adopted by mangers which he says is central in the management of organizations.

Speaking in the same vein Edem, observes that failure or success of an organization, which affect the subordinates, the customers and agencies within and outside the organization.

Leadership, according to McGregor (1978) is one of the major determinants of success of any enterprise, organization or nation. To Ukeje and Okorie (1990), leadership makes the difference between success and failure, between profit and loss, between development and underdevelopment of any organization, nation or enterprise. Arnold and Feldman (1986), state that leadership is an influence process. It's worth mentioning that there is a style of leadership that is rarely observed in most leadership practices. This is known as the charismatic style.

However; The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu & Wang, 2008). Top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment (Harris, et al., 2007).

In current time, many companies are facing problems related to unethical practices, high labor turnover, poor financial performance, etc. This may be due to the lack of effective

leadership style. The main aim of many companies is to accomplish its stated objectives; hence, there is a need of effective leaders for coordinating and motivating the employees (Vigoda-Gadot, 2012). Unfortunately, some companies do not take account of the leadership style adopted by their managers.

- Concept of leadership

Leadership refers to the ability to influence others to work toward an organizational goal confidently. Leadership is generally defined as the ability to persuade others to direct their efforts towards meeting a particular objective. This concept can be enlarging to include not only willingness to work but with zeal and confidence. Leadership "is a term that can be referred to a variety of thing, a person, a position, or a process". Mullins (2002) says there are over 400 definitions of leadership.

As Burns (1978) rightly acknowledged, "Leadership is the most observed and least understood phenomenon on earth".   Leadership is one of the most important and essential factors in good project management. Leaders guide behaviors by setting the vision, direction and the key processes; in other words, leadership has a large influence on the whole project process, including the actions of others. Therefore, leadership can be seen to be a prerequisite in every human endeavor and this is confirmed by Muijs (2011) when he attributed the key factor in organizational effectiveness to leadership.

Muijs (2011) states that the key elements that made private companies more effective compared to public ones, to be leadership. Leadership as the process by which a person called the leader is involved in the responsibility of directing the activities of people i.e., its subordinates or followers towards the achievement of pre-determined goals. Leadership is one of the major management functions. Moreover, Ejiofor, P. (1989) defined leadership as a social influence process in which the leader seeks voluntary participation of subordinates

in an effort to reach organizational objectives. Similarly, Tennenbaun et al. (I968) defined leadership as interpersonal influence exercised in situations and directed through the communication, towards the attainment of a specific goal(s). Adebakin and Gbadamosi (1996) defined leadership as the process of influencing and directing the activities of an organized group towards the achievement of the group of organization set objectives. As a property, he sees leadership as a set of characteristics attributed to individuals who are perceived to be leaders. The conclusion, that leadership is the process of achieving goals by setting others to willingly join in. the most substantial of leaders in their influential personality that has positive relation with the follower's job satisfaction and the performance.

- Leadership style

Leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates. (Mitonga Monga & Coetzee, 2012). Mitonga-Monga and Coetzee (2012) consider leadership as the pattern associated with managerial behavior, which is designed to integrate the organizational or personal interest and effects for achieving particular objectives. According to modern leadership styles, it's can be categorized as follows: transformational leadership style, transactional leadership style, culture-based leadership, charismatic leadership, and visionary leadership (Harris, et al.,2007).

- Quality and roles of a good leader in an organization performance

The leader must understand the value system that operates within the variety of work groups and situations. He must listen to questions as well as provide answers. He must have a good understanding of what it means to be a subordinate (Ibrahim and Daniel, 2019) , There are some qualities that a good leader must possess in order to enhance the affairs of an organization; some of such qualities are as follows(Ibrahim and Daniel, 2019) :

Ability to be objective: The ability to look at issues and problems without bias is a sign that leaders should examine each situation carefully before making decisions.

Ability to be perceptive: An adequate understanding of one's environment is necessary for the leader of an organization. Leaders must know the objectives and goals of the organization in order to support them.

Ability to establish proper priorities: The ability to recognize what is important and what is not. An effective leader knows which alternatives deserve consideration and which are not.

Human relations: Leaders need to be strong in their human relations attitude, especially when they deal with subordinates. Gaining respect as a leader requires the development of appropriate human relations skills.

Ojo (1998) believes that based on the human relations theory, jobs should be designed and work scheduled to ensure that jobs provide workers with meaningful work sense of responsibility as well as opportunity to participate in decisions affecting their job.

Crises manager: A leader should be able to settle disputes or differences among his employees as well as issues which impairs employees' output.

Effective decision: The leader planning ability, is dependent on the manager's decision-making skills that he plans strategically. An effective management strategy involves defensive avoidance, gathering more information about the costs and benefits of each alternative, and comparing them systematically in order to determine which is the most cost-effective.

- Leadership and organization

Leading is a process of influencing and directing the activities of an organized group to accomplish goals by communicating with them. Leadership is therefore premised on

interpersonal impact; hence a leader must belong to a group. What this implies is the leadership thrives in an organization. (Ibrahim and Daniel, 2019)

According to Adebakin and Gbadamosi (1996) organization comprise of two or more people who exist on continuous basis with the intention of accomplishing set goal(s).

Every organization consists of three major elements, which must interrelate effectively it's the objectives and goals of leadership to be achieved. They are the management, time, people and task. Within an organization Leadership is the management function that is concerned with continuous search of the best way to influence subordinates to accomplish goals and objective within the continuous process of coordinating man, money and material. It involves the sum total of behavior of an executive in his direct relation with subordinates.

In an organization, management determines policies, rules, and procedures to guide activities, which determine to some extent the likelihood of achieving the organization's goals and objectives. The interaction between two or more people creates the right environment for formation of a group. Organizing occurs when individuals in a group work together for a common purpose and when the group persists for a long time. The role of a leader in the group is to provide direction, co-ordinate the activities of the individual members constituting the group and to ensure consistency. The image of the leader and the quality of leadership is reflected through the organization and the attitude of the subordinate in the performance of their task. Thus, the leader in the use of his organizing power decides the pattern of work behavior, task operation. Leadership is vital to employee performance and corporate excellence.

Consequently, organization spend substantial sum of money in search of appropriate leadership style, in training of their personnel in effective leadership behavior. It is also a common misconception that effective leadership is hard to find, so organizations search

constantly to find it, as well as to design and develop all the leadership potentials relevant to corporate management in those responsible for it. As a conclusion, the success or failure of an organization is directly connected to the leadership and the relevance of the founder's beliefs, values, to the current opportunities and constraints confronting the organization at a specific moment. The style of leadership affects performance since performance cannot be achieved in the absence of a leadership that can adapt to the changes and challenges of the environment, that knows how to motivate the employees and that encourages them to take more ownership for their work. There is a considerable impact of the leadership styles on organizational performance. The leadership style influences the culture of the organization which, in turn, influences the organizational performance. In study of (2018) Ebrahim Al Khajeh; summarize the impact of the different leadership styles on Organization performance as the following:

- Transformational leadership style and organizational performance:
Transformational leadership style focuses on developing the followers and considering their needs. The managers that focus on transformational leadership focus particularly on developing the overall value system of the employees, development of moralities, skills and their motivation level. The transformational leadership acts as a strong bridge between the followers and leaders, to develop clear understanding associated with the motivational level, values and interests. Bass and Avolio (1994) stated that transformational leadership demonstrates the superior leadership performance. The transformational leadership, according to Bass and Avolio (1994), occurs when the leaders broaden or elevate the interest of the employees. The transformational leaders are the ones who encourage the employees to look beyond their self-interest. The transformational leaders are effective because of several reasons such as the leaders may be charismatic in terms of inspiring the employees,

the transformational leaders may meet the emotional need of the employees or they may stimulate the employees intellectually (Bass & Avolio, 1994). Wang et al (2011) found out that the transformational leadership and individual-level follower performance are positively linked.

Further, the study also indicated that transformational leadership and performance of teams at organizational level are associated positively. Xu and Wang (2010) stated that performance is the function of skills, abilities, knowledge and motivation which is directed towards a prescribed behavior. The study conducted by the above-mentioned authors indicated that transformational leadership enhances the overall development of the followers. The followers of transformational leadership associate with a self-defining and satisfying cooperation with an individual or group. The idealized and behavioral charisma of the transformational leaders motivates the followers to identify with the leader (Jyoti & Bhau, 2015). The personalized connection developed by a transformational leader develops an environment in which the employees feel happy and hence, their overall performance is improved. Hence, it can be said that transformational leadership and organizational performance are positively associated (Jyoti & Bhau, 2015).

Sofi and Devanadhen (2015) stated that the transformational leadership has a significant impact on the performance of the organization.

- Charismatic leadership style and organizational performance:

Charismatic leadership is considered to be one of the most successful leadership styles, where the charismatic leaders develop a vision and the followers are asked to follow and execute the vision. The charismatic leadership invites innovation and creativity and is considered to be motivational for the employees. But the major drawback of this style of leadership is that the followers are totally dependent on the leader and once the leader leaves the organization,

they become direction-less. The problem worsens as charismatic leaders do not train their subordinates to act as their replacements in the future. This leadership style results in "happy followers, but few future leaders". Thus, it can have a long -term negative effect on the organizational performance (Germano, 2010). Ojukuku et al (2012) also stated similar results through their research. They conducted quantitative research on the employees of twenty banks based in Nigeria through a survey questionnaire. The findings of their research suggested that the charismatic leadership bears a negative impact with the organizational leadership. It does not motivate and induce the employees enough to retrieve the expected performances out of them (Ojokuku, et al., 2012).

