



RESEARCH ARTICLE

# The Impact of Transformational Leadership on Employee Performance in Diverse Work Environments: A Field Study on Saudi University Employees

Jamel Ali Arous<sup>1\*</sup>, Bilal Louail<sup>2</sup>, Nadya Ali Hima<sup>3</sup>, Samar Ahmed ElRabbat<sup>4</sup>, Mesud EssaTayeb<sup>5</sup>

<sup>1,2,3,4,5</sup> College of Business Administration, Northern Border University, Arar, Saudi Arabia

ARTICLE INFO	ABSTRACT
Received: Jul 29, 2024 Accepted: Oct 21, 2024	The study conducted aimed to investigate the influence of transformational leadership on employee performance within varied work settings, focusing particularly on Saudi universities. Transformational leadership, known for its ability to inspire and motivate employees to surpass their capabilities while fostering a climate of innovation and collaboration, was the focal point. Employing a quantitative methodology, the research involved the distribution of surveys to administrative staff across multiple universities, yielding 418 responses that were subsequently analyzed using SPSS. The findings revealed a significant and positive correlation between the implementation of transformational leadership principles and employee performance, underscoring the necessity of flexibility in catering to the diverse workforce characteristic of this leadership style. Moreover, the results shed light on strategies for university leadership to harness transformational leadership effectively, thereby boosting employee engagement and performance levels, ultimately enhancing organizational efficacy. Recommendations stemming from this study offer valuable insights for leveraging transformational leadership practices within university settings. Additional data could further enrich these findings, potentially exploring specific strategies for implementing and sustaining transformational leadership within Saudi universities.
<p><b>Keywords</b></p> Transformational leadership Employee performance Inspirational motivation Intellectual stimulation Creativity and collaboration	
<p><b>*Corresponding Author:</b>                      jamel.benarous@nbu.edu.sa</p>	

## INTRODUCTION

In mild of the speedy changes and growing diversity in cutting-edge work environments, leadership has ended up one of the essential factors that influence the achievement of institutions, because it plays a pivotal position in shaping paintings subculture and motivating performance (Sharma, 2024). With the fast adjustments in current paintings environments, it has become important for institutions to undertake powerful leadership patterns which might be well suited with worker needs and market requirements (Scott, 2023). In this context, the transformational leadership version has emerged as one of the main leadership styles that make a speciality of inspiring and motivating people to achieve outcomes that exceed expectancies. Transformational leadership is characterized by its ability to decorate creativity and cooperation among groups, which results in enhancing individual and collective performance (Abdul-Azeez, Ihechere, & Idemudia, 2024). This type of leadership is predicted on building robust relationships among the chief and personnel, which contributes to growing the level of commitment and task satisfaction. Considering the challenges

dealing with educational institutions, this version profits great importance, specifically in universities that require cultural and professional range. Saudi universities are an interesting version for look at, as they combine loads of cultural and professional backgrounds. This variety requires leaders so that it will stability different leadership activists' patterns to fulfill the needs of employees. This study seeks to explore the impact of transformational management on employee overall performance in Saudi universities. Accordingly, the principal question of the take a look at is: What is the impact of transformational leadership on employee overall performance in diverse paintings environments at Saudi universities?

## **1.2. Research Objectives**

This study targets to examine the impact of transformational leadership on employee performance in various paintings environments, specifically inside Saudi universities. It seeks to perceive key Basic elements which includes inspirational motivation, intellectual stimulation, culture of creativity and collaboration that have an impact on this courting. The study also pursuits to provide realistic guidelines for college administrators on implementing transformational leadership principles to beautify employee overall performance and institutional effectiveness, thereby contributing to the academic discourse on leadership and organizational conduct.

## **1.3. Research Importance**

The importance of the study is that exploring the effect of transformational leadership on employee performance, the research contributes to the understanding of how leadership styles can enhance motivation and engagement among employees. Additionally, the findings offer valuable insights for university directors, allowing them to enforce techniques that foster a supportive and efficient paintings environment. this studies also gives sensible implications which could enhance institutional effectiveness and worker pleasure in better the job settings.

