



ISSN: 0975-833X

Available online at <http://www.journalcra.com>

INTERNATIONAL JOURNAL
OF CURRENT RESEARCH

International Journal of Current Research
Vol. 13, Issue, 11, pp.19541-19550, November, 2021

DOI: <https://doi.org/10.24941/ijcr.42448.11.2021>

RESEARCH ARTICLE

TRANSFORMATIONAL LEADERSHIP INFLUENCE ON PHYSICIANS' TURNOVER, AND JOB PERFORMANCE (A CASE STUDY IN KING ABDULAZIZ HOSPITAL LOCATING IN MAKKAH)

*Taghreed Obaid and Dr. Ameerah Qattan

King Abdul-Aziz specialist hospital locating in Makkah

ARTICLE INFO

Article History:

Received 24th August, 2021
Received in revised form
29th September, 2021
Accepted 20th October, 2021
Published online 26th November, 2021

Key Words:

Transformational,
Leadership Style,
Physicians,
Performance,
Job attitude, Turnover,
Intentions, leaders/ management

ABSTRACT

Background: Transformational Leadership TL is a type of Leadership style is focusing on understanding behaviors, feelings, personal attitudes of individuals "employees" toward their jobs, leaders, and the organization. The most relevant studies that mentioned the Transformational Leadership (T.L.) style applied to support the relationship between leaders and employees in the decision-making process and participation in other processes. The actual turnover is a serious problem because financial and manpower wastes follow it. K.A.A.H. Physicians' Turnover and Job Performance are the dependent variables, and Transformational Leadership is an independent variable in this paper. **Methods:** The online Questionnaire used in the research is Google Forms. Microsoft Excel is used to organize the responses and S.P.S.S. statistical package program to generate regression statistics and descriptive statistics. The target sample size is 175 participants, according to Select Statistics Calculator. The scale used is the Likert scale which is 5 items; 1 (strongly disagree) to 5 (strongly agree). **Results:** The results show the effectiveness of applying T.L. to minimize turnover and positively increase employee's job performance. In the 1st dependent variable, most responses are reflected by the physicians "totally disagree" with negative Turnover intentions while two measures are reflected as "neutral." In contrast, a short number of them preferred to answer from "totally disagree" to "agree." Lastly, in the 2nd dependent, four measures out of five are gained "totally agree." These measures are positively describing the feelings of the participants regarding their Job Performance. **Discussion and Conclusion:** The research is designed as a descriptive case study. This type of design concerns understanding the specific targeted case towards determined variables. The highest percentage of each question's responses is determined by the highest numbers of physicians who agreed, disagreed, or neutral. In addition, the highest numbers of the participants are "totally agree" and "agree" with the measures of the independent variable Transformational Leadership. In contrast, most numbers of the participants are "Totally disagree," "disagree," and "neutral," with the measures of the dependent variable turnover.

*Corresponding author:
Dr. Ameerah M.N. Qattan

Copyright © 2021. Taghreed Obaid and Ameerah Qattan. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Taghreed Obaid and Dr. Ameerah Qattan. "Transformational Leadership Influence on Physicians' Turnover, and Job Performance (A Case Study in King Abdulaziz Hospital Locating in Makkah)", 2021. *International Journal of Current Research*, 13, (11), 19541-19550.

INTRODUCTION

In serious comparative fields as the Healthcare field, recognizing and measuring any problem that could obstruct the workflow of healthcare organizations is remarkably important. Applying and reviewing effective solutions for the organization's issues is a way to avoid unnecessary waste of efforts and resources. Transformational Leadership style (T.L.) is considered a solution and a new attitude, which had applied in many fields for different arguments. It is a model of leadership based on motivating, inspiring, understanding the

Transformational leadership mostly has positive outcomes, according to previous researches in this area. One of the work issues requiring substantial solutions is the Turnover (TO) Intention of workers. In the healthcare sector, increasing TO intention of healthcare providers within an organization considers as a threat to the organization's structural and financial stability. TO has two types; involuntary Turnover and voluntary Turnover (Iqbal, 2010). In this review, TO refers to the voluntary type, which has resulted from employees' dissatisfaction or finding a better chance in another organization. The leadership style (T.L.) that has been applied within a group of members would influence TO intention either positively or negatively. Constantly, the TO intention

would impact on job performance (J.P.) of the individual, which explains the relationship between TO and J.P. Elci *et al.* (2012) proposed in their study that the future researches in this area should extend to apply the theoretical model of T.L. The model includes additional dependent variables such as organizational commitment, job performance, burnout, and absenteeism (Elci *et al.* 2012). That would refer to the importance of further studying the influence of T.L. on J.P. as a dependent variable. The researcher chose physicians of King Abdulaziz Hospital (K.A.A.H.) as a target group. K.A.A.H. is a large governing hospital locating in Makkah City, providing various health services (K.A.A.H., 1970). The researcher is working in this hospital in the Human Resources department (K.A.A.H., 1970). From the records and data of the department, the researchers recognized the Turnover issue of physicians. So, by applying the research on the physicians of K.A.A.H., we could determine if the T.L. affects TO & J.P. on them. In this review, the researcher aimed to conduct the survey of the study on physicians of K.A.A.H. to analyze and measure the effect of T.L. on physicians' TO, and J.P. Studying what the type of relationship between. is the main objective of the study.

Research Aim and Objectives

This research aimed to study the effect of T.L. styles on physicians TO and J.P. at K.A.A.H.

The following objectives:

- Evaluating the influence of T.L. on K.A.A.H. physicians
- Measure the influence of T.L. on K.A.A.H. physicians behaviors toward turnover TO
- Measure the influence of T.L. on K.A.A.H. physicians J.P.

Research significance

Showing the impact of T.L. on K.A.A.H. physicians would reflect on their behaviors towards their leaders and impact their satisfaction (physicians' satisfaction and relationships). By studying if T.L. impacts TO & J.P. of K.A.A.H. physicians, the relationships between these variables would be recognized to enhance and support other studies of T.L. and its benefits or defects. Makkah hospitals researchers could use this study's tools in different researches and records.