- Transactional leadership style and organizational performance:

A leader is known as a transactional leader if he/she is always willing to give something in return (Uchenwamgbe, 2013). This can include a number of things like promotion, pay raise, performance reviews, new responsibilities etc. The major problem with this type of leadership is the expectation. Hence, transactional leadership can be defined as the exchange of targets and rewards between the management and the employees (Ojokuku, et al., 2012). The study by Longe (2014) revealed that transactional leadership style has a positive impact on the organizational performance. The transactional leadership style helps in creating as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. This leadership style particularly helps in creating an environment that is optimal for performance and also articulates the compelling vision that enhances the overall organizational performance (Longe, 2014). According to the research conducted by Sofi and Devanadhen (2015), transactional leadership was not found to have a direct impact on the performance of

the organization. Because of this leadership style, employees are not encouraged to create and innovate, therefore they are not meeting the company's expectations.

- Democratic leadership and organizational performance:

Tannenbanum and Schmidt (2012) have defined democratic leadership as the leadership in which the decision- making is decentralized and is shared by all the subordinates.

In the democratic leadership style, the potential for weak execution and poor decision-making is high. However, the democratic leadership is also known to motivate the employees to perform better, as their views and opinions are valued. Another big problem associated with democratic leadership is the assumption that everyone involved has an equal stake in the decision - making with a shared level of expertise (Rukmani, et al., 2010). The study by Elenkov (2002) indicated that the democratic leadership has a positive impact on organizational performance. The democratic leadership allows the employees to make decisions along with sharing them with the group and the manager. In this type of leadership style, praises and criticism are given objectively and a sense of responsibility is also developed among the employees (Elenkov, 2002). Bhargavi and Yaseen (2016) also analyzed the impact of democratic leadership on organizational performance. The researchers found that democratic leadership positively affects an organization's performance as it gives employees a chance to express and implement their creative ideas and participate in decisions.

This leadership style also prepares future leaders and helps the organization in the long run. Choi (2007) also stated that a democratic leader is the one who focuses on the group discussion and group participation and as a result it positively influences the performance of the followers. Therefore, the democratic leadership style can be used for improving the

organizational performance as well as the efficiency. Hence, it can be stated that democratic leadership has a positive impact on the organizational performance. (Elenkov, 2002).

- Autocratic Leadership and Organizational Performance:

Autocratic leaders are classic and bossy in nature. The autocratic leaders want their subordinates to work according to them. Typically, autocratic leaders retain the decision - making rights with them (Obiwuru, et al., 2011). The autocratic leaders force their followers to execute the services and strategies according to the narrow way. Iqbal, Anwar, and Haider (2015) conducted a study to determine the impact of leadership styles on the organizational performance. The study stated that autocratic leadership is also known as the authoritarian leadership style. The autocratic leaders are less creative and only promote one- sided conversation. This severely affects the motivation and satisfaction level of the employees. The autocratic leadership style is however, known to be effective in the short term. Autocratic leadership restricts the workplace socialization and communication which is cordial for effective organizational performance. The autocratic leadership also leads to organizational conflicts which negatively affect the overall performance (Iqbal, et al., 2015). Bhargavi and Yaseen (2016) suggested that the autocratic leadership style has a positive impact on the organizational performance.

This leadership style is more suitable when the projects are to be completed within provided deadlines (Bhargavi & Yaseen, 2016). Igbaekemen and Odivwri (2015) also conducted a study on the impact of leadership styles on the performance of the organizations. The author stated that an autocratic leader is the one who determines the activities, techniques and policies to the employees and expects the employees to follow the same. In addition, such leaders do not have much faith on their followers.

- Bureaucratic leadership style and organizational performance:

Bureaucratic leaders influence the people under them to follow the policies and procedures designed by them. The leaders are strongly committed to their processes and procedures but not to their people. This is the reason why they appear to be aloof. This method is not very effective as it does not lead to the development and motivation of the employees. These leaders just focus on their tasks being completed in a systematic manner (Germano, 2010). Ojukuku et al (2012) also stated that bureaucratic leadership has a negative impact on the organizational performance.

According to them, bureaucratic leaders do not induce the employees of their organization to work in the expected manner which can lead to improved organizational performance (Ojokuku, et al., 2012). Sougui et al (2015) also presented similar results which stated that the bureaucratic leadership style does not impact the employee as well as organizational performance significantly. This method is beneficial only when the tasks are to be done in longer time following a mentioned procedure (Sougui, et al., 2015).

- Laissez-faire style Leadership and organizational performance:

In laissez-faire leadership, the leader is as minimally involved in the affairs of subordinates as possible, even to the point of not giving clear orders and instructions. In this type of leadership, the leader avoids responsibilities and does not engage in two-way communication with his subordinates. Typically, in this type of organization, subordinates are dissatisfied with their leader, production targets are not met, and the organization fares poorly as a result. (Deluga, 1992). Laissez faire leadership is a negative form of leadership in which leaders don't participate in important decision-making processes. When faced with an urgent issue or situation requiring a response, he shows no concern or sense of responsibility. Instead, employees are on their own in times of crisis and seek help from other sources. Employees

take their own decisions to manage crisis situation (Dubinsky, Yammarino, Jolson, and Spangler, 1995) and are often attempted to take over the role of leader (Coad and Berry, 1998). In this type of style, a leader avoids influencing his followers and shirks supervisory duties and job responsibilities. Managers and leaders do not take great interest in their work and avoid taking on any situation that could challenge them. They put more responsibility on subordinates without setting any clear or specified goals and they do not give any kind of help in making decisions. In this case leader's main concern is to make good terms with everyone and gliding the situation up to the limit. Laissez-Faire leaders do not make any kind of control mechanisms for the system to run effectively and efficiently rather group members are free to take any kind of decisions according to their own thinking and intuition.

2-1 Transformational Leadership

Thomas (2015) believes that the interest of researchers and specialists in the field of management and leadership more precisely usually focuses on developing modern theories, models and methods that enable leaders to develop their organizations and breathe new life into them, and for this they are constantly seeking to create new theories or develop existing models or revive theories old in order to reach concepts and methods that enhance the ability of modern organizations to face modern changes and continuous challenges, therefore, in light of the challenges that organizations face, whether internal or external, they need a specific leadership style capable of managing situations and investing opportunities in order to achieve the goals of the organization and enhance its ability to effectively address these challenges.

He believes that transformational leadership is involved in processes that include successive steps, including recognizing the need for change, creating a new vision, and making change an institutional work. Acceleration in accepting the group's goals, providing

individual support, and that the effective leader seeks to change the basic values and attitudes of the followers, and thus they are ready to perform at a high level that exceeds the levels set by the organization (2019, Cox).

Cheung (2010) defines leadership as the process by which the interest of others is aroused, their energies are released and directed in the desired direction, or it is the preservation of the spirit of responsibility among group members and their leadership to achieve common goals.

Therefore, Zineldin (2017) believes that transformational leadership is a contemporary approach that inspires leaders and followers to exceed their capabilities and increase their performance and gives them self-confidence to provide the best service or commodity with efficient use of resources with clear support for their social and emotional needs.

Burns distinguishes between two types of leadership which are procedural leadership and transformational leadership. The main principle of the procedural leadership style is the exchange of benefits between the superior and the subordinate. Where each of them affects the other, so that each of the two teams gets something of value. In other words, the boss gives the subordinates something they want to get, for example, an increase in bonuses, and in return the boss gets things they want, such as increased productivity, for example (Juan, 2017).

Shawabkeh (2018) defines transformational leadership as a process through which the leader and followers seek to promote each other to reach the highest levels of motivation and ethics. Transformational leadership behavior starts from the personal values and beliefs of the leader and not on exchanging interests with subordinates.

Helmold (2019) believes that the term transformational and procedural has become the basis for the study of leadership, and has been used mostly to distinguish between

management and leadership, and as Burns (1978) believes that the term transformational leadership has emerged to distinguish between those leaders who build a purposeful and motivational relationship with their subordinates from Those leaders who rely extensively on mutualism to get results.

Shrand (2019) confirms that transformational leadership will play a major role in making organizational changes to enhance reaching the goal through the leader's endeavor to raise the level of his subordinates in order to achieve self-development and work on the development and development of employees and the organization as a whole.

Therefore, the past few decades have witnessed an increasing interest in the issue of leadership by scholars and thinkers in various fields, and this interest has led to the emergence of a number of modern theories that include in their content and methods characteristics and advantages that lead to complementarity, creativity, as well as comprehensiveness, and dealing with the present and the future. These theories are called Newer Leader Theories, and they included the theories of Inspirational Leadership, Visionary Leadership, Charismatic Leadership, Servant leadership, and Transformational Leadership (Khattak, 2020).

2-1-1 The Transformational Leader Concept

Omar (2017) believes that transformational leadership does not arise except through a transformational leader who seeks to achieve the goals of the organization by adopting this process, and therefore one of its most important features is creating an inspiring vision for the future, motivating people to integrate into the vision and achieve it, passion to achieve the vision, and finally building strong relationships based on trust with those who lead them.

Tamene (2017) defines a transformational leader as "a leader who raises followers for achievement and self-development and who simultaneously promotes the development and development of groups and organizations."

Hence, the researcher believes that it agrees with Arnold (2018) study, which confirmed that a successful transformational leader must have broad-mindedness, extension of thinking, and clear opinion more than his followers, and that he has a level of intelligence higher than that of his followers, and he enjoys fluency and good expression, as well as strength Personality and ambition to take the lead in others.

Thomas (2015) study also tried to identify how total quality management programs improve through the transformational leader, and that study relied on a theoretical study of research and books and then examined the different aspects of transformational leadership and its relationships with other leadership styles in the field of total quality application, and the result resulted in the existence of a leadership style Transformational leadership, which is the most capable type of leadership that helps implement the concepts of total quality.

