

**Open University of Cyprus**

**FACULTY OF ECONOMIC SCIENCES AND MANAGEMENT**

**MASTER IN BUSINESS ADMINISTRATION (MBA)**

Master's Dissertation



**“The effect of Organizational Culture and the relationship  
between Transformational Leadership and Job Satisfaction in  
International Organizations of Health Sector”**

Hashem Al Jaddouih

**SUPERVISOR**

**Professor: Dr Dionysios D. Gerontogiannis**

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# Declaration

I declare responsibly that the whole work is 14,328 words, according to the instructions of the Open University of Cyprus. This does not include annexes, the glossary which provides an explanation of the abbreviations, symbols and technical terms mentioned in the thesis and the bibliography/references at the end of the main text.

# Abstract

Background: Leadership is one of important key to improve performance of healthcare employee. Leadership styles are important organizational practice, especially in encourage and increase employee's job satisfaction, teamwork, and effect of organizational culture for these facility on employee satisfaction level.

This study to find and investigate the relationship between Transformational Leadership, organizational culture, and job satisfaction level of employee in international healthcare facility, additional to that it will investigate if any of the demographic factors (Age, Education level, and years of experience/) have impact on job satisfaction level among healthcare worker international healthcare organizations.

Method: quantitative non-experimental correlation research design among randomly selected sample from healthcare worker in international healthcare facility to examine the relationship between leadership Practices especially Transformational leadership style, organizational culture on employee job satisfaction **by** using self-administered questionnaire for 30 healthcare workers in different facility with a correlational design for this study.

Data were collected on health workers' perception of leadership styles displayed by their facility leaders, their level of job satisfaction, and organizational culture for their organizations.

Result: Transformational leadership was positively correlated with job satisfaction ( $r=0.869$ ) and organizational culture ( $r=0.631$ ), while result show no relation between (age, education level, and years of experience) on satisfaction level of healthcare worker in the international healthcare organizations.

Conclusion: Transformational styles had a positive impact on assuring job satisfaction, and organizational culture had the same impact on satisfaction level among healthcare workers.

Recommendations: Supporting transformational leadership skills improving in healthcare facility and arrange regular training for leaders in this practice, also the organization should do regular and contentious review of the culture since it has positive or negative effect on the job satisfaction level of the employee which will affect the quality of healthcare services and will effect positively or negatively the patient experience in this organization and organizational culture practice improving could strengthen job satisfaction, among health workers for better service delivery with high quality level which will lead to patient satisfaction.

Keywords: transformational leadership, job satisfaction, organizational culture, healthcare worker, healthcare facility.

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I'm extremely grateful to my beloved wife for her love, patience, and the unlimited support she has given me during this journey. I wouldn't be able to accomplish this work without her support.

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# List of abbreviations

**SPSS** Statistical Package for Social Sciences

**TLS** Transformational Leadership Style

**JS** Job Satisfaction

**OC** Organizational Culture

**IV** Independent variable

**DV** Dependent variable

# Chapter 1

## Introduction

**1.1 Management** is the process of achieving the goals set with the optimal use of available resources, according to a specific approach, within a specific environment, so it is focus on achievement of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing, and controlling organizational resources.

**1.2 Leadership** : Leadership is the ability to influence people to make them want to achieve group (common) goals so, it is influencing process and its succsus results and influencing process that happened after interactiona between a leader and followers and as a important part of this interaction prosses is explained by the leader's dispositional characteristics and behaviors, follower perceptions and attributions.Leadership has a great effect on how employees achieve positive outcomes per organizational planning and how to improve and grow this employee performance. As we can see from definition of leadership as a prosses so he is affecting the subordinate and subordinate affect him as will, so it is interaction bipolar direction.

From previous definitions of leadership, we can summarize the main parts or components of the leadership: it is a prosses and change power and concept should be available within the group of people to words the common goals.

Nel et al. (2004) define leadership as the process whereby one individual influence other and direct their efforts to achieve organizational goals and leadership is required to direct and guide organizational and human resources toward the strategic objectives of the organization and ensure that organizational functions are aligned with the external environment.

(Jeannot, 1989) described leadership as “a personal relationship between the individual and a

group”, while (Semler, 1993) described it as “having common goals and values”. (Kouzes and Posner, 1987) see leadership as “that behavior, which is not so much in the control of an individual but driven by multiple forces in their environment”. (Andrew Kakabadse, 1998) “Some describe the most common interpretation of leadership as “leaders being definers of common goals and philosophies, accounting for contextual factors through the display of personal characteristics” which generally encompasses the three definitions above”.

(Bennis and Nanus 2007) differentiate between management and leadership, management focus on goal achievement and accomplish in routine way but leadership how to build up a concept of change of your subordinate by role model playing. So, in other words we can say manager who do the thing in write way while leader how do the right thing.

(Rost 1991) leadership influence power and relationship from more than one directions while management using authority in one direction.

(Simonet and Tett 2012) management and leadership have overlap in many aspects (productivity, professionalism, goal setting and many other aspect , but at the same time there is unique characteristics for each other, for example leader always has long term planning and creative thinking while manager has short term planning and goal setting.

(Zalesnik 1977) said key of changes with leader by influencing followers to that change and actively used the emotional intelligence. In other words leaders change the view for subordinate about what is possible.

### **1.2.1 Leadership types and styles**

We have many types and styles of leadership and each style have own importance and effect on employee and organization.

- 1- Authentic leadership styles: from many points of view, we can define this style and consider as dimensions of it intrapersonal, developmentally, and interpersonally point of

view. Intrapersonal point of view focus on leaders' knowledge and regulation. Interpersonal perspective it is collective established between leaders and their subordinate and finally development aspect focusses on continue development over lifetime.

- 2- Participative leadership styles are rooted in democratic theory. The essence is to involve team members in the decision-making process
- 3- Delegative leadership style also known as "laissez-faire leadership" focuses on delegating initiative to team members. This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work
- 4- Servant leadership style: approach focus on leaders' behaviors and emphasize leaders to be conscious and aware about subordinate concerns. (Spears 2002) divided this style for 10 diminutions and characteristics: listening, Empathy, Healing, Awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community
- 5- Transactional leadership styles use "transactions" between a leader and his or her followers - rewards, punishments, and other exchanges - to get the job done.
- 6- Transformational leadership styles: prosses leader can change and transforms people. the leader inspires his or her followers with a vision and then encourages and empowers them to achieve it. The leader also serves as a role model for the vision.



Figure 1 Leadership stlyes

(Ledaership theory and practice by Northouse, Peter Guy 2019)

Transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their performance

Transformational leadership, in which idealized and inspiring leader behaviors induced followers to transcend their interests for that of the greater good; the Bass model has federated much of the research in this area (Antonakis & House, 2002)

Transformational leadership theory is all about leadership that creates positive change in the followers whereby they take care of each other's interests and act in the interests of the group (Warrilow, 2012). Also, he identified four components of transformational leadership style:

- 1) Charisma or idealized influence: consider as emotional part of this style, focus on how leader should play role model for subordinates and this leader has a clear value and acts as a role model for the followers. This factor is measure on 2 components: attritional which refer to characteristic of leaders made by subordinates based on knowledge they have for the leader while behavioral part which can explained by observation of followers for their leader behaviors. Furthermore, focus on charisma factor now a days and in the past, we saw many charismatic leaders and how they influence the followers and encourage these followers to follow them vision.
- 2) Inspirational motivation: this factor explained how leaders communicate high expectations to subordinates and how he or she inspire and motivate them to be important part of organization vision. Main important key in this component is how the leader enhance team spirt in the organization environment.
- 3) Intellectual stimulation: challenges assumptions, stimulates and encourages creativity in the followers and stimulate them to challenge their beliefs and values as well. In this part leader will support and encourage the followers to try and found new way and techniques while dealing with organization issues.

- 4) Personal and individual attention: leader attends to each individual follower's needs and create support climate by listen to each follower individually and give advises to pass the situation of the team member.

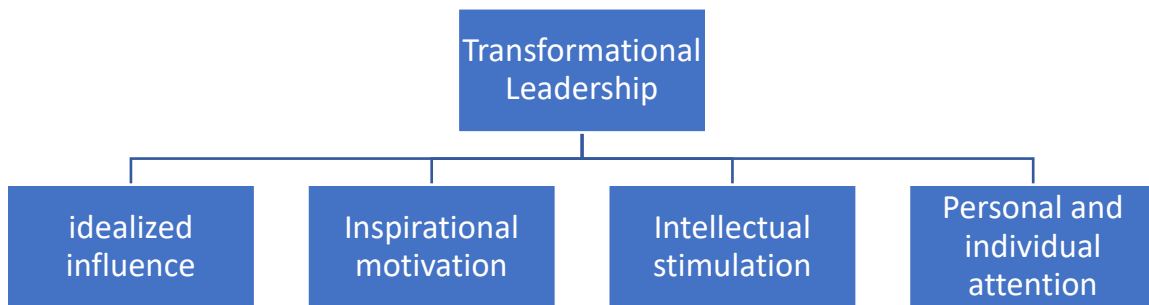


Figure 2 Transformational Leadership Dimensions

(Ledaership theory and practice by Northouse, Peter Guy 2019)

"The goal of transformational leadership is to “transform” people and organizations to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building." - Steven Covey, Author of 7 Habits of Highly Successful People so, a transformational leader is a person who stimulates and inspires (transform) followers to achieve extraordinary outcomes (Robbins and Coulter, 2007).

### 1.3 Employee performance

performance is defined as what we accomplished, achieve in a precise and right manner. Also we can defined as an employee's activity or anything demonstrable and accomplished for the benefit of the organization, and it is evaluated by operating performance, turnover, sales value, and revenue. performance management (PM) is a goal-oriented process directed toward ensuring that



organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization while performance appraisal (pa) is a formal system of review and evaluation of individual or team task performance.

In health care sector, defined as an action or technique for doing a task, assignment, or project. So, healthcare worker performance is the set of abilities and skills required to accomplish the tasks in the correct manner without any complication or limitations.

#### **1.4 Job satisfaction**

The extent to which an employee feels self-motivated, content & satisfied with his/her job also Job satisfaction, is defined as a positive emotional response you experience when doing your job or when you are present at work. At the same time the term job satisfactions refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). On the other hand Job satisfaction represents a combination of positive or negative feelings that workers have towards their work.

(Statt, 2004) said Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation and we take in consideration while this because job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations.

#### **1.5 Organizational culture**

Defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered

valid. Culture also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004) while (Deal & Kennedy, 2000) stated organizational culture is "the way things are done around here". The best-known classification of types of organizational culture is the Competing Values Framework. Kim Cameron and Robert Quinn at the University of Michigan identified four distinct types of organizational culture: Adhocracy culture, Clan culture, Hierarchy culture and Market culture.

