



An-Najah National University
Faculty of Graduate Studies

**LEADERSHIP STYLE AND ITS
RELATIONSHIP TO THE LEVEL OF JOB
SATISFACTION IN THE JENIN HEALTH
DIRECTORATE**

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**This Thesis is Submitted in Partial Fulfillment of the Requirements for the Degree of
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University, Nablus - Palestine.**

2022


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By

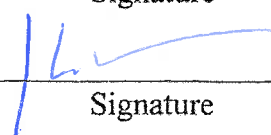
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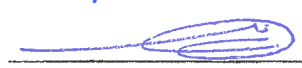
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Dedication

I dedicate the harvest of my effort to my dear parents

My mother, may Allah protect her

My father, may Allah have mercy on him

For every member of my family

To Everyone Who helped me directly or indirectly

Haneen Zohair Yousef Obead

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Finally, I would like to thank the Jenin Governorate Health Directorate, represented by its leaders, managers, and employees, for their cooperation in participating in this study and the different parties who helped me accomplish it.

Haneen Zohair Yousef Obead

Declaration

I, the undersigned, declare that I submitted the thesis entitled:

LEADERSHIP STYLE AND ITS RELATIONSHIP TO THE LEVEL OF JOB SATISFACTION IN THE JENIN HEALTH DIRECTORATE

I declare that the work provided in this thesis, unless otherwise referenced, is the researcher's own work and has not been submitted elsewhere for any other degree or qualification.

Student's Name: Manceen Zohair Obeid

Signature:  _____

Date: 10/11/2022

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LEADERSHIP STYLE AND ITS RELATIONSHIP TO THE LEVEL OF JOB SATISFACTION IN THE JENIN HEALTH DIRECTORATE

By

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Abstract

Introduction: Leadership represents the backbone of the managerial process because it is linked to the effectiveness and efficiency of the leadership process to achieve the desired goals and retain employees.

Aims: To investigate the relationship between perceived managerial leadership style of employees in Jenin Health Directorate and job satisfaction.

Methods: A cross-sectional study used a questionnaire containing the multi-factor leadership and job satisfaction scales as the study tool. The study was conducted between November 3, 2021, and January 17, 2022. Scores of the groups were compared using t-tests and analysis of variance (ANOVA) as appropriate. Multiple linear regression models were used to control the confounding variables, and correlations were investigated using Pearson's correlation coefficients.

Result: Of the 357 employees invited, 322 returned usable questionnaires, giving a response rate of 90.1%. The majority (58.1%) of the employees were female, in age between 41 and 60 years (60.5%), had a bachelor's degree or higher (64.9%), and had an experience of fewer than 20 years (63.0%). The overall Cronbach's alpha of the multi-factor leadership scale was 0.82, and the overall Cronbach's alpha of the job satisfaction scale was 0.90. Job satisfaction positively correlated with perceived transformational, democratic, and transactional leadership styles. On the other hand, job satisfaction is negatively correlated with a perceived dictatorial leadership style.

Conclusion: The current research investigated the relationship between the perceived managerial leadership styles (democratic leadership, dictatorial leadership, Laissez-Faire leadership, transformational leadership, and transactional leadership) and the level of job satisfaction in Jenin Health Directorate. The findings showed that job satisfaction positively correlated with perceived transformational, democratic, and transactional leadership styles. On the other hand, job satisfaction is negatively correlated with a perceived dictatorial leadership style. Administrative flexibility is recommended to choose the most appropriate leadership style based on the nature of the circumstances and the existing situation and not stick to one leadership style.

Keywords: Job Satisfaction; Leadership Style; Transformational Leadership.

Chapter One

Introduction and Theoretical Background

Healthcare organizations are social systems, and human resources are one of the essential constituents of these systems. In healthcare organizations, leadership plays a crucial role in retaining healthcare professionals and other workers, achieving patient satisfaction, and improving the quality of the work environment (Clarke, 2007). Adopting successful leadership remains one of the most critical issues in leading any healthcare establishment.

Healthcare organizations are considered one of the most complex organizations from an administrative point of view. The efficiency, effectiveness, and enhancement of the role of these healthcare organizations depend mainly and decisively on the presence of effective leadership. Global changes and trends such as ageing and increasing dependence on technology require new ways and leadership styles to lead the health care team (Alloubani et al., 2019). This is to attain high performance and enrich the present capabilities to enhance the quality-of-care outcomes. As well as managing the risk and boosting cultural and behavioral changes.

Leaders in hectic and complex environments must adopt, adapt, and be responsive to various variables and adjust their conditions by abandoning the traditional methodology and models. Additionally, leaders need to experiment with new, creative, and effective methods and patterns commensurate with developments. These methods should be characterized by future orientation and efficiency (Perez, 2021). Hence, it is essential in healthcare organizations that leaders understand and know the leadership style that is the most appropriate for their organizations to ensure the continuity and success of these organizations (Alrubaysh et al., 2022; Perez, 2021).

It has been argued that the management of health facilities does not need a specialist with a scientific qualification but a leader. This leader might be an administrator, a doctor, or any other professional. Health facilities differ in their nature and complexities from the rest of the facilities because of the long working hours that subject healthcare workers to burnout. Additionally, healthcare workers are subject to workplace bullying, lack of administrative support, time-consuming organizational responsibilities, and various other reasons that may need special requirements. Therefore, leaders of healthcare

organizations need to have an exceptional nature, possess high capabilities, and have unique skills that enable them to understand the nature, and conditions of these organizations, deal with employees from various departments and specializations and deal with clients from outside of these organizations (Alrubaysh et al., 2022).

It is noted that most of the criticisms directed in general towards healthcare organizations are criticisms related to the shortage of workers and the low level of performance which does not live up to the expected level as reflected by the provided services. If we look at the cadres working in health facilities, we find that they, like many other workers, are affected at work by a lot of pressures and changes that may raise their level of performance or *vice versa*. Many factors overlap and complement each other to affect the employees and the degree of satisfaction and performance. The role of the leadership style in this aspect cannot be neglected. Therefore, leaders must understand and realize that health workers are integral to building robust health systems that can withstand and compete (Specchia et al., 2021).

Leadership is a long-term process of influencing people toward accomplishing a mission and particular goals of a group or an organization (Van Wart et al., 2019). The relationship between the leader and the employees can be translated into satisfaction or dissatisfaction. Leader relies on employees' feedback to improve their behavior and decisions in the future, as the leader is responsible for linking the employee to the job, and he is also the first responsible for the weak relationship of the employee with his job or place of work (Alloubani et al., 2019; Van Wart et al., 2019).

Leadership styles usually refer to the different ways leaders manage organizations. Employees define leadership styles as the actual behavioral trends that the manager adopts and works within the organization (Alrubaysh et al., 2022). Leadership styles were considered as a set of behavioral traits that characterize the leader in the decision-making process and the practice. Thus, it can be said that the leadership style is the method used and practised depending on the leader's personal characteristics and behavioral skills, which will affect the orientation of employees and the decision-making process (Alloubani et al., 2019; Alrubaysh et al., 2022; Van Wart et al., 2019).

Most of the references discussed the traditional leadership styles, such as autocratic, democratic, and laissez-faire leadership styles extensively; in addition to advanced styles,

namely transactional leadership, transformational leadership, ethical leadership, charismatic, and bureaucratic style (Alblooshi et al., 2021; Koo & Park, 2018).

Leadership style has a significant role in guiding the management and performance of primary health care and public health service providers. The path and theory state that a leader's behaviours and traits can influence the team members' motivation, satisfaction, and performance. According to the path and goal theory, the used style should be appropriate to the situation to facilitate the subordinates' task in achieving the goals of the health organization (Alloubani et al., 2019; Specchia et al., 2021).

Maintaining employees and ensuring their survival is directly related to job satisfaction that is achieved based on the leadership style used. For example, a previous study showed a strong relationship between job satisfaction for nurses and the pattern of behaviors followed by the nursing administration (Specchia et al., 2021).

Job satisfaction was defined as a sense of employee achievements and successes, and it is generally believed that it is directly related to productivity, work performance, and personal well-being. Additionally, job satisfaction was described as doing the work one likes, doing it well, and being rewarded for own efforts (Dilig-Ruiz et al., 2018).

Another definition of job satisfaction is how people feel about their jobs and different facets of their careers.' In particular, job satisfaction stresses the link between negative and positive emotions that affect employees' behavior and performance, affecting organizational results (Aloisio et al., 2021).

The success of any organization in achieving its directional strategy is linked to how the leader manages this organization, the exercised leadership style, the successful leadership qualities and the ability to employ these capabilities towards constructive work in order to build positive human relationships among employees to achieve job satisfaction and thus motivate them to give and continuous achievement (De Brún et al., 2019). Therefore, job satisfaction directly affects the success of any organization.

Job satisfaction is the most important factor influencing improving performance within the organization; just as the engine operates the machine, job satisfaction is a driver of morale, self-discipline, commitment, and achievement (De Brún et al., 2019; Graham & Woodhead, 2021). Employee satisfaction was affected by a set of determinants such as

salary, direct manager behavior, leadership, job security, nature of work and flexibility (Aloisio et al., 2021).