Practical significance:

Applying TL on K.A.A.H. physicians would enhance in increasing outcomes of healthcare provided by physicians

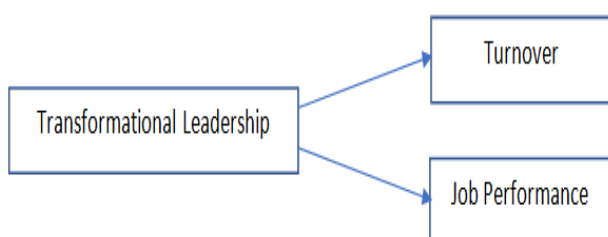


Figure 1. Research dependents & Independen

This theoretical model is inverted from (Elçi *et al.*, 2012) figure1.

Research hypothesis

- H1:** T.L. influences K.A.A.H. physicians.
- H2:** T.L. affect K.A.A.H. physiciansturnover TO
- H3:** T.L. influences K.A.A.H. physicians J.P.

Research Terminology

Transformational/ Leadership Style/ Physicians/ Acting/ Performance/ Job attitude/ Turnover/ Intentions/ doctors/ leaders/ management/ administration/ KAAH.

Research design: Population type is physicians within one hospital. The research is designed as a descriptive case study. This type of design concerns understanding the specific targeted case towards determined variables. In the research, physicians' responses would be used to understand the measures and variables.

Population and Sample: K.A.A.H. Physicians with different specialists are 320 physicians based on the Human Resources Department's records in the researcher' place of work. The researchers have the authority to reach the records department has been given by the KAAH IRP committee. In addition, formal permission from the department's director to use these data, which is in the form of phone numbers of the physicians to be used in this study.

Sample Size / Calculation: The target sample size is 175 participants, according to Select Statistics Calculator website according to the total number of physicians from human resource statistics..The online Questionnaire had sent to the list of 306 KAAH physicians through the WhatsApp application. With the permission of Human Resources of K.A.A.H., The response was 196, after removing the uncompleted questionnaire .the researcher used the list of the physicians' phone numbers as a reference.

Data Collection

- The questions“Does the T.L. have an impact on the TO intentions of K.A.A.H. Physicians?” and “Does the T.L. have an impact on J.P. of K.A.A.H. Physicians?” Using in relevant literature were studied to choose the most useful questions to be used in this research (Elçi *et al.*, 2012, Ding *et al.*, 2017).
- After that, choosing the questions that are targeted to be measured.
- The questions were organized in an online questionnaire to be released through WhatsApp applications. The Questionnaire's URL had been sent to four groups.
- Data were collected and measured from the Questionnaire's responses after justification to the most accurate 175 of them.The online Questionnaire used in the research is Google Forms.
- Data and schedules of results generated from S.P.S.S. are in the forms of ratios and percentages.

- The results and discussion points were reviewed from relevant previous studies to understand the relationships between this review's variables and clarify them.

Tools for data collection

- Leader Effectiveness (Multifactor Leadership Questionnaire) Scale & turnover intention scale (Elçi *et al.*, 2012).
- 15-item Scale of Tanager's Transformational Leadership Evaluation (Ding *et al.*, 2017).

Type of data (primary or secondary)

Primary: questions responses related to variables.

Secondary: demographic information of the participants.

Statistical techniques: Microsoft Excelis used to organize and classify the responses to determine the duplication use of Questionnaires and errors. S.P.S.S. statistical package programis usedto generate regression statistics and descriptive statistics to provide more detailed data about the responses. The two programs are using to calculate and generate statistics. Research scope. Researchers, Students, Healthcare Providers, Leaders, and all interested individuals

Chapter I Summary: In serious comparative fields as the Healthcare field, recognizing and measuring any problem that could obstruct the workflow of healthcare organizations is remarkably important. Transformational Leadership style (T.L.) is considered a solution and a new attitude, which had applied in many fields for different arguments. It is a model of leadership based on motivating, inspiring, understanding the needs of the organization's staff conducting by the leaders and top managers (Bass. B., Riggio. R., 2008).One of the work issues requiring substantial solutions is the Turnover (TO) Intention of workers. In the healthcare sector, increasing TO intention of healthcare providers within an organization considers as a threat to the organization's structural and financial stability. This research aimed to study the effect of T.L. styles on physicians TO and J.P. at K.A.A.H.

Research structure: Chapter I includes explanations of the research background and research aims and objectives. In addition, it provides an overview of the research literature review, and brief about the method used to aggregate and analyze data then highlight the most significant results.Chapter II reviews details about the attribute affecting findings literature review was the domain of the chapter. In other word, previous studies share the variables to compare the results and help to generate the idea of the current research through questions, findings, and statistics, etc.Chapter III includes detailed outlines about the preferred research methodology in order to represent the physicians and leaders attitude in KAAH hospital,choosing appropriate research design, after that calculate the sample size, then pick the suitable tool to collect the data, variables was selected to address the observed turnover in KAAH hospital. Chapter IV previews the two type of dataanalysis that they are descriptive and inferential using regression analysis, research findings were next to address the research hypothesis. Chapter V explains and compare related researches results and discuss reasons and background about findings if either there is differences or not.

Chapter VI explains the limitation of the research, list the appropriate recommendations, and summarize the most significant results to be added.

LITERATURE REVIEW

Preface: The most relevant studies that mentioned the Transformational Leadership (T.L.) style applied to support the relationship between leaders and employees in the decision-making process and participation in other methods. Installation of T.L. programs among leaders in healthcare organizations will be useful in terms of low Turnover (TO). Leaders and managers need to focus on decreasing the TO rate and its impacts (Alatawi, 2013). T.L. has four measurable dimensions, which affect TO and Job Performance (J.P.). According to Jiang *et al.* (2017), idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. There is also a type of management called Authentic Leadership (A.L.). It has the same attitude as T.L. It appears through individuals in the organization when they act according to their own personalities, reflecting their leaders' trust, inspiration, and loyalty (Rouse, 2018).