2-1-2 The importance of transformational leadership

The importance of leadership appears as indicated by Amy (2016); Guo (2020) in the following points:

- Leadership can transform the desired goals into results.

- Leadership directs productive elements towards achieving goals.

- Without leadership, planning, organization and control lose their impact on achieving the goals of the organization.

- Without leadership, it is difficult for the organization to deal with the external environment variables that directly or indirectly affect the organization's achievement of its set goals.

- It is the actions and behavior of the transformational leader that motivate the individuals and push them to achieve the goals of the project.

The researcher confirmed that it can be said that the influence of the leadership factor goes in two opposite directions. The leader influences his followers and is affected by them, and this leads to modifying the behavior of the leader and subordinates and their actions. The work of the leader (implicitly or explicitly) works to explain the plans and policies followed by the administration of the official institution, and thus becomes an example for subordinates to follow in their behavior and actions. (The institution), and the successful leader is characterized as working seriously to improve his ability to understand and insight into the conditions of the individuals with whom he works, and this requires him to have a certain behavior such as embracing, self-awareness, and objectivity.

The study (Keishia (2017) attempted to know the importance of the transformational leadership theory, as well as the importance of motivation from leaders, and this study relied on a questionnaire according to the (MLQ) model in (Jamaicancollege), and the study concluded that there is a strong direct relationship between leaders that support trust between them and employees, as well as the existence of an inverse relationship between leaders that do not support motivation among workers.

2-1-3 Transformational Leadership Essentials

Gede (2021) also indicated that there are eight principles of transformational leadership, which are as follows:

- Considering the organization as a system that includes several elements that interact with individuals and are interrelated with each other. Here, the transformational leader must work on adopting and developing effective management systems to improve his operations.

- Finding a plan for the organization and informing others about it, by adopting a specific strategy to exploit human resources to achieve the goals of the organization.

- Finding an administrative system for the organization as it is a unified system, which should exclude existing administrative methods in this regard.

- Training and development of all employees in the organization because all employees are responsible for developing performance in the organization and they are all in need of knowledge, development and upgrading to improve performance.

- Empowerment of individuals and work groups in the organization, and here the transformational leader gives the working individuals some freedom with regard to choosing the procedures that they deem appropriate for the development of the administrative process.

- Continuous evaluation of administrative processes, where the transformational leader evaluates performance by evaluating inputs, activities, and outputs to achieve the goals of the organization.

- Rewarding workers for continuous improvement, by creating an effective system for appreciating those who make efforts for the interest of the organization.

- Encouraging continuous change, as one of the responsibilities of the transformational leader is to spread the spirit of change and development continuously in order to preserve the organization's achievements.

The researcher believes that all of the above confirms that transformational leadership has a special character that differs from other types of leadership.

2-1-4 Fundamentals of transformational leadership

Samanta (2018), Jenkins (2016), and Saleem have confirmed that the principles of transformational leadership are represented as follows:

- Considering the organization as a system as it contains a number of interdependent and interacting elements among individuals. of losses resulting from change.(Guo,2020)

- Create a strategy for the organization and communicate it to others. The strategy here means the pattern of the organization to achieve the desired goals, and to achieve this, the transformational leader must work with others to find the vision, mission, values, organizational structure and goals by exploiting Human resources are best utilized, and this strategy must be announced to all employees in order for it to be distributed fairly, 2018). (Akileswaran)

- Establish a management system by finding an appropriate management style for the institution as a unified and integrated system and by excluding vague and contradictory administrative methods, principles and beliefs (Jun 2020).

- Development and training of all stakeholders The transformational leader should develop a training program for both administrators and employees, as they are all responsible for developing performance and need to be upgraded, and thus they will have a role in contributing to improving performance and increasing its effectiveness and reaching the required level and improvement (Helmold, 2020).

- Empowering individuals & teams of works, where the transformational leader gives his workers a degree of freedom to choose the procedure, they believe is most appropriate for the development and continuous improvement of the administrative process, whether this behavior is as an individual or through work. (Kao, 2021)

- Evaluation of administrative processes Here, the transformational leader is interested in evaluating the outputs, activities, and results, and focuses continuously

on quality indicators and collecting information on important points in the administrative process that guarantees him a comprehensive briefing (Ivey, 2010).

- Recognition and reward for continuous improvement Here, the transformational leader works to find an effective system for recognition and reward, as he cares about those who do their best and sacrifice for the public interest (2018). (Khan

- Spread the spirit of constant change. Here, the transformational leader realizes the importance of continuous improvement to maintain the achievements. He acknowledges his responsibility in bringing about change, and then plays an effective role in spreading the spirit of change in others. This is to develop their skills and improve administrative processes accordingly. continuous manner

2-1-5 The pattern of Transformational Leadership

- Rational leadership (Samad (2021) referred to the term (mental) in this context used to refer to the adoption of certain ideas, knowledge and values. The person who deals with the quality of ideas and works to unify them through an organized image is considered rational, and the rational leader is the It has the ability to change society by introducing new ideas and theories. Rational leadership is transformative leadership because it leads to changing ideas and philosophy.

- Reform leadership Kao (2021) indicated that this leadership requires basic and exceptional skills because of the need for strong support from the followers to bring about a meaningful change in the status quo and for the person to be an effective leader he only needs to move gradually and have the desire In reforming society or at least an aspect of it, and despite the fact that the reformist leadership represents a part of the transformational leadership, the reformist leader may not be able to achieve noticeable social change because of his acceptance mostly of the social and political

structure surrounding him, in addition to the fact that reform is an overlapping process between transformational and procedural, as it is transformative and its significance And procedural through its procedures and results, as it seeks, in essence, to completely change the existing systems.

- Revolutionary leadership, which is characterized by introducing a comprehensive transformation in the entire social system. Revolution is the opposite of reform. Shrand (2019) confirms that the most important step that must be achieved before the transformation of society is to find a common vision, and that revolutionary leadership, in order to be transformative, must address the desires, needs, aspirations and motives of the masses that may be latent and can be moved through the means of propaganda and political events, and their operations must also include raising the level of political and social awareness of both leaders and followers.

The study (Holly (2015) identified the style of transformational leadership and identified the nuances in the scope of educational legislation, and this was done through survey research that included five universities aimed at focusing on describing the style of leadership that encourages and produces student achievements, and the result of the study was inconclusive due to the small size of the sample, Also, there is a high tendency, based on the responses received from faculty members, officials, and students, that transformational leadership exists and is not effective. Importance and attempt to include patterns of leadership.

The study (Monica (2017) also tried to test the existence of a relationship between transformational leadership and the expected organizational support among the organizational factors. The study relied on collecting data from 114 full- and part-time employees from different organizations through the use of online surveys. Leaders on the idea of vision and providing support to their followers, in order to increase the creativity of

the employee, and here the researcher agrees with that study in terms of the existence of deficiencies in the existence of the idea of vision, as it is one of the most important characteristics of the leader in general is the vision, and therefore the current study confirms and shows the necessity of activating leadership Transformational and the role of the transformational leader as well

Transformational leader characteristics and functions

Characteristics & functions of a transformational leader

Balwant (2019) determined that the transformational leader has many characteristics, represented by high tolerance for uncertainty, high dynamic energy, perseverance, providing support and authority to workers to control administrative processes, especially when resistance to change appears, credibility, and strong influence on workers through influential actions and beliefs.

The researcher believes that the transformational leader is characterized by a clear vision, striving to achieve it in ethical ways and means, giving priority to the interest of the organization over personal interest, encouraging creativity and trust in employees, and paving the way for them to grow, develop and achieve themselves.

In this context, we find that there are six main functions of the transformational leader, including realizing the need for change, providing a future vision, choosing a model for change, reshaping the culture of the organization, and managing the transitional period, which is the most difficult task of the transformational leader, because it requires getting rid of the old and the illusion of the greatness of this old, and finally To deal with every problem that arises due to change with an appropriate strategy (Cummings, 2018).

The researcher agreed to define the functions of the transformational leader in that he manages the competition related to the activities of the organization and deals with the large

number of variables at once, regardless of the degree of change, ambiguity and different goals, and adapts the organization to global trends by changing the pattern of values, convictions and behaviors to suit them and supervises the management of surprises and decision-making. In unstable situations, continuous education and training runs.

The researcher confirms that all of the above can be summarized in three main points:

A. Creating a serious vision: To see the desired future state requires the organization to be liberated from previous traditional patterns, and that old structures, processes and activities become useless.

B. Mobilizing Commitment: Acceptance of, and adherence to, the new message or vision by followers is necessary and decisive.

C. Establishing change: making the change institutional. New applications, goals, and values must be taken on a permanent and continuous basis. This means that the main resources must be subject to training programs, rehabilitation, and mobilization of followers to implement the new organizational change model and in a way that makes the change continuous and institutional work.

2-1-6 The Assessment the Theory of Transformational Leadership

Shrand (2019) considers that the transformational leadership theory is not without weaknesses, such as the lack of clarity in the perception it presents, as it suggests that the leader has difficult personality traits, and the transformational leader's possession of charisma that makes others automatically tend to follow him is insufficient to judge On the personal and professional ethics that he enjoys, because most of the moral traits cannot be judged criterion ally, and researchers attribute success to the leader and do not attribute failure to him.

The researcher believes that its application faces great challenges, especially in developing countries, and those obstacles are hierarchical and severe centralization, the fear of senior management of losing power, unwillingness to change, caution of middle management and employees' fear of assuming authority and responsibility, weak motivation, weak training and self-development, lack of administrative trust. In any case, the theory remains a human work that needs evaluation and development.