Reality and experiences have proven that employee will not look for other job opportunities when feels safe, appreciated, and motivated in the workplace, especially when the job offers important opportunities for advancement. The confirmed fact is also that the employee will look for other opportunities to work in another place when they feel unsafe or unappreciated by the management and leadership of the organization in which works under. Therefore, leaders are required to push their employees forward by providing incentives and rewards and involving them in the decision-making process. These actions can make them feel that they are the organisation's owners and not just employees who receive orders and carry out instructions (Luu et al., 2019).

In Palestine, some studies have focused on leadership styles, i.e., leadership styles in the Palestinian healthcare sector (Hatem H. Alsaqqa & Çağdaş E. Akyürek, 2021). One of these studies was conducted in Gaza Strip. In this study, doctors, paramedics, nurses, and administrators were included to describe their perception on the types of organizational culture and leadership styles in the hospitals (Hatem H. Alsaqqa & Çağdaş E. Akyürek, 2021). The study showed that hierarchy-driven and clean cultures were at the top of the defined forms of organizational cultures in the hospitals included. Transactional and transformational styles were the most predominant leadership styles in these hospitals. On the other hand, some studies focused on large-scale industrial enterprises and found that the transactional leadership style is the most frequently used in the Palestinian industrial sector (As-Sadeq & Khoury, 2006).

The current study aims to analyze the relationship between the perceived leadership style and the level of job satisfaction in the Jenin health directorate.

1.1 Research problem

For several reasons, this study focuses on the relationship between perceived managerial leadership style and the level of employee job satisfaction in Jenin health directorate in the year 2021. One of the most prominent problems facing all kinds of organizations is their leaders' inability to lead these organizations (Ashford & Sitkin, 2019).

The increase in size of organizations, especially those working in the field of health care services, has led to a rise in organizational complexities and a multiplicity of internal and

external relations for these organizations, in addition to the impact of economic, social, political, technological and authorities on these organizations. Adaptation to changes by updating research, adopting innovation and performance development will only be achieved through effective and wise leadership. This leadership derives its importance from its ability to optimally utilize the organization's resources, especially the human resource, which is the most important and most valuable resource in any organization (Alblooshi et al., 2021).

Many issues are affected by the leadership style in health organizations, including employee satisfaction, which influences the whole operations in the organization and whether tasks are achieved effectively or not; this justifies the need for health organizations at the local or national level for successful leadership behavior, which in turn can direct workers towards achieving their goals in addition to the purposes of the organization (Cummings et al., 2021).

The health care system in Palestine struggles to provide comprehensive and integrated quality services for all citizens through the interconnectedness of the health care system with other social systems like education, food production, and utilities. However, the high levels of unemployment, poverty, conflict, displacement, and brain drain in the region, as well as a shortage of staff, equipment, and sustainable finance, exacerbate the shortcomings of the health care system and make it more challenging for Palestinians to access quality health care when they need it. Health care professionals in Palestine work tirelessly to care for the large population. But the factors mentioned above impede the effectiveness of their work and prevent Palestinians from accessing quality medical care. To grant the sustainability of the Palestinian health system in its different components (health services, human resources, health information, medicines and health technology, health finance, and governance, appropriate adoption of leadership style is needed.

In general, no study in Palestine is similar to our current study. It is also important to note that this study focuses on 5 leadership styles and their relationship to the level of job satisfaction which was not addressed in any previous study.

The study problem crystallizes in the analysis of the relationship between perceived managerial leadership style and the level of job satisfaction in the Jenin Health Directorate as a comprehensive sample to be generalizable and representative to highlight the effect of appropriate leadership style that maintains job satisfaction among health care providers

in Palestine who are subjected to the frequent salary cuts due to financial crisis in Palestine.

1.2 Research questions

- What is the perceived managerial leadership style distribution in the Jenin Health Directorate?
- What is the overall job satisfaction among employees of the Jenin Health Directorate?
- What is the relationship between employees' socio-demographic and practice variables in Jenin Health Directorate and their perceived managerial leadership styles?
- What is the relationship between employees' socio-demographic and practice variables in Jenin Health Directorate and their job satisfaction?
- What is the relationship between perceived managerial leadership styles and employees' job satisfaction levels in Jenin Health Directorate?
- Are there differences in the strength of the relationship between perceived managerial leadership styles (democratic, dictatorial, laissez-faire, transformational, and transactional leadership) and the level of job satisfaction in the Jenin Health Directorate?

1.3 Research hypotheses

- H₁ There is no statistically significant relationship at the significance level ($\alpha < 0.05$) between perceived managerial democratic leadership style and the level of job satisfaction in Jenin Health Directorate.
- H₂ There is no statistically significant relationship at the significance level ($\alpha < 0.05$) between perceived managerial dictatorial leadership style and the level of job satisfaction in the Jenin Health Directorate.
- H₃ There is no statistically significant relationship at the significance level ($\alpha < 0.05$) between perceived managerial Laissez-Faire leadership style and the level of job satisfaction in the Jenin Health Directorate.
- H₄ There is no statistically significant relationship at the significance level ($\alpha < 0.05$) between perceived managerial transformational leadership style and the level of job satisfaction in the Jenin Health Directorate.

- H₅ There is no statistically significant relationship at the significance level ($\alpha < 0.05$) between perceived managerial transactional leadership style and the level of job satisfaction in the Jenin Health Directorate.
- H₆ There are no statistically significant differences at the significance level ($\alpha < 0.05$) in the strength of the relationship between perceived managerial leadership styles (democratic, dictatorial, laissez-faire, transformational, and transactional leadership) and the level of job satisfaction in Jenin Health Directorate.

1.4 Research objectives

- To find the distribution of perceived managerial leadership styles in the Jenin health directorate.
- To investigate the relationship at the significance level ($\alpha < 0.05$) between socio-demographic and practice variables of employees in Jenin Health Directorate and their perceived managerial leadership styles.
- To determine the overall job satisfaction among employees of the Jenin Health Directorate.
- To investigate the relationship at the significance level ($\alpha < 0.05$) between socio-demographic and practice variables of employees in Jenin Health Directorate and their job satisfaction.
- To investigate the relationship at the significance level ($\alpha < 0.05$) between employees perceived managerial leadership styles in Jenin Health Directorate and their job satisfaction.

1.5 Research importance

The importance of this study lies in shedding light on critical factors: the prevailing leadership styles in health organizations in Palestine and the level of job satisfaction among the employees. The complex and chaotic environment in Palestine has a social and psychological impact, and these conditions affect the availability of sufficient and qualified staff and sufficient equipment that meet the health needs of Palestinian patients. The healthcare system in Palestine strives to provide comprehensive and integrated quality services to all citizens through the synergy between the healthcare system and other social systems. So, adopting an appropriate administrative leadership style plays an influential and unique role in the keeping sustainability of the Palestinian health system with its various components. The leadership style followed plays effective public

management and human resources in particular. The researcher decided to study the relationship between perceived managerial leadership styles and the level of job satisfaction in Jenin Health Directorate as a representative sample of the health sector in Palestine due to the need for an appropriate leadership style capable of effectively and efficiently managing health care organizations and their components.

The importance of this study also lies in its focus on five leadership styles (democratic, dictatorial, laissez-faire, transactional, and transformational leadership) for managers and their relationship to the job satisfaction of subordinates in the health sector, specifically in the Jenin Health Directorate. This wasn't addressed previously in studies that focused on one or some of these patterns without others, which gives the study importance in addressing the subject.

Therefore, this study is of great importance, and it is the first of its kind, as it deals with a group of leadership styles that still need research to reach valuable results, especially with the scarcity of studies and field research that deal with this issue at the regional and local levels, specifically at the level of Palestine.

The theoretical importance of this study lies in its scientific addition that will present. Thus the study becomes Proof dependent on the public domain. This importance is demonstrated by clarifying the problem, defining the old studies that dealt with it, and thus comparing what those studies presented and the addition included in this study. So this study can provide significant results and recommendations for health managers, leaders, and policymakers, specifically in the government sector, and draw the attention of officials to the need for the adoption most suitable leadership style in managing tasks and achieving the health directorate's directional strategies as well as attainment of qualified health care providers.

1.6 Definitions of terms

In this subsection, the researcher defined the main terms mentioned in the current study.

- **Perception:** The term "perception" is derived from the Latin terms perceptio, and percipio. Longman Dictionary of Contemporary English defines perception as "a) the way you think about something and your understanding of what it is." b) the way that you notice things with your senses of sight, hearing etc.; c) the natural ability to understand or notice things quickly.”, But in philosophy, psychology, and cognitive

science Perception is defined as the process of being aware of or comprehending sensory information (Pageaux, 2016).

- **Leadership:** is the process of facilitating individual and collective efforts and influencing others to achieve common goals. Leadership represents a process, while the leader refers to an individual (Sweeney et al., 2019).
- **Leadership style** is the method or methodology adopted by the leader within the organization to influence subordinates and lead them to achieve the organization's goals and strategic plans efficiently and effectively (Fries et al., 2021).

The term leadership styles used in the current study were defined through a questionnaire that dealt with (5) leadership styles (dictatorial leadership, democratic leadership, transactional leadership, transformational leadership, and Laissez-Faire leadership). Each of these styles included 10 statements/questions, which relied on the five-point Likert scale; each question has five possible answers (Strongly disagree, Disagree, Neutral, Agree, Strongly Agree) and is scaled from 1 - 5. The individual chooses the answer that suits his perception so that each answer is given a score from 1-5.