Groysberg, Lee, Price, and Cheng identified the following additional organizational cultures in their research published in Harvard Business Review (2018): Purpose culture, Learning organizational culture, Enjoyment organizational culture, Results organizational culture, Authority organizational culture, Safety organizational culture, Order organizational culture, Caring organization culture. Organizational culture: it has 4 quadrants are: (a) external focus and control-oriented structure, (b) external focus and flexible structure, (c) internal focus and control-oriented structure, and (d) internal focus and flexible structure.

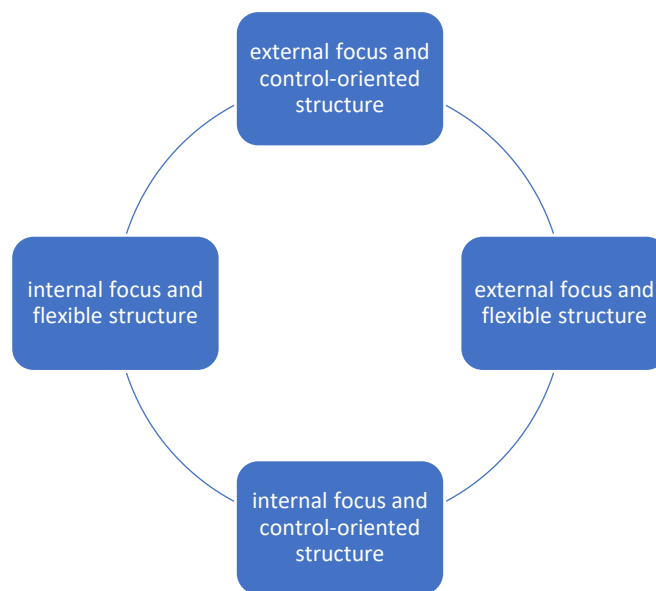


Figure 3 Quadrants of Organizational Culture (Organizational culture and Leadership by Edgar H .Schein 2010)

There are 4 common organizational culture types you can find in the most organizations:

- Innovative culture: characterized by commitment to entrepreneurialism and being in leader position of new knowledge and services. These organizations focus on adaptability, flexibility, creativity.
- Bureaucratic organizational culture: high degree of formalization and value related to maintain efficient and reliable productivity
- Market organizational culture: operate through economic market mechanism and focus on apply transactions and interaction with other organizations to enhance competitive advantage.
- Supportive culture: sharing values and goals with the core value of employee empowerment, participations, and commitment to a human work climate and environment.

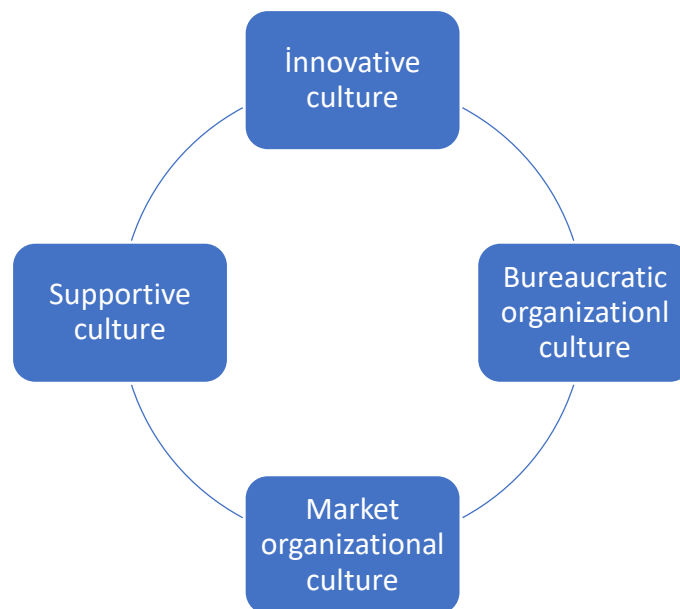


Figure 4 Organizational culture type (Organizational culture and Leadership by Edgar H. Schein 2010)

## **1.6 Research questions:**

The study was guided by the following research questions:

1. How much healthcare leaders' practices transformational leadership style?
2. What is the relationship between leadership practices and job satisfaction?
3. What is the relationship between organizational culture and job satisfaction?
4. Is the job satisfaction affected by the demographic of the respondents (Age, Level of education, Years of experience).

## **1.7 Objectives of the Study:**

Based on the above findings, the objectives of the study were as follows:

1. To assess the impact of Transformational Leadership Styles and level of Employee satisfaction
2. To assess the impact of organizational culture and level of employee satisfaction

# Chapter 2

## Literature review

### 2.1 Transformational Leadership style

The concept of transformational leadership is a recently used on the organization (*management*) school of thought. Many published literatures on transformational leadership have been ongoing for the last 15 years. Which essentially support that the ideas of concept of transformational leadership are not new. Many researchers mention this concept in their writings of management theories. Avolio et al. (1995) noted that “since 1990 to 1995, more than 100 academic paper or research internalized the behaviors, concept of transforming leadership”.

Transformational Leaders are able “to help their organization’s members to achieve and goals sited by these organization and to encourage and activate “consciousness of group benefits among each other’s” (Garcia-Morales, Jimenez-Barrionuevo, & Gutierrez-Gutierrez, 2012).

The transformational leadership style is articulate on the idea that the leader put some different techniques and practices to enhance the effort of subordinates to words the vision and mission of their organization also and monitor the interaction happened between the leaders and their followers to determine whether the leader succeeds or not. (İşcan, 2002, p.94).

Leadership is the ability to influence people toward the attainment of goals, so the leader and other member of team involved in goal achievement furthermore there is most common styles of leadership transformational, transactional, and Laissez-faire styles also many literature subcategories or we can say divided each style on smaller component. Transformational styles components are idealized influence, inspiration, intellectual stimulation and individualized consideration while Transactional style leader focus on specific tasks and use rewards and punishments system to motivate team member and Laissez-faire styles consists of passive management-by-exception which mean leader will take few decisions and give chance for his

member to take more decisions and he will interfere tell serious issue happened before action taken (Chowdhury, R. G. 2014).

### **2.1.1 Dimensions of Transformational Leadership style**

Transformational and transactional leadership style most common styles administer in private education institute in Pakistan so, studying domains of each style and effect of these style on employee satisfaction and performance level among administrators, teachers and lecturers in private colleges and universities in Pakistan prove that there is strong and positive significant relation between 4 domains of transformational style (idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS) and individualized consideration (IC)) while the significant positive relation is obvious only for 1 domain from transactional style (management by exception MBE) (Torlak, N. G., & Kuzey, C. (2019).

Bass (1985, p.219) subcategories transformational leadership style into 3 dimensions. Though, because of research work with Bass & Avolio (1994), They added one more category, so it becomes 4 dimensions. These include idealized influence (charisma), intellectual stimulation, individualized consideration, and inspirational motivation.

#### **Idealized influence (charisma)**

The history concept of charisma is based on the Greek civilizations is applied in the sense of divine motivation ability. With the expression of charisma, the person who has this adjective he can easily gain people and subordinates trust and convince them while also having superior persuasion skills. Bass explained charisma as a process of trust & respect by producing a taste of mission and vision among followers (Eraslan, 2004, p.16). So as a result, any leader can practice and applied this behavior, he/she easily gain the respect and trust of his/her team members.

#### **Intellectual stimulation**

The transformational leader encourages the followers to look for creative and new solutions by dealing and observing at problems from a different angle. This encourages the followers to think out of box and moving them from the practiced behavior and give them way to start creative thinking (Özkalp and Kirel, 2001, p.373). Empowerment is another effect of transformational

leadership on followers, but the leader should ensure that workers have the freedom of movement in reaching towards the team spirit, creativity. Intellectual encouragement along with empowerment, will facilitate to spread and generalized of this innovative & creative environment to the whole environment of the organization, which will help to create job satisfaction in employees (İşcan, 2002, p.99). Furthermore, Intellectual encouragement consider as a starting key for employee creativity (Yukl, 2013, p.414).

In the intellectual stimulation's climate, the transformational leader full supported to the subordinates to initiate and practice new innovative methods & techniques while dealing with the organization issues and problems, which will motivate followers to think about modification and changes needed towards problem solving (Northouse, 2016, p.169).

Intellectual stimulation includes many behaviors such as problem solving, tasks finishing, to questioning theoretical ideas which never been asked or practice before, development of problem solving to create and initiate new creative and unique ideas (Dionne et al., 2004, p.182). Encouraging followers to use their own thinking and problem-solving procedure to solve issues of the organization after enable them to have a look for problem related to their job and work practice is an important and essential practice of transformational leaders also this leaders stimulate and support innovation & creative thinking among subordinates (Bass and Avolio) and play the role model as a instructors to develop and built up the values and thoughts of their subordinates (Macit, 2003: 101).

### **Individualized consideration**

Individualized consideration is a vital component of the transformational leader because carefully listening to the needs of each follower and deal with him individually will create healthy work environment and the followers feel your support as a leader. The leader should give his hand and power to support his ordinates and act as mentor while helping their followers realize and trust themselves also to unlock their followers to overcome their personal challenges. Rather than spend time give instruction for all employee targeted team member can instructed in special and individual manner which will make the relationship between leader and follower more effective and stronger (Northouse, 2016, p.169).

Treat each employee as a unique and special case and always give him support and fight for him it is the main idea of Individual consideration. Always leader should give necessary assistance for

his or her followers and help him to achieve his or her goals in this situation the employee will give full power and effort and he will be ready for any challenge. Eliminate all challenges to employee by transformational leader will ensure reach to maximum effort and ability for the employee which will show improvement in performance (Avolio et al., 1991, p.13).

Although we are in working place and we have many goals and targets to achieve but the leaders should not forget in this situation they are dealing with human beings not only part of the organization to and way to achieve the objectives, and they should take this point in their mind when ever contact with the followers, so they should keep listen from them, spend time with them, take their comments in mind, and improve their skills by training, coaching, and teaching them which will help to strengthen them facing the organization work obligations (Dionne et al., 2004, p.182). Bass said that individual thinking have 2 main dimensions. First one you should include all followers in your plan and not ignore any one even he is neglected. Second you must do proper analysis of your followers and determine the strength and weak point in each one so you can increase the strong of the strength one and help him to strengthen the weak. In addition, Burns focus on how the subordinates of transformational leaders increase and improve developmental levels of them start build there characteristics to become succus leader in the future. Although leader is responsible to develop organizational vision, but transformational leaders believe that the ideas of their followers will give big help of that. And as we say always Leadership is role model so transformational leaders create a model for their subordinates to follow (Macit, 2003: 101).