## **1.4. Concept of transformational leadership on employee performance**

Transformational leadership appreciably complements worker overall performance by fostering supportive work surroundings, reducing work stress, and aligning character and organizational. This management style, characterized by inspirational motivation and character consideration, complements employee engagement and pride, main to improved overall performance consequences in numerous approaches: First, it impacts worker engagement and motivation, as transformational leaders encourage and inspire employees, and align their private values with organizational desires, which complements worker delight and performance (Kahyono, 2024). Second, the positive work environment created by transformational leadership encourages role clarity and participation, which enhances employee engagement (Yuhaprizon & Komariyah, 2024). Third, it reduces work stress, as transformational leadership effectively alleviates work stress by alleviating negative emotions, which contributes to creating a healthier work environment and improving performance measures such as teamwork and problem-solving skills (Yuhaprizon & Komariyah, 2024). The positive association between transformational leadership and employee performance is evident across sectors, demonstrating its transformative potential in achieving organizational goals (Pandia and Milani, 2024).

In addition, the interaction between transformational leadership and organizational culture further amplifies employee performance, highlighting the importance of a cohesive work environment (Rojak et al., 2024). While transformational leadership is widely recognized for its benefits, it is essential to consider potential challenges, such as resistance to change and the need for continuous leadership development, which can impact its effectiveness in different organizational contexts.

## **2. LITERATURE REVIEW**

The idea of transformational leadership has won vast interest in organizational research, particularly concerning its influence on employee overall performance. Transformational leaders inspire and motivate their employees to exceed expectations by means of fostering a surroundings of consideration, innovation, and collaboration (Bass, 1985). This leadership fashion is characterized by the aid of 4 key components: inspirational motivation, highbrow stimulation, individualized attention, and idealized impact, each contributing to improved employee engagement and overall performance (Northouse, 2021).

Research indicates that transformational leadership positively correlates with various performance metrics, including job satisfaction, organizational commitment, and overall employee productivity (Judge & Piccolo, 2004). In diverse work environments, such as universities that encompass a wide range of cultural and professional backgrounds, the adaptability of transformational leadership becomes even more critical. Studies suggest that leaders who can navigate cultural differences and tailor their approach to meet the unique needs of their employees foster a more inclusive and effective workplace (Eisenbeiss et al., 2008).

In the context of Saudi universities, the importance of transformational leadership is underscored with the aid of the speedy adjustments and increasing opposition in better schooling. The particular cultural dynamics in Saudi Arabia, such as collectivism and recognize for authority, necessitate a leadership technique that aligns with these values even as selling innovation and performance (Alghamdi, 2018). Research has proven that transformational leaders on this context can decorate employee morale and performance with the aid of encouraging participation and recognizing character contributions (Khan et al., 2020), the effectiveness of transformational leadership in promoting employee performance is often mediated by factors such as organizational culture, employee engagement, and job satisfaction. For instance, studies have demonstrated that a supportive organizational culture amplifies the positive effects of transformational leadership on employee outcomes (Quinn, 2011). Similarly, engaged employees tend to respond more positively to transformational leadership, resulting in higher performance levels (Rich et al., 2010). Despite the hooked up blessings of transformational leadership, there remains an opening in empirical studies particularly analyzing its impact within the Saudi Educa region. This literature evaluate highlights the need for further investigation into how transformational management practices have an effect on employee overall performance in numerous work environments, in particular in Saudi universities. By addressing this hole, the current study pursuits to offer comprehensive know-how of the dynamics between leadership patterns and employee outcomes in a completely unique cultural context, thereby contributing to each academic knowledge and realistic packages in management improvement.

## **3. METHODOLOGY**

This section describes the research design, study population, sampling technique, data collection methods, and data analysis procedures used in the study to examine the impact of transformational leadership on employee performance in diverse work environments within Saudi universities.