- **Job satisfaction:** A result of employee perceptions of how well their work provides things that are considered necessary. Job satisfaction is an affective or emotional response to various aspects of one's work (Dilig-Ruiz et al., 2018).

The same is true for job satisfaction, where this term was also referred to through a special questionnaire to determine the level of job satisfaction, which included 24 questions. Also, the five-point Likert scale was relied on, which consists of 5 answers ranging from strongly agree to strongly disagree with a rating of 1 = (strongly disagree), indicating the lowest score. A 5 = (strongly agree) rating indicates the highest job satisfaction score.

1.7 Leadership versus management

Despite the close interrelationship and significant overlap between the concept of leadership and management, this does not mean that they are the same thing. Leadership and management differ from a scientific and applied point of view. All Studies and research have confirmed that management and leadership differ, but the main problem remains that determining the degree of overlap between these two concepts is still thorny,

as distinguishing between the two terms is not easy (Nienaber, 2010). Finding people in managerial and leadership positions is possible, but we cannot consider them real managers or leaders (Gifford et al., 2018). Leadership seeks to achieve practical goals and management; although there are points of agreement between them, they are also different. It has been argued that the manager only manages and supervises, while the leader creates and innovates (Gifford et al., 2018; Nienaber, 2010). The manager does things right, accepts the status quo, and tries to implement the goals set by the leaders, while the leader challenges the conditions and the status quo to the point of taking risks even if the result is a failure.

The manager's primary goal is to implement the laws and regulations of the organization in a routine and repetitive manner, starting from the planning stage until the final stages of implementing the work, and the results are only the indicator that adopts while the leader is a creative person. The leader creates, renews, adds, and improves the organization, the staff, and himself (Gifford et al., 2018; Nienaber, 2010).

1.8 Leadership styles

1.8.1 Dictatorial leadership style

Dictatorial or autocratic leadership are the most common names for this style, and there are other less-known names, such as authoritarian leadership and military leadership (Mulenga et al., 2018). This style is considered one of the most negative leadership styles in management, and the Chinese environment is an incubator for such a style. The leader is unique in making decisions without participating, discussing, or even delegating some decisions or powers to his subordinates (Aydin & Özmutaf, 2021; Mulenga et al., 2018). As characterized by absolute centralization, the employee is often forced to follow the methodology and policy of the leader and implement orders, even if they conflict with his convictions, for fear of punishment so that all administrative operations end with him (Aydin & Özmutaf, 2021). The human relations curve is very low in this pattern; the work environment is full of negativity and indifference, where there is a lack of mutual trust between the leader and the followers, as the dictatorial leader's attention focused on achievement size instead of focusing on efficiency or quality of the content (Lake et al., 2019). The great neglect of human relations among members of the organization contributes to the spread of hostility which could target the leader or the organization he

represents (Wei & Watson, 2019). Low employee morale and low self-motivation for work also decrease productivity, worker turnover, and absenteeism.

Ultimately, dictatorial leadership is not considered one of the desirable patterns nowadays. Still, there are some situations and cases where the dictatorial style is the most appropriate and successful method, for example, in emergencies requiring firmness and severity in autocracy. Dictatorial leadership is considered ideal in cases where the nature of work is homogeneous, so all employees are subject to unified rules, instructions, and procedures for implementing work. In some organizations, leaders face lazy subordinates, so only this method suits them (Gifford et al., 2018).

1.8.2 Democratic leadership style

Leaders in democratic leadership or participatory leadership depend on respect for individuals and participation, where employees present their ideas and opinions related to work, set plans and goals, and make decisions (Idelji-Tehrani & Al-Jawad, 2019). The leader in the democratic style takes into account the needs and desires of the employees and gives attention to all followers without any bias; in addition, the democratic leader considers that moral incentives are no less important than material incentives.

In contrast to dictatorial leadership, democratic leadership is very concerned with the human aspect and human relations. One of the most important features or positive phenomena of democratic leadership is that it focuses on achieving the general interest of the organization and all working individuals; it is collective, participatory leadership. Therefore, it depends on actual participation between the leader and followers in all administrative areas, from planning, organization, and follow-up (Idelji-Tehrani & Al-Jawad, 2019). This reduces the level of dependence on the leader in all matters related to work, and this, in turn, stimulates the employees' abilities to be creative, innovative and initiative and helps in their cooperation to achieve common goals and interests.

The democratic leadership style has drawbacks when the organisation's followers do not have sufficient qualifications and experience to enable them to participate in decision-making; this can lead to team members feeling that their ideas are being ignored, which may reduce employee satisfaction and morale (Joshi, 2019). Other problems of democratic leadership are that it needs a full-time manager to follow up on activities. One of the advantages of this style is that the morale is high among employees in organizations

that adopt the democratic style, as well as the advantage of cooperation between management and employees, which improves performance significantly and increases Productivity and job satisfaction (Joshi, 2019). In general, democratic leadership works better in organizations characterized by the presence of employees who have experiences and the desire to share their experiences and knowledge to achieve common goals (Idelji-Tehrani & Al-Jawad, 2019).

1.8.3 Laissez-faire leadership style

The leader here gives absolute freedom to the followers to make decisions, set goals, and implement methods, and provides general notes and information instead of giving specific directions or a real effort to follow up on the work of individuals or assign tasks to the group he leads (Magbity et al., 2020).

Laissez-faire leaders abdicate control and accountability. The leader here does not actively participate in organizational operations or meetings, does not issue orders, and only responds when a minimum degree of knowledge and guidance is necessary (Pahi et al., 2020). One of this type's most prominent negative features is low performance and productivity. Failure to clearly define responsibilities and duties causes chaos and loss for employees, leading to a decrease in the motivation and enthusiasm of individuals and a reduction in the level of performance and innovation (Pahi et al., 2020).

Furthermore, Absolute freedom impels some employees' control over their colleagues at work, leading to weak relations and communications between employees (Magbity et al., 2020; Pahi et al., 2020).

Despite the previous flaws in this style, studies have proven satisfactory results if certain conditions contribute significantly to the success of this style of leadership; for example, the presence of employees with a high degree of experience and knowledge at work enables the leader to delegate authority to them (Magbity et al., 2020; Pahi et al., 2020). It can be said that this pattern can be more successful in scientific institutions as the employees' excellent great skills and the nature of work do not need the leader's constant intervention (Pahi et al., 2020).

1.8.4 Transformational leadership style

This model is more suitable for application in collective societies, especially in Asian societies such as Indonesia and other Asian countries. However, this type of leadership

originated in the United States, a country based on the principle of individualism (Deng et al., 2022).

Transformational leadership is a modern style; the leader has a clear and long-term vision for the future and specific goals known to all; transformational leadership depends on mutual admiration, a shared vision, and the creative interchange of ideas (Bass, 1999; Deng et al., 2022). Some consider transformational leadership ethical leadership, as it adopts a set of moral values such as justice, equality, and humanity. It also works to expand subordinates' interests and motivates them to look beyond their interests to achieve the general interest of the organization (Bass, 1999).

In addition to the above, it adopts a new philosophy by inspiring and motivating employees to achieve high levels of performance, greater than they expect, so transformational leadership tends towards change, development, and innovation, whether at the level of individuals, groups, or the status of the organization, therefore, it is considered a continuous process practised by the leader over his subordinates (Deng et al., 2022).

Transformational leadership has four dimensions:

- **Idealized influence:** The leader in this dimension represents an ideal model for workers by defining and following standards of behavior of an ethical nature in the organization, and here the leader gives priority to the needs of workers, preferring the public interest over his interest (Hayati et al., 2014).
- **Inspirational motivation:** In this dimension, the leader defines the organization's vision with clarity and transparency to make it achievable. The leader inspires employees, raises their morale, and encourages them to achieve and challenge (Hayati et al., 2014). Transformational leaders in this dimension build confidence among the followers in the ability to overcome difficulties and obstacles and evoke team spirit through idealism. These behaviors define expectations for followers and describe the method of commitment necessary to achieve organizational goals.
- **Intellectual stimulation:** In which the transformational leader constantly searches for new ideas to solve work problems and supports new creative models for task performance (Hayati et al., 2014). In addition, the leader's ability to make his employees address outstanding problems in new and creative ways by identifying the organisation's strengths, weaknesses, opportunities, and threats.

- **Individualized Consideration:** Here, the leader considers the individual differences between the workers to distribute the tasks based on their abilities, specializations, and personal preparation (Hayati et al., 2014). The leader considers them an essential practical, effective element of the organization, so they give great attention to the needs and requirements of the employees.

1.8.5 Transactional leadership style

Transactional leadership is based on a reciprocal process between the leader and subordinates (Deng et al., 2020). This style is a series of mutual interests and benefits shared between the leader and the followers and between the followers themselves as well. The relationship between the leader and the employees or the followers is based on a fundamental principle: a reward for work and production, punishment for non-commitment to work, and low productivity (Deng et al., 2020). The leader here determines the performance expected of them to obtain incentives and rewards and also the punishment in the event of a failure in performance and achievement (Deng et al., 2019).

Finally, when comparing transformational leadership and transactional leadership, we note that transactional leadership is appropriate for organizations and companies that are characterized by stability environment and routine procedures, while transformational leadership is more effective in organizations that are exposed to rapid and continuous change (Deng et al., 2019; Deng et al., 2020).