When establishing T.L., leaders need to emphasize major and minor issues, motivate toward new ideas and solutions, and understand individuals' desires in order to achieve the organizational goals (Matwally & El Zarka, 2017; Arif & Akram, 2018). Therefore, increasing productivity and awareness of employees are recognizable during applying T.L. Employees would feel satisfied and conformable when working with leaders who are aware of their needs and desires (Northouse., 2010). Workers within an organization would not intent TO if they are satisfied with their job. In addition, workers' satisfaction is reflected in their job performance and productivity and vice versa (Smith. D., 1996). TO is directly affected by the leadership style (Elçi *et al.*, 2012). The actual TO is a serious problem because financial and manpower wastes follow it. The Ethical Leadership (C.E.L.) style would be affected by the mediating of ethical climate and minimizing TO intentions (Demirtas & Akdogan, 2015). In a study to address the relations between T.L. and TO of subordinates, it found the negative attitude of T.L. toward TO, as well as, there is a beneficial relationship between T.L. and work engagement of subordinates (Ding *et al.*, 2017).

Approximately, the cost of employee turnover is around 25% to 500% of the employee salary annually (Ballinger *et al.*, 2011). While employees' TO considers an issue within a certain organization, employees' retention would consider a way to cope with this issue. Otherwise, employees who had worked within a certain organization and left it gained work skills, which could be used against the organization (Stovel & Bontis., 2002). Also, the gap between quitting the job of a team member and recruiting a new employee would negatively impact teamwork performance and overall organizational performance and productivity (Mobley., 1982). Some healthcare institutions are recommended to develop T.L. programs between the direct managers (Ariyabuddhiphongs & Kahn., 2017). Otherwise, occupational health and safety and TO are mediated by organizational commitment(Ding, Zhang, Sheng & Wang, 2017). the negative relationship is between organizational commitment and TO intention. Liu *et al.* (2019) recorded that the satisfied employees are highly committed to the organization and minimally intend to quit the job. TO has

types: Involuntary Turnover referring to discharge and downsizing turnover, and voluntary Turnover dividing to avoidable and unavoidable turnover. Each division of turnover has its special characteristics:

- Discharge turnover occurs due to employee's work issues
- downsizing turnover causes due to the need for an organization to improve the effectiveness of work or solve financial problems
- Avoidable turnover is the type of turnover that could happen due to the unresponsiveness of an employee's possible needs or requirements.
- Unavoidable turnover causes due to urgent conditions related to the employee, such as death or leaving the country (Alatawi, 2013)

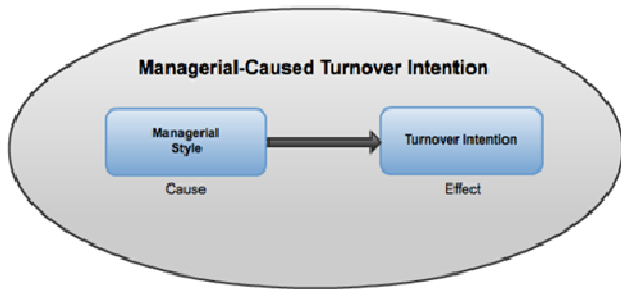


Figure 2. Managerial-Caused Turnover Intention

Figure 2: this figure was designed by alatawi. M. (2018) to show the relationship between chiefs' management style, which indicates specifically to T.L. style and T.I. of subordinates. TO existence is considered an issue that has negative outgrowths dividing into tangible, intangible, financial, and non-financial outgrowths. Recruitment, training, and less production are tangible, while work and moral impacts and teamwork disruption are intangible. Otherwise, financial and non-financial costs include the replacement, time, materials, and productivity losses (Achoui, *et al.* 2007, Ballinger *et al.*, 2011). Some researchers argued that leaders' practical and thermal experience influences TO intention rate (Abbasi & Hollman., 2000). Understanding the strategies of making employees stay longer in the organization was an important objective for research and analysis because turnover costs are higher than retention costs (Carter *et al.*, 2019).

Poor communication may lead to misunderstanding among leaders and employees, which causes poor leader-employee relationships, increasing T.I., and decreasing employees' morale (Charles., 1981, Branham., L. 2005). On the other hand, it had found increasing in retention of employees when leaders care about motivation, inspiration, and influence of individuals (Tian. H *et al.*, 2020). TO has an obvious influence on increasing the work stress of employees (Elçi *et al.*, 2012). That led to minimizing productivity and effect on J.P. of employees. A study targeting 398 employees to measure T.L.'s role influence on their J.P. and commitment positively impacted employees' performance (Sungu *et al.*, 2019). Alkharabsheh. O. (2018) had used an authentic leadership questionnaire (A.L.Q.) which measured 4 elements; self-awareness, balanced processing, relational transparency, and internalized moral perspective. Validity of A.L.Q. is confirmed in China, U.S.A., and Canada. Also, a 5-point Likert scale was used by Alkharabsheh, O. (2018) for scoring; (1 strongly

disagree) through (5 strongly agree) that adopted from (Kelloway *et al.*, 1999). There is another scale used to measure T.L. effecting on TO. The scale called the Global Transformational Leadership (G.T.L.) was used by (Alatawi, 2013) and contains questions about the vision, leadership, employment, development, and charisma of leaders. Also, Alatawi. M. (2013) measured TL 4 I's items; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. There is a study about the relationship between A.L. and TO conducted by (ALKHARABSHEH. O., 2018). Using a questionnaire, out of 400 Jordanian nurses' responses, 354 showed that A.L. enhances in reducing TO through nurses in Jordanian public hospitals. This shows the negative relationship between leadership styles applying feeling and behaviors. Otherwise, Iqbal (2010) mentioned that the best method to control TO is by studying its aspects, causes, influences, and types. The rate of TO differentiates from one sector to another. Significantly, TO intentions resulted in actual TO among employees (Kim *et al.*, 2010), which is an issue. This would come up with a serious problem caused by financial expenses and defects of human resources. On the other hand, some approaches will affect TO other than T.L., such as organizational citizenship behavior (O.B.C.). Tian *et al.* (2020) studied the impact of communication and O.C.B. on workers' retention. They analyzed data from 505 responses of medium companies' employees that appeared that O.B.C. had a positive impact on TO.