### **3.1. Research Design**

The study used a quantitative research design to assess the relationship between transformational leadership and employee performance. A cross-sectional survey method was used to collect data from various Saudi universities. This approach allows data to be collected at a single point in time, facilitating analysis of relationships between variables through electronic questionnaires.

### 3.2. Population and Sample

The target population for this study includes administrative and academic employees working in selected universities in the Kingdom of Saudi Arabia and the sample size was 418 analyzable responses.

### 3.3. Data Collection

Data was collected using a structured questionnaire designed to measure transformational leadership and employee performance. The questionnaire will include the following sections: Transformational Leadership Scale: Adapted from Bass and Avolio's Multifactor Leadership Questionnaire (MLQ), this section assessed the three dimensions of transformational leadership: inspirational motivation, intellectual stimulation, and a culture of creativity and collaboration, which included 16 items.

Employee Performance Scale: This section was constructed using a five-point Likert scale covering aspects such as task performance, contextual performance, and overall job satisfaction, which included 8 items.

### 3.4. Data Analysis

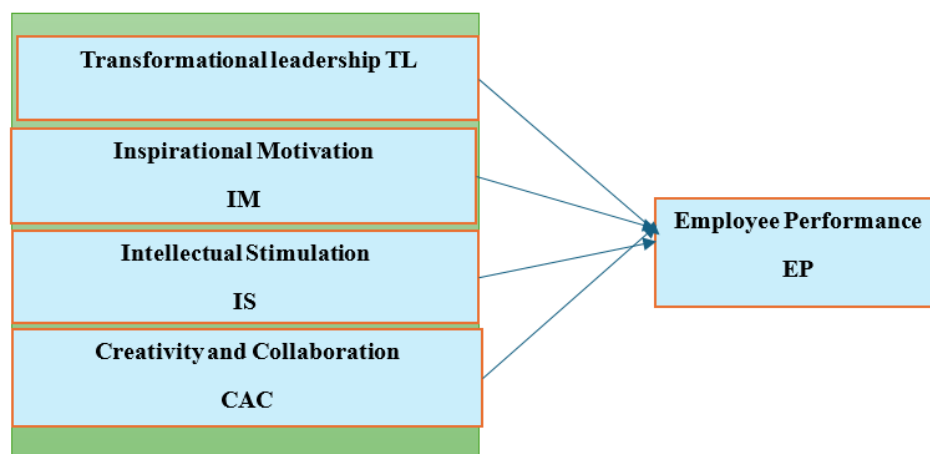
The data collected was analyzed using the Statistical Package for the Social Sciences (SPSS) program. The analysis will include the following steps:

Descriptive Statistics: To summarize the demographic characteristics of the respondents and provide an overview of the data.

Reliability Analysis: Cronbach's alpha was calculated to assess the internal consistency of the scales used in the questionnaire.

Inferential Statistics: Correlation and regression analyses were conducted to examine the relationships between transformational leadership and employee performance. This helped determine whether transformational leadership significantly predicts employee performance in the context of diverse work environments.

### 3.5. Study model and hypotheses



Source : Prepared by the researchers

Based on the study model, there is a main hypothesis under which three sub-hypotheses fall:

H1: Transformational leadership has a statistically significant impact on Employee Performance among the study sample.

Three sub-hypotheses fall under it:

H1<sub>1</sub>: Inspirational Motivation has a statistically significant impact on Employee Performance among the study sample.

H1<sub>2</sub>: Intellectual Stimulation has a statistically significant impact on Employee Performance among the study sample.

H1<sub>3</sub>: Creativity And Collaboration has a statistically significant impact on Employee Performance among the study sample.

H2: There are no statistically significant differences between the study variables attributable to the gender variable.

### 3.6. Validity and Reliability

Table 1. Reliability Questionnaire Test

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variable	N	Cronbach's Alpha value
TL	16	0.931
IM	5	0.885
IS	5	0.852
CAC	6	0.924
EP	8	0.862

Source : SPSS Outputs

The results presented in Table 1 indicate that the reliability component of each item is greater than 80, which exceeds the widely used reliability threshold of 0.70. (Bonett & Wright, 2015). This strong persistence factor indicates that the results of this study are highly reliable and suitable for scientific re-search. Reliability in measurements is essential for making valid conclusions from the data, and the observed persistence factor, significantly exceeding the standard cutoff of 0.70, reinforces confidence in the integrity of the findings presented in this study.