Transactional leadership includes four essential elements or dimensions:

- **Contingent reward is a contract or agreement between the leader and the subordinates.** The leader grants the reward in return for the performance and achievement of the subordinates. The leader sets standards and goals and provides the necessary resources, support, and attention, to subordinates' commitment to performance and required expectations (Deng et al., 2019).
- **Contingent punishment:** In this dimension, the subordinate is punished for failing to comply with the implementation conditions (Deng et al., 2019).
- **Management-by-Exception (active):** After the leader sets the standards and works goals, he monitors and follows up on the workers' performance with great accuracy and does not wait for problems to escalate (Deng et al., 2019). But he intervenes in the

event of any error or deviation, takes corrective measures immediately to prevent the recurrence of these mistakes or problems, provides advice and support for subordinates, and may punish the negligent employees at work.

- **Management-By-Exception (passive):** The leader here is described as passive, as he waits for problems to occur and exacerbate to intervene (Deng et al., 2019).

1.9 Culture and leadership style

The concept of leadership includes many styles, while the degree of use and spread of these styles varies with different countries and cultures worldwide. The desired style in a particular culture or country may be undesirable in another (Specchia et al., 2021). Leadership and its patterns are directly related to the culture of countries and the peoples' principles, beliefs, and perceptions; for example, over a long period, women did not have the right to assume leadership positions in many countries of the world, and this is actually what the great man's theory of leadership indicated (Kanat-Maymon et al., 2020).

Today, the situation has changed dramatically, as women occupy many leadership positions in various fields, and the number is still increasing. More than ever, women today are strong in education, sports, politics, business, trade, and many other fields, including leadership positions in healthcare management (Mathad et al., 2019).

In developing countries, for example, leaders are chosen based on a set of determinants that are usually related to the culture and social behavior prevailing in these countries, such as the degree of kinship, family, favoritism and nepotism, self-interest, and in many cases the leader is appointed based on specialization, but the truth and experiences have proven Specialization alone is not sufficient for a person to be a leader. Leadership is a more profound concept than that and requires many skills, abilities, and qualifications, and specialization alone is not sufficient for a leader to succeed in many developing countries. The expertise and external leaders of developed countries are also used in many companies and projects due to the low level of their leaders and their lack of leadership ability (Williams-Elegbe, 2018).

1.9.1 Factors affecting the selection of the appropriate leadership style

The leader's choice of a particular leadership model depends on several factors related to the organization's environment, situations related to the leader, and subordinates. The surrounding environment, such as society's culture and economic, political, and social

conditions, clearly influence the leader's behavior and leadership style (Musinguzi et al., 2018). Each organization has its own goals, culture, standards, organizational climate, organizational structure, competitors, philosophy, mission, and vision, and all these variables affect the choice of leadership style; also, the size of the organization, whether it is within the private or public sector, affects the style that the leader will use with subordinates. Sometimes the organization needs a different leadership style at each stage of its development that is commensurate with the nature of the stage (Musinguzi et al., 2018).

Factors related to the nature of the situation that affects the type of leadership style used and the variables associated with the nature of the situation include clarity of tasks, methods, and procedures, the difficulty of work, work style, and routine, all of which affect leadership (Khan et al., 2020). Another factor that also impacts the leadership style that will be used is (the leader himself) the style that a leader adopts depends on a mix of their beliefs, ideas, Standards, norms, orientation, and values. The ability of subordinates to face situations and take administrative decisions, and their degree of responsibility, all of these factors affect directly or indirectly the optimal leadership style chosen by the leader (Khan et al., 2020).

Studies and research show that no leadership style is valid for all situations and cases, no positive and practical style that the leader can adopt in different situations or environments, and no style that suits all subordinates. The matter is relative and not that simple (Musinguzi et al., 2018). So, the leader needs to consider how he will choose the leadership style that meets the employee's needs and achieves the organisation's goals.

1.10 Job satisfaction

Job satisfaction is an essential topic in various institutions and organisations' administrative and organizational aspects because it affects and is also affected. It is an independent variable that affects the behavior and performance of employees and the form of communication (formal, informal). Sometimes job satisfaction is a dependent variable that is also affected by factors such as incentives, rewards, salary, organizational structure and other factors (van Diepen et al., 2020).

The concept of job satisfaction is considered one of the most complex and ambiguous concepts because it is an emotional state related to human emotions, feelings and

behaviors that change according to the situation (van Diepen et al., 2020). Accordingly, the level of job satisfaction determines the level of performance of the organization. Therefore, any organisation's effectiveness is linked to its employees' performance through their satisfaction with work.

1.10.1 Concept of job satisfaction

As we mentioned earlier, job satisfaction is related to feelings that are difficult to explain because they change with changing situations. For this reason, there is no agreement on defining a specific definition of satisfaction; some consider job satisfaction as an internal state linked to an individual's sense of achievement, whether quantitative or qualitative. Others referred to the definition as a good mood or pleasure condition arising from work experience or evaluation of one's job (Specchia et al., 2021).

Generally, employee job satisfaction may be defined in various ways; nonetheless, they all consider job satisfaction as a consequence or behavior that an individual contributes to the workplace (Dilig-Ruiz et al., 2018). Finally, it can be said that job satisfaction is the result of the individual's interaction with his job. And it is a reflection of the extent of the satisfaction that he derives from his work, his belonging, and his interaction with the members of the group and with an environment, whether it is internal or external and thus refers to a set of functional feelings or psychological state about How does a person feel about his job (Dilig-Ruiz et al., 2018; Specchia et al., 2021).

1.10.2 Importance of job satisfaction in healthcare organization

We cannot ignore the vital role of job satisfaction, as it is a key factor in influencing the performance of employees, which in turn will be reflected in the organisation's performance as a whole (Dilig-Ruiz et al., 2018). Many reasons tell us why organizations should care about achieving job satisfaction for their employees, whether the focus and attention are at the level of the organization or individuals working in it.

Indeed, employee satisfaction reflects a good style of leadership. Job satisfaction can also be considered a strong indicator of employees' emotional well-being and psychological health, reflecting the reality of organizational performance. It has been linked to greater productivity, loyalty, creativity, and devotion to the organization. All the above reasons are sufficient to understand and justify (Dilig-Ruiz et al., 2018; Specchia et al., 2021).

In general, recent research and surveys indicate that the level of job satisfaction is low in various sectors in most countries of the world, including the health sector as well, and this constitutes a great danger due to the specificity and sensitivity of this sector (Dilig-Ruiz et al., 2018).

The health sector is the lifeblood of any country, and it performs a substantial and vital role in serving people by providing the health services they need and maintaining their lives within a healthy environment free from pests and diseases. Therefore, the volume of responsibilities and tasks performed by employees in the health sector is vast, which means that healthcare workers are considered the most effective crucial element. The quality of health services is directly affected by the level of satisfaction of workers in the healthcare organization (Specchia et al., 2021).

Achieving a high level of job satisfaction among the employees of health organizations is of great importance at the levels of individuals and also at the level of the organization. For example, at the level of individuals from a psychological point of view, studies have proven that an employee who is satisfied with his work is considered a balanced and happy person and has a high sense of self-fulfilment (Dilig-Ruiz et al., 2018).

When the employee feels job satisfaction, this means a more remarkable ability to adapt to the work environment, creativity, innovation, and excellence, and more desire for career development. In addition to his feeling of satisfaction with life in general, as the material and immaterial benefits provided by the job to employees help meet the requirements of life, Thus, this will undoubtedly lead to an increase in the loyalty and affiliation of employees to the organization in which they work (Dilig-Ruiz et al., 2018; Specchia et al., 2021).

On the other hand, the opposite is also true; it is noted that job dissatisfaction at work is linked to several phenomena at the level of individuals, including mental illnesses and heart diseases. Many studies and research have proven a direct link between the level of job satisfaction and the state of physical and mental exhaustion that many employees are exposed to, especially in companies and institutions that require extra effort and fatigue and whose employees are exposed to severe work pressure, including health institutions and hospitals (Dilig-Ruiz et al., 2018). At the level of organizations, the employees' job satisfaction is also reflected positively on the organization in many aspects. For example, whenever the level of job satisfaction increases, it leads to an increase in the level of

effectiveness and efficiency at work because the satisfied employee is interested in his performance level. Therefore, he will be more focused on achieving the best performance. Also, job satisfaction is related to improved performance, productivity, and reduced absenteeism. Several studies have demonstrated that whenever the degree of job satisfaction increases, the turnover rate tends to decrease, impacting employees' desire to learn new skills and their commitment to long-term organizational success (Dilig-Ruiz et al., 2018).

One of the consequences of feeling dissatisfied with employees leads them to do some behaviors and actions that affect the quality and stability of the organization's performance, such as frequent complaints and grumbling and sometimes rebellion or distance and withdrawal from work, whether by repeated absence without a health excuse or a particular excuse, especially in work that requires attendance. This leads to a permanent increase in the costs incurred by the organization, whether the costs of holidays and vacations or the costs of lack of productivity (Whether training or recruitment costs for new employees) that require a replacement employee for the absent employee (Liu et al., 2019).