And confirmed the study (2021) Martínez, which aimed to reveal the effectiveness of the practice of transformational leadership in the student's academic success among primary school principals. Georgia by identifying the characteristics of the ten most effective principals in the field of study. The study showed many results, the most important of which is the effectiveness of transformational leadership in achieving academic success for students. It recommended the implementation of leadership skills development programs that increase the ability of school principals to practice transformational leadership. The importance of the presence of transformational leadership and activating its role, and therefore the current study is based on these objectives.

The study of Shawabkeh (2018) aimed to identify the extent to which transformational leadership in its various dimensions (ideal influence of leadership, inspiring motivation, intellectual stimulation, and individual consideration) contribute to achieving organizational commitment among employees of the Income and Sales Tax Department. A comprehensive survey method was used to collect data from the study population, and the survey list was distributed to all workers in leadership and supervisory positions in this department, where 142 questionnaires were distributed and the response rate reached 85.2% of the total community size. Transformational leadership style with its different dimensions (ideal

influence - inspiring stimulation - intellectual stimulation - individual consideration) as well as distinguishing the employees in the department with organizational commitment.

2-1-7 The Transformational Leadership's Barriers

Zejda (2020) believes that it is worth paying attention to the problems that impede transformational leadership and limit its effectiveness, and thus affect business results, as well as the relationships of individuals, and these obstacles are found in one or more of the following elements:

- Language, the way it is used, and the terminology used in the different fields of work.

- Communication channels, their length, the links they pass through, and the complications they encounter between the leader and the team.

- Forms, documents, procedures, and the difficulty of speeding up decision-making.

- Number of administrative levels and scope of supervision.

- The time it takes for information to flow from one person to another and from one department to another without referring to the leader responsible for carrying out the tasks.

- Human errors that are summarized in misunderstanding and intentional or unintentional distortion of meanings.

- The psychological state and mood and its impact on the meanings of words and information.

- The personal and social problems of individuals and their impact on their desire and ability to exchange information.

The study Yussuf (2021) attempted to explore transformational leadership and its effects on team performance and included five companies, and the result was to develop a model that

shows the relationship between team performance and transformational leadership, but there were fractures in implementation, and here the researcher confirms that the current study helps in solving obstacles to try not to repeat them and find solutions appropriate and effective.

2-1-8 Transformational Leadership Effectiveness

Bani Issa (2006) sees transformational leadership that takes place within organizations that are flexible and agile and in a structured work environment, and its role can be activated as follows:

- Improving the organization's internal environment, whether political, economic or organizational.

- Contribute to creating or building the idea of change and then improving the organizational culture to create organizational affiliation.

- Activating the role of team spirit and rewarding for that and raising their morale.

- Privileges for managing talents, capabilities and aptitudes.

- Repetition and making sure that the message has been conveyed and understood by the receiver in the form experienced by the sender.

- Checking the elements of the communication process and trying to detect difficulties before they occur and thus avoid making mistakes during the communication process.

- Listening carefully during the transmission of the message for the clarity of the purpose of the message and its successful achievement.

- Choosing the appropriate means of communication between the leader and the team for improvement and speed of implementation.

- Choosing the right circumstances and the right time for communication.

- The clarity of the message to be conveyed by using words, symbols and terminology that are clear to the receiver and that do not carry more than one meaning.

And the researcher adds, in agreement with Dimitrios (2021), that there are also five foundations for the leader's strength and his ability to influence others, namely Rewardpower, CoercivePower, Legitimate Power, Referent Power, and Expertise Power, and therefore to activate the role of actual transformational leadership.

2-1-9 Transformational Leadership Dimensions

There have been many foreign and Arab studies and researches that have dealt with the dimensions of transformational leadership, as the researchers' viewpoints have multiplied. (1991, Avolio, etal); (1991, Bass, Avolio) ; (Bass, 1958) (Bass et al., 2003); (Tracey & Hinkin, 1996) (Walumba et al., 2004); (Jamie, 2016); (Al-Shawabkeh 2018) Developing the dimensions of transformational leadership in four dimensions, which are ideal influence, inspirational motivation, intellectual excitement, and individual consideration. (Rafferty & Griffin, 2004) (Burns, 1978) is empowerment.

Therefore, it can be said that the model (Tracey & Hinkin1996) is a four-dimensional measure of transformational leadership, which the researcher relied on in her study, because as far as the researcher knows, it is the most used measure for researchers who dealt with the subject of transformational leadership, which is appropriate in the field of application (the central organization for organization management), and the model consists of the following dimensions:

- Idealized Influence

Towler (2020) confirms that through this feature, the transformational leader is a role model for the subordinates, as they show continuity and determination in pursuing goals and

show high levels of ethical behavior with their high sense that raises the ethics and morale of subordinates and their values ideally to higher levels according to what is expected

- Inspirational Motivation

Here (Tallon (2018) believes that leaders act according to this characteristic in ways that motivate and inspire those around them, by giving priority to group spirit, showing enthusiasm and optimism, making followers focus and thinking about attractive future cases, and motivating them to study other different and desirable alternatives, and this feature expresses the ability of the leader Attractive expression, motivating and spreading the spirit of enthusiasm towards achieving goals.

(Thomas (2017) indicates that motivating subordinates is a process of focusing on the behavior and behavior of the transformational leader that makes subordinates love the challenge, and arouses the feelings and emotions of the workers.

- Intellectual Simulation

Thomsen (2016) believes that motivation is the leader's ability to challenge the status quo through the ability to search for new ideas, encourage workers to solve problems in creative ways, and support new models in work methods.

(Tamene (2017) confirms that leaders work to raise awareness and encourage the adoption of new ways of working and address old situations with modern methods and perspectives that keep pace with global developments, which generates a kind of innate confidence in the development of employees, as it is positively associated with the positions of leaders.

- Individualized consideration

(Song (2020) indicated that individual considerations are the leader's behavior that shows concern and care for his followers and works to achieve permanent satisfaction and well-being for subordinates, and that it is directed to team members, and individual considerations are inspiring motives for the leader that are frequently associated with the future goals of the organization, which are seen as significant And a challenge to business and personal goals, and the subordinates are motivating and inspiring to achieve the goals of the organization.

2-2 Service Quality

Differentiation of services is becoming difficult due to the fierce competition in Saudi insurance companies. According to Mohammed Saad et al. (2016), organizations are shifting from product-focused to customer-focused by focusing on their services. Service quality has been a key focus since the eighties because organizations now seek to attract customers based on the quality of services. Qudah et al. (2013) define service quality as the adherence to specifications offered by the company towards service excellence. Organizations that provide high-quality services get the largest market share, while those offering poor-quality services get a low market share. Quality of services involves knowing the client and what they desire without defects or imperfects from the first encounter, which improves the company's performance (Qudah et al., 2013).

Due to Napitupulu, et al (2018) There are many definitions of service quality, due to the different needs and expectations of customers when searching for the required quality of service, as well as the difference in judgment on service quality, from which the following definitions can be given:

- A criterion for the degree of conformity of the actual performance of the service with the expectations of the customers for this service.

- It is a measure of the degree to which the level of service meets the expectations of customers, and that the quality that the customer perceives of the service is the difference between the customer's expectations of quality dimensions and the actual performance that reflects the availability of these dimensions in fact.

- That quality that includes the procedural dimension and the personal dimension as important dimensions in providing high quality service, where the procedural aspect consists of specific systems and procedures for providing the service, while the personal aspect of the service is how the workers interact (with their attitudes, behaviors and verbal practices) with customers.

- The quality of the service can be known from the perspective of the service provider and from the perspective of the beneficiary of this service, and this is confirmed by the researchers (Krajewski and Ritzman). It adapts this service to its uses and uses

2-2-1 The benefits of service quality

According to Lai, et al. (2019) The benefits of quality in providing service lies in the following:

- Growth in the field of service: The number of institutions that provide services has increased, for example, half of the institutions are related to providing services.

- Increasing competition: The increase in the number of service institutions leads to an increase in competition, and therefore the quality of service gives these institutions many competitive advantages.

- Understanding customers: Customers want good treatment, so it is not enough to provide quality service and reasonable price without providing good treatment and greater understanding of customers.

- The economic significance of service quality: Service institutions are now focusing on expanding their market share. Therefore, institutions should not strive to attract new customers, but must also maintain existing customers. To achieve this, more attention must be paid to the level of service quality. .

- According to Lang, M., Wiesche, M., & Krcmar, H. (2018). The degree of understanding of the service provider: it means the degree of understanding of the service supplier to the beneficiary and how much time and effort this resource needs in order for the beneficiary to understand his requests, especially the feelings of the beneficiary, and appreciate these feelings;

- Communication: It means exchanging service-related information between service providers and customers in an easy and simple manner.

- Access to the service: This dimension includes not only communication, but everything that would facilitate access to the service, such as: suitability of working hours and the location of the institution;

- tangible things: the quality of service is often evaluated by the customer in light of the appearance of physical facilities (such as equipment, devices, personnel ...);

- Tact: It means that the service provider has the ability to be respectful and polite, and be characterized by friendly treatment with customers, and then this aspect refers to friendship and friendliness between the service provider and the customer.

Soon, the same researchers reduced the number of dimensions to five (Lang, et al. 2018):

- Reliability: This dimension is one of the five most stable dimensions and is the most important in determining the perceptions of service quality about customers. Reliability is defined as the ability to provide service promises reliably and accurately.

- Assurance (trust and affirmation): creating and gaining trust, where trust in general is an essential and important element for successful mutual relations, as it represents the desire, willingness, and approval of the other party in a specific commercial exchange in which the customer places his full confidence.

