

IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION AMONG JORDANIAN PHYSIOTHERAPISTS

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ABSTRACT

Leadership philosophies are essential organizational practices, especially when it comes to promoting and enhancing worker collaboration and job satisfaction. This study aims to ascertain and explore the relationship between job satisfaction and job performance among Jordanian physiotherapists and transformational leadership. Additionally, looks at whether job satisfaction and organizational citizenship behaviours operate as a mediator in the link between transformational leadership and worker performance. This study's design involves a quantitative correlation analysis conducted on a conveniently chosen sample of Jordanian physiotherapists from different healthcare facilities to examine the relationship between their performance level and leadership practices, specifically transformational leadership style, as well as any potential mediating role that organizational citizenship behaviours and job satisfaction may have on that relationship. Additionally, an online questionnaire for 123 physiotherapists in a different facility is used to study the proposed relation connecting transformational leadership style and therapist satisfaction level.

Data were acquired about performance, job satisfaction, and organizational citizenship behaviours of therapists as well as their opinions of the leadership styles exhibited by the facility leaders. Organizational citizenship behaviours (OCB) and job satisfaction (JS) fully mediated the relationship between transformational leadership and physiotherapy performance; as a result, the impact of transformational leadership style (TLS) on performance was indirect since the direct influence wasn't statistically significant. Additionally, TLS has a positive and substantial impact on job satisfaction and organizational citizenship behaviours by regression analysis; likewise, OCB and JS have a positive significant effect on performance (p -value $<.001$). Transformational leadership and performance among Jordanian physiotherapists are not significant directly but are significant indirectly by the mediator (OCB and JS). Because it impacts worker job satisfaction, the standard of healthcare services provided, and the patient experience in this organization, it encourages the development of transformational leadership abilities in healthcare facilities and ongoing training for leaders in this area.

KEYWORDS

employee performance, healthcare facility, job satisfaction, organization citizenship behaviours, physiotherapist, transformational leadership.

INTRODUCTION

Management is how to achieve the goals you set by using what resources you have and following specific tactics in your organization. So, the critical point is how you will reach the goals effectively and efficiently by following the basic concepts of management planning, organizing, staffing, directing, and controlling [1].

Leadership is a dynamic connection between leaders and followers who aim to bring about tangible transformations that align with their shared objectives [2]. It is a process that involves influencing, controlling, and resulting from dealing and correspondence between a leader and subordinates. As such, it has practical dimensions rather than theoretical concepts, as it is explained by the leader's actions as well as the perceptions and attributions of their followers. Leadership has a significant impact on how healthy workers accomplish company goals and how to develop and enhance their performance [3].

In examining the concept of Leadership as a process, it emerges as an influence between leader and follower. This dynamic describes a two-way interaction in which both parties influence each other. Furthermore, a review of prior research on Leadership reveals that its key features include the recognition of Leadership as a process, the importance of flexibility, dynamics within the group, and the presence of a shared perspective. These factors are essential for achieving common goals together.

Transformational leadership (TSL) stimulates team spirit and encourages team members to get the best performance [4]. Transformational leadership includes how the leaders connect the followers with the organization's identity and enhance their feeling as an essential part of the organization to take greater ownership of their work. Furthermore, the leader should understand the strengths and weaknesses of their team members so that the leader can assign suitable tasks to suitable persons based on their performance.

Performance is characterized by an ability to do tasks accurately and precisely [5]. We can also describe it as an employee's work, or any effort carried out for the good of the company. Performance management, or PM, ensures that organizational procedures are carried out in

a proper and appropriate manner, matching the goal of maximizing staff productivity. Performance appraisal (PA) is a procedure for assessing and analyzing individual or group performance tasks [5]. In addition, it is described as an activity or method for completing a special task in healthcare organizations. Thus, the talents and skills necessary to do duties correctly and without any difficulties or constraints are what constitutes healthcare professional performance [6].