Job Performance: In order to study J.P. as a variable, it would be useful to mention and consist results of J.P. such as work outcomes and productivity of individuals or employees. Applying TL by the C.E.O. of human resources management would productively affect individuals' actions and performances (Su *et al.*, 2019). Previous research discussing T.L. is showed the success of the organizations applying T.L. in attaining their goals (Dedaj, 2017; Jiang *et al.*, 2017; Maaitah, 2018). In addition to the research's variables, more independent variables are affected by T.L., such as job commitment. When leaders apply T.L., employees will be more committed to their job and organization (Deichmann & Stam, 2015). There are various studies reviewed the variables as in this research. In the following, the authors of those studies displayed data using different scales such as G.T.L., which measured the questions as times and provided a demission of each item and classified them to specific measures using this type of scale. Figure 3: "U.S. Unemployment and Employee Turnover Rates, 2007 Through 2011" (Alatawi., 2013) (P.P. 73). To explain the above study, the author aimed to monitor the effects of T.L. on the United States Unemployment people and compare them to the United States employees TO for five years consecutive years from 2007 to 2011.

Table 3
Correspondence Between the Dimensions of GTL Scale and the Four I's of Transformational Leadership Style

Item	Dimension of GTL	Four I's
1. Communicates a clear, positive vision of the future.	Vision	Idealized influence
2. Treats staff as individuals, and supports and encourages their development.	Staff development	Individualized consideration
3. Gives encouragement and recognition to staff.	Supportive leadership	Individualized consideration
4. Fosters trust, involvement, and co-operation among team members.	Empowerment	Inspirational motivation
5. Encourages thinking about problems in new ways and questions assumptions.	Innovative thinking	Intellectual stimulation
6. Is clear about his/her values and practices what he/she preaches.	Lead by example	Idealized influence
7. Instills pride and respect in others and inspires me by being highly competent.	Charisma	Idealized influence

Year	U.S. unemployment rate	U.S. employee turnover
2007	4.6%	44.4%
2008	5.8%	42.5%
2009	9.3%	39.4%
2010	9.6%	36.7%
2011	9.0%	36.7%

Summary

Installation of T.L. programs among leaders in healthcare organizations will be useful in terms of low Turnover (TO). Leaders and managers need to focus on decreasing the TO rate and its impacts (Alatawi, M., 2013). Increasing predictivity and awareness of employees are recognizable during applying T.L. Employees would feel satisfied and conformable when working with leaders who are aware of their needs and desires (Northouse., 2010). TO is directly affected by the leadership style (Elçi *et al.*, 2012). The actual TO is a serious problem because it is followed by financial and manpower wastes. Otherwise, employees who had worked within a certain organization and left it gained work skills, which could be used against the organization (Stovel & Bontis., 2002). Applying TL by the C.E.O. of human resources management would productively affect individuals' actions and performances (Su *et al.*, 2019). The gaps of this research are included the time period of data collection, a specific type of target group, and the specific institute. The time period of collecting research data is during the last of 2020, which is COVID-19 – Corona Virus Disease. That would reflect on the participant's answers, who answers the questions of the research.

RESEARCH METHODOLOGY

Preface: By distributing a valid online questionnaire prepared by the researcher, K.A.A.H. physicians would respond to the questions. According to the numbers of K.A.A.H. physicians, which are 320, the recommended sample size is 175 participants with a confidence level of 95%. The calculator used to calculate the sample size is the Select Statistics Calculator.

The scale used is the Likert scale which is 5 items; 1 (strongly disagree) to 5 (strongly agree). Indicating that a higher score implies a higher turnover intention. The S.P.S.S. statistical package program will analyze data obtained from the participants. The first item of the survey asks the participants to evaluate their own performance, and the second item asks them to expect their managers' appraisal of their performance. The appraisal rating ranges from 1 (strongly disagree) to 5 (strongly agree). Google forms provide an option to insert data as a result of each participant's answers individually. IBM SPSS statistics version 21 is used to analyze data and perform statistics.

Research Methodology

By distributing a valid online questionnaire prepared by the researcher, K.A.A.H. physicians responded to the questions. The recommended sample size of K.A.A.H. physicians was 175 participants. It is calculated by the "Select Statistical Consultants" website. The scale used in this study was the "Likert Scale," which is 5 items; 1 (strongly disagree) to 5 (strongly agree). Data obtained from the participants was analyzed by S.P.S.S. statistical package program. The first item of the survey was asking the participants to evaluate their own performance. The second item was about asking them to expect their managers' appraisal of their performance. The

appraisal rating ranges from 1 (strongly disagree) to 5 (strongly agree).

Research Questions

- Does the T.L. have an impact on the TO intentions of K.A.A.H. Physicians?
- Does the T.L. have an impact on J.P. of K.A.A.H. Physicians?

Research hypothesis

- H1:** T.L. influences K.A.A.H. physicians.
- H2:** T.L. influence K.A.A.H. physicians turnover TO
- H3:** T.L. has an influence on K.A.A.H. physicians J.P.

Variables in research

Dependent variable: K.A.A.H. Physicians' Turnover and Job Performance.

Independent variable: Transformational Leadership Style
Research design.

The research is designed as a descriptive case study. This type of design concerns understanding the specific targeted case towards determined variables. The target case in this research is T.L. style, and target variables are TO and J.P.

Population and Sample

Sampling: KAAH Physicians are 320.

Sample size and selection of sample: According to the Select Statistical Services website, the target sample size from 320 physicians is 175.

Sampling technique: By calculating 5% as a margin of error of the sample, which is considered a common choice in most research, the confidence level is 95%, and the likely sample population is 50%, the sample size of K.A.A.H. physicians is 175.

Tool for Data Collection

- Leader Effectiveness (Multifactor Leadership Questionnaire) Scale & turnover intention scale (Elçi *et al.*, 2012).
- 15-item Scale of Tanagers' Transformational Leadership Evaluation (Ding *et al.*, 2017).

Data Collection Methods

After reviewing Google Forms charts and the percentages of each question, the data are collected according to specific characteristics aimed at defining the relationship between the answers of the participants and T.L., TO, and J.P.