### **Inspirational motivation**

Inspirational motivation is the behaviors of leaders and how he believes his ability to score targeted goals and at the same how he will pass this positive felling and power to his/her followers. The important concept leaders should highlight it is how to priorities the group benefits and gain over their owns by keeping encourage them toward this idea by more effort of them. Main part of any Success is planning so the leader should always start his work by planning and he should give good example for his flowers so his efforts and actions taking will be always remembered by them which will lead to start build up team spirits, so keeping mention how every team member consider essential for the team success will motivate them (Northouse, 2016, p.169).

Using emotional elements by the leaders will activates and increase morale for the subordinates. Encouragement and motivation consider as essential practice by the leader to word the group goal



and awareness while contentions taking about the future and how the followers can be a part of the success in the future is important practice should leader keep doing them. (Karip, 1998, p.447)

## **2.2 Job satisfaction**

Job satisfaction is a positive emotional state from the evaluation process of one's work experience, while job dissatisfaction occurs when one's expectations are not fulfilled (Mathis & Jackson 2008) and Job satisfaction consider the most important employee attitude and often studied because of its strong relationship with employee commitment to the organization also, furthermore people with high level of job satisfaction they have positive feelings about their job, while people with a low level of satisfaction have negative feelings (Robbins, S. P et el 2015).

Although work is an important part of life, but we should not forget that job satisfaction is one of the significant features in an employee's life at work. Furthermore, satisfactions gain extra importance on healthcare worker life and consider as main concern of them (Doef et al., 2012).

Alkassabi, O.Y etl 2018) 123 physiotherapist in KSA whether working in governmental or private hospitals (working in 6 public and 5 private hospitals) show partial satisfaction in some aspect in their job (immediate supervision, co-workers, and the nature of the work) and overall satisfaction affected significantly with demographic factor(gender), job subspeciality (musculoskeletal, neurology, .... etc). Physiotherapists add their leader practice transformational and transactional style than other styles which will affect positively and significantly the overall job satisfaction level.

## **2.3 Transformational Leadership style and Job satisfaction**

Health care industry in US complain from low level of job satisfaction among health care worker, 13% is average of satisfaction level of them so manager practiced transformational leadership style led to increase his employee job satisfaction, but the effect was small and by adding the organizational culture as a mediated variable the correlation between leadership style and job satisfaction affected negatively (Sow et el 2017).

(Osei-Adjei, P. A. R. T. R. I. C. K. 2019) Head nurse in 3 hospitals in Ghana moderately using leadership practice in a whole also they show same level of practicing Inspiring the shared vision, enabled others to act and encouraged the heart of employee as parts of Leadership which mean nurse leader need more training on leadership skills and practicing and this effect the satisfaction level of nurses which employee shows dissatisfied with pay/ salary, promotion, benefit, recognition and working conditions but on the other hand they show satisfaction with supervision, co-workers, work itself and communication. After studying of Total Leadership practice and job satisfaction with linear regression results prove that Total Leadership practice especially transformational leadership practices can predict employee job satisfactions, but it is only the factors predict satisfaction level also respondent's rank, the number of years' experience with the unit head, the workload of the nurse and unit heads working experience has roles in that. Finally, although Nurse leaders shows more transformational leadership practices and this effect the satisfaction level but there is no one leadership practice best fits all situations but at every point in time, leaders used varied leadership practice based on situational analysis and the study suggest some action to be taken to improve nurses' satisfaction to improve quality of healthcare.

By connect between transformational leadership style and Organizational commitment through job satisfaction and employee engagement as mediating variables among nurses a significant effect by transformational leadership on job satisfaction and employee engagement but has no significant effect on organizational commitment. Furthermore, job satisfaction has a significant effect on employee engagement and organizational commitment, and employee engagement has a significant effect on organizational commitment. Therefore, transformational leadership affects organizational commitment mediated by job satisfaction and employee engagement and transformational leadership style has a positive effect on job satisfaction and employee performance (Herminingsih, A. 2020).

(Saleh, U etl 2018) qualitative study among 35 nurses working in different specialty in medical city in KSA to study nature of leadership styles practiced by Head nurse and effect of this style on job satisfaction, staff retention, costs, and quality of care. 4 leadership styles described by them relational leadership, preferential leadership, communication chain leadership, and ineffectual leadership and study prove that leadership style affect nurse satisfaction, turnover and quality of patient care which mean nurses need their Leader listen to them and communicate with them in an

effective, professional way because Nurses' dissatisfaction can lead to less job engagement, poor staff retention and reduce motivation level which may affect the quality of patient care

Not only in hospitals also in PHCC (primary health care centers) and not only by asking the members also asking leaders about impact of leadership style on employee's job satisfaction using Multifactor Leadership Questionnaire (MLQ) to self-evaluation of leader and satisfaction Questionnaire for employee satisfaction level observed Nurses' leader showed higher transactional leadership behavior while physician leaders showed higher transformational style, although both style have same effects on satisfaction but transformational style has better effects on achievement of organizational goals (i Solà, G. J. et al 2016).

Healthcare facility especially in developed country facing so many challenging not only one of that satisfaction level, Nigeria is an example one of the big tertiary hospital in Nigeria majority of employee show moderate job satisfaction while less than 2% show high satisfaction level and this include clinical and non-clinical furthermore, age, gender and education level show significant relation with their satisfaction level also leadership style either Laissez faire style and transformational leadership show negative relation and no relation respectively while contingent show positive correlation with employees' job satisfaction so only the reward system which consider part of transactional leadership style had a strong positive relation with satisfaction level and this result should give alert to Nigeria government to develop fair and strong reward system to increase satisfaction level which will lead to improve quality of care in health care facility which is consider the base of health care services (Durowade, K. A. et al 2020)

Low motivation and poor teamwork most challenging issues among health care worker and such serious issues need strong and wise leader using proper leadership style to be avoided or even solve such cases so by comparing between 3 most styles using in leadership (transformational, transactional, and laissez-faire) leadership, transformational style has a positive effect by increasing satisfaction level and encourage motivation of employee which will help in improving teamwork which consider one of success key among organization (Musinguzi, C et al 2018).

Considering all dimensions of leadership style rather than dealing with each style as 1 piece will give more detailed and clear picture to connect between these dimensions and satisfaction level so by doing survey among more than 400 employee in hospitality industry in Nigeria, more than 60% of respondent agree leaders practicing idealized influence, inspirational motivation, intellectual

stimulation, individualized consideration, and contingent reward will strongly have positive effect on employee job satisfaction while this percentage goes down till 40% with management by exception active and changed completely to be more than 60% of respondent disagree with, management by exception passive will positively influence the employee satisfaction (Folakemi, O et al 2018).

Satisfaction of employee plays great role in success of organization which mean the success organization have satisfied employee and since there is much research before on other sector (business, healthcare, education, and manufacturing organizations) main concern here is the mobile telecommunications sector. After subcategorized of 2 common leadership style (transformational and transactional) on subcategory into dimensions so in transactional style we have contingent reward, active management by exception and passive management by exception while in transformational style we have idealized influence, intellectual stimulation, individual consideration and inspirational motivation also subcategorized the employee satisfaction into 2 dimensions intrinsic satisfaction and extrinsic satisfaction by using closed ended survey questioner distributed to employee working in 6 mobile telecommunication company in different city in Ghana founded leadership style affects the level of employee satisfaction and especially the transformational style have stronger positive effect on satisfaction level (Tetteh, E. N., & Brenyah, R. S. 2016).

The most 2 common leadership style is transformational and transactional while we have 2 type of satisfaction intrinsic and extrinsic, nurses working in JIMMA university specialized hospital prefer transformational style more than transactional style in general furthermore all dimensions of transformational has significant relation with both intrinsic and extrinsic satisfaction so this level of job satisfaction leading to improved performance and reducing the turnover of nurses while one dimension of transactional style (contingent reward) has a significant relation with extrinsic satisfaction and excited finding is the nurse consider the contingent reward part of transformational style although it is part of transactional style by (Bass's 1985) one more finding nurses show that 2 dimension of transformational leadership style (inspirational motivation and idealized behavior influence) more satisfied for them (Negussie, N., & Demissie, A. 2013)

Study relation between leadership style and employee job satisfaction and organizational commitment rarely happened in developed country but mostly conducted in western country specially on public sector, satisfaction level and organizational commitment in public hospital in Iran have strong affect performance which cause improvement in quality of care and patient satisfaction and significant correlation between leadership style and employee satisfaction level while higher satisfaction level lead to higher organizational commitment (Mosadeghrad, A. M., & Ferdosi, M. 2013).

Quality of care and employee performances directly or indirectly affected by motivation and satisfaction level, commitment, and efficiency, although these factors affected by 2 common leadership style transactional and transformational style among employee of most 6 biggest public and governmental hospital in Zambia but the most preferable style by employees is transformational style then transactional style (Mulenga, R. M et el 2018)

Education sector in Pakistan which consider as a developed country facing many challenging like quality of education increase demands and technological changes, also Pakistan has more than 160 university awarded different level of degree but only 1 university ranked as an institute met the international stranded and booked position on highly 500 ranked university in world so the role of leader and affective leadership style in education organization take important role to face such challenges, furthermore leadership style practiced by department head in public university has strong relationship with overall satisfaction level of faculty member and transformational style has greater positive effect on satisfaction and performance of employee while other 2 style (transactional and laissez-fair) effect is less strong and variable (Shah, S et el 2017)

Significant positive relation between transformational leadership style and overall employee job satisfaction while this relation weaker with transactional style also transformational style has major role in increasing satisfaction level among Vietnam local company employees (Ho, V., Dinh, T., & Vu, M. (2016).