In the end, human resource has tremendous importance in organizations, despite the modern technology that significantly facilitates the work. However, this resource remains an essential resource for the organization. It is the organisation's first and foremost supporter in drawing strategies and plans, setting goals, and following up on their implementation, and it is the cornerstone for the success of any organization. Therefore, organizations are supposed to seek It strives to achieve job satisfaction for this human resource and to fully satisfy the needs of workers at work to ensure its success and distinction (Liu et al., 2019).

1.10.3 Job satisfaction dimensions

Job satisfaction is known to be influenced by the working conditions/environments, relationship with co-workers, wages and salaries, incentives and promotions, appraisal of the annual performance, and relationship with managers (Specchia et al., 2021).

1.10.3.1 Work environment and conditions

The physical working conditions are affected by ventilation, lighting, humidity, heat and noise. Cleanliness depends on the degree of individual acceptance and satisfaction with

the work environment, as these conditions affect some behavioral phenomena of working individuals, such as turnover rates, absences, accident rates, and diseases (Kinzl et al., 2005). The better the material working conditions, the greater the satisfaction of individuals with work.

1.10.3.2 Relationship with co-workers

The positive relationship of the working individual with the work group satisfies his social needs and achieves an exchange of benefits between them (Lorber & Skela Savič, 2012). So the work in the organization gives individuals the opportunity to interact and communicate with others; the satisfaction of individuals with their work will be high and vice versa. It is worth mentioning in this regard that the strength of the relationship between the individual's satisfaction with his work and his relationship with others depends on the degree of his preference for affiliation and the strength of his social need.

1.10.3.3 Wages and salaries

Wages are essential to satisfying working individuals' physical and social needs (Hsiao & Lin, 2018). Many studies indicated that there is a positive relationship between the level of income and job satisfaction. The higher the income level of working individuals, the higher their satisfaction with work and vice versa.

1.10.3.4 Incentive and promotions

It is not enough for workers to feel the achievement at the highest levels, but they also need the presence of an external party that recognizes and appreciates these achievements. Promotion is the essential type of recognition of the value of the effort made, as promotion leads to an increase in the benefits accruing to employees, whether by increasing their salaries or through improving their social status at work and outside the work (Specchia et al., 2021).

1.10.3.5 Annual performance appraisal

The annual performance appraisal helps improve communication between employees and the organization by identifying strengths, weaknesses, and shortcomings, which usually leads to better and more accurate metrics, thus improving performance results (Abdullah et al., 2021; Karem et al., 2019). This whole performance appraisal process aims to

improve how a team or organization operates to achieve higher levels of customer satisfaction, which is reflected in employee satisfaction.

1.10.3.6 Relationship with managers

A good relationship between employees and managers is one of the most critical factors in achieving job satisfaction (Duan et al., 2019). This relationship manifests in positive and effective communication between managers and employees, especially with their direct managers. An atmosphere of mutual respect prevails between them, motivating employees to provide the best performance.

1.10.4 Factors affecting job satisfaction

Human resource has great importance in the organization, which imposes on organizations the need to know and understand the nature and needs of their employees in all respects. Therefore, all organizations must know the most important reasons and factors that may affect job satisfaction or dissatisfaction. In general, most research and studies indicate that four main factors affect employee satisfaction: personal factors, physical factors, and organizational factors (Halcomb et al., 2018).

1.10.4.1 Personal factor

Personal factors are related to the individuals themselves, for example, gender, age, years of experience, and level of education. These factors are considered personal factors whose impact on job satisfaction varies from person to person (Halcomb et al., 2018). The relationship between gender and job satisfaction is not stable because it depends on the discrimination ratio between both sexes by the management at work. Often, a woman's performance and experience are compared to men's performance and experience based on social beliefs and perceptions that favor men's performance over women's performance at work and not based on actual performance or final results. So, these negative phenomena towards women's work ultimately affect their satisfaction with their work, especially in high positions, where priority is given to men in heading these positions, so when the discrimination between women and men increases in the workplace, job satisfaction of women will decrease (Halcomb et al., 2018).

Concerning the age factor, the results of studies and research, in general, showed that the relationship between job satisfaction and age is relatively small. It was noted that job satisfaction increases with increasing age, while it decreases among employees during the

middle age period (Halcomb et al., 2018; Zhang et al., 2020). The explanation may be that the achievements and ambitions of the employee in his first life are higher and more significant than the available reality, resulting in job dissatisfaction. However, with increased age, the individual becomes more mature, realistic, and less ideal, so the degree of his ambitions decreases, and he is satisfied with the actual reality, which results in increased satisfaction career.

About years of experience or elapsed time at work, much research has shown that job satisfaction is relatively common in the first years, then decreases gradually in the fifth and eighth years, and then rises again with increasing the period that the individual spends at work, and the morale is very low, after twenty years or vice versa. It may also be at its peak, varying from one person to another. Concerning education, several aspects must be considered before discussing a comprehensive generalization. For example, when discussing education, we must study the organization's policy regarding promotion because it dramatically affects employee satisfaction (Halcomb et al., 2018). Therefore, with the high level of education and the decrease in opportunities for advancement and promotion, the employee will certainly feel very frustrated, and the level of job satisfaction will decrease. The dissatisfaction and lack of appreciation will increase even more when the right employee is placed in the wrong place so that it does not match the level of his educational qualifications or his abilities and technical skills.

1.10.4.2 Physical factors

The workplace and the work environment are among the most psychological and physical factors affecting employees. Several physical factors, either internal or external, affect the degree of job satisfaction. The indoor working environment, including the workplace space, level of cleanliness, lighting and ventilation, air conditioning, humidity, heat, and noise, affects the degree of personal acceptance of the work environment (Halcomb et al., 2018). The presence of entertainment used by the worker during breaks permanence, the external work environment and the factors surrounding the organization have an influencing role in the level of satisfaction.

1.10.4.3 Organizational and occupational factors

It includes the organizational structure, procedures, decisions, supervision, the degree of control imposed on employees and their activities, the leadership styles used, in addition

to the wages and salaries system and its gradation, bonuses, and material or moral incentives that the organization provides to employees, growth opportunities, the relationship between colleagues, the relationship with managers, work conditions and environment, work content and other factors that lead Job satisfaction or dissatisfaction (Zhang et al., 2020). Among the most critical organizational factors or dominant factors that affect job satisfaction: The work nature or job itself; for example, is this job compatible with the employee's academic qualifications, and is it commensurate with his abilities, talents, and preparations? Does this job achieve the desired social status for the employee inside or outside the organization? Does this job enable the employee to use the skills and experiences he possesses and development of innovation and creativity, or does this job obliterate innovation, creativity, and a spirit of enthusiasm? In general, the nature of work affects job satisfaction (Halcomb et al., 2018; Zhang et al., 2020).

When an employee's job is seen to be vital, their degree of satisfaction rises. Work difficulties and challenges allow people to put their talents, knowledge, and intellect to use in dealing with the intricacies of their profession. According to some research, intelligence and work satisfaction have a negative relationship. Generally, many problems arise in the workplace when the employee feels that his job is unimportant, uninteresting, or devoid of a challenge, so if the job lacks the perceived element of interest, it may cause dissatisfaction among the intelligent person. Individuals feel job satisfaction when they do the work they love, which motivates them to master the work and provide everything they can to achieve the best results (Halcomb et al., 2018).

The leadership style also has a significant role in job satisfaction or dissatisfaction, for example in democratic leadership, the leader uses an open-door policy with subordinates, and this, in turn, increases harmony and understanding between the leader and subordinates and increases the opportunity for employees to accept and be satisfied with the changes that may occur in the organization. In addition to that, this style ensures the participation of effective employees of all levels, It raises the level of loyalty and mutual trust between the leader and the workers, and this contributes to raising productivity and achieving job satisfaction. On the contrary, dictatorial leadership limits employees' participation and freedom and permanent dependence on the leader, and this causes a state of psychological instability for the individual due to punishment and the strict style of dictatorial leadership (Musinguzi et al., 2018).

Previous studies had shown that employees were more satisfied with their jobs when their boss exhibited transformational leadership style conduct as opposed to transactional leadership style activity (Musinguzi et al., 2018). On the other hand, transformative leadership is positively associated with work satisfaction, and it is evident that raising the level of job satisfaction requires adopting the appropriate leadership behavior or style, so different leadership styles have different impacts on job satisfaction (Musinguzi et al., 2018).

Salary and wages are critical factors in achieving happiness and meeting the necessary needs of individuals. So determining the worker's wages and paying attention to developing a wise and fair wage policy is one of the factors for the success of personnel management policies and programs in organizations, so job satisfaction is the state of reaching financial recovery (Akinwale & George, 2020). Regarding promotions and growth opportunities, whenever the employee feels that his performance is appreciated, he becomes more satisfied with his work and thus, his efficiency increases at work (Akinwale & George, 2020; Musinguzi et al., 2018).

The content of the work in terms of the responsibilities and powers granted to the employee and the degree of diversity of tasks is significant. For example, the greater the powers granted to the employee, the greater his sense of his importance as an individual working in the organization; thus, this feeling translates into satisfaction with work and the organization. This result is consistent with Herzberg's theory regarding the driving factors represented by job enrichment, where employees with higher positions want to give them independence and provide some additional elements for job enrichment, such as feedback and setting diverse and challenging tasks for them. Therefore, satisfying this desire through job redesign leads to an increase in the satisfaction rate they have (Sobaih & Hasanein, 2020). In addition, the diversity of tasks reduces the severity of the boredom arising from routine work and contributes to job satisfaction.