Research on organizational behaviour has highlighted the significant impact of employees' emotional well-being on their workplace performance and engagement. Positive emotional experiences are essential in motivating employees, increasing their desire to be more involved and more engaged in their work [7]. Accordingly, job satisfaction, including employees' positive and negative attitudes toward their jobs, is an essential component of their overall work experience [8]. Additionally, intrinsic motivation is closely related to job satisfaction, and research shows the extent to which employees feel rewarded in their jobs influences their job satisfaction levels [9]. This intrinsic motivation is necessary to develop organizational citizenship behaviour (OCB). It also includes what contributes to organizational effectiveness [10].

OCB performance and competency performance contribute, demonstrating the importance of non-coercive but critical discrimination to improve organizational performance to enhance these behaviours in terms of emotional well-being, job content, internal tension, and organizational citizenship which will be obtained [11].

The purpose of this study was to investigate the impact of Leadership styles, including Transformational Leadership style, on employee performance and job satisfaction by examining the relation between transformational leadership style and employee performance, transformational leadership style and job satisfaction, and transformational leadership style and organizational citizenship behaviours. Then examine if job satisfaction or organizational citizenship behaviours mediate between two variables (leadership style and employee performance).

The significance of the study is that there is little research on leadership practices and other factors affecting job satisfaction and employee performance among Jordanian physiotherapists since most previous studies

focus on disciplines like nurses and doctors while neglecting allied health practitioners like physiotherapy. Therefore, this study is essential to search for potential threats and factors affecting the satisfaction and performance level of physiotherapists; this study seeks to assess the effects of leadership practices on job satisfaction and employee performance among Jordanian physiotherapists.

METHODS

A quantitative correlation research design approach was used for this study by using a cross-sectional study among convenience-selected samples from Jordanian physiotherapists in different hospitals using a self-administered questionnaire with a correlational study to investigate the possible relation connecting leadership

practices, job satisfaction, organizational citizenship behaviours, and employee performance.

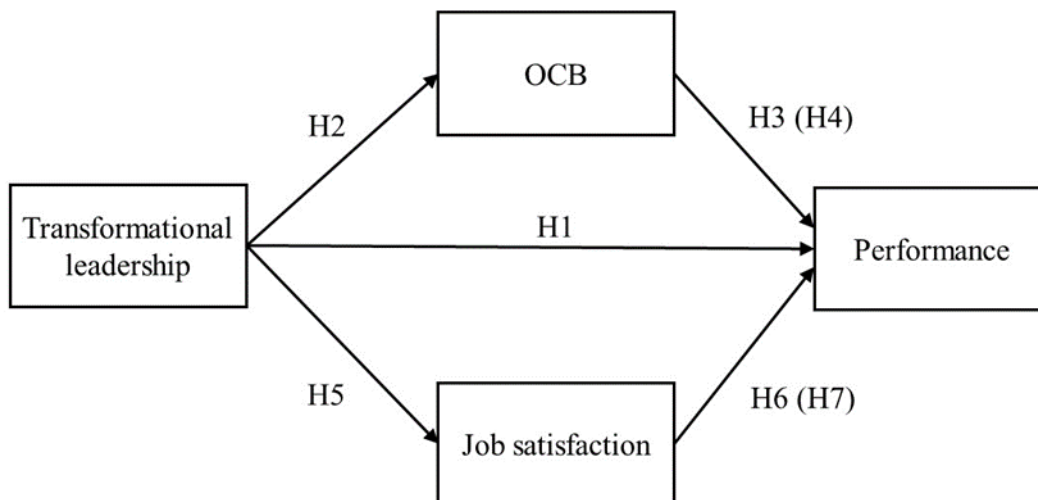
RESEARCH VARIABLES

In this study, we consider transformational leadership as an independent variable and employee performance as a dependent variable. On the other hand, organizational citizenship behaviours and job satisfaction are considered mediator variables.

CONCEPTUAL FRAMEWORK

This research model aimed to examine the link between these variables in terms of correlation and investigate the significant role of organizational citizenship behaviour and job satisfaction as a mediator variable in this relationship. Figure 1- below represents the Conceptual framework of this study.

FIGURE 1- CONCEPTUAL FRAMEWORK



HYPOTHESIS

The following hypotheses will be tested:

H1: Transformational leadership has a positive impact on performance among Jordanian physiotherapists.