- Response: This dimension includes four variables, which measure the institution's interest in informing its customers of the time-of-service performance, the keenness of its employees to provide immediate services to them, the constant desire of its employees to help them, and the employees' lack of preoccupation with responding immediately to their requests;

- Tangibles: This includes physical facilities, equipment, appearance of staff, and communication materials;

- Empathy (care): It means the level of care and personal attention provided to the customer.

2-2-2 Measuring the quality of service

The service faces many difficulties to measure it compared to measuring the quality of goods. Despite these difficulties, there are many studies that have contributed to the development of scientific and practical frameworks and standards for measuring service quality, including:

Parasuraman zeithanrl berry studies (1985, 1988, 1991), lehtine studies 1982, Gronroos studies (1982 - 1983) and Taylor and Gronin (1992 -1994) studies, and the most important contributions, most notably the following:

➤ Measuring service quality from the customer's perspective: This trend includes several measures, including (Pham, et al. ,2019):

   o Measuring the number of complaints: submitted by the customer over a period of time, and these complaints show that the service provided to them is not commensurate with the level they aspire to reach.

   o Measuring customer satisfaction: It is one of the complex methods of measuring service quality. It is done by listing the service characteristics in a table and asking customers about arranging these characteristics according to their importance as perceived by these customers.

   o The Gap Scale: which depends on the expectations of customers for the level of service and their awareness of the level of performance of the already provided service, and then determining what is between expectations and perceptions using the gaps.

➤ And when talking about this measure, it is necessary to address two basic concepts that correspond to determine the gap in service quality, which are (Pham, et al. ,2019):

   o Customer expectations: These are the beliefs that he has and wishes to achieve or provide in the service provided to him by the institution he deals with.

   o In light of the process by which customers evaluate the quality of service, Zeithanl, Parasuraman et Berry introduced the concept of a tolerance zone that links the required service with the acceptable service.

- The service that the customer expects is the gap between the required service and the service accepted, and if the service received is less than the expected service, it will cause dissatisfaction with the customer.

- The required service is affected by two main factors: the specific factors of the customer and the factors related to the institution, the service requested always depends on the actions of the customer, the level of general demand for services, personal needs and also depends on the companies, explicit and implicit promises, from mouth to ear, past experiences of service.

- As for acceptable service, its acceptance depends on its expectation of the minimum service, visualizing alternatives, portraying or realizing the special role in customer service and circumstantial factors.

- A comparison between the expected service and the service perceived by the customer during the service experience creates either customer satisfaction or dissatisfaction.

- Customer perceptions: They are the criteria by which the customer actually perceives the service as it was provided to him, and from him

Service quality = expectations - perceptions.

The scale (Servqual*) is considered the most common measure of perceived service quality in most field studies. With the customer and with both

Servperf*

Criticism of the Servqual scale has resulted in the introduction of several studies, Taylor and Gronin, which resulted in a new measure called the service performance measure, or

what is known as the Servperf scale, based on a deep review of service quality measurement models while expectations are not part of this concept. The difference in this scale is that it excludes the idea of the gap between performance and expectations and focuses only on performance to measure the quality of service, but at the same time it uses the same five dimensions described by Li, et al. (2020). And they conducted a field test of four models to measure the quality of service:

1-Servqual Quality of Service = Performance - Expectations

2-Servperf Wieghted = (Performance - Expectations)

3-Servperf Quality = Performance

4-Servperf Wieghted Quality of Service = Importance x Quality

Gonin et Taylor 1992 concluded that the Servperf scale (performance only) is the best measure, so the researchers recommend the use of this scale in many fields due to its ease of application and simplicity of measurement.

Professional quality measurement: It represents the measurement of quality from the perspective of its providers, in terms of the interventions and processes required to complete the service and the results represented by the service in its final form presented to the customer, and this is done through comparative performance or questions directed to employees.

Measuring quality from a comprehensive or total perspective: i.e. from the point of view of the customer and service providers in order for the institution to evaluate and conduct continuous improvement programs for service quality

Steps to achieve quality in service provision

To achieve quality in providing services, the following steps must be followed (Li, et al ,
2020):

Attracting attention and drawing attention to customers: This can be achieved through the
attitudes that the service provider presents to customers according to the following:

Psychological and mental readiness to confront customers, and notify them of interest in
them;

Good appearance and positive and effective interview with customers;

A smile, tenderness and accuracy in dealing with customers and showing a spirit of
friendliness and love in helping them;

The positive, interactive spirit towards customers, regardless of gender, appearances, etc.;

Self-confidence, strength of personality, and objectivity in interaction and dealing with
various customers;

Full accuracy in giving accurate specifications about the good or service and not resorting
to exaggeration;

Notifying customers of the ultimate happiness in providing the service.

And all of this is considered an effective mental image that sharpens the mind, in addition
to that it enhances the way of permanent loyalty to customers in the acquisition of the service
and its continuous recurrence.

➢ Creating a desire for customers and determining their needs: Among the basic requirements
that are adopted in this regard are the following:

    o the proper, logical and orderly presentation of the merits of the good or service;

- Focusing on the shortcomings in the goods and services that the customer depends on;

- Adopting all sales equipment as a means to affect the sense of hearing, touch, smell, etc.;

- Giving the customer the opportunity completely to inquire about all the matters that he should clarify and for the service provider to be ready to respond to these inquiries objectively and accurately without exaggeration or intimidation; Focusing on the human aspects of dealing such as welcoming, smiling and feeling important, providing the requirements of the current and future needs of customers.

➢ Creating customer persuasion and addressing his objections. This can be clarified as follows:

- The service provider must abide by the mental rule in the art of dealing with customers, which is (the customer is always right), and in this regard, a set of principles can be relied on as follows:

- Relying on the principle of yes, this is true, however, where the seller shows the customer his agreement with his point of view in part and then works to implement it intelligently;

- Reliance on direct denial as little as possible, with the possibility of reliance on it in cases where it is unavoidable to resort to it;

- Compensation method: It is based on the common proverb that the price of the item is expensive. If the customer objects to the price of the commodity, it can be delivered with him at a higher price, but when quality considerations are taken, this makes it appear that it is the most economical;

- The opposite method: It is based on turning the objection into an advantage, for example the objection to some types of cars that they are small, and here it can be

answered that this is one of its most important features as it needs less space for parking and parking spaces, as well as that it can passing through traffic jams with relative ease;

- o The method of questioning: It is based on the use of the sales and marketing service provider to ask some questions to the customer, in order to avoid the customer's objection.

- o The service provider must be a good listener to the customer and show interest and vigilance in the customer's speech and can write down some opinions and observations for the customer;

- o The service provider should not take the customer's objections to the accepted case.

- o It is important when responding to objections that the service provider does not feel that the customer has been defeated in the competition, as this feeling may lead to counterproductive results and may lead to the failure of the sales mission after it was almost completed successfully.

➢ Ensuring the continuity of customers in dealing with the institution: this can be done by:

- o Paying attention to customers' complaints and observations: This requires service providers to have a high degree of patience in absorbing consumers' complaints and taking the necessary measures to address situations through:

- o Apologizing for the loss and informing them of the importance of the complaint submitted by them;

- o compensate them for the resulting loss;

- o Replacing damaged or unusable procedures with the merchandise;

- o Replacing the entire commodity with another, and then finally giving thanks to them and maximizing their role in supporting the institution.

o Provide after service

o Sales: service providers must constantly follow up on providing after-sales services such as: installation services, maintenance services, training services for operators, providing spare parts for parts that are damaged during use.... etc.

2-2-3 Services quality dimensions

The service quality dimensions include tangibles, reliability, empathy, assurance, and responsiveness. Tangibles are physical aspects of insurers, including their facilities, communication systems, and company equipment. Organizations need a convenient and supportive physical environment to convince customers to develop a favorable perception of their quality of services (Mohammed Saad et al., 2016). Therefore, they are likely to continue doing business with the company, become satisfied, and are less likely to shift to another organization. Secondly, reliability refers to the precision and timelessness of insurers in managing customer issues and providing benefits to the insured. According to Mohammed Saad et al. (2016), reliability is the vital driver of service quality, and it immensely affects the consumer's perceptions of the quality of services the organization offers.

The third dimension is responsiveness which refers to the willingness of the organization to assist its consumers in case they have issues or want to be covered. Consumers expect the insured to provide high-quality services faster, making them appreciated and valued by the company (Mohammed Saad et al., 2016). Such feeling gives customers satisfaction increasing their willingness to be insured by the company. Fourthly, the company employees must create an assurance environment with the consumers to help them become confident and develop trust in the company. Assurance is a significant quality dimension that makes a customer comfortable with the organization. Without assurance, the insured

will likely switch the company and fail to be loyal to it. Finally, empathy refers to the ability of the company to use its employees to make customers valued and needed in the company. Equally, it involves sharing emotions with the customer in case of loss and offering individualized attention. If an organization offers this kind of service, consumers are likely to be more satisfied, loyal, and unlikely to switch the insurance company (Mohammed Saad et al., 2016).
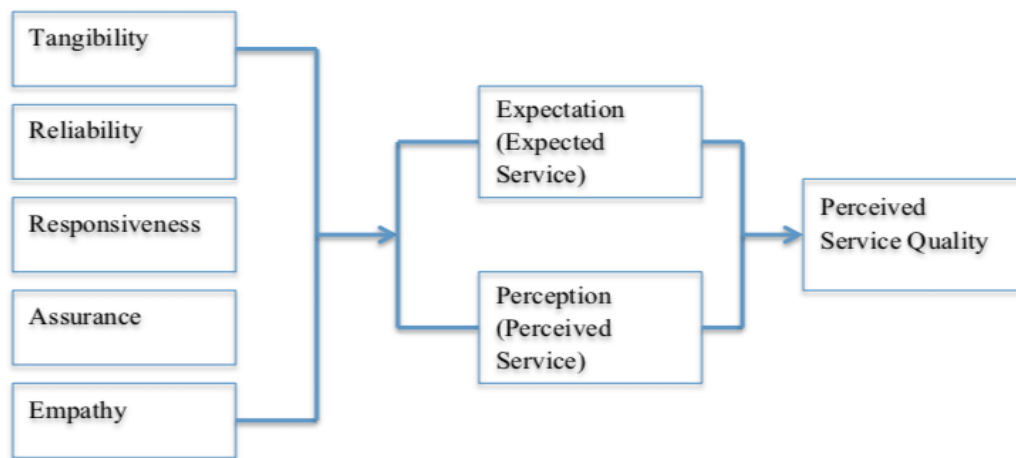
Fig. 1   SERVQUAL Model