1.11 A brief summary of previous studies

Many previous studies dealt with the topic of "leadership styles and their relationship to the level of job satisfaction" and dealt with it from different angles and aspects. The current study will present several studies that have benefited concerning its most prominent features (see table 11) in appendix H, commenting on the essential aspects of agreement and disagreement and clarifying the scientific gap discussed in the current

study. It is worth noting that the studies that will be discussed have been applied and completed between 2015 and 2022, whether locally or around the world, indicating their temporal and geographical diversity.

Chapter Two

Methods

The methodology includes the theoretical and philosophical assumptions upon which research is based and the implications for the method or methods adopted; the methods specifically refer to the techniques and procedures used to obtain and analyze data. In this chapter, the methods used in the study include the study design, study population, study sample, Instruments of study and validation indicators, analysis plan, study procedures, and ethical approval.

2.1 Study design

According to the study problem and its objectives, and through the questions that this study seeks to answer, the cross-sectional descriptive study has been relied upon, which provides data for describing the status of phenomena or relationships among phenomena-related variables at a fixed point in time.

2.2 Study population

Corona pandemic, the repeated strike of health workers such as doctors, nurses, and contract employees, forced the researcher to choose the Jenin Health Directorate, where works to identify leadership style and their relationship to the level of job satisfaction as the first comprehensive research at the level of the directorate to avoid delays and obstacles in the implementation of the study.

The population refers to all the elements of the study or elements being investigated. The research population included all the Jenin Governorate Health Directorate employees (doctors, administrators, nurses and midwifery, laboratory technicians, radiology technicians, and pharmacists), who were 357 at the time of the study.

The study included inclusion and exclusion criteria, which are as follows:

- **Inclusion criteria:** workers of Jenin Health Directorate.
- **Exclusion criteria:** Those who are not related to the Jenin Health Directorate

2.3 Study sample

Since the study population is relatively small and very stratified, this research study utilized a comprehensive sampling approach by inviting all 357 employees of the Directorate to participate in the survey, including all employees in various departments and specialities (doctors, nurses & midwifery, administrators & health services, pharmacists, laboratory technicians, and radiology technicians).

The Statistics & human resources Department in the Health Directorate of Jenin Governorate provided employees-related information.

The questionnaire was distributed to the study sample through field visits to all workers inside the Directorate and its health centers inside and outside the city, including outpatient clinics in the villages and Provinces of Jenin Governorate, estimated at 58 clinics.

2.4 Instruments of study

Data resources in this study can be divided into primary (direct) and secondary (Indirect) resources.

- **Primary data:** Questionnaires were the main instruments of this study; the questionnaires were designed keeping in view the study's objective. It was kept as concise as possible as a short questionnaire with conceptually clear and concise statements desired by both respondents and the researcher.
- **Secondary data:** Includes books and scientific papers from CINAHL, ScienceDirect, ProQuest, Scopus, and Google Scholar.

Within the framework of the field study and to test the assumed relationship between the two research variables (leadership styles and job satisfaction), a questionnaire was chosen as a tool to measure leadership style and its relationship to the level of job satisfaction in the Jenin Health Directorate. A questionnaire was prepared by reviewing several studies that dealt with the same topic as our current study, where several executive steps were taken to ensure the tool's validity and stability; the validity of the study tool was examined by content validity and internal consistency validity (Antonakis et al., 2003; Kirkbride, 2006; Saleem, 2015; Spector, 1997). The questionnaire consisted of two main sections. See appendices (A and B).

- **First Section**

It is related to the socio-demographic and job-related factors of the respondents (gender, age, job title, supervisory title, academic qualification, years of experience, and salary).

- **Second Section**

Related to the questionnaire's axes and consists of two main fields: the first field refers to leadership styles and includes 48 phrases/questions distributed over five leadership styles indicated below under the subtitle of the first field.

- **First field**

1. Part 1: Democratic leadership from questions (1-10)
2. Part 2: Dictatorial leadership from questions (11-20)
3. Part 3: Laissez-Faire leadership from questions (21-30)
4. Part 4: Transformational leadership from questions (31-40)
5. Part 5: Transactional leadership from questions (41-48)

- **Second Field**

It consists of 25 phrases/questions to measure the level of job satisfaction in the Jenin Health Directorate from questions (49-73). A 5-point Likert-type scale was used to assume that the strength/intensity of the experience is linear, i.e., on a continuum from strongly disagree to strongly agree. Respondents were offered a choice of one to five, were responses to the neutral point being neither agree nor disagree, whereby one refers to strongly disagree, two refers to disagree, three refers to neutral, four refers to agree, and finally, five refers to strongly agree.

2.4.1 Validity and reliability of the questionnaire

The validity of the study tool (Questionnaire) was examined by content validity and internal consistency validity. A group of four multidisciplinary experts judged the content validity; the questionnaire has been modified based on their feedback and suggestions, see appendix (C). The experts were academicians affiliated with two universities (Al Quds Open University and Arab American University).

A pilot study was conducted on 5% of the sample size in the Health Directorate of Jenin, and it was excluded from the study. This action was to determine the clarity of the questionnaire, explore the appropriateness of the study instruments, the clarity of

meanings and scales, and the time taken to fill the questionnaire. In addition, to expecting a response rate.

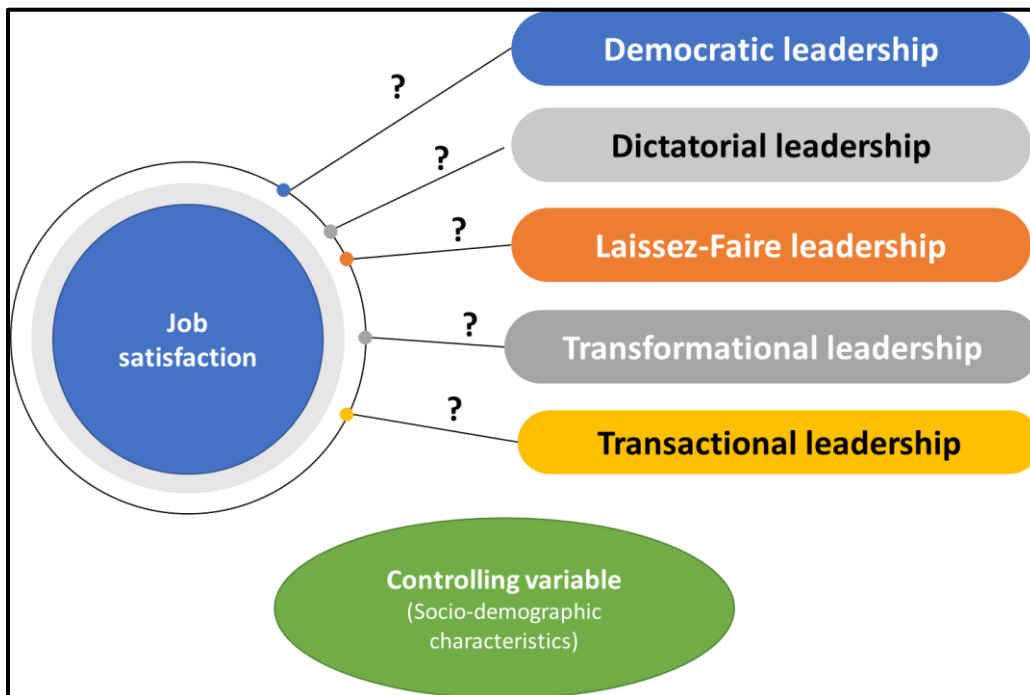
Pearson correlation matrix to indicate the relation between domains of leadership style and the total degree for job satisfaction domains have been done and shown a statistically significant relationship. Therefore, it is possible to judge the validity of the domains with statistical significance, thus reassuring its application.

2.5 Research conceptual model and variables

Following a literature review, the conceptual model shown in Figure 1 was used to investigate the relationships between perceived managerial leadership styles (democratic, dictatorial, laissez-faire, transformational, and transactional), sociodemographic variables (gender, age, profession, rank, educational level, length of experience, and salary), and the level of job satisfaction of the employees of Jenin Health Directorate. In this study, perceived leadership styles were the independent variables, and job satisfaction was the dependent variable. The socio-demographic characteristics of the workers were used as control variables.

Figure 1

Potential relationship between the independent and dependent variables



2.6 Study procedures

The following steps were followed:

- Initially, a research proposal for the current study was prepared, and the study tool (questionnaire) was presented to the experts and a group of arbitrators, then submitted on 16 June 2021.
- Official approvals were obtained from the Faculty of Graduate Studies and IRB at A-Najah National University and official authorities to facilitate carrying out the field study by distributing questionnaires to collect data between 20 June 2021 and 18 August 2021; see appendices (D, E and F).
- A review of previous studies and theoretical frameworks in the field of research to build the theoretical framework for the current study has been issued.
- A pilot study was conducted on 17 September 2021 to ensure the validity and reliability of the study tool.
- The study tool was applied to the study sample, and the data were collected, analyzed, and converted into information through special tables between 3 November 2021 and 17 January 2022.
- Finally, Interpreting and discussing results and formulating recommendations, proposals, and conclusions.