H2: Transformational leadership style has a positive impact on organizational citizenship behaviour among Jordanian physiotherapists.

H3: Organizational citizenship behaviour of Jordanian physiotherapists is positively related to performance.

H4: Organizational citizenship behaviour mediates the relationship between transformational leadership and the performance of Jordanian physiotherapists.

H5: Transformational leadership has a positive impact on job satisfaction among Jordanian physiotherapists.

H6: Job satisfaction has a positive impact on performance among Jordanian physiotherapists.

H7: Job satisfaction mediates the relationship between transformational leadership and the performance of Jordanian physiotherapists.

DATA COLLECTION AND TECHNIQUE

The study sample consisted of Jordanian physiotherapists employed in various healthcare institutions, specializations, and nations, who were chosen based on convenience. Out of 140 questionnaires that were provided online, 123 individuals were selected to represent the research sample. Data for the study were gathered via a survey

questionnaire. The questionnaire consists of several sections, such as questions about leadership practices, job satisfaction, employee performance from the previous year, organizational.

Citizenship behaviour with two dimensions (organizational citizenship behaviour targeting individuals and organizational citizenship behaviour targeting organizations itself), and demographic characteristics of participant (age, gender, education level, marital status, years of experience, work specialty, place of employment) were collected.

TRANSFORMATIONAL LEADERSHIP SCALE

Questionnaires were adapted from a MLQ (20 questions to examine transformational leadership practice) [12]. Items were arranged and evaluated on a 5-category scale (1= not at all, 2= once in a while, 3= sometimes, 4= fairly often, 5= frequently if not always).

JOB SATISFACTION SCALE

The Spector Job Satisfaction Survey was used as the source of the questionnaires [13]. The employee satisfaction section of this scale (after adaptation) consists of nine items that were ranked on a five-point rating system (1 being strongly disagreed, 2 disagreed, 3 neutral, 4 agree, and 5 strongly agree).

EMPLOYEE PERFORMANCE SCALE

Performance appraisal score from recent year annual appraisal for each employee with relevant score form (excellent=5, very good=4, good=3, fair=2, poor=1).

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR SCALE

Using the Organizational Citizenship Behaviour scale [14]. With 16 questions divided into two sub-scales: an 8-item covered OCBs targeted individuals within the organization (OCBI) and an 8-item covered for OCBs targeted by the organization (OCBO). It has a 5-point Likert-type scale (1= never, 2 = rarely, 3= sometimes, 4 = very often, 5 = always).

CONFIDENTIALITY AND ETHICAL ISSUES

Ethical approval for this research was obtained from all participants before the commencement of the survey. The

first page of the survey included a consent form that participants were required to sign. Proceeding with the survey indicated their agreement and acceptance of all guidelines outlined in the survey, thus constituting ethical approval for this research. All information provided will remain confidential, and participants have the right to withdraw from the study at any time during the research process.

RESULTS

123 Physiotherapists from Jordan working in various healthcare institutions took part in the study. The following is an analysis of data reports produced by IBM's SPSS software regarding demographic information, including gender, age, marital status, degree of education, kind of job, location of employment, and years of experience. Table 1 result demonstrates the demographic findings.

VALIDITY

The questionnaire was received from 123 respondents with 20 questions covering transformational leadership practice (TLS) (20 items), job satisfaction questions JS (9 items), organizational citizenship behaviour individual OCBI (8 items), and organizational citizenship behaviours organization OCBO (8 items).

Using SPSS, we gathered data on the Validity and the correlation value between the item of each scale and the item with a total score of 5%. N is the total number of survey respondents, which is 123 physiotherapists.

Factors analysis for all components of variables (TLS, JS, OCB) shows that the component matrix absolute value for all questions in all variables was more than 0.4 (critical value) except one question from TLS, three questions from JS, and four questions from OCB so we will exclude these questions from the questioner and the remaining questions were valid.

RELIABILITY

The reliability of each scale's questions was measured from SPSS using Cronbach's Alpha. Cronbach's Alpha value indicates that all items are reliable (Table 2).