Health care services consider one of the core services in any society and due to rapid changes around words faces many challenges which effected the quality outcomes of these services. Shortage of health care staff one of the major challenges so healthcare leader should practice leadership style to increase motivation which will increase commitment to organization also leader have to care about level of satisfaction among his staff which will influence quality of outcome of

the staff. In Ghana nurse's satisfaction level affected positively by supportive, participative, achievement-oriented leadership styles while its affected negatively by directive leadership style. furthermore supportive, participative, achievement-oriented leadership styles affect positively the nurses' intentions to stay at work, how eve no relation between directive leadership style and intentions to stay at work for nurses (Asamani, J. A et el 2016)

Leaving workplace of nurses increase with low level of job satisfaction also job satisfaction plays core role in improving nurse's performance which will affect outcomes of them. Nurses at King Faisal University's Hospital, Al-Khobar, Saudi Arabia show less satisfaction with hospital benefits, policy, bounces, farness in annual performance system, and application of achievement while they show better satisfaction level with leadership style practiced by their leader (Zaghloul, A. A et el 2008)

Filipino nurse as most of the nurses in developed country suffering from many challenges they are facing which affect job satisfaction level so leader should be so carful in their leadership style practicing avoiding dissatisfaction of them. Transformational and transactional leadership style have positive relation with overall satisfaction level although nurses prefer transformational more than transactional style due to special feature of work and workplace for nurses furthermore positive Interpersonal relations between nurses and Work benefits affect satisfaction level positively as well while extra workload has negative effect (Lapeña, L. F. R et al 2017)

Transformational leadership style has greater effect than transactional style on employee motivation and employee commitment also, age, education level, compensation, career development, gender, and promotion have positive and significant relation with employee motivation and commitment furthermore married employee has more commitment and more motivation than single employee (Chowdhury, R. G. 2014)

## **2.4 Transformational Leadership style and employee performance**

Performance level of nursing is critical point since it is affect the outcomes and at end the quality of care provided to patient also the special working environment of nurses in hospital regrading working load and other factors there is no fix leadership style suitable continuously so style may change based on situation but in general the transformational leadership style is good strategic

choices in nurses society for improving Quality Of Nursing Work Life (QNWL) since this style has positive significant relation with that (Suratno, K. 2018).

In business main goal is to maximize profit and this will achieved only by good leader how lead team member to ward achievement of organization mission and strategy goals by enhance their motivation through increase engagement of them in the organization and all these need success leader with proper leadership style which should be changed according the environment situation which mean no fit style for all situation and the success leader how can chose his style based on surrounded situation but there is some style has positive relation with employee performance level, democratic, autocratic and transformational leadership styles positively affect employee performance level while charismatic, bureaucratic, laissez-faire and transactional leadership style has negative effects on performance level (Velu, L. et el 2017)

## **2.5 Transformational Leadership style, Job satisfaction, employee performance**

The 3 variables(leadership style, job satisfaction and employee performance) have strong relation and composed succus key on organization, furthermore there is positive and significant relation between leadership style and job satisfaction also there is positive significant relation between leadership style and employee performance and job satisfaction has positive significant relation with performance addition to that job satisfaction play role as mediating variable between leadership style and employee performance so we can see positive significant relation between both variable affected by satisfaction level (Rahmat, R. et el 2019)

As we can see in previous literature, we can conclude that there is relationship between leadership styles and employee job satisfaction and employee performance along with organizational culture and this relation in different industry sectors (business, communication, education, hospitality and widely in healthcare sectors. As we can see also the importance of selecting and practicing proper leadership style as it is affecting the outcomes of employee which will lead to maximize profit in profit organization and on the other hand improve patient satisfaction in health care sectors.

Both Transformational and transactional Leadership styles have significant effect on clan, adhocracy and market organizational culture while both Leadership style has not significant effects

on hierarchy culture furthermore no effect on any culture types coming from the laissez-faire leadership style (Alsaqqa, H. H., & Akyürek, Ç. E. 2021).

Leadership and employee behaviors have effect on employee job satisfaction level, and this should take seriously since the satisfaction of employee critical in healthcare industry and other industry as well. Furthermore, choosing of leadership style should based on the organizational culture, employees' organizational maturity and situation which mean different styles will needed in different situation. (Mosadegh Rad and Yarmohammadian 2006)

## **2.6 Organizational culture**

Organizational culture is used as an umbrella concept for a way of thinking that take a serious interest in cultural an symbolic phenomena or aspects in organizations (organizational culture and climate 2011 by Neal M.Ashkanasy, Celests P.M.Wilderom, Mark F.Peterson)

Leadership styles and their practice from CEO of company along with organizational culture for those company will play critical and importance role on performance of these firms. (Chad A. Hartnell et el 2016)

To achieve profit of an organizations mangers on theses organization should induce a culture which helping increase positive mindset of employee and fostering the psychology of employee since strong relation between the organization culture and economic profitability. (Fatima Sarwar 2017).

Significant and direct relation between leadership styles and Enterprise resource planning system (ERP) also the relation is significant between leadership and organizational culture and between organizational culture and ERR implementation as well. (Weiling Ke and Kwok-Kee Wei 2005)

Organizational culture is defined how the people think and how this thinking affects their behaviors. So, the culture can be explained by what believes and values we have and how theses affect the behaviors. Deshpande and Webster (1989) define organizational culture as a “group of assumptions and how we understand the organization performance.” Theoretically culture is a complicated system of rules, regulations and values developed and build over time (Schein 1985). It is social relation connected organizational members together and explain what the members



values, social ideals, and beliefs they have and shared. How the employee of any organization understands and deal with any new event affected by values and operating beliefs (Denison and Mishra 1995) and how they behave (Schein 1985, Barney 1986). Organizational culture play an important role for the success of projects especially those includes any organizational changes. Martinsons and Chong (1999) note that “employee feels that social network relations among them more important than other thing so even good technology will spoiled if they have bad perceptions about this technology and how it will interfere with this network (p. 124)”. Their finding was supported by Cooper (1994), who suggests that organization’s culture has more priority than any new IT technology so any conflicts between organizational culture and implementation of new IT technology will end up by 2 scenarios either the system will be rejected, or some modification should apply to this technology to match with current culture.

Recently evidence prof a strong relationship between specific dimension of organizational culture and climate as well and employee organization engagement like low level of morale, high level of stress, turnover and incident rate in the work environment and effect of all these issues very high to the quality level of services given to patient. Addition to that proper and clearly understand of organizational culture aspects and dimensions will positively affect workers collective behavior and make it stronger and more stable (Robyn R.M. Gershon et al 2004).

### **2.6.1 Organizational Culture in Healthcare Organizations**

Recently more evidence prof aspect of organizational culture and organizational climate has strong effect on healthcare organizational outcomes which will affect the quality of care given to the patient (Ostroff C et al 2002) and the measuring organizational culture have more importance especially when changing the healthcare management (Jones KR et al 1997). Within healthcare organizations organizational culture get extra importance since it relates to health services quality which will affect the expected outcomes of these services on patient quality of care (Neal A et al 2000). Therefore, accurate and reliable measurements of culture important for healthcare facility management as well as for researcher because of their responsibility about quality of healthcare services provided to population. Unfortunately, many healthcare leaders and researcher found many difficulties while measuring organizational culture and climate due to many reasons. The most important cause is using these 2 terms as a synonymous and this happened due to unclear

agreement on the definition of these 2 terms and the dimensions and components of each one. Terminology using while describe the instruments is not uniform especially in healthcare organization which cause confuse and unclear understanding of organizational culture in this organizations (Ostroff C et al 2002) so this uniformity about definition and component of organizational culture and climate as well defiantly will cause complicated dimensions and relation between these dimensions.

## 2.7 Conceptual Model

Study the effects of Transformational Leadership style and Organizational Culture on Healthcare worker job satisfaction level on international Healthcare facility.

Figure 5 depicts the conceptual framework of this research, which was developed based on the relationship between the various variables identified in the literature review. As a result, we created a conceptual framework for this research aimed at examining the relationship between Transformational Leadership style, Organizational Culture, and employee job satisfaction.

## 2.8 Research variables

Within the scope of the study, transformational leadership and organizational culture is reserved as an independent variable while employee job satisfaction as a dependent variable. To examine the hypothesis, the following study model has been developed and proposed:

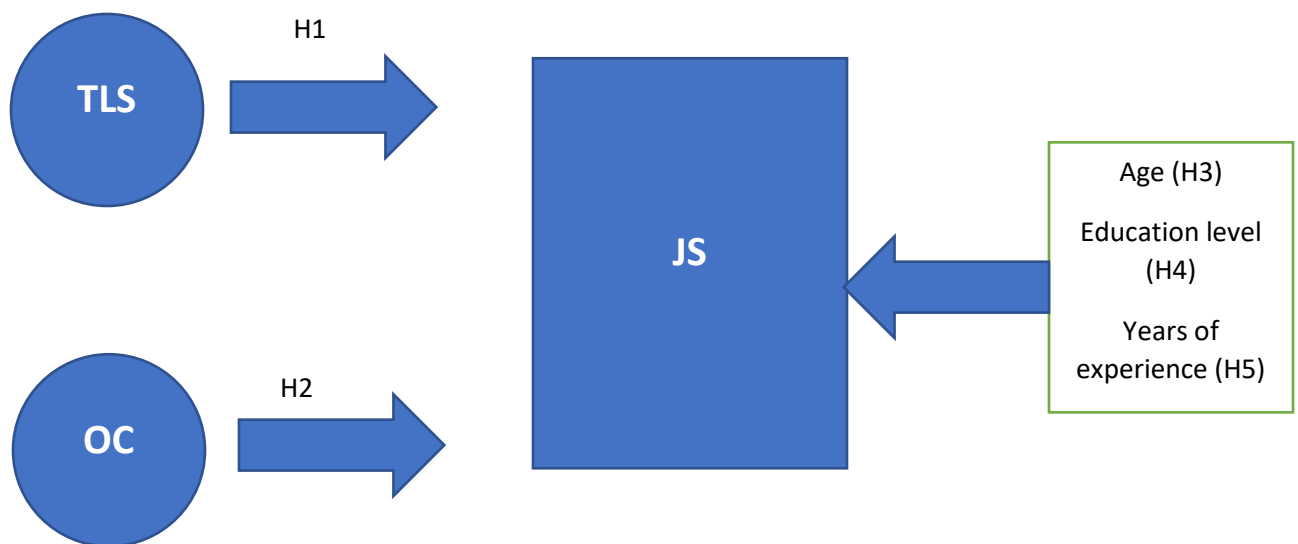


Figure 5: Conceptual Framework of Relationship between Transformational Leadership, organizational culture, and Job Satisfaction with Hypothesis

JS: Job Satisfaction

OC: Organizational culture

TLS: Transformational Leadership style

## **2.9 Statement of Hypothesis**

The following hypotheses would be tested:

Hypothesis one:

H1: There is significant positive relationship between Transformational leadership style and healthcare worker satisfaction level

Hypothesis two:

H2: There is significant relationship between Organizational culture level and healthcare worker satisfaction level

Hypothesis three:

H3: There is mean difference of employee job satisfaction among age group of healthcare worker in international healthcare facility

Hypothesis four:

H4: There is mean difference of employee job satisfaction among education level of healthcare worker in international healthcare facility

Hypothesis five:

H5: There is mean difference of employee job satisfaction among years of experience of healthcare worker in international healthcare facility

# Chapter 3

## Methodology

### 3.1 Introduction

This chapter outlines the research methodology that was used to investigate the research problem. The chapter explained the research designs, sampling method, data collection, data analysis, validity, and reliability testing analysis and limitations of the study.