2.7 Analysis plan

All data were checked, coded, and entered into a database, and statistical data analysis was conducted using the Statistical Package for Social Science (SPSS) software version 20. The internal consistency of the items in the multi-factor leadership and job satisfaction scales was measured using Cronbach's alpha. The data were assessed for normality of distribution using absolute skewness and kurtosis. The data were normally distributed when the absolute kurtosis was between -7 to +7, and the absolute skewness was between 2 and +2 (Kim, 2013). Because the data were normally distributed, the scores of the groups were compared using Student's t-tests or analysis of variance (ANOVA) as appropriate. To control for confounding variables, multiple linear regression models were used. All variables were retained in the multiple linear regression models. Correlations were investigated using Pearson's correlation coefficients. In this study, a p-value of < 0.05 indicated statistical significance.

2.8 Ethical approval

To conduct the current study within research ethics, official approvals were obtained from the Faculty of Graduate Studies and IRB at A-Najah National University and official authorities, see appendices (D, E, and F). The participants also received a written informed consent form (see Appendix G). They were informed that their participation would be voluntary. Furthermore, the confidentiality and anonymity of the participants were guaranteed. They were also informed of the possibility of their withdrawal from the study at any time without any punishment. Moreover, data security was ensured and only used for research purposes, and the questionnaires were coded by serial numbers and kept in a locked cabinet.

Chapter Three

Results

3.1 Socio-demographic and practice characteristics of the employees

In this study, the questionnaire was distributed to the 357 employees of the Jenin Health Directorate. Of those, 322 employees returned usable questionnaires, giving a response rate of 90.1%. The socio-demographic and practice characteristics of employees are shown in Table 1. In this study, the majority (58.1%) of the employees were female, aged between 41 and 60 years (60.5%), had a bachelor's degree or higher (64.9%), and had an experience of less than 20 years (67.4%).

On the other hand, 26.4% of the employees were nurses/midwives, 7.1% were pharmacists, and 28.6% were management/health service providers. Of the Jenin Health Directorate employees who participated in this study, (37.0%) earned 5000 NIS and more. Details of the socio-demographic and practice characteristics of participants are shown in Table 1.

Table 1*Distribution of the study sample members according to their socio-demographic characteristics*

Variable	n	%
Gender		
Male	135	41.9
Female	187	58.1
Age (years)		
22-30	49	15.2
31-40	78	24.2
41-50	137	42.5
51-60	58	18.0
Profession		
Physician	63	19.6
Allied medical and clinical profession	59	18.3
Pharmacist	23	7.1
Nurse/midwife	85	26.4
Management/health services	92	28.6
Rank		
Director	8	2.5
Head of department	25	7.8
Head of division	38	11.8
Employee	22	6.8
Unclassified employee	229	71.1
Educational level		
Primary education	19	5.9
Secondary education	18	5.6
Diploma	76	23.6
Bachelor's degree	179	55.6
Master or PhD	30	9.3
Length of experience (years)		
≤5	60	18.6
6-11	73	22.7
12-19	84	26.1
≥ 20	105	32.6
Salary (NIS)		
< 2000	27	8.4
2000-2900	23	7.1
3000-3900	55	17.1
4000-4900	98	30.4
≥ 5000	119	37.0

Note. NIS: New Israeli Shekel, PhD: Doctor of Philosophy

3.2 Internal consistency composite reliability of the questionnaire

In this study, the internal consistency and the composite reliability of the items included in the questionnaire were tested using Cronbach's alpha and average variance extracted. The values of Cronbach's alpha, average variance extracted, and composite reliability of the different domains of the multi-factor leadership scale are shown in Table 2. The composite reliability of the different domains was > 0.80 , indicating that the scale was reliable. The overall Cronbach's alpha was 0.82, indicating that the scale was internally consistent.

Table 2

Composite reliability and internal consistency of the different domains of the multi-factor leadership questionnaire

#	Domain	Number of items	Cronbach's alpha	Average variance extracted	Composite reliability
1	Democratic leadership style	10	0.87	0.50	0.83
2	Dictator leadership style	10	0.82	0.85	0.91
3	Laissez-faire leadership style	10	0.52	0.54	0.85
4	Transformational leadership	10	0.92	1.11	0.93
5	Transactional leadership	8	0.73	0.49	0.87
6	Overall	48	0.82		

The values of Cronbach's alpha, average variance extracted, and composite reliability of the different domains of the job satisfaction scale are shown in Table 3. The composite reliability of the different domains was > 0.80 , indicating that the scale was reliable. The overall Cronbach's alpha was 0.90, indicating that the scale was internally consistent.

Table 3

Composite reliability and Internal consistency of the different domains of the job satisfaction scale

#	Domain	Number of items	Cronbach's alpha	Average variance extracted	Composite reliability
1	Work environment and conditions	6	0.75	0.50	0.83
2	Relationship with co-workers	4	0.67	0.40	0.80
3	Wages and salaries	3	0.88	0.48	0.93
4	Incentives and promotions	2	0.68	0.31	0.87
5	Annual performance appraisal	6	0.81	0.53	0.82
6	Relationship with managers	4	0.85	0.56	0.90
7	Overall	25	0.9		

3.3 Perceived managerial leadership style of the employees

3.3.1 Perceived democratic leadership style

When the employees were asked to express their opinions on the democratic leadership style, the distribution of their opinions are shown in Table 4.

Table 4*Distribution of the opinions of the employees on the democratic leadership style*

#	Statement	SD		D		N		A		SA	
		n	%	n	%	n	%	n	%	n	%
1	Your manager takes into account individual differences when allocating work tasks	31	9.6	43	13.4	41	12.7	136	42.2	71	22.0
2	Your manager encourages you to take the initiative and develops your creativity and innovation	56	17.4	61	18.9	75	23.3	90	28.0	40	12.4
3	Your manager asks for your opinions and suggestions regarding the work	43	13.4	69	21.4	56	17.4	99	30.7	55	17.1
4	Your manager attends your social occasions	37	11.5	27	8.4	95	29.5	104	32.3	59	18.3
5	Adequate authorities are given to you to solve a work problem	25	7.8	35	10.9	41	12.7	157	48.8	64	19.9
6	Your manager shares you in decision- making process, but the last decision is for him.	20	6.2	43	13.4	48	14.9	142	44.1	69	21.4
7	Your manager allows you to rotate work or swap tasks between you and your co-workers	24	7.5	32	9.9	49	15.2	154	47.8	63	19.6
8	Your manager allows collaboration between you and your co-workers	13	4.0	13	4.0	53	16.5	161	50.0	82	25.5
9	The manager uses praise to support your psychological and human needs	29	9.0	56	17.4	61	18.9	110	34.2	66	20.5
10	The manager conducts meetings to exchange ideas and decisions about work problems	44	13.7	58	18.0	53	16.5	114	35.4	53	16.5

Note. SD: Strongly disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly agree

This study's mean perceived democratic leadership style score was 34.4 ± 8.1 . Additionally, the scores were significantly higher for employees who were male, directors or heads of departments, had a bachelor's degree or higher, and earned 4000 NIS or more. Details of the differences in the perceived democratic leadership style scores are shown in Table 5.

Table 5*Differences in the perceived democratic leadership style scores among the employees*

Variable	n	%	Mean	SD	p-value
Gender					
Male	135	41.9	36.6	8.2	< 0.001
Female	187	58.1	32.9	7.8	
Age (years)					
22-30	49	15.2	34.2	7.5	0.309
31-40	78	24.2	35.2	8.8	
41-50	137	42.5	33.6	7.7	
51-60	58	18.0	35.7	8.6	
Profession					
Physician	63	19.6	36.5	7.5	0.118
Allied medical and clinical profession	59	18.3	33.9	7.7	
Pharmacist	23	7.1	33.3	9.2	
Nurse/midwife	85	26.4	35.0	7.4	
Management/health services	92	28.6	33.2	9.0	
Rank					
Director	8	2.5	40.6	4.5	0.022
Head of department	25	7.8	38.3	7.6	
Head of division	38	11.8	33.9	7.8	
Employee	22	6.8	34.4	10.3	
Unclassified employee	229	71.1	33.9	8.0	
Educational level					
Primary education	19	5.9	30.2	9.5	0.007
Secondary education	18	5.6	31.3	8.1	
Diploma	76	23.6	33.2	8.4	
Bachelor's degree	179	55.6	35.7	7.6	
Master or PhD	30	9.3	34.9	8.1	
Length of experience (years)					
≤5	60	18.6	32.6	8.1	0.204
6-11	73	22.7	35.6	8.6	
12-19	84	26.1	34.5	7.9	
≥ 20	105	32.6	34.6	7.9	
Salary (NIS)					
< 2000	27	8.4	30.4	8.4	0.041
2000-2900	23	7.1	33.7	9.3	
3000-3900	55	17.1	33.5	8.0	
4000-4900	98	30.4	35.0	7.9	
≥ 5000	119	37.0	35.5	7.9	

Note. NIS: New Israeli Shekel, PhD: Doctor of Philosophy

To control the confounding variables and to identify the variables that could predict higher perceived democratic leadership style scores, a multiple linear regression was used. The model showed that higher perceived democratic leadership style scores could be predicted by being male in gender, as shown in Table 6.