TABLE 1 -DEMOGRAPHIC CHARACTERISTICS OF JORDANIAN PHYSIOTHERAPIST IN THIS STUDY

Demographic Factors		Frequency	Percentage
1. Gender	Male	97	78.9
	Female	26	21.1
	Total	123	100
2. Age	20-29 yrs.	40	32.2
	30-39 yrs.	24	19.5
	40-49 yrs.	59	48
	50 yrs. and above	0	0
	Total	123	100
3. Years of Experience	1-5	14	11.4
	6-10	28	22.8
	11-15	33	26.8
	16 and above	48	39
	Total	123	100
4. Marital status	Single	41	33.3
	Married	81	65.9
	Divorce	1	8
	Total	123	100
5. Education Level	Diploma	0	0
	Bachelor	122	99.2
	Master	1	8
	Total	123	100
6. Specialty	Orthopedics	1	8
	Neuro	36	29.3
	Pediatrics	53	43.1
	Cardiopulmonary	33	26.8
	Total	123	100
7. Workplace	Hospital	56	45.5
	Healthcare center	3	2.4
	Rehabilitation facility	59	48
	Another place	5	3.3
	Total	123	100

TABLE 2 -RELIABILITY TEST

Variables	Cronbach's Alpha	Items
Transformational Leadership	94.5%	20
Job Satisfaction	74.8%	9
Organization Citizenship Behaviours	85.1 %	16

CORRELATION ANALYSIS

This study's objective is to investigate the correlation between TLS and PE, OCB, and JS as a mediator to validate the proposed hypothesis.

The results (Table 3) of the correlation between transformational leadership and physiotherapist performance show that the correlation coefficient is $r = .123$, which is a positive correlation, but it is statistically not significant as its p-value of 0.174 is more than the significance level ($\alpha = 5\%$). While the result proves the positive relation between Transformational leadership and the physiotherapist's organizational citizenship behaviour with a correlation coefficient $r = .699$, and the relations were significant since the p-value is < 0.001 is less than the

significance level (5%), add to that transformational leadership shows a positive correlation with physiotherapist's job satisfaction and the correlation coefficient is $r = .509$ which is a positive correlation and significant as its p-value is < 0.001 is less than the significance level (5 %). Furthermore, job satisfaction among Jordanian physiotherapists shows a positive relation with physiotherapist performance, with a correlation coefficient of $r = .259$, and the relationship is significant since the p-value is < 0.05 and is less than the significance level (5 %). Also, physiotherapists' organizational citizenship behaviour shows a significant positive relation with physiotherapist performance with a correlation coefficient $r = .250$, and the relationship is significant since the p-value is < 0.001 and is less than the significance level (5 %).

TABLE3 -CORRELATIONS OF VARIABLES

Variable	Mean	SD	TLS	PE	JS	OCB
Transformational Leadership	3.4760	.73722	1			
Performance	3.78	.730	.123	1		
Job satisfaction	3.0668	.53206	.509**	.259*	1	
Organizational citizenship behaviours	3.6413	.38041	.699**	.250* *	.334**	1

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

*Correlation is significant at the 0.05 level (2-tailed)

REGRESSION ANALYSIS

By using regression analysis, we aim to understand, quantify, and predict the relationship between the two variables and study the p-value, which will suggest the statistical significance of the relationship. We utilized the lower confidence interval (LLCI) and the upper level of confidence interval (ULCI) to assess the significance level against the lower and higher confidence interval values.

DIRECT RELATIONSHIP

The developed hypothesis (H1, H2, H5) transformational leadership style says that TLS positively impacts employees'

performance, organizational citizenship behaviour, and job satisfaction, respectively. The results presented in Table 4 provided adequate justification for the hypothesis results. Thus, TLS has insignificant results ($= .1182$, 95% [CI= - .329, 0.2893], $t = 1.3682$, $p > 0.05$) with employees' performance. In contrast, the result proves a positive and significant association with organizational citizenship behaviour and job satisfaction shown on the regression analyses ($= 0.4796$, 95% [CI= 0.3914, 0.5678], $t = 10.7646$, $p < 0.05$) and ($= 0.4472$, 95% [CI= 0.3111, 0.5834], $t = 6.5040$, $p < 0.05$). Therefore, hypothesis 1 was rejected, while 2 and 5 were supported. Based on H3, OCB has a positive effect on the employee's performance, and H6 JS styles positively affect the

employee's performance. The provided results show that hypotheses (H3 and H6) are accepted where OCB (= 0.4473, 95% [CI= 0.1062, 0.7884], $t = 2.5966$, $p < 0.05$) and JS (= 0.2880, 95% [CI= 0.0669, 0.5091], $t = 2.5789$, $p < 0.05$) so, both hypothesis (H3, and H6) are accepted.

MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR(OCB)

PROCESS MACRO (Model 4) was established by Hayes (2017) and was used to evaluate the study's hypothesis using the SPSS-26 software.

The OCB was utilized to establish a correlation between TLS style and staff performance. The findings are shown in Table 4. OCB significantly mediates the relationship

between TLS and employee performance (= 0.2145, SE = 0.0972, 95% Boot CI = [0.0183, 0.3396]) because the confidence interval for the indirect effect is by no means zero (excluding zero).

MEDIATING ROLE OF JOB SATISFACTION (JS)

JS was utilized to establish a connection between TLS style and employee performance. Consequently, the findings are shown in Table 4. JS mediates the relationship between TLS and employee performance considerably (= 0.1288, SE = 0.0492, 95% CI = [0.0434, 0.2373]) because the confidence interval for the indirect effect is by no means zero (excluding zero). Table 5 summarizes the direct and indirect relationship between the variables.

TABLE 4- HYPOTHESIS TESTING (MEDIATING)

Path	Coeff	SE	T	p	LLCI	ULCI
TLS → PE	.1182	.0864	1.3682	.1738	-.329	.2893
JS → PE	.2880	.1117	2.5789	.0111	0.0669	.5091
OCB → PE	.4473	.1723	2.5966	.0106	.1062	.7884
TLS → OCB	.4796	.0446	10.7646	.000	.3914	.5678
TLS → JS	.4472	.0688	6.5040	.000	.3111	.5834
Indirect effect (TLS → OCB → PE)	.2145	.0972	-	-	.0183	.3996
Indirect effect (TLS → JS → PE)	.1288	.0492	-	-	.0434	.2373

N= 123. Unstandardized regression coefficients are reported. Bootstrap sample size=5000 LL lower limit, CI confidence interval, UL upper limit

TABLE 5- SUMMARY OF HYPOTHESES

Hypotheses	Summary	Results
H1	Transformational leadership has a positive impact on performance among Jordanian physiotherapists.	Rejected
H2	Transformational leadership style has a positive impact on organizational citizenship behaviour among Jordanian physiotherapists.	Supported
H3	Organizational citizenship behaviour of Jordanian physiotherapists is positively related to performance.	Supported
H4	Organizational citizenship behaviour mediates the relationship between transformational leadership and the performance of Jordanian physiotherapists.	Supported
H5	Transformational leadership has a positive impact on job satisfaction among Jordanian physiotherapists.	Supported
H6	Job satisfaction has a positive impact on performance among Jordanian physiotherapists.	Supported
H7	Job satisfaction mediates the relationship between transformational leadership and the performance of Jordanian physiotherapists.	Supported

DISCUSSION AND CONCLUSIONS

The suggested connection between transformational leadership, the independent variable, and the therapists' performance, the dependent variable, was examined and investigated using linear regression analysis. In addition, this study investigates any possible mediation role of organization citizenship or job satisfaction on the previously mentioned relation between TLS and PE.

This study's first Hypothesis (H1) aimed to look in any possible direct impact of TLS of the Leaders on the therapists' performance. The result of the study rejects this Hypothesis because the direct effect is not significant, while the total impact of TLS on performance is significant.

But there is also other hypothesis (H4, H7) that adds OCB and JS, respectively, as mediating variables between the TLS and performance. The results of this Hypothesis support the proposed effect of OCB and JS as mediators in this relationship and found that the relationship is completely mediating, indicating that our research findings are supported [15] because his result considered job satisfaction has a full mediation role in the relationship between leadership style and employee performance. Additionally, [16] said that the dedication and degree of motivation of healthcare workers have an indirect impact on the quality of care and staff performance.