In this part of the study, the mechanisms used to solve the research questions and the methods developed to study these methods are justified based on the studied literature. Research methodology is the direction in which scientists should conduct their research. It reflects the direction in which researchers develop the problem, the goal, and describe the outcome of the data collected during the research period. Furthermore, this section discusses the research methodologies used throughout the research process.

The quantitative correlation research design technique has been used to achieve the goals of this research. According to (Allison et al. 2002), using quantitative method as a strategy for the will reduce expected human error in it. Furthermore (Karami et al., 2006) structure of the research and their questions will decide and guide us to proper research strategy. Using quantitative method will help to increase the dependability and validity to the accepted level. Additional to that for generalize results advise to use the quantitative technique (McBurney, 1994). So, used this design to examine the relationship between Transformational Leadership style, organizational culture, and job. job satisfaction was the dependent variable, while Transformational Leadership style and organizational culture were the independent variables of the study.

The mechanisms used to solve the research questions and the methods developed for the are justified based on the studied literature. Methodology can define as a research framework are developed and validated (Remenyi et al. 1998). Therefore, it is very important to use the best-

known methods with great care and detailed knowledge of the difficulties encountered (Amaratunga et al. 2002). Research methodology is the way any procedure scientists should conduct their research. This section discusses the research methodologies used throughout the research process. It includes research area, sample size, sample characteristics, population, data sources (primary and secondary), data analysis (quantitative and qualitative), acceptance of the result, and ethical consideration.

Research questions for exploration are:

- (1) Is there a relationship between transformational leadership and job satisfaction in healthcare organizations
- (2) Is there a relationship between organizational culture and job satisfaction in the healthcare organizations
- (3) Is the job satisfaction level of healthcare worker in international organization affected by age group, education level, and years of experience

### **3.2 Study Design**

The research design is a way of linking the problems of conceptual research to effective empirical research. The study design is described as a plan using for exploring the method and tool used to obtain and analyze data (Zikmund, 2013).

In the social sciences, two research design methods are used: quantitative and qualitative. Many research highlighted that the quantitative methodology is more accurate and effective than qualitative research design (De Vaus and de Vaus, 2001). By using a quantitative methodology, result will be more accurate and consistent (Chase et al., 2016).

So, this study employed a quantitative non-experimental correlation research design among randomly selected sample from healthcare worker in international healthcare facility to examine the relationship between leadership Practices especially Transformational leadership style, organizational culture on employee job satisfaction by using self-administered questionnaire with a correlational design for this study.

### **3.3 Data Collection Tools and Techniques**

The study used a questionnaire as the main tool for data collection. The questionnaire included the demographic characteristics (age, gender, education level, work level, profession, place of work) leadership practices questionnaire, job Satisfaction questionnaire and organizational culture questionnaire.

Healthcare worker respondents give them back the survey questionnaire of 30. SPSS was used to analyze the data. Job satisfaction for healthcare worker was chosen as a dependent variable, organizational culture, and Transformational Leadership style as independent variables. Employee responses questionnaires were totaled up to demographics questions, Transformational Leadership style, organizational culture, and job satisfaction of the healthcare worker based on the results of surveys. The relationship between variables was investigated using a Pearson Correlation and Linear Regression Analysis.

Confidentiality and Ethical Issues: Each participant has provided information on the overall study project, voluntary participation, and privacy. To protect participants' anonymity, obtained data was masked so that no one could guess who they were. All the information acquired in the study was kept strictly confidential

### **3.4 sample size**

The number of samples depends on many factors : the level of variation between variables and the level of redefinition of factors (MacCallum et al., 1999). The standard recommendation for one scale is at least 10 participants (Nunnally, 1978).

The sample used in this study is 30 healthcare workers from different healthcare facility on global. Questionnaires distributed electronically to 40 healthcare workers, 30 valid and complete Questionnaire include in this study which represent 75% of the original Questionnaires.

### **3.5 Procedures**

Focus on research sample methodology will help to determine the reliability of selected sample (Uma and Roger 2003). Furthermore we have 2 choices for collecting data; probability and non-probability. In probability method, everyone has an equal chance of being selected as a sample, while in the second, it is specific population can be part of the survey sample. Although both types we can use but there is special consideration for choosing the method based on the purpose of the research. In my study, I used a non-probability sampling method, since the population is unknown to me.

### **3.4 Questionnaires**

#### **3.4.1 Demographic characteristics**

The demographic survey questionnaires asked about age, gender, education level, marital status, and work experience. About age (1.20-29, 2.30-39, 3.40-49, 4 to 50 years and above) then, the gender (1 male or 2 female), marital status (1 for single, 2 for married, and 3 for divorce), educational level (1 for diploma, 2 for bachelors, 3 for masters, and 4 for a doctorate degree), and years of experience were all taken into account (1 from 1-5 years, 2 from 6-10 years, 3 from 11-15 years and 4 for 16 years and above), profession (1 for doctor, 2 for nurse, 3 for allied health, 4 for administration), work level (1 for first line staff, 2 for supervisor, 3 for manager, 4 for director), place of work (1 for hospital, 2 for healthcare center, 3 for other).

#### **3.4.2 Transformational leadership scale**

Questionnaires were collected from transformational leadership subscale of the MLQ (1995 Bruce Avolio and Bernard Bass). There are 20 questions on this subscale. Items were arranged and evaluated on a 5 scale of category (1= not at all, 2=once in a while, 3= sometimes, 4= fairly often, 5= frequently if not always). Higher scores mean higher level of Transformational Leadership style practice. The Cronbach's Alpha was determined to be 0.979, which is an excellent level of internal consistency for the 20 Transformational leadership questions in our study

### **3.4.3 Job satisfaction scale**

Questionnaires were collected from Job satisfaction questions using adopted form of Spector Job Satisfaction Survey (by Partrick Osei-adjei 2019). There are 9 Items on this scale cover the satisfaction area for employee were arranged and evaluated on a 5 scale of category (1= strongly disagree, 2=disagree, 3=neutral (neither agree nor disagree), 4= agree, 5=strongly agree). Higher scores mean higher level of Employee job satisfaction while low scores show a poor level of work satisfaction. Cronbach's alpha was found to be .850 which is a good level of internal consistency for the 9 job satisfaction items in our study.

### **3.4.4 Organization culture scale**

participants' perception of OC with 10 dimensions using (Abass et al 2018)( self-administered questionnaire was designed to assess the extent of OC impact from the perspective of employees, Survey items were adapted from the item sets obtained through a collaboration with a research corporation. The items included in each dimension are as follows:

First Dimension: Professionalism (six items)

Second Dimension: Organizational Learning (six items)

Third Dimension: Integrity (eight items)

Fourth Dimension: Respect (six items)

Fifth Dimension: Managing Change (six items)

Sixth Dimension: Goal integration (six items)

Seventh Dimension: Patient Orientation (six items)

Eighth Dimension: Cultural Strength (four items)

Ninth Dimension: Enjoyment (four items)

Tenth Dimension: Innovation (seven items)

The survey utilized a forced-response approach (Agree or Not agree). The assessment of dimensions using the following scoring guideline: A score of 0-39 considered poor, 40-59



considered fair, 60-79 good, and 80-100 excellent. Cronbach's alpha was found to be 0.974 which is an excellent level of internal consistency for the 58 organizational culture items in our study.

Variables	Sources	Items
Transformational leadership	MLQ (1995 Bruce Avolio and Bernard Bass)	20
Job satisfaction	Partrick Osei-adjei 2019	9
Organization culture	(Abass et al 2018)	58

Table 1 Instrumentation

# Chapter 4

## Analysis and Result

### 4.1 Descriptive Statistics

A total of 30 of healthcare worker in different Healthcare facility participated in the research. Analysis of data reports generated by SPSS in terms of demographic data such as gender, age, marital status, educational level, and years of experience is as follows the reported result from Table 1 shows:

- 1- Male is representing 56.7% from total sample which are count by 17 respondents. While female is representing 43.3 from the total sample which are count by 13 respondents. This result indicates that most of the sample are male.

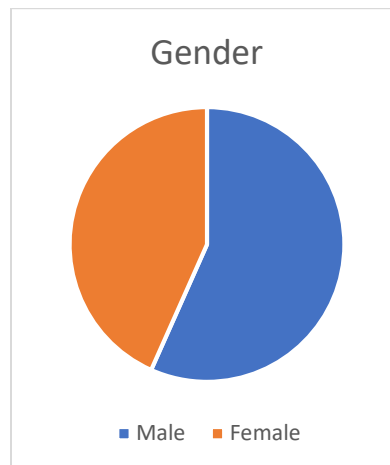


Chart 1: Gender

- 2- 2 Respondents who represents 6.7% from total sample their age range 20-29, 14 respondent which represent 46.7% from total sample their age range 30-39, 14 respondent which represent 46.7% from total sample their age range 40-49. These data shows that almost we have high number of respondents ranging their age from 30-49

which mean that they have at least 8 years of experience in healthcare facility and well understanding the total environment of the hospital.

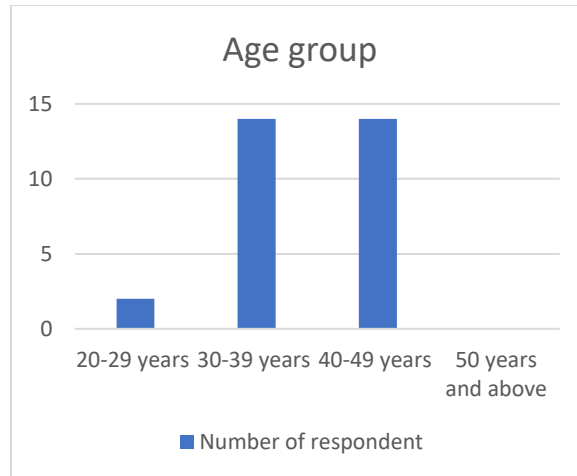


Chart 2: Age

3- 3 Respondents who they are represent 10% from total sample have Diploma level of education, 22 respondent who they represent 73.3% from total sample have bachelor's degree and 5 respondent which represent 16.7% from total sample have master's degree, so that mean more than 70% of respondent have high education level.