Type of Data (primary or secondary)

- T.L., too, J.P. measures are considered primary data.
- Demographic data are secondary data enhancing the research to have an overview of the participant.

Variables

Independent Variable: TL is the independent variable, which affects the variables chosen in this research.

Table 1. Demographic Characteristics of participants

Gender	Male		Female		
Marital Status	Single	Married	Other		
Position Title	C.E.O.	Specialist	Consultant	Manager	Director
	Supervisor	Surgeon	Other		
Number of Years Working in the Organization	Less than 3	3-7 years	More than 7 years		

The questions had inverted from (Elçi et al., 2012, Dinget al., 2017)

Dependent variable

TO and J.P. are the dependants, which may affect by the independent. The questions had inverted from (Elçi et al., 2012, Ding et al., 2017)

Statistical techniques (Data Analysis Plan)

- Studying each variable separately to compare it with results of similar researches.
- Report the results in certain schedules to clarify the specific response's measures.
- Determine the percentage of each question's response to facilitate understanding the direction of recommendations and discussions.
- Guide the data analysis documentations toward generate the recommendations according to the research's primary variables.

Validity and Reliability: Questions used in the online Questionnaire are inverted from different articles which have the same direction as this research (Amrulloh, M.& Solovida, G. 2020, Elçi et al., 2012, Dinget al., 2017). So on, the result would measure as the methods had used in the similar researches. Otherwise, when repeating data collection using the exact Questionnaire by K.A.A.H. physicians in convergent periods. Therefore, the research methods used are valid and reliable.

Ethical Considerations: Ethical consideration No.H-02-K-076-0920-384 provided by IRB committee in regional health directorate at Makkah on October 29 in 2020. The permission provide an access to participants' phone numbers from the human resources department of K.A.A.H., phone numbers are used, and store securely according to the IRB guidelines to use data in research purposes only.

- Phone numbers are just used to reach the participants to send them the Questionnaire.
- Human Resources Department in K.A.A.H. requested permission from all physicians to release their phones numbers.
- After obtaining the permission, the researcher added a new member in four groups in WhatsApp
- After completing the research, the phone numbers will delete safely by the researcher to maintain their privacy.

DATA ANALYSIS AND RESULTS

Preface: Chapter four includes the Questionnaire's responses data presented in the schedules and graphs to generate the most significant results. Higher percentages of each question reflect the higher participants' numbers of answers.

The Questionnaire was distributed online to be filled until complete the sample size of participants, which is 175 physicians.

Data Analysis: In Google Forms using in data collection, data shows the numbers of participants of each question. Participants' numbers have transferred to percentages by applying the appropriate equation to exhibit more readable and understandable data. Furthermore, after the exact 175 responses, the researcher started using the data and stopped collecting more information as the responses had reached saturation. In the following schedules, the answers' percentages of the measures are in five columns, 1 to 5 from totally disagree to totally disagree and three representing neutral. The dark gray columns represent the highest percentages of responses, while the light gray columns are the second places of high percentages

Descriptive Statistics: The research data shows the number of participants in each question. Participants' numbers have transferred to percentages by applying the appropriate equation to exhibit more readable and understandable data. Furthermore, after the exact 175 responses, the researcher checks the normality through defining the mean, mode, median and S.D. generated from S.P.S.S. are about 4, so the data is normally distributed around the mean. The schedule "Demographic characteristics of participants" analyzes and divides the participants according to some of their demographic characteristics to boost understanding of the circumstances of their answers. The target group is K.A.A.H. physicians. 108 out of 175 physicians, sample size, are male and more than 70% are married. They are 41% specialists and only 6 directors 3 managers. Also, 59 of the participants have other positions not on the list. Work years is a characteristic provided 3 options, about 28% of the physicians engaged are working in K.A.A.H. at least "more than 7 years" which is considered the great experiences and the most majority between 3-7 years equal 48% of participants.

Table 2. Data of Demographic Characteristics of the Participants

Variables		N	%
Gender	Male	108	61.71%
	Female	67	38.29%
Marital Status	Single	41	23.43%
	Other	5	2.86%
	Married	129	73.71%
Position	Specialist	72	41.14%
	Consultant	22	12.57%
	Surgeon	13	7.43%
	Director	6	3.43%
	Other	59	33.71%
	Manager	3	1.71%
Experience in year	Less than 3	41	23.43%
	3-7 years	85	48.57%
	More than 7 years	49	28.00%

Inferential statistics: Form " The vote of the participants in each variable" schedule, each measure has highest and lowest values which descriptive and show how the 175 physicians' behaviors and feelings. As shown in the row of L. D. data, most the independent measures are gained greater "totally agree", except one measure "Leader's ability to solve problem and improve performance" is gained "neutral". On the other hand, the lower numbers of participants have "disagree" with the leader's positive behaviors. As shown in the schedule of T.L. measures, the highest percentages of the responses are between "totally agree, and agreed" with the required leadership characteristics, that reverse to physicians' fair satisfaction on their leaders' behaviors. In the schedule of T.L. measures, Trustful on the leader (no.3), effectiveness in achieving needs and requirements (no.5), and Ability to solve the problem & encouraging performance-improvement (no.7) are measures getting the greatest percentages of "totally agree." Moreover, Open Discussion (no.1), Leader's Ability to make fair and balanced decisions (no.2), Sharing decisions (no.4), and Sharing information (no.6) measures getting the greatest percentages of "agree." In the 1st dependent variable, most responses are reflected the physicians "totally disagree" with negatively TO intentions while two measures are reflected "neutral." In contrast, short numbers of them preferred to answer from "totally disagree" to "agree." Lastly, in the 2nd dependent, four measures out of five are gained "totally agree." These measures are positively describing the feelings of the participants regarding their J.P. Table4 demonstrated that this is a good model of fit and the relation between TO and T.L. explain by $-.490$. It is significant negative relation because the p-value was less than 0.05 also the standard error of the estimate is $.85$. Hence, the current study rejects the null hypothesis that's mean transformational leadership will negatively affect the rate of turnover. Data in " The relation between T.L. and J.P. schedule are counted to present total physicians' responses for each measure to guide toward high, middle, and low values. The S.P.S.S. outputs indicate that this is a good model of fit, and the relation between J.P. and T.L. explain by $.382$, and it is weak positive relation also the standard error of the estimate is $.62$, and the study reject the null hypothesis because p-value = 0.00 less than 0.05