Chapter 3 : Methodology

3.1 Introduction

This chapter 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**.**

3.2 conceptual model

<div align="center">

Independent variable   **Dependent variable**

</div>

| Transformational Leadership

Inspirational Motivation
Individual Consideration
Idealized Influence
Intellectual Stimulation | → | Quality of Healthcare Services |
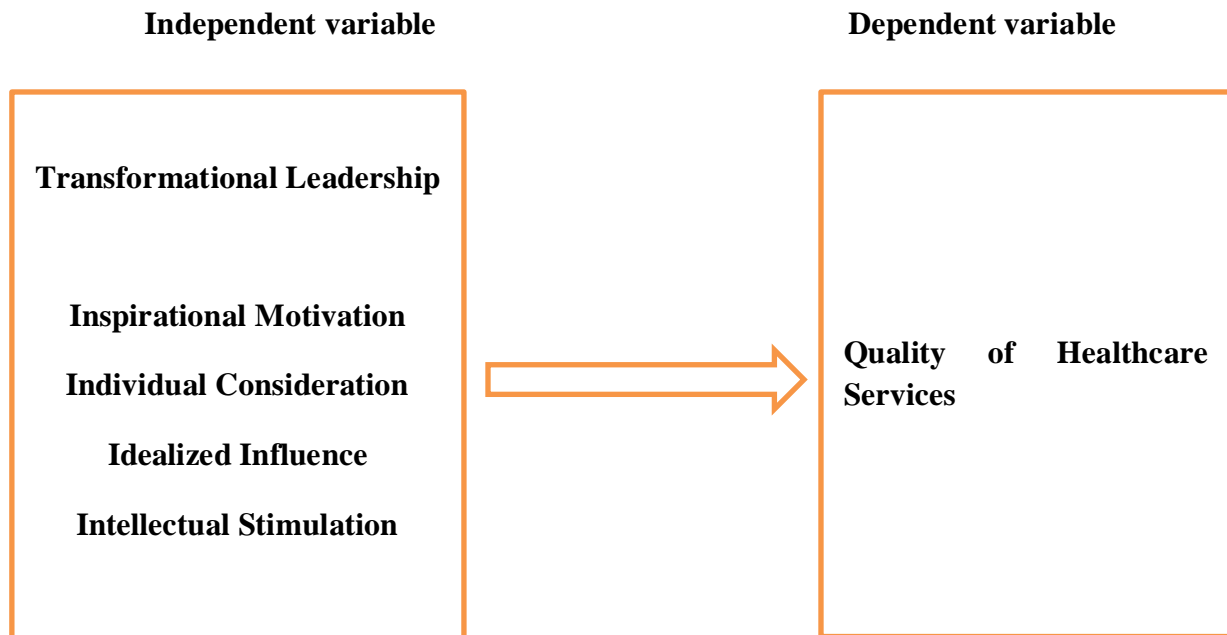
Fig: 2 : ....

3.3 Research Hypotheses

Main Hypothesis: There is a statistically significant impact of Transformational Leadership on Quality of Healthcare Services

first sub-Hypothesis: There is a statistically significant impact of Inspirational Motivation as one-dimension Transformational Leadership on Quality of Healthcare Services

Second sub-Hypothesis: There is a statistically significant impact of Individual Consideration as one-dimension Transformational Leadership on Quality of Healthcare Services

Third sub-Hypothesis: There is a statistically significant impact of Idealized Influence as one-dimension Transformational Leadership on Quality of Healthcare Services

Fourth sub-Hypothesis: There is a statistically significant impact of Intellectual Stimulation as one-dimension Transformational Leadership on Quality of Healthcare Services

3.4 Validate the study tool

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

First: Transformational Leadership

Table (1) Correlation phrase Transformational Leadership

Phrases	Correlation coefficient	P-value
Inspirational Motivation		
The manager can transform the vision and mission of the company into reality	0.418**	0.000
The manager works to instill enthusiasm in all employees	0.681**	0.000
The manager is concerned with motivating employees to achieve the company's vision and goals	0.740**	0.000
The manager works to achieve the company's goals through teamwork and team spirit	0.755**	0.000
Individual Consideration		
The manager is concerned with the individual differences between workers in accomplishing tasks	0.630**	0.000
The manager works by identifying all individual observations to develop the capabilities of employees	0.808**	0.000

The manager focuses on correcting the errors that occur during the performance of the work	0.728**	0.000
The manager cares about dealing with each person in the appropriate way	0.809**	0.000
Idealized Influence		
The manager typically acts as a role model for all employees	0.818**	0.000
The manager is concerned with achieving the public interest regardless of his personal interest	0.779**	0.000
The manager is obligated to follow the values and ideals in his behaviour and actions	0.309**	0.000
The manager is respected and trusted by all employees	0.6013**	0.000
Intellectual Stimulation		
The manager works to identify the employees' ideas on how to solve work problems	0.758**	0.000
The manager encourages employees to participate in decision-making	0.675**	0.000
The manager is interested in suggesting new ways and ideas for workers that contribute to the completion of work in less time and with higher efficiency	0.402**	0.000
The manager is interested in identifying the aspirations and dreams of future employees	0.411**	0.000

** significant 0.01

It is clear from the previous table No. (1) that all the values of the Pearson correlation coefficients between the degree of each of the Transformational Leadership axes items and the total score of the axis was statistically significant at the level (0.01), and this means a higher level of truthfulness for the Transformational Leadership axes items and the tool has structural validity Which indicates that it is applicable to achieve the objectives of the study

Second: Quality of Healthcare Services

Table (2) Correlation phrase Quality of Healthcare Services

Phrases	Correlation coefficient	P-value
The health care sector is concerned with applying the work systems, methods and procedures established in an efficient and effective manner	0.608**	0.000
The healthcare sector strives to provide the best level of quality performance	0.571**	0.000
The health care sector works to achieve rational use of available resources	0.421**	0.000
The health care sector is concerned with encouraging workers to work in a team spirit	0.576**	0.000
The healthcare sector seeks to meet all patients' needs quickly and effectively	0.457**	0.000
The health care sector is interested in solving all problems that can occur during work	0.575**	0.000
The healthcare sector uses new and innovative methods to increase the level of quality Services.	0.401**	0.000

**significant 0.01

It is clear from the previous table No. (2) that all the values of the Pearson correlation coefficients between the degree of each of the Quality of Healthcare Services axes items and the total score of the axis was statistically significant at the level (0.01), and this means a higher level of truthfulness for the Quality of Healthcare Services axes items and the tool has structural validity Which indicates that it is applicable to achieve the objectives of the study

3.5 Reliability study tool

Table (3) Reliability questionnaire

Dimension	Alpha Cronbach	Number of elements
Transformational Leadership	0.905	16
Quality of Healthcare Services	0.739	7
Total questionnaire	0.864	23

It is clear from the previous table No. (3) the value of the Reliability coefficient Alpha for all dimensions questionnaire was greater than 0.7 and ranged between (0.905 – 0.739) and the Reliability coefficient alpha for the total questionnaire was 0.864 which confirms the validity and relevance of the statements of the questionnaire axes and the high level of Reliability of the tool used in the study and confirms its validity to achieve the purposes and objectives of the study and the Reliability of the results obtained them from the field study

Chapter 4: ANALYSIS AND RESULTS

4.1 Introduction

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

4.2 Personal Data:

- **Gender**

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

Table (4) sample according to gender

Categories	N	%
Male	89	44.1
female	113	55.9
Total	202	100

Figure (3) sample according to gender
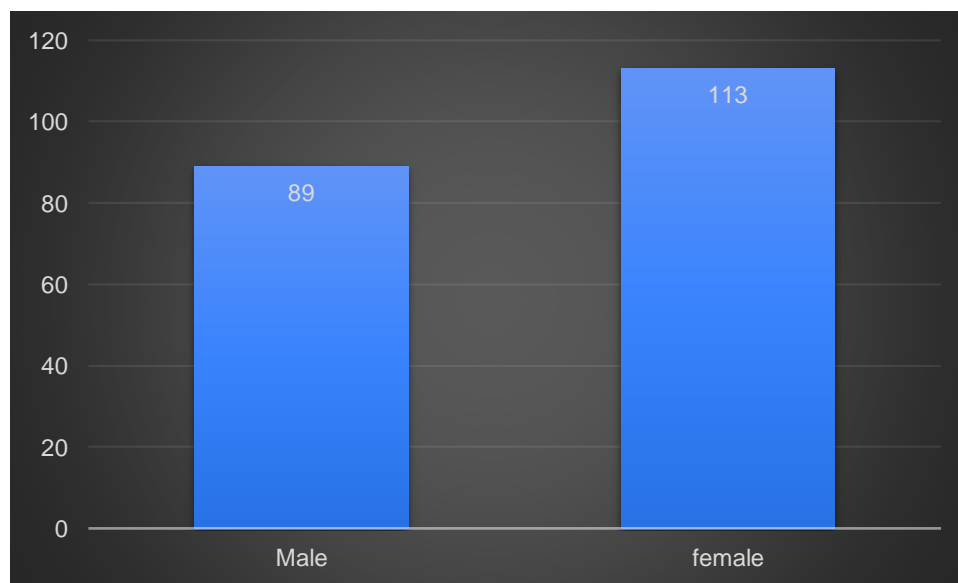
- **Age:**