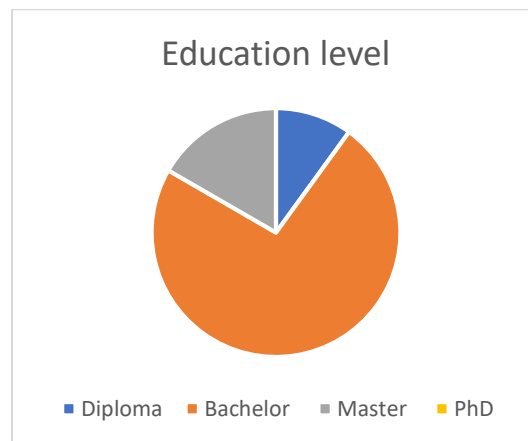


Chart 3: Education Level

- 4- 12 Respondents who represents 40% from total sample their experience range 11- 15 years, 14 respondent which represent 46.7% from total sample their experience range 16 years and above, 2 respondents who represent 6.7% from total sample their experience range 1- 5 years, 2 respondents who represent 6.7% from total sample their experience range 6-10 years.

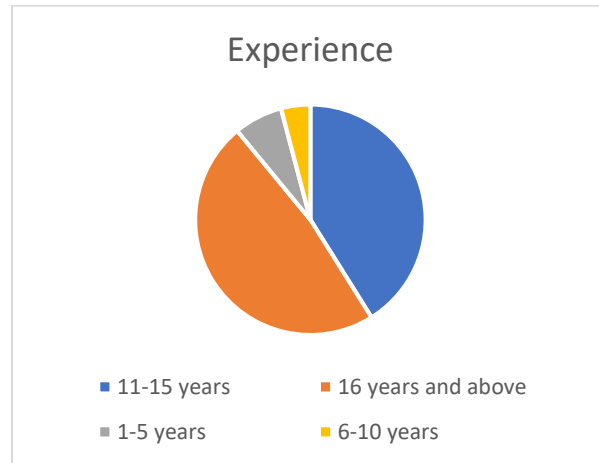


Chart 4: Experience

- 5- 12 Respondents who represents 40% from total sample their profession is Nurse, 8 respondents who represent 26.7% from total sample their profession is Allied Health, 6 respondents who represent 20% from total sample their profession is Doctor, 4 respondents who represent 13.33% from total sample their profession is Administration.

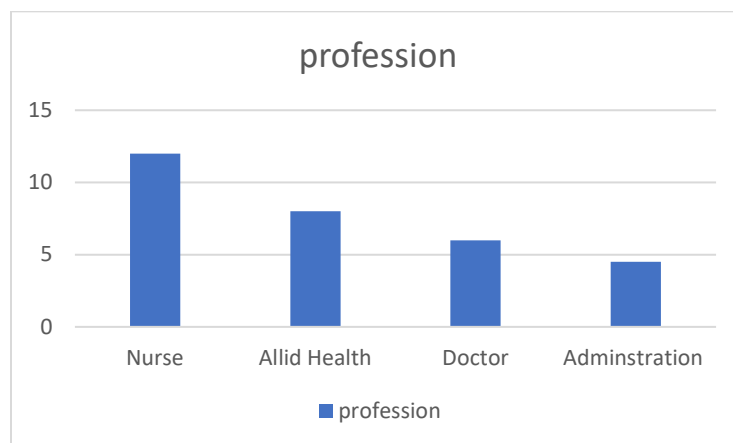


Chart 5: profession

6- 20 Respondents who represents 66.7% from total sample they are working in Hospitals, 2 respondent which represent 6.7% from total sample they are working in healthcare center, 4 respondents who represent 13.33% from total sample they are working in school clinic, 4 respondents who represent 13.33% from total sample they are working in Paramedic Department.

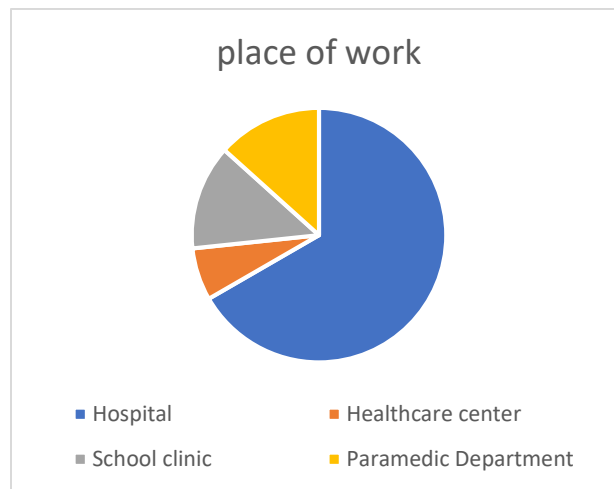


Chart 6: place of work

7- 21 Respondents who represents 70% from total sample they 1<sup>st</sup> line staff, 6 respondents who represent 20% from total sample they are Supervisors, 2 respondents who represent 6.7% from total sample they are Mangers, 1 respondent who represent 3.33% from total sample they are Director.

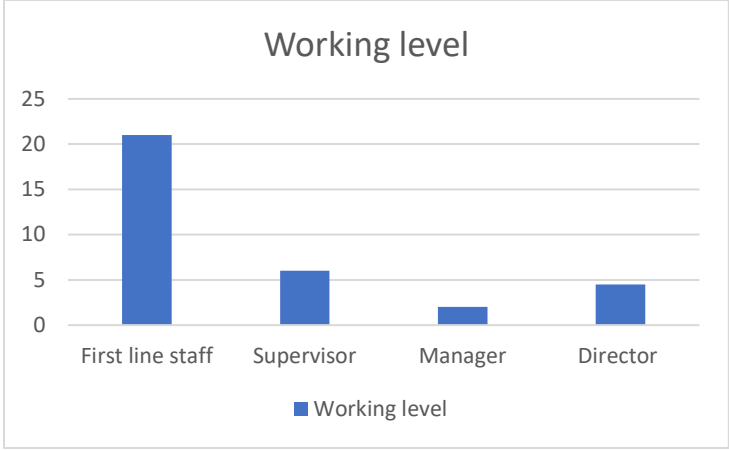


Chart 7: working level

8- 27 Respondents who represents 90% from total sample they are Married, 3 respondents who represent 10% from total sample they are Single.

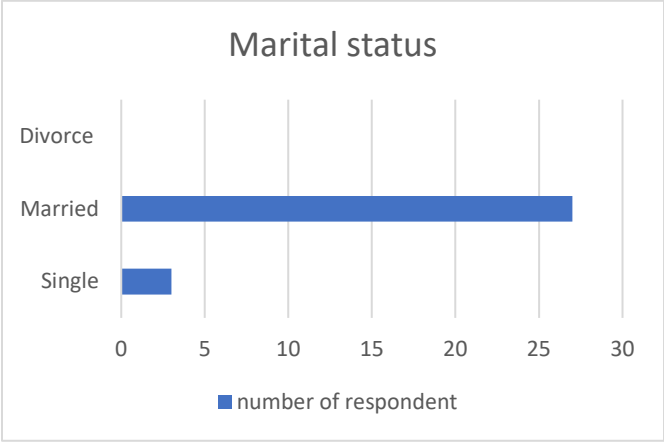


Chart 8: Marital status

Demographic Factors		Frequency	Percentage
Gender	Male	17	56.7%
	Female	13	43.3%
	<b>Total</b>	<b>30</b>	<b>100</b>
Age	20-29 years	2	6.7%
	30-39 years	14	46.7%
	40-49 years	14	46.7%
	50 years and above	0	0%
	<b>Total</b>	<b>30</b>	<b>100</b>
Marital Status	Single	3	10%
	Married	27	90%
	Divorced	0	0%
	<b>Total</b>	<b>30</b>	<b>100</b>
Educational Level	Diploma	3	10%
	Bachelor	22	73.3%
	Master	5	16.7%
	Doctorate	0	0%
	<b>Total</b>	<b>30</b>	<b>100</b>
Years of Experience	1-5 years	2	6.7%
	6-10 years	2	6.7%
	11-15 years	12	40%
	16 years and above	14	46.7%
	<b>Total</b>	<b>30</b>	<b>100</b>
Profession	Nurse	12	40%
	Allied Health	8	26.77%
	Doctor	6	20%
	Administration	4	13.33%
	<b>Total</b>	<b>30</b>	<b>100</b>
Staff level	1 <sup>st</sup> line staff	21	70%
	Supervisor	6	20%

	Manager	2	6.77%
	Director	1	3.33%
	<b>Total</b>	<b>30</b>	<b>100</b>
Place of work	Hospital	20	66.77%
	Healthcare center	2	6.77%
	School clinic	4	13.33%
	Paramedic Department	4	13.33%
	<b>Total</b>	<b>30</b>	<b>100</b>
	<b>Total</b>	<b>30</b>	<b>100</b>

**Table 2: Demographic Characteristics**

#### **4.2 Validity and Reliability Tests**

In the validation process of the scales, the questionnaire's validity was tested using Pearson product-moment correlations in SPSS. By correlating each item questionnaire score with the total score, the validity test product-moment Pearson correlations were performed. The fact that an item-by-item questionnaire is significantly correlated with the total score indicates that the items are valid.

The questionnaire was given to 30 respondents with a number of Transformational Leadership style questions (20 items), job satisfaction questions (9 items), and Organizational culture questions (58 items).

The data were obtained using SPSS, and the correlation analysis between the variable, while N is the total number of survey respondents, which is 30 Healthcare worker.

Based on the significant value obtained by the sig. (2-tailed) of 0.000 < 0.05 so it can be concluded to 20 items of Transformational Leadership style were valid, 9 items of job satisfaction questions



were valid, and 58 items of Organizational culture questions were valid. Based on the count value obtained of correlation value between Transformational Leadership style, job satisfaction items, and Organizational culture items r table product-moment 0.361, it can be concluded that all items were valid.

In the reliability of the study, the report results for reliability measure by SPSS depending on indicates that the group of items are reliable. The mean for Transformational Leadership style is reliable by 0.979 % for 20 items are represented, while Organizational culture reliability represents 0.974 % for 58 items, and Job satisfaction reliability represents 0.850 % for 9 items. That's mean my data is reliable. The reliability of the variables is shown in the following Table 2

Variables	Cronbach's Alpha	Items
Transformational Leadership style	0.979	20
Organizational culture	0.974	58
Job Satisfaction	0.850	9

**Table 3 Reliability of the Variables**

### 4.3 Correlation analysis

Correlation analysis is performed to distinguish relationships between variables, or the purpose of correlation analysis is to analyze the relationship between variables. Relationships can be identified as positive when the variables are in the same direction, while relationships can be seen as negative when the direction of the variables is in the opposite direction. In addition, the value 'r' indicates the strength of the bond. The threshold values of the Pearson coefficient are following:

- A range of values from 0.1 to 0.3 indicates a weak correlation.