DISCUSSION

Preface: The highest percentage of each question's responses is determined by the highest numbers of physicians who agreed, disagreed, or were neutral. By representing each question as a measure of physicians' behaviors toward their job. The TL questions are to figure the physicians' impressions about their leaders' attitudes. The two independent variables' questions are to recognize their feelings and believe toward their jobs. Demographic data of K.A.A.H. physicians, as displayed in table3 are presented male as the most gender of K.A.A.H. physicians who participated in the research while most of the total sample size is married. Otherwise, they have different positions, but most of them are specialists, and also a high number of them prefer to not answer. Most of them have 3-7 years of experience. Understanding these demographic characteristics of the participants enhances understanding their preferences and validity in answering the Questionnaire. For instance, a high number of them are specialists, and a lower number of them are managers and directors. According to Table4, the resulted numbers in the above schedules show significant responses toward the research questions.

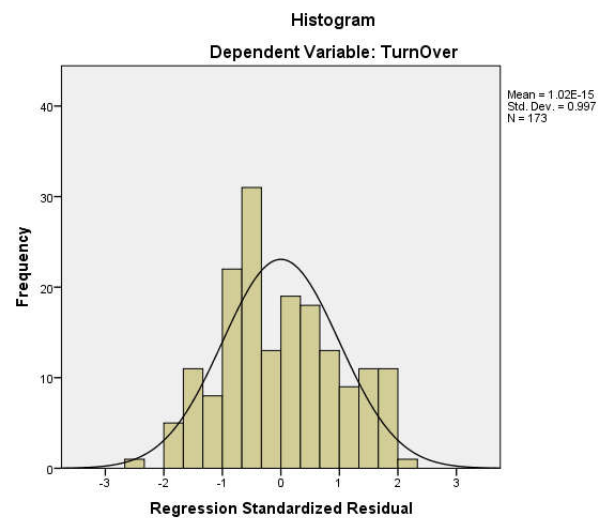


Figure 5. Histogram Dependent Variable TO

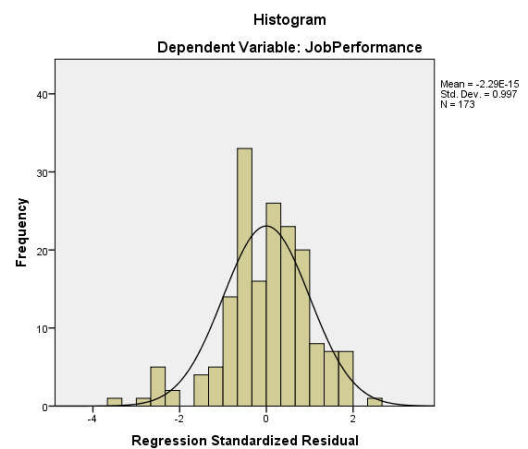


Figure 7. Histogram Dependent Variable J.P

The highest numbers of the participants are "totally agree" and "agree" with the measures of the independent variable T.L. In contrast, most numbers of the participants are "Totally disagree," "disagree," and "neutral" with the measures of the dependent variable TO. Otherwise, most numbers of the participants are "Totally agree" and "agree" with the measures of the dependent variable J.P. The results are shown a positive relationship between T.L. and J.P. This is referred to the increasing or satisfying of K.A.A.H. physicians toward their job performance, particularly affected by the leadership style of their leaders. On the other hand, the TO answers of the K.A.A.H. physicians are shown their positive preferences. So, the relationship between T.L. and TO is negative, which means significant results of the research's goals. The physicians in K.A.A.H. preferred to maintain their jobs and were less likely to intend to search for another job. The leadership style of K.A.A.H. leaders particularly affected on TO of physicians.

The gaps of this research are included the time period of data collection, a specific type of target group, and the specific institute. The time period of collecting research data is during the last of 2020, which is COVID-19 – Corona Virus Disease. That would reflect on the participants answers, who are answering questions of the research. The other gap is choosing the physicians who are an important medical human resource in healthcare institutes, but there is another important medical human resource who are nurses.

Table 3. The vote of the participants in each variable

Ariable	Question	Type of Agreement				
		1	2	3	4	5
TL	1: My leader discusses with us about work	23	20	22	69	41
	2: My leader makes fair and balanced decisions	21	28	28	58	40
	3: I trust my leaders	24	23	36	35	57
	4: My leader shares us in the decision-making process	38	14	28	42	53
	5: My leader is effective in meeting work needs and requirements	31	19	33	45	47
	6: My leader is effective in sharing information with us	23	20	39	37	56
	7: I believe in my leader's capabilities in problem-solving and encourage performance-improvement	19	21	51	35	49
TO	1: I will look for a new job in the next year	48	44	16	29	38
	2: I think about quitting	62	38	31	27	17
	3: I am looking for another job opportunity	45	27	28	31	44
	4: I feel dissatisfied with my job	35	37	45	32	26
	5: I usually feel distrusted about retaining my job	41	38	35	34	27
	6: My relationship with my leader isn't good, so I will quit	90	23	26	22	14
	7: My professional efforts have not been appreciated, so I will quit	30	46	56	20	23
J.P.	1: My work's performance would improve when performance standards had been applied	13	10	41	59	52
	2: I rarely face serious problems in conducting my tasks	14	40	37	58	26
	3: I feel satisfied with my work's performance	10	14	34	65	52
	4: I feel committed and obligated to my job	6	9	8	65	87
	5: My leader usually promotes my performance	18	25	42	36	54

Table 4. The relation between T.L. and TO

Liner regression T.L. with TO	Adjusted R Square ¹	Std. Error of the Estimate ¹	Standardized Coefficients, Beta ²	Sig. ²
	.236	.85636	-.490	.000

Table 5. The relation between T.L. and J.P

Liner regression T.L. with J.P.	Adjusted R Square ¹	Std. Error of the Estimate ¹	Standardized Coefficients, Beta ²	Sig. ²
	.141	.62241	.382	.000

The last gap of the research found is choosing a specific hospital which reduces the chance of getting diverse results and studying answers of people working in different workplace environments. In light of the gaps mentioned above, to conduct further research, researchers may apply in another time period with no pandemic. The effect of the pandemic on the employees in an economical manner would be affected by their responses. They may agree in order to main their jobs because there is no other job chance. For further research, it is recommended to apply the study on nurses in K.A.A.H. or compare two physicians groups from different hospitals in Mecca. Another suggestion is to use the same research variables in comparing two groups of physicians from a government hospital and a private hospital or clinic.