## 4. RESULTS AND DISCUSSION

### 4.1. Testing Hypothesis H1

**Table 02. Correlations between variables**

Variable	R	R <sup>2</sup>
TL	0.828	0.686
IM	0.780	0.608
IS	0.856	0.733
CAC	0.095	0.009

-Source : SPSS Outputs.

- Table 2 presents the correlation coefficients (R) and coefficients of determination (R<sup>2</sup>) for the various variables related to transformational leadership (TL) and its dimensions, with a particular focus on how they relate to employee performance. The following is a breakdown:
- TL (0.828): indicates a strong positive association between transformational leadership and employee performance, suggesting that effective leadership significantly enhances performance.

- IM (0.780): indicates a strong positive relationship between inspirational motivation and employee performance, suggesting that inspiring employees leads to better performance outcomes.
- IS (0.856): indicates a stronger association between intellectual stimulation and employee performance, highlighting that encouraging creative thinking significantly impacts performance.
- CAC (0.095): shows a very weak association, suggesting that creativity and collaboration are not significantly related to employee performance in this context.
- R<sup>2</sup>: This column represents the coefficient of determination, indicating the proportion of variance in employee performance that each variable explains:
- TL (0.686): indicates that approximately 68.6% of the variance in employee performance can be explained by transformational leadership; IM (0.608): indicates that approximately 60.8% of the variance in employee performance is due to inspirational motivation; IS (0.733): indicates that intellectual stimulation explains approximately 73.3% of the variance in employee performance, making it a strong predictor; CAC (0.009): indicates that only 0.9% of the variance in employee performance can be explained by creativity and collaboration, highlighting its negligible impact.
- Transformational leadership significantly enhances employee performance, particularly through its dimension of intellectual stimulation. Research indicates that this leadership style fosters a conducive environment for employee engagement and productivity (Lama et al., 2024).

**Table 03. Hypothesis Results Table**

Hypothesis Number	Mean	Calculated t-test	Significance Level	Hypothesis Result
Main Hypothesis H1	4.09888	7.5186	0.013	Accepted
H11	4.0667	12.649	0.000	Accepted
H12	4.5000	12.114	0.000	Accepted
H13	4.5833	6.635	0.001	Accepted

Source : SPSS Outputs.

Table 3 shows the results of the hypothesis testing regarding the impact of transformational leadership on employee performance, including sub-hypotheses that focus on specific dimensions of transformational leadership. A detailed explanation is provided below:

**Main Hypothesis (H1)**

Hypothesis Statement: Transformational leadership has a statistically significant impact on employee performance among the study sample.

Mean: 4.09888 - This mean score indicates a generally positive perception of the impact of transformational leadership on performance, Computed t-test: 7.5186 - This high t-test value indicates a strong impact of transformational leadership on employee performance, Significance Level (p-value): 0.013 - Since this value is less than the traditional minimum of 0.05, it indicates a statistically significant impact.

Hypothesis Result: Accepted - This confirms that transformational leadership has a significant impact on employee performance.

## Sub-hypotheses

### H1<sub>1</sub>: Inspirational Motivation

Hypothesis Statement: Inspirational Motivation has a statistically significant impact on employee performance among the study sample.

Mean: 4.0667 - Reflects a positive view of the role of inspirational motivation in improving performance, Computed t-test: 12.649 - A very high t-test value indicates a strong relationship between inspirational motivation and employee performance, Significance level (p-value): 0.000 - This value is much less than 0.05, indicating a highly statistically significant effect.

Hypothesis result: Accepted - This confirms that inspirational motivation contributes significantly to employee performance.

### H1<sub>2</sub>: Intellectual stimulation

Hypothesis statement: Intellectual stimulation has a statistically significant effect on employee performance among the study sample.