- A range of values from 0.3 to 0.5 indicates moderate correlation.
- A range of values greater than 0.5 indicates a high correlation.

The main goal of this study is to conduct a correlation analysis to determine the correlation between Transformational Leadership and job satisfaction also the correlation between organizational culture and job satisfaction.

Table shows the inter-correlations of all the latent variables that were calculated to test the significance of the correlation coefficient. job satisfaction was found to be positively correlated with Transformational Leadership style ( $r= 0.869, p<0.001$ ) also job satisfaction was found positively correlated with organizational culture ( $r= 0.631, p<0.001$ ). Furthermore, Transformational Leadership style and Organizational culture were positively correlated ( $r= 0.737, p<0.001$ )

		Job Satisfaction	Transformational Leadership
Job Satisfaction	Pearson Correlation	1	.869**
	Sig. (2-tailed)		<.001
	N	30	30
Transformational Leadership	Pearson Correlation	.869**	1
	Sig. (2-tailed)	<.001	
	N	30	30

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 4 - Correlations between Job Satisfaction and Transformational Leadership style**

		Job Satisfaction	Organizational Culture
Job Satisfaction	Pearson Correlation	1	.631**
	Sig. (2-tailed)		<.001
	N	30	30
Organizational culture	Pearson Correlation	.631**	1
	Sig. (2-tailed)	<.001	
	N	30	30

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 5 - Correlations between Job Satisfaction and organizational culture**

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership	30	1	4.95	3.1367	1.12349
Job Satisfaction	30	1.56	5.00	3.2741	.77736
Organizational culture	30	.5	1.00	.6931	.29001
Valid N (list wise)	30				

**Table 6- Mean Levels of Variables Statistics**

#### 4.4 Mean Levels of Variables

The mean scores, standard deviations, minimum and maximum scores of healthcare worker in organizational Healthcare facility evaluations of Transformational Leadership, job satisfaction, and organizational culture are shown in Table 6. To complete the survey questionnaire, the mean scores of their replies were interpreted using a five-point Likert scale for Transformational Leadership and job satisfaction while for organizational culture a forced-response approach (Agree or Not agree).

Overall, Healthcare worker in organizational Healthcare facility neutral with Transformational Leadership (mean = 3.1367, SD = 1.12349, minimum=1 and maximum=4.95), neutral with job satisfaction (mean = 3.2741, SD = .77736, minimum=1.56 and maximum=5.00), and agreeable with organizational culture (mean = .6931, SD = .29001, minimum=.5, and maximum=1.00).

#### **4.5 Regression Analysis**

Correlation analysis has been used to determine whether there are relationships or links between variables, however it does not offer any evidence for relationships between variables. Correlation is inadequate because it clarifies the relationship between variables but does not establish causal relationships between variables. Thus, to find a causal relationship between variables, regression analysis needed to confirm the dependence of one variable on other variables in order to find out the causal relationship.

Regression analysis uses the following coefficients to explain the statistical relationship between the two variables, i.e., the standard error of the regression (SE), the t-value indicates a gap in standard error units, and the p-value indicates that the relationship is statistically significant.

Regression analysis can be of two types: the procedure for establishing a causal relationship between two variables is known as simple regression or linear regression, while the procedure for establishing a causal relationship for more than two variables is called multiple regression.

In this study, we performed a regression analysis to assess the frequency of influence of the independent variable on the dependent variable.

## **4.6 Hypothesis Testing**

Statistical analyses were performed to test the hypothesis described in Chapter 3. The test was utilized linear regression analysis.

### **4.6.1 Transformational Leadership style and job satisfaction**

**H1:** There is significant relationship between Transformational leadership style and healthcare worker satisfaction level

Table below shows the results obtained from the regression between Transformational Leadership style and job satisfaction.

According to the results, the linear regression analysis of Transformational Leadership style and job satisfaction was found to be strongly positive statistically significant ( $r= 0.869$ ,  $p= <.001$ ), indicating Transformational Leadership style contributes around 87% to job satisfaction of healthcare worker in international healthcare facility. Furthermore, the R square value is 0.754 showing that the effect of Transformational Leadership style on job satisfaction is 75.4% explained. hence, the hypothesis was supported. this shows that an increase practice of Transformational Leadership style on healthcare facility would lead to a higher job satisfaction among healthcare workers.

### **4.6.2 Organizational culture and job satisfaction**

**H2:** There is significant relationship between Organizational culture level and healthcare worker satisfaction level

Table below shows the results obtained from the regression Organizational culture level and job satisfaction. According to the results, the linear regression analysis of Organizational culture level and job satisfaction was found to be positive statistically significant ( $r= 0.631$ ,  $p= <.001$ ), indicating Organizational culture level contributes around 63.1% to job satisfaction of healthcare

worker in international healthcare facility. Furthermore, the R square value is 0.398 showing that the effect of Organizational culture level on job satisfaction is around 40% explained. hence, the hypothesis was supported. this shows that an increase Organizational culture level of international healthcare facility (from poor toward excellent based on the scale we used) would lead to a higher job satisfaction among healthcare workers in that facility.

Hypothesis	R	Beta	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
H1	0.869 <sup>a</sup>	.601	0.754	0.746	.065	0.001
H2	0.631 <sup>b</sup>	1.691	0.398	0.377	.393	0.001

a. Predictors: (Transformational Leadership style), Job satisfaction; b. Predictors: (organizational culture), Job satisfaction;

**Table 7 - Summary of Linear Regression Analysis for Transformational Leadership style, Job Satisfaction and Organizational culture**

#### 4.6.3 Demographic factors and job satisfaction level

**H3:** There is mean difference of employee job satisfaction among age group of healthcare worker in international healthcare facility

1<sup>st</sup> we will test normality of data distribution using SPSS we found F value it not statistically significant so the data we used it is normally distributed do we can use One way ANOVA to test the mean difference among the age group. 2<sup>nd</sup> We have more than 3 age group and by using SPSS One-way ANOVE show the F value not statistically significant so we will reject the hypothesis and accept the Null Hypothesis and conclude that no mean difference for job satisfaction level among age group of healthcare worker in international healthcare organization. Which mean that the age group will not affect the job satisfaction level.

**H4:** There is mean difference of employee job satisfaction among education level of healthcare worker in international healthcare facility

1<sup>st</sup> we will test normality of data distribution using SPSS we found F value it not statistically significant so the data we used it is normally distributed do we can use One way ANOVA to test the mean difference among the education level. 2<sup>nd</sup> We have more than 3 age group and by using SPSS One-way ANOVE show the F value not statistically significant so we will reject the hypothesis and accept the Null Hypothesis and conclude that no mean difference for job satisfaction level among education level of healthcare worker in international healthcare organization. Which mean that the education level will not affect the job satisfaction level.

**H5:** There is mean difference of employee job satisfaction among years of experience of healthcare worker in international healthcare facility

1<sup>st</sup> we will test normality of data distribution using SPSS we found F value it not statistically significant so the data we used it is normally distributed do we can use One way ANOVA to test the mean difference among the years of experience. 2<sup>nd</sup> We have more than 3 age group and by using SPSS One-way ANOVE show the F value not statistically significant so we will reject the hypothesis and accept the Null Hypothesis and conclude that no mean difference for job satisfaction level among years of experience of healthcare worker in international healthcare organization. Which mean that the years of experience will not affect the job satisfaction level.

# Chapter 5

## Discussion of result

This section is placed to explaining the results of the study. This chapter includes a discussion, theoretical and practical contributions.

Their importance for conducting this study is to answer many important questions regarding the relationship and influence of Transformational Leadership practice of the leaders on the employee's job satisfaction, as well as the effect of the organization culture on employee's job satisfaction. The study also analyzes and investigate if any of the demographic factors (age, education level, and years of experience) affect the satisfaction level of the employee. The data was obtained from employees of different healthcare facility from different country. As analysis showed that two out of five developed hypotheses were supported (1,2), however, three hypotheses were rejected (3,4,5). In the next part of the study, these results will be discussed in more detail.

### 5.1. Discussion of Findings

The first hypothesis (H1) of this study is aimed to understanding the influence of Transformational Leadership practice on employees' job satisfaction, namely, TLS has a positive effect on employee's job satisfaction. As the analysis showed, the hypothesis was confirmed.

Another phenomenon was the results of the H2, which state that organization culture has a direct positive influence on employee's job satisfaction. While the analysis revealed that the remaining hypotheses (3, 4, 5) were rejected, thereby there is no significant effect of demographic factors (age, education level, years of experience) on the employee satisfaction level.

Based on these results, we want to make some contributions to theoretical developments of this topic, as well as practical/managerial ones.



## **5.2 Theoretical Implications**

The results of the present study, Transformational Leadership and organization culture is proven to have a positive effect employee job satisfaction among healthcare worker in international healthcare facility.

The results prov previous research by showing that Transformational Leadership and organization culture is a significant predictors of job satisfaction level of employee. In addition, Transformational Leadership encourages and motivate employee for innovation and knowledge sharing and encourage them for creative thinking dealing with the problems in their organization.

## **5.3 Managerial Implication**

These results are highly important since the importance of healthcare worker for continuity of healthcare services in the community and this importance was obvious on the pandemic situation like last COVID19 pandemic. Furthermore, job satisfaction considers one of the most important factors help in employee stability and productivity, so leaders who want to achieve high satisfaction level for his or her employee should train himself to increase transformational leadership practice which will help to improve satisfaction level of the employee. Addition to that the organizations should give more attention to train the leaders for proper leadership practice also for organization culture inside the organizations since both factors have significant effect on employee job satisfaction. This research also aims to study any possible relation between some demographic factors like age, education level, and years of experience which found after analysis no significant relation between these factors and satisfaction level of healthcare organization employee.

# Chapter 6

## CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

### 6.1 Conclusions

Enhancing the quality of care provided by healthcare worker and there are numerous factors that influence job satisfaction and performance in hospitals such as leadership practice by the managers, workload, motivation, organizational culture of the healthcare facility and due to limited study highlighted and investigate the relationship between job satisfaction as dependent variable and organizational culture, transformational leadership as independent variable. This thesis was completed in the many different healthcare facility in different country. The main questions in this thesis, what is the relationship between transformational leadership style, organizational culture, and job satisfaction among healthcare workers in international healthcare organizations? Healthcare worker at many hospitals, healthcare centers, and rehabilitation centers were given an online survey link to complete in order to get data. 30 questionnaire forms were collected and used in data analysis from the respondents target demographic for this study. This questionnaire includes, In the first section, we gathered personal information from the respondent, is gender, age, marital status, years of experience, educational level, work level, and place of working. In the second part, we gathered data on independent variables were Transformational leadership and organizational culture then in the third part, we looked at job satisfaction as a dependent variable, to analyze the data collected from them used SPSS program. The significant findings of this present study reveal that there is a statistically relevant positive relationship between job satisfaction and transformational leadership style, also there is a statistically relevant positive relationship between organizational culture and job satisfaction.