Implications

Practical implication: The T.L. application guarantees the reduction of TO intention of employees and is likely to develop their J.P. Leaders applied T.L. is concerned about human attitude and feelings. Therefore, it is more likely to increase the employees' satisfaction.

Policy implications: Written policies and training programs of T.L. application are the official ways to deliver concepts and procedures of this style. Leaders would be able to attend workshops, update their work behaviors, and finally measure the new leadership style's outcomes. The results would be minimally satisfying.

Scientific implications: The other research resulted in a significant negative relationship between T.L. and TO and a significant positive relationship between T.L. and J.P.

The continued application of T.L. in K.A.A.H. would enhance and ensure the continued satisfaction of physicians with updated training and education.

CONCLUSION AND RECOMMENDATIONS

Preface: Transformational Leadership TL is a type of Leadership style. By applying T.L., the leader could understand the feelings and behaviors of the employees, and the employee could be satisfied with his/her leader and achieve attained work goals. Transformational Leadership TL is a type of Leadership style is focusing on understanding behaviors, feelings, personal attitudes of individuals "employees" toward their jobs, leaders, and the organization. This paper is aimed to study the influences of Turnover TO and Job Performance J.P. of K.A.A.H. physicians. The research's thesis is T.L. negatively influences T.L. of K.A.A.H. physicians, and T.L. positively influences J.P. of K.A.A.H. physicians. Collecting participants' answers are conducted through online Questionnaire targeting 175 KAAH physicians. After having permission from formal regulators, the online Questionnaire was released through WhatsApp groups. There were slightly different answers, but mostly there is an agreement in the direction of the research's thesis. The results showed the effectiveness of applying T.L. to minimize turnover and positively increase employee's job performance. The relation between T.L. and TO is significantly negative, while the relation between T.L. and J.P. is significantly positive. Some participants were neutral, while most of them had clearly decided their choice between "agree, and totally agree" or "disagree, and totally disagree."

Otherwise, most previous studies have proven its effectiveness toward minimizing stress, dissatisfaction, and turnover.

Recommendations

Theoretical recommendations: For further research, it is recommended to use other measures and the measures applied in this research. Moreover using the same variables of this research, it is recommended to use different medical target groups such as nurses or medical assistants. In addition, it is recommended to apply the research in different periods of time or at two different times to be compared.

Practical recommendations: The best practice to recommend is to establish an exit interview before the employee leave the hospital from the human resource-planning department in order to retain as much as we can

Policy recommendations

One the recommendations is to update the evaluation policy to state on performing subordinates evaluations to restrict the authority of the leaders, which will affect leader's attitude, turnover rate and job performance positively.

Limitations of research: The research had conducted during COVID-19, which would be reflected the K.A.A.H. physicians' responses. It may affect their preferences in answering Turnover (TO) measures because of the concern of losing their jobs. The target group is K.A.A.H. physicians choosing by the researcher because they are the first line of medical staff who need to act positively and work with positive transformational leaders understanding their needs, attitudes, and behaviors. So, the specific target group of the research may consider a limitation.

LIST OF ABBREVIATIONS

ABBREVIATIONS	
AL	Authentic Leadership
EL	Ethical Leadership
J.P.	Job Performance
K.A.A.H.	king abdulaziz hospital
O.C.B.	Organizational Citizen Behavior
TL	Transformational Leadership
TO	Turnover