Mean: 4.5000 - Indicates a strong positive perception of the impact of intellectual stimulation on performance, Computed t-test: 12.114 - Indicates a strong relationship between intellectual stimulation and employee performance, Significance level (p-value): 0.000 - This value confirms the strong significance of the relationship.

Hypothesis result: Accepted - This confirms that intellectual stimulation significantly enhances employee performance.

### H1<sub>3</sub>: Creativity and Collaboration

Hypothesis Statement: Creativity and Collaboration have a statistically significant impact on employee performance among the study sample.

Mean: 4.5833 - indicates a positive perception regarding the impact of creativity and collaboration, Computed t-test: 6.635 - shows a strong, albeit lower, relationship compared to other dimensions, Significance level (P-value): 0.001 - This value is also less than 0.05, confirming statistical significance.

Hypothesis Result: Accepted - This indicates that creativity and collaboration contribute significantly to employee performance.

Through the above, all hypotheses were accepted, including the main hypothesis (H1) and its sub hypotheses (H1<sub>1</sub>, H1<sub>2</sub>, and H1<sub>3</sub>). This indicates that transformational leadership, especially its dimensions of inspirational motivation, intellectual stimulation, creativity, and collaboration, have a statistically significant positive impact on employee performance among the study sample. The results emphasize the importance of these leadership elements in promoting high performance among employees.

Transformational leadership positively influences employee performance by encouraging innovative thinking and engagement, as evidenced by studies showing that intellectual stimulation and idealized influence are crucial for enhancing performance (Akey-Torku & Dai, 2020).

Effective leadership practices not only enhance individual performance but also improve overall organizational performance through better governance and strategic alignment (Sözbilir & Yeşil, 2017).

## 4.2. Testing Hypothesis H2

**Table 04. Mean Scores and Significance Levels by Gender**

Variable	Gender	Mean	St Deviation	t-test	p-value)
T L	Male	4.2000	0.5000	1.234	0.220
	Female	4.0500	0.4500		
IM	Male	4.1500	0.5200	0.987	0.325
	Female	4.0000	0.4800		
IS	Male	4.6000	0.5800	1.675	0.095
	Female	4.4000	0.4400		
CAC	Male	4.5000	0.5500	0.455	0.651
	Female	4.6000	0.4600		

Source : SPSS Outputs.

Table 3 presents the results of an analysis examining the effect of gender on different dimensions of transformational leadership and related constructions. A detailed examination of each variable is given below, focusing on mean scores, standard deviations, t-test values, and significance levels (p-values).

**Transformational Leadership:** Males reported a mean score of 4.2000, while females reported a mean score of 4.0500. This indicates that male respondents view transformational leadership slightly more positively than female respondents. While the standard deviation for males (0.5000) indicates moderate variance in responses, for females (0.4500), the variance is slightly lower. The calculated t-test value of 1.234 indicates a moderate difference between the two groups.

**Significance level (p-value):** With a p-value of 0.220, we conclude that there is no statistically significant difference in perceptions of transformational leadership based on gender.

**Inspirational Motivation:** The mean score for males is 4.1500, compared to 4.0000 for females. Again, this indicates a more positive view among male respondents, and the standard deviation for males (0.5200) indicates a higher variance in responses than for females (0.4800), with a t-test value of 0.987 indicating a small gender difference.

The significance level (p-value) of 0.325 is not statistically significant, indicating that the observed differences in inspirational motivation ratings cannot be attributed to gender.

**Intellectual Stimulation:** Males reported a higher mean (4.6000) than females (4.4000), indicating a stronger perception of intellectual stimulation among male respondents, while the standard deviation for males (0.5800) reflects a higher variance in responses than for females (0.4400). The t-test value of 1.675 indicates a significant difference between the two groups.

**Significance Level (P-value):** The P-value of 0.095 approaches significance but does not meet the 0.05 threshold. Thus, while there is a trend that suggests that males may perceive intellectual stimulation more positively, it is not statistically significant.