The linear regression analysis was utilized to analyze the relationship between Transformational Leadership style practicing and the job satisfaction level of respondents. The correlation coefficient is 0.87 and significant as its p-value  $<.001$  which is a strong degree of a positive

relationship between Transformational Leadership style practicing and the job satisfaction level of the study participants.

The linear regression analysis was utilized to analyze the relationship between Organizational Culture level and the job satisfaction level of respondents. The correlation coefficient is 0.631 and significant as its p-value  $<.001$  which is a strong degree of a positive relationship between Organizational Culture level of their organizations and the job satisfaction level of the study participants.

That's result indicates that if the leader transformational leadership practice is high the healthcare worker satisfaction will be high among them in healthcare facility. furthermore, if the organization culture of healthcare facility increase satisfaction level of their employee will increases as well. As a result, decision-makers must do their best to create an environment and good working conditions by reviewing their organizational culture regularly and they should train their leader to enhance practicing transformational leadership style that will increase employee job satisfaction which will affect the employee performance and lead to improve quality level of healthcare services provided to the patients.

## **6.2 Recommendations**

Healthcare workers play a critical role in providing high-quality healthcare services and most of them like nurses and physician are increasing our community's health and well-being and their efforts and experience are essential for providing safe and compassionate care. Within the light of this review, healthcare leader should be aware of their leadership practice and organizations should provide proper and continuous training for them to avoid any wrong practice leading the healthcare worker be unsatisfied which will affect the level of quality care given to patient and community and they should review their culture of the facilities as well to avoid such problem also.

Recently the importance of healthcare organization increased, and we say in last pandemic the huge effort of healthcare worker facing many waves of pandemic and at the same time continuity of care for the regular patient. Ability of facing the pandemic was articulate on the strength of the healthcare system which will built by the human component of these organization, so having a strong and stable healthcare worker very important for improving the healthcare system Nursing,

doctors, and allied health staffs a healthcare professions that focuses on the provision of healthcare services for individuals, families, and communities in order for them to reach, maintain, or enhance their optimal health and quality of life. Hospitals can only do so much with their staff if they understand their need and reasons make them satisfy and reasons for turnover and the factors that influence it. As a result, this may be accomplished through study, assessment, and policy change. At the same time, we can suggest some helping point taking consideration the result of our study Healthcare facility management should be more cautious about staff satisfaction to restrain their staff. Team leaders, supervisors, and managers must activate proper communications channel with the staff t to consider their problems and find proper solutions for it.

Higher management of the healthcare facility should involve all staff in any decision making prosses and consider their suggestions because they are in direct contact with the patients and customers as well and employees should be allowed to express their views on issues that affect them. This will make it easier to resolve problems and increase customer satisfaction

Before making any decisions, there should be extensive dialogue and Workers should be allowed to share their opinions on topics that impact them. This will make it easier to fix issues and increase satisfaction. Addition to that Allow employee to spend time to engage in another activity and spend time with his family.

Finally, the importance of employee happiness for the organization was to increase staff retention, increase production, raise customer satisfaction and training costs, and so on.

Employee satisfaction, on the other hand, is critical because staff members will start believing that collaboration for the company will be rewarding in the long run, they will be focused on the quality of their job role, they will develop and produce growing patients value and they will be more invested in the institution.

Employee satisfaction also benefits patients by improving care quality, decreasing mistakes, minimizing mortality, and reducing disease.

### **6.3 Limitations**

The research population was limited, and the study's sample size was small, and it should be raised to gain a better understanding of the most relevant factors at a more generalized level. The participant's honesty, lack of desire to engage in the survey due to confidentiality concerns, fear of the unknown, Furthermore, people of different nationalities and language are among the survey's participants, which might contribute to a lack of understanding of the questions especially for those mother language not English.

### **6.4 Theoretical and Practical Contribution for Research**

This research study work has made use of existing literature on the concepts of job satisfaction, organizational culture, and Transformational leadership by applying it into the framework in the different healthcare facility in different country, to investigate their role on employee satisfaction level which will affect for sure the healthcare services quality and patient satisfaction level as well. The outcomes of this study will certainly serve as a new addition to the reservoir of knowledge, the variation explained by the suggested model in the current study for healthcare employee's performance rate at different healthcare organization. According to the current study, transformational leadership practice and organizational culture for these organization have positive strong effect on employee satisfaction level. As a result, this study provides empirical evidence for the theoretical importance of Transformational leadership practice and organizational culture to word job satisfaction in international healthcare organization. Furthermore, the new directions of the important results help different healthcare organizations by incorporating the findings, a number of practical consequences were discovered, including increasing transformational practice of the healthcare facility managers and leaders, take more in consideration the job satisfaction of the employee and regular review of the organizational culture in order to improve the work environment which will cause increase in satisfaction level of the which will help in improving work quality.

## **6.5 Suggestions for Future Research**

Suggestions for future research in hospitals and healthcare organizations with highlighted on additional characteristics and other factors, while also increasing participation size, all of which must be addressed to learn more about and identify work satisfaction. The study discovers that the transformational leadership and organizational culture have an effect on job satisfaction among the healthcare workers. The recent study the direct relation between the independent and dependent variable it is suggested that future research studies look for mediator or moderator variable affect this direct relation positively or negatively. Many factors can influence the relationship between job satisfaction and organizational culture and transformational leadership style.

Employees are the most important asset of any organization weather profit or nonprofit ones, so it is essential that any organization consider them. Organizations can only do so much with their employees if they understand the attrition intent and the variables that contribute to it. Therefore, by doing research, evaluation, and policy revision this can be achieved.



## Part 2: Transformational Leadership

SN	Transformational Leadership	Not at all	Once in a while	Sometimes	Fairly often	All the time
1	Instills pride in me for being associated with him/her					
2	Talks about their most important values and beliefs					
3	Talks optimistically about the future					
4	Re-examines critical assumptions to question whether they are appropriate					
5	Seeks differing perspectives when solving problems					
6	Talks enthusiastically about what needs to be accomplished					
7	Specifies the importance of having a strong sense of purpose					
8	Spends time teaching and coaching					
9	Goes beyond self-interest for the good of the group					
10	Treats me as an individual rather than just as a member of a group					
11	Acts in ways that builds my respect					
12	Considers the moral and ethical consequences of decisions					
13	Displays a sense of power and confidence					
14	Articulates a compelling vision of the future					
15	Considers me as having different needs, abilities,					



	and aspirations from others.					
16	Gets me to look at problems from many different angles					
17	Helps me to develop my strengths					
18	Suggests new ways of looking at how to complete assignments					
19	Emphasizes the importance of having a collective sense of mission					
20	Expresses confidence that goals will be achieved					

### Part 3: Job satisfaction

SN	Job satisfaction	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
1	Pay/Salary (I feel I am being paid a fair amount for the work I do)					
2	Promotion (Those who do well on job stand the fair chance of being promoted)					
3	Benefit (The benefit I receive is as good as most other organizations offer)					
4	Recognition (When I do a good job, I receive the recognition for it that I should receive)					
5	Supervision (My supervisor shows interest in the feelings of subordinates)					
6	Working Conditions (Many of our rules and procedures make doing a good job difficult)					
7	Co-Workers (I like the people I work with)					
8	Work Itself (I like doing the things I do at work)					
9	Communication (Communications seem good within this organization)					

## Part 4: Organizational Culture

SN	Organizational Culture	Agree	Disagree
1 <sup>st</sup> Dimension: Professionalism			
	Employee's contribution to the organization's goals		
	Employees have good qualifications		
	appreciation of Employees knowledge		
	admiring their endeavor for the excellence		
	pursuing personal objectives at the organization's expense		
	your facility management strongly seeking professional expertise		
2 <sup>nd</sup> Dimension: Organizational Learning			
	The importance of learning		
	work environment encouraging reasonable risk capturing		
	sharing knowledge and expertise		
	employee investments		
	improving your hospital core operations		
	capabilities to be successful		
3 <sup>rd</sup> Dimension: Integrity			
	Awareness of ethical and integrity standards		
	reporting misconduct		
	considering standards of integrity and participating in decision-making		
	importance of integrity and performing right things		
	violation of integrity standards by employees		
	improper use of organizational resources		
	making false or misleading promises to others		
	presenting false or misleading information to the public		
4 <sup>th</sup> Dimension:			
	Mutual respect		
	absence or inappropriate social behavior		
	policies and guidelines for managing workplace harassment and discrimination		
	guidance on appropriate workplace behavior		
	mechanisms for dealing with workplace bullying, harassment, and discrimination		
	expression of political, religious, or social views at the workplace.		

5 <sup>th</sup> Dimension: Managing Change		
Flexibility and adaptability for changes		
feelings toward changes imposed by the top management		
why and how to proceed throughout the process of change		
applying gradual changes without causing excessive disruption		
employee's influence at the workplace through ideas and involvements,		
concerns and anxieties during the period of change.		
6 <sup>th</sup> Dimension: Goal integration		
The goals defined by the employees that relate to the organization's mission		
reaching attainable goals		
measured and rewarded works according to goal achievement		
participating in defining specific goals		
stretching goals to improve organizational image continuously consistently to the outside world.		
7 <sup>th</sup> Dimension: Patient Orientation		
Priority and support in meeting patients' need and solving their problems		
policies, and procedures describing required services for patients		
recognizing patients' problems		
new ways to improve patient services		
recognizing or rewarding employees for providing the best patient service		
making improvements using patients' feedback		
8 <sup>th</sup> Dimension: Cultural Strength		
Value and use of colleagues' strengths and abilities		
compromising organization policies and procedures to reach operational goals		
decision-making by facts and not just perceptions or assumptions		
timely access to accurate information about incidents in the organization.		
9 <sup>th</sup> Dimension: Enjoyment		
Employees work well when they enjoy work		
employees enjoy the company of colleagues		

employees stay late to finish a certain work that interests them		
having fun interferes with getting work done		
employees smile and greet each other, and employees enjoy among themselves		
10 <sup>th</sup> Dimension: Innovation		
New ideas are set forth		
exploring alternative approaches to solve problems		
supporting innovative employees		
innovation opportunities and new ideas are given a try		
failures are quickly forgotten		
minimum red tape for new ideas		

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