Furthermore, hypotheses (H2, H5) which study the effect of TLS on OCB and JS, respectively, are all supported since the results show a strong positive significant relation between TLS, OCB, and JS, and our findings are supported by much previous research, especially Akasaki et al. [17] which study leadership effect on physiotherapist performance and satisfaction in KSA. At the same time, Osei-Adjei [18] said that not only transformational leadership style practices of the leaders can predict employee job satisfaction. He establishes the basis of the new theory about situational leadership practice in healthcare facilities. No leadership practice best fits all situations in the healthcare facility while dealing with healthcare workers. However, on the other hand, Durowade et al. [19] found that transformational leadership shows no relation with employee satisfaction. At the same time, in a developed nation, there was a significant positive correlation between satisfaction and the reward system—which is considered a component of transactional leadership.

In addition, the hypotheses (H6) supported by this study result and JS show a strong positive significant impact on the performance of Jordanian physiotherapists. This point needs more focus and highlights since an improvement in employee performance in healthcare sectors has a positive impact on the quality of healthcare services delivered to patients. Saleh et al. [20] reported low levels of satisfaction among nurses could cause a decrease in job engagement, staff retention, and reduced motivation levels, which may have a negative impact on the quality of patient care. Negussie et al. And Mosadeghrad et al. [21,22] also found the same result in their research. At the same time, Tetteh et al. [23] connects employee satisfaction and overall organizational performance by saying that a successful organization has satisfied employees. Finally (H3) supported too, since the analysis shows a significant relationship between OCB and therapist performance, which was strongly supported by Prasetio et al. and Chiang et al. [24,25] in their study when they found that Organizational citizenship behaviour (OCB) strongly affected and improved employee's employee performance.

Increasing the satisfaction of physiotherapists and improving their performance will improve the quality of patient services. Hence, as we found in the study, satisfaction and performance have a strong positive relation with leaders' practice, which means this practice indirectly affects patient satisfaction; so, by simple practice and techniques, leaders can improve the service quality and revenue of the organization.

By applying the available literature to the concepts of this to the framework in various healthcare facilities across the globe, this research study has examined the impact of leadership roles on employee satisfaction levels. Accordingly, there are implications for patient satisfaction and the quality of healthcare services. The results of this study will contribute to the body of knowledge by explaining the variance in healthcare employee performance rates at various healthcare organizations that are provided by the model that was recommended in the current study. The present research indicates that transformational leadership practices positively and significantly impact employee satisfaction levels. The theoretical background of this study in healthcare organizations, as well as the mediating roles of OCB and JS in the relationship between TLS and performance, are therefore supported empirically by the findings of this study. Additionally, by incorporating the findings, many

healthcare facilities will benefit from this result and empirical findings. Several practical consequences were found, such as a rise in the managers' and leaders' transformational practices in healthcare facilities and more significant consideration of employees' job satisfaction to improve the working environment, which will raise employee satisfaction levels and aid in improving the quality of the work.

LIMITATIONS AND FUTURE RESEARCH

The study's sample size was small, and the research population was constrained. It ought to be planned to have a more comprehensive understanding of the most relevant elements. The participant's candor, dread of the unknown, and lack of motivation to participate in the survey because of worries about confidentiality were noted.

Future research in healthcare organizations and facilities should focus on identifying job satisfaction by addressing the additional features and other elements that were highlighted throughout the study, along with increasing the size of the participation. The study finds that among healthcare professionals, transformational leadership has an impact on job satisfaction. Including more than one leadership style, like transactional style, will give a more comprehensive view of this relationship since the healthcare system and healthcare workers are susceptible to the practice of leaders because of special consideration in the healthcare system. Many reviews and previous research has said that the most effective leadership practice for healthcare workers is situational leadership style, which means no one style fits every concern in that facility. However, the choice of the style is based on the situation.

Team members and employees are the most critical assets of different types of organizations. Therefore, every organization must take them into account. Organizations can only do so much with their workers if they understand the factors that lead to attrition, which may be achieved via study, assessment, and policy change.

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