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 (5) 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
Total	**202**	**100**

Figure (4) sample according to age
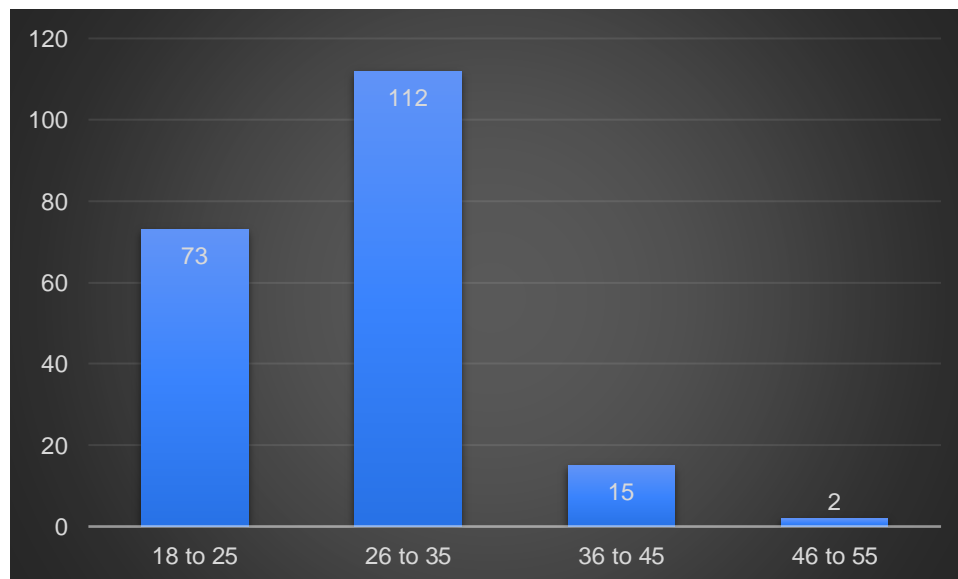
- **Academic qualification**

The study sample Divided Bachelor 77.2 % Master 21.3 % and PhD 1.5 %

Table (6) sample according to Academic qualification

Categories	N	%
Bachelor	156	77.2
Master	43	21.3
PhD	3	1.5
Total	**202**	**100**

Figure (7) sample according to Academic qualification
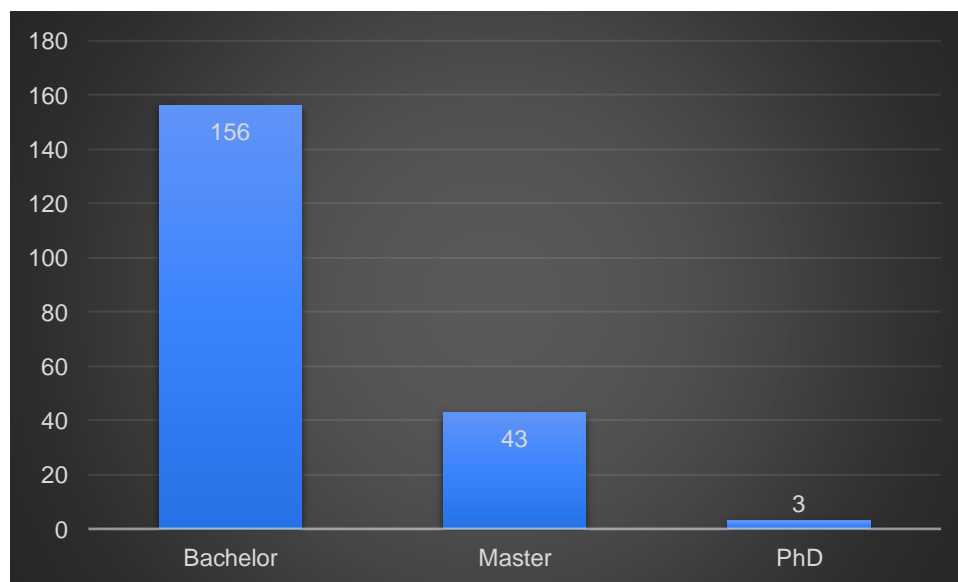
- **job**

The study sample Divided medical 15.3 % nursing 54.5 % Technical 4 %and Administrative 26.2 %

Table (8) sample according to Job

Categories	N	%
medical	31	15.3
nursing	110	54.5
Technical	8	4.0
Administrative	53	26.2
Total	141	100

Figure (5) sample according to Job
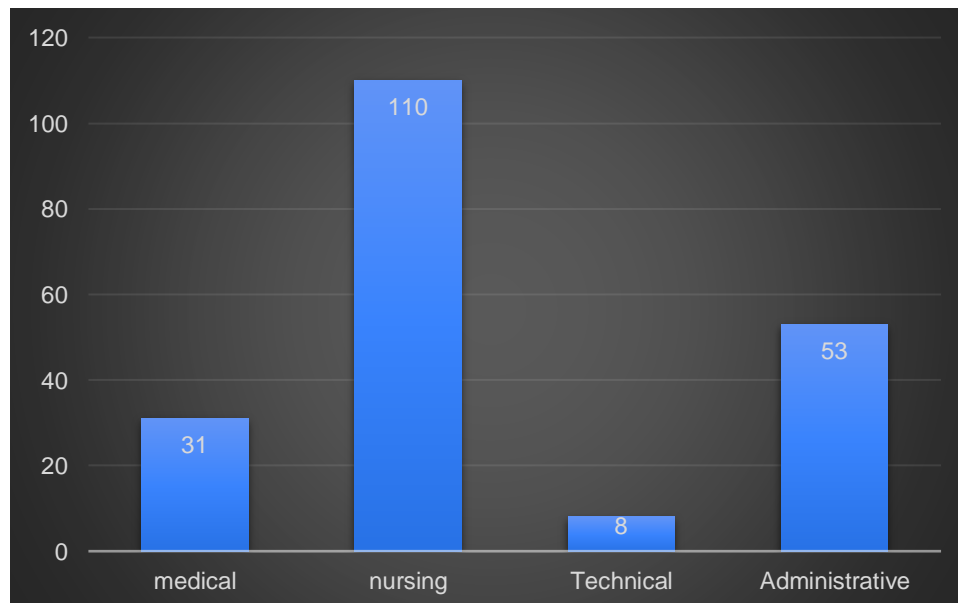
- **Duration of work experience**

The study sample Divided1 (-5) 50 %, (6-10) 28.7 % (11 - 15) 18.8% and (16 years and over) 2.5%

Table (9) sample according to Duration of work experience

Categories	N	%
1 – 5	101	50.0
6 -10	58	28.7
11 - 15	38	18.8
16 years and over	5	2.5
Total	202	100

Figure (6) sample according to Duration of work experience
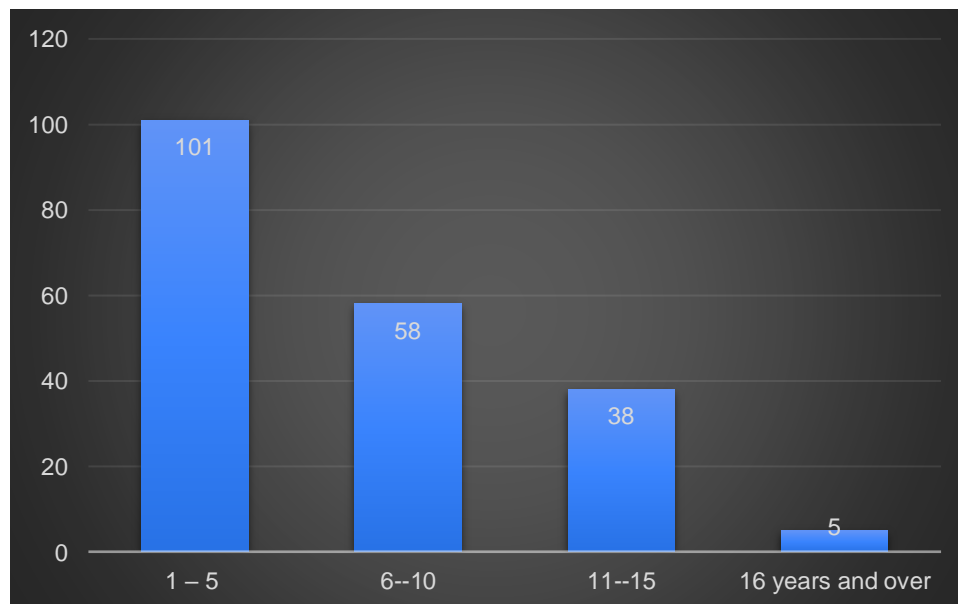
4.3: The variables of study

First: Transformation leadership

Table (10) Phrases of the Transformation leadership

N.	Phrase	Mean	S. D	Relative weight	Degree	Arrangement
	Inspirational Motivation					
1	The manager can transform the vision and mission of the company into reality	3.604	0.824	0.721	Medium	1
2	The manager works to instil enthusiasm in all employees	3.505	0.768	0.701	Medium	3
3	The manager is concerned with motivating employees to achieve the company's vision and goals	3.520	0.806	0.704	Medium	2
4	The manager works to achieve the company's goals through teamwork and team spirit	3.450	0.829	0.690	Medium	4
	Individual Consideration					
5	The manager is concerned with the individual differences between workers in accomplishing tasks	3.381	0.919	0.676	Medium	2