REFERENCES

- Abbasi, S., Hollman, K. (2000) Turnover: The Real Bottom Line. SAGE Journals. <https://journals.sagepub.com/doi/abs/10.1177/009102600002900303>
- Achoui, M., Smith, P., Harb, C. (2007) Unity and Diversity in Arab Managerial Styles. SAGE Journals. <https://journals.sagepub.com/doi/abs/10.1177/1470595807083374>
- Alatawi, M. (2013). The relationship between transformational leadership style and managerial-caused turnover intention: PIHRA members and their subordinates. ResearchGate. https://www.researchgate.net/publication/298792594_The_relationship_between_transformational_leadership_style_and_managerial-caused_turnover_intention_PIHRA_members_and_their_subordinates
- Alkharabsheh, O. H. (2018).!! 2018 mediating effect of organisation culture on the relationship between leadership and turnover intention in Jordanian. 12(3), 19–35.
- Arif, S., and Akram, A. (2018). Transformational leadership and organizational performance. SEISENSE J. Manag. 1, 59–75. <https://www.journal.seisense.com/index.php/jom/article/view/28>
- Ariyabuddhiphongs, V., & Kahn, S. I. (2017). Transformational leadership and turnover intention: The mediating effects of trust and job performance on café employees in Thailand. Journal of Human Resources in Hospitality and Tourism, 16(2), 215–233. <https://doi.org/10.1080/15332845.2016.1202730>
- Ballinger, G., Craig, E., Cross, R. (2011). A Stitch in Time Saves Nine: Leveraging Networks to Reduce the Costs of Turnover. SAGE Journals. <https://journals.sagepub.com/doi/10.1525/cmr.2011.53.4.111>
- Bass, B., Riggio, R. (2008) Transformational Leadership 2nd Edition. Tylor & Francis e-library. https://books.google.com.sa/books?hl=ar&lr=&id=2WsJSw6wa6cC&oi=fnd&pg=PT5&dq=transformational+leadership+&ots=I6b1lXGHED&sig=eHGTTngOcpCfQIzEA b7xAUYx_5E&redir_esc=y#v=onepage&q=transformational%20leadership&f=false
- Branham, L. (2005). The 7 Hidden Reasons Employees Leave: How To Recognize The Subtle Signs and Act Before It's Too Late: AMACOM. <http://gmj.gallup.com/content/490/Item-4-Recognition-or-Praise.aspx>
- Carter, S. P., Dudley, W., Lyle, D. S., and Smith, J. Z. (2019). Who's the Boss? The effect of strong leadership on employee turnover. J. Econ. Behav. Organ. 159, 323–343. doi: 10.1016/j.jebo.2018.12.028
- Charles, W. *et al* (1981) A Causal Model of Turnover for Nurses. The Academy of Management Journal. <https://www.jstor.org/stable/255574>
- Dedaj, Z. (2017). The effect of transformational leadership approach in organizations. Econ. Bus. J. 11, 191–199.
- Deichmann, D., and Stam, D. (2015). Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas. Leadersh. Q. 26, 204–219. doi: 10.1016/j.leaqua.2014.10.004
- Demirtas, O., & Akdogan, A. A. (2015). The Effect of Ethical Leadership Behavior on Ethical Climate, Turnover Intention, and Affective Commitment. Journal of Business Ethics, 130(1), 59–67. <https://doi.org/10.1007/s10551-014-2196-6>
- Ding, X., Li, Q., Zhang, H., Sheng, Z., & Wang, Z. (2017). Linking transformational leadership and work outcomes in temporary organizations: A social identity approach. International Journal of Project Management, 35(4), 543–556. <https://doi.org/10.1016/j.ijproman.2017.02.005>
- Elçi, M., Şener, İ., Aksoy, S., & Alpan, L. (2012). The Impact of Ethical Leadership and Leadership Effectiveness on Employees' Turnover Intention: The Mediating Role of Work Related Stress. Procedia - Social and Behavioral Sciences, 58, 289–297. <https://doi.org/10.1016/j.sbspro.2012.09.1003>
- Iqbal, A. (2010). Employee Turnover: Causes, Consequences and Retention Strategies in the Saudi Organizations. The Business Review, Cambridge. 12/2010 https://www.researchgate.net/profile/Dr_Adnan_Iqbal/publication/215912138_Employee_Turnover_Causes_Consequences

- ces_and_Retention_Strategies_in_Saudi_Organizations/links/58b7c96aa6fdcc2d14d7a40f/Employee-Turnover-Causes-Consequences-and-Retention-Strategies-in-Saudi-Organizations.pdf
- Jiang, W., Zhao, X., & Ni, J. (2017). The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior. *Sustainability*, 9(9). <https://www.mdpi.com/2071-1050/9/9/1567>
- Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The Source, Nature, and Direction of Work and Family Conflict: A Longitudinal Investigation. *Journal of occupational health psychology*, 4(4), 337-346.
- Kim, B. P., Lee, G., & Carlson, K. D. (2010). An Examination of the Nature of the Relationship Between Leader-Member-Exchange (LMX) and Turnover Intent at Different Organizational levels. *International Journal of Hospitality Management*, 29, 591-597.
- Liu, S., Gyabeng, E., Joshua Atteh Sewu, G., Nkrumah, N. K., & Dartey, B. (2019). Occupational Health and Safety and Turnover Intention in the Ghanaian Power Industry: The Mediating Effect of Organizational Commitment. *BioMed Research International*, 2019, 1–10. <https://doi.org/10.1155/2019/3273045>
- Matwally, A. Z., and El Zarka, S. (2017). An understanding of transformational leadership and its implication on organizational learning: a literature review. *Bus. Manag. Rev.* 8, 163–168.
- Maaitah, A. M. (2018). The role of leadership style on turnover intention. *Int. Rev. Manag. Mark.* 8, 24–29.
- Makkah, K. A. A. H. (1970, December 26). *KAAH*. Home. https://www.kaah.med.sa/about_us.php.
- Rouse, M. (2018). Authentic Leadership. Searchcio. <https://searchcio.techtarget.com/definition/authentic-leadership>
- Select Statistical Services, S. (2016, August 12). Calculators. Retrieved April 08, 2021, from <https://select-statistics.co.uk/calculators/>
- Smith, D. (1996) "Increasing Employee Productivity, Job Satisfaction, and Organizational Commitment", *Hospital Health Service Administration*, 41, Pp.160-174 https://www.researchgate.net/profile/Dr_Adnan_Iqbal/publication/215912138_Employee_Turnover_Causes_Consequences_and_Retention_Strategies_in_Saudi_Organizations/links/58b7c96aa6fdcc2d14d7a40f/Employee-Turnover-Causes-Consequences-and-Retention-Strategies-in-Saudi-Organizations.pdf
- Su, Z., Wang, Z., Chen, S. (2019). The impact of CEO transformational leadership on organizational voluntary turnover and employee innovative behaviour: the mediating role of collaborative HRM. *Asia Pacific Journal of Human Resources*, 2019, 13-2. <https://onlinelibrary.wiley.com/doi/full/10.1111/1744-7941.12217>
- Sungu, L. J., Wng, Q., Xu, X., (2019). Organizational commitment and job performance: Examining the moderating roles of occupational commitment and transformational leadership. *International Journal of Selection and Assessment*, 2019, 9-7. <https://onlinelibrary.wiley.com/doi/full/10.1111/ijsa.12256>
- Stove, M., Bontis, N. (2002). Voluntary turnover: knowledge management – friend or foe? *Journal of Intellectual Capital*. <https://www.emerald.com/insight/content/doi/10.1108/14691930210435633/full/html>
- TETT, R. P., & MEYER, J. P. (1993). Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytic Findings. *Personnel Psychology*, 46(2), 259–293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Tian, H., Iqbal, S., Akhtar, S., Qalati, S., Anwar, F., Khan, M. (2020). The Impact of Transformational Leadership on Employee Retention: Mediation and Moderation Through Organizational Citizenship Behavior and Communication. *Organizational Psychology*. <https://doi.org/10.3389/fpsyg.2020.00314>