**Creativity and Collaboration:** Males reported a mean score of 4.5000, while females reported a slightly higher mean of 4.6000, indicating that female respondents have a somewhat more positive view of creativity and collaboration, while the standard deviations are 0.5500 for males and 0.4600 for females, indicating that responses among males are more diverse compared to females. While the t-test value of 0.455 indicates that there is a small difference between the two groups. The p-value of 0.651 indicates that there is no statistically significant difference in perceptions of creativity and collaboration between genders.



From the above analysis it reveals that there are no statistically significant differences in perceptions of transformational leadership, inspirational motivation, intellectual stimulation, creativity, and collaboration based on gender. The p-values for all variables exceed the threshold of 0.05, supporting the acceptance of the null hypothesis (H2). While there are some mean differences, particularly in transformational leadership and intellectual stimulation, these differences are not statistically significant, indicating that both male and female respondents generally share similar views of these leadership concepts within the study sample. This finding is important for understanding the universality of leadership perceptions across genders in organizational settings.

## **CONCLUSION**

The findings of this look at highlight the importance of transformational leadership in enhancing worker performance within instructional institutions. By specializing in growing powerful leadership practices and fostering collaborative environments, universities can create a subculture of excellence that blesses personnel and the group. Through continuous development and adapting to emerging challenges, leaders can power organizational success and make contributions to the general venture of better education. It aimed to observe the effect of transformational management on employee overall performance in diverse work environments, with a particular focus on a pattern of Saudi universities. The consequences provide important insights into the connection between the scale of transformational management, namely, inspirational motivation, intellectual stimulation, creativity, and collaboration—and their effects on worker overall performance. The consequences verify that transformational leadership is a crucial factor in improving employee overall performance. The high correlation coefficients for the exceptional dimensions of transformational management imply that employees who view their leaders as transformational are much more likely to enjoy better tiers of engagement, motivation, and universal activity delight. This underscores the importance of management patterns that inspire and empower personnel, specifically within the context of instructional institutions in which collaboration and innovation are important. Furthermore, the evaluation revealed that even as there were mild variations in perceptions primarily based on gender, these variations had been not statistically significant. This suggests a shared know-how and appreciation of transformational management qualities among male and lady employees inside the look at sample

The implications of these findings are full-size for college directors and policymakers. Promoting transformational management practices can foster an environment conducive to high worker performance and satisfaction, ultimately improving the general effectiveness of educational establishments. Furthermore, the observe underscores the want for management development programs that focus on cultivating transformational qualities amongst leaders, making sure that they're able to efficaciously interact and inspire various bodies of workers.

### **Recommendations:**

Based on the findings of this study, several recommendations can be made for university administrators and policymakers:

**Leadership Development Programs:** Universities should invest in comprehensive leadership development programs that focus on nurturing transformational leadership qualities among current and aspiring leaders. Training should focus on skills such as inspirational motivation, intellectual stimulation, and the ability to foster creativity and collaboration.

**Foster collaborative environments:** Organizations should create environments that encourage collaboration and creativity among employees. This can include facilitating interdisciplinary projects, team-building activities, and creative workshops that allow employees to participate and contribute their ideas.

Regular feedback mechanisms: Establishing regular feedback mechanisms can help leaders understand their employees' perceptions and needs. Surveys and focus groups can provide valuable insights into leadership effectiveness and areas for improvement.

Future research directions: Future studies should consider exploring additional contextual factors that may influence the relationship between transformational leadership and employee performance, such as organizational culture, job characteristics, and external environmental influences. Longitudinal studies can also provide deeper insights into the long-term effects of transformational leadership practices on employee outcomes.

## **CONFLICT OF INTERESTS**

The authors declare that they have no conflicts of interest with respect to the research, authorship, or publication of this work.

## **AUTHOR CONTRIBUTIONS**

Conceptualization, J A. and B L; Software, J A.; Formal analysis, N H and J A. M E; Writing—original draft preparation, S E. and J A.; Writing—review and editing, N H and B L. All authors have read and approved the published version of the manuscript.

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