6	The manager works by identifying all individual observations to develop the capabilities of employees	2.990	0.792	0.598	Medium	3
7	The manager focuses on correcting the errors that occur during the performance of the work	3.525	0.824	0.705	Medium	1
8	The manager cares about dealing with each person in the appropriate way	2.936	0.811	0.587	Medium	4
Idealized Influence						
9	The manager typically acts as a role model for all employees	2.619	0.982	0.524	Medium	4
10	The manager is concerned with achieving the public interest regardless of his personal interest	2.723	0.926	0.545	Medium	3
11	The manager is obligated to follow the values and ideals in his behaviour and actions	3.208	0.970	0.642	Medium	1
12	The manager is respected and trusted by all employees	2.871	0.932	0.574	Medium	2
Intellectual Stimulation						
13	The manager works to identify the employees'	3.515	0.781	0.703	Medium	3

#	Statement	Mean	S.D		Level	Rank
	ideas on how to solve work problems					
14	The manager encourages employees to participate in decision-making	3.525	0.824	0.705	Medium	2
15	The manager is interested in suggesting new ways and ideas for workers that contribute to the completion of work in less time and with higher efficiency	3.673	0.671	0.735	High	1
16	The manager is interested in identifying the aspirations and dreams of future employees	3.317	0.886	0.663	Medium	4

The all-expression Inspirational Motivation in Transformation leadership axes were the medium and it shows the medium level of the Inspirational Motivation in Transformation leadership where mean is 3.520 and S.D 0.806

The all-expression Individual Consideration in Transformation leadership axes were the medium and it shows the medium level of the Individual Consideration in Transformation leadership where mean is 3.208 and S.D 0.836

The all-expression Idealized Influence in Transformation leadership axes were the medium and it shows the medium level of the Idealized Influence in Transformation leadership where mean is 2.855 and S.D 0.953

The 1 expression Intellectual Stimulation in Transformation leadership axes were the high and 3 expressions were the medium and it shows the medium level of the Intellectual Stimulation in Transformation leadership where mean is 3.507 and S.D 0.790

It shows the medium level of the Transformation leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia where mean is 3.507 and S.D 0.790

Second: Quality of Healthcare Services

Table (11) Phrases of the Quality of Healthcare Services

Phrase	Mean	S. D	Relative weight	Degree	Arrangement
The health care sector is concerned with applying the work systems, methods and procedures established in an efficient and effective manner	3.356	1.151	0.671	Medium	3
The healthcare sector strives to provide the best level of quality performance	3.332	1.161	0.666	Medium	4
The health care sector works to achieve rational use of available resources	3.134	1.216	0.627	Medium	6
The health care sector is concerned with encouraging workers to work in a team spirit	3.460	1.159	0.692	Medium	1
The healthcare sector seeks to meet all	3.376	1.132	0.675	Medium	2

				Medium	5
patients' needs quickly and effectively					
The health care sector is interested in solving all problems that can occur during work	3.327	1.190	0.665	Medium	5
The healthcare sector uses new and innovative methods to increase the level of quality Services.	3.356	1.116	0.671	Medium	3

The all-expression Quality of Healthcare Services axes were the medium and it shows the medium level of the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia where mean is 3.335 and S.D 1.161

4.4 Test Research Hypotheses:

Main Hypothesis: There is a statistically significant impact of Transformational Leadership on Quality of Healthcare Services

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Transformational Leadership on Quality of Healthcare Services it is correct the Main Hypothesis it turned out that the more it increased Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia 1% is the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia has increased 0.178%

first sub-Hypothesis: There is a statistically significant impact of Inspirational Motivation as one-dimension Transformational Leadership on Quality of Healthcare Services

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Inspirational Motivation as one-dimension Transformational Leadership on the Quality of Healthcare Services, it is correct the first sub hypothesis it turned out that the more it increased Inspirational Motivation as one-dimension Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia 1% is the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia has increased 0.476%

Second sub-Hypothesis: There is a statistically significant impact of Individual Consideration as one-dimension Transformational Leadership on Quality of Healthcare Services

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Individual Consideration as one-dimension Transformational Leadership on Quality of Healthcare Services, it is correct the second sub hypothesis it turned out that the more it increased Individual Consideration as one-dimension Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia 1% is the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia has increased 0.499%

Third sub-Hypothesis: There is a statistically significant impact of Idealized Influence as one-dimension Transformational Leadership on Quality of Healthcare Services

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Idealized Influence as one-dimension Transformational Leadership on Quality of Healthcare Services, it is correct the third sub hypothesis it turned out that the more it increased Idealized Influence as one-dimension Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia 1% is the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia has increased 0.570%

Fourth sub-Hypothesis: There is a statistically significant impact of Intellectual Stimulation as one-dimension Transformational Leadership on Quality of Healthcare Services

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Intellectual Stimulation as one-dimension Transformational Leadership on Quality of Healthcare Services, it is correct the fourth sub hypothesis it turned out that the more it increased Intellectual Stimulation as one-dimension Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia 1% is the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia has increased 0.338%

Table (12) Impact of Transformational Leadership on Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia

Hypotheses	B	T	F	P-VALUE
Main	0.178	**5.647	**31.886	0.000
first sub	0.476	**4.141	**17.149	0.000
Second sub	0.499	**4.932	**24.328	0.000
Third sub	0.570	**6.355	**40.392	0.000
Fourth sub	0.338	**2.587	**6.693	0.010

**significant 0.01

Chapter five: DISCUSSION AND CONCLUSION

Introduction

This chapter will deal with Discussion and Conclusion this study and Recommendations and Scope for Future Research

5.1. Discussion

The research aimed to identify the Impact of Transformational Leadership on Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh 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 Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia and medium level of the Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia and medium level of the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh 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 Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia on Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia

5.2. Conclusion

The research aimed to identify the impact of the Transformational Leadership on Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia and the research found that there more it increased Inspirational Motivation, Individual Consideration, Idealized Influence and Intellectual Stimulation in Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia 1 % is the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh

city in the Kingdom of Saudi Arabia has increased 0.476%, 0.499%, 570 %, 0.338 % and it increased Transformational Leadership in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia 1% is the Quality of Healthcare Services in the Healthcare Sector in Dr. Sulaiman Al Habib Hospital in Riyadh city in the Kingdom of Saudi Arabia has increased 0.178%

5.3**.** Recommendations **and Scope for Future Research**

The study recommends the need to work on increasing the dissemination of the concept and culture of applying different types of leadership, especially transformational leadership, in all institutions operating in the Kingdom of Saudi Arabia, especially institutions operating in the medical sector, by holding training courses and issuing booklets explaining developments in applying different types of leadership, as well as working to provide all capabilities And the needs for the effective application of these types of leadership, which contributes to achieving the required administrative development goals in line with the vision of the Kingdom 2030, as well as encouraging academics and those interested in conducting many research and studies related to the application of different types of leadership in order to raise the efficiency of the quality of services that are provided by all bodies. And institutions operating in the Kingdom of Saudi Arabia, especially those working in the medical sector, to face any problems or obstacles that may hinder them, which contributes to reaching generalizable results that achieve the goals of the health care sector related to the Kingdom's Vision 2030. As well as contributing to enriching scientific research and opening scientific horizons for researchers interested in the field of care sector health

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Appendix

questionnaire

Personal data

- **Gender**

    - Male
    - Female

- **Age**
    - Less than 30 years old
    - From 30 years to less than 40 years
    - From 40 years to less than 50 years
    - 50 years and over

- **Academic qualification**
    - High School
    - Bachelor's
    - Master's
    - PhD

- **Job**
    - medical
    - nursing
    - Technical
    - Administrative

- **years of experience**
    - Less than 5 years
    - From 5 years to less than 10 years
    - From 10 years to less than 15 years
    - From 15 years and over

Transformation leadership

N.	Phrase	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Inspirational Motivation						
1	The manager can transform the vision and mission of the company into reality					
2	The manager works to instil enthusiasm in all employees					
3	The manager is concerned with motivating employees to achieve the company's vision and goals					
4	The manager works to achieve the company's goals through teamwork and team spirit					
Individual Consideration						
5	The manager is concerned with the individual differences between workers in accomplishing tasks					
6	The manager works by identifying all individual observations to develop the capabilities of employees					
7	The manager focuses on correcting the errors that occur during the performance of the work					
8	The manager cares about dealing with each person in the appropriate way					

	Idealized Influence					
9	The manager typically acts as a role model for all employees					
10	The manager is concerned with achieving the public interest regardless of his personal interest					
11	The manager is obligated to follow the values and ideals in his behaviour and actions					
12	The manager is respected and trusted by all employees					
	Intellectual Stimulation					
13	The manager works to identify the employees' ideas on how to solve work problems					
14	The manager encourages employees to participate in decision-making					
15	The manager is interested in suggesting new ways and ideas for workers that contribute to the completion of work in less time and with higher efficiency					
16	The manager is interested in identifying the aspirations and dreams of future employees					

Quality of Healthcare Services

N.	Phrase	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	**The health care sector is concerned with applying the work systems, methods and procedures established in an efficient and effective manner**					
2	**The healthcare sector strives to provide the best level of quality performance**					
3	**The health care sector works to achieve rational use of available resources**					
4	**The health care sector is concerned with encouraging workers to work in a team spirit**					
5	**The healthcare sector seeks to meet all patients' needs quickly and effectively**					
6	**The health care sector is interested in solving all problems that can occur during work**					
7	**The healthcare sector uses new and innovative methods to increase the level of quality Services.**					