Table 6

Predictors of higher perceived democratic leadership style scores

Variable	UC	SE	SC	t	p-value
Gender	-3.43	0.90	-0.21	-3.79	< 0.001
Age	-0.05	0.75	-0.01	-0.07	0.944
Profession	-0.18	0.37	-0.03	-0.50	0.618
Rank	-0.61	0.45	-0.08	-1.36	0.174
Education	1.26	0.73	0.15	1.73	0.084
Experience	0.30	0.70	0.04	0.42	0.672
Salary	-0.13	0.65	-0.02	-0.19	0.847

Note. SC: standardized coefficients, SE: standard error, UC: unstandardized coefficients

3.3.2 Perceived dictatorial leadership style

When the employees were asked to express their opinions on the democratic leadership style, the distribution of their opinions are shown in Table 7.

Table 7*Distribution of the opinions of the employees on the dictatorial leadership style*

#	Statement	SD		D		N		A		SA	
		n	%	n	%	n	%	n	%	n	%
1	The manager is committed to carrying out the work according to the rules and routine laws	7	2.2	13	4.0	41	12.7	189	58.7	72	22.4
2	The manager refuses to delegate powers that could be delegated in his absence	25	7.8	80	24.8	131	40.7	69	21.4	17	5.3
3	The manager follows the approach of tight control and close follow-up of workflow	13	4.0	59	18.3	66	20.5	147	45.7	37	11.5
4	The manager relies on their official authority to compel you to carry out work orders and instructions.	19	5.9	69	21.4	66	20.5	110	34.2	58	18.0
5	The manager tracks your mistakes while overlooking the mistakes of your closest co-workers or praising them	60	18.6	108	33.5	79	24.5	38	11.8	37	11.5
6	The manager follows the method of punishment in the event of a mistake or failure to act	37	11.5	93	28.9	84	26.1	74	23.0	34	10.6
7	The manager at the only one who makes decisions	41	12.7	101	31.4	66	20.5	83	25.8	31	9.6
8	The manager ignores your personal needs and desires to work	46	14.3	110	34.2	56	17.4	71	22.0	39	12.1
9	The manager often ignores your opinions and suggestions regarding to work unless they align with their personal vision	41	12.7	101	31.4	70	21.7	75	23.3	35	10.9
10	The manager limits your freedom to participate in scientific seminars or work related to training workshops to complete daily tasks in the required time	42	13.0	93	28.9	87	27.0	52	16.1	48	14.9

Note. SD: Strongly disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly agree

This study's mean perceived dictatorial leadership style score was 30.7 ± 7.1 . Additionally, the scores were significantly higher for female employees with lower education and less than 3000 NIS. Details of the differences in the perceived dictatorial leadership style scores are shown in Table 8.

Table 8*Differences in the perceived dictatorial leadership style scores among the employees*

Variable	n	%	Mean	SD	p-value
Gender					
Male	135	41.9	29.0	7.3	< 0.001
Female	187	58.1	32.0	6.7	
Age (years)					
22-30	49	15.2	30.5	6.9	0.799
31-40	78	24.2	30.4	6.9	
41-50	137	42.5	31.2	7.1	
51-60	58	18.0	30.3	7.6	
Profession					
Physician	63	19.6	28.6	6.3	0.107
Allied medical and clinical profession	59	18.3	30.8	6.9	
Pharmacist	23	7.1	32.0	9.4	
Nurse/midwife	85	26.4	31.5	6.7	
Management/health services	92	28.6	31.1	7.3	
Rank					
Director	8	2.5	30.6	7.4	0.065
Head of department	25	7.8	26.7	7.4	
Head of division	38	11.8	30.8	8.1	
Employee	22	6.8	31.5	6.6	
Unclassified employee	229	71.1	31.1	6.9	
Educational level					
Primary education	19	5.9	33.6	8.1	0.005
Secondary education	18	5.6	33.9	4.8	
Diploma	76	23.6	32.2	7.6	
Bachelor's degree	179	55.6	29.6	6.7	
Master or PhD	30	9.3	30.0	7.2	
Length of experience (years)					
≤5	60	18.6	30.9	6.6	0.581
6-11	73	22.7	29.7	6.9	
12-19	84	26.1	31.0	7.2	
≥ 20	105	32.6	31.1	7.4	
Salary (NIS)					
< 2000	27	8.4	33.3	6.6	0.048
2000-2900	23	7.1	32.9	8.0	
3000-3900	55	17.1	31.2	6.4	
4000-4900	98	30.4	30.7	6.8	
≥ 5000	119	37.0	29.5	7.4	

Note. NIS: New Israeli Shekel, PhD: Doctor of Philosophy

Multiple linear regression was used to control confounding variables and to identify the variables that could predict higher perceived dictatorial leadership style scores. The model showed that higher perceived dictatorial leadership style scores could be predicted by being female in gender, as shown in Table 9.

Table 9*Predictors of higher perceived democratic leadership style scores*

Variable	UC	SE	SC	t	p-value
Gender	2.69	0.79	0.19	3.41	0.001
Age	-0.64	0.66	-0.09	-0.97	0.330
Profession	-0.06	0.32	-0.01	-0.20	0.844
Rank	0.33	0.39	0.05	0.83	0.405
Education	-0.78	0.63	-0.10	-1.23	0.219
Experience	1.11	0.61	0.17	1.82	0.070
Salary	-0.70	0.57	-0.12	-1.23	0.219

Note. SC: standardized coefficients, SE: standard error, UC: unstandardized coefficients

3.3.3 Perceived Laissez-Faire leadership style

When the employees were asked to express their opinions on the Laissez-Faire leadership style, the distribution of their opinions is shown in Table 10.

Table 10*Distribution of the opinions of the employees on the Laissez-Faire leadership style*

#	Statement	SD		D		N		A		SA	
		n	%	n	%	n	%	n	%	n	%
1	The manager allows the whole freedom to use suitable techniques and methods in executing tasks	11	3.4	35	10.9	54	16.8	156	48.4	66	20.5
2	The manager tends to delegate authority by giving a great deal of freedom in making decisions	29	9.0	86	26.7	89	27.6	94	29.2	24	7.5
3	There is no control of the manager over the workers, spreading chaos and lethargy.	68	21.1	161	50.0	67	20.8	14	4.3	12	3.7
4	The manager evades his responsibilities at work and fails to manage crises	77	23.9	127	39.4	57	17.7	42	13.0	19	5.9
5	The manager leaves you the mechanism for coordinating the work between you and the others	22	6.8	47	14.6	66	20.5	140	43.5	47	14.6
6	The manager acts haphazardly without clearly setting priorities and goals	48	14.9	141	43.8	67	20.8	44	13.7	22	6.8
7	The manager avoids interfering in resolving conflicts and problems between workers	51	15.8	119	37.0	94	29.2	42	13.0	16	5.0
8	The manager neglects to take any actual actions or decisions on topics discussed during a lengthy meeting	33	10.2	117	36.3	115	35.7	32	9.9	25	7.8
9	The work is running normally when the manager is absent without problems	6	1.9	23	7.1	38	11.8	162	50.3	93	28.9
10	The manager hesitates to apply the penalty against those who fail to complete their work	26	8.1	103	32.0	114	35.4	64	19.9	15	4.7

Note. SD: Strongly disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly agree

This study's perceived Laissez-Faire leadership style score was 29.3 ± 4.6 . Additionally, the scores were significantly higher for management/health services employees or nurses/midwives. Details of the differences in the perceived Laissez-Faire leadership style scores are shown in Table 12 in Appendix H

Multiple linear regression was used to control confounding variables and to identify the variables that could predict higher perceived Laissez-Faire leadership style scores. The model showed that higher perceived Laissez-Faire leadership style scores could be predicted by having more extended experience, as shown in Table 13 in Appendix H.

3.3.4 Perceived transformational leadership style

When the employees were asked to express their opinions on the transformational leadership style, the distribution of their opinions are shown in Table 14 in Appendix H.

This study's perceived transformational leadership style score was 34.0 ± 8.9 . Additionally, the scores were significantly higher for male employees, physicians or nurses/midwives, directors or heads of departments, and had a bachelor's degree or higher. Details of the differences in the perceived transformational leadership style scores are shown in Table 15 in Appendix H.

Multiple linear regression was used to control for confounding variables and to identify the variables that could predict higher perceived transformational leadership style scores. The model showed that higher perceived transformational leadership style scores could be predicted by being male in gender and having higher education, as shown in Table 16

Perceived transactional leadership style

When the employees were asked to express their opinions on the transactional leadership style, the distribution of their opinions are shown in Table 17 in Appendix H.

This study's perceived transactional leadership style score was 25.5 ± 5.1 . Additionally, the scores were significantly higher for employees who were pharmacists or nurses/midwives and had a master's or PhD. Details of the differences in the perceived transactional leadership style scores are shown in Table 18 in Appendix H.

Multiple linear regression was used to control the confounding variables and to identify the variables that could predict higher perceived transactional leadership style scores. The

model showed that higher perceived transactional leadership style scores could be predicted by high education, as shown in Table 19 in Appendix H.

3.4 Job satisfaction of the employees

When the employees were asked to express their opinions on their level of job satisfaction, the distribution of their opinions is shown in Table 20 in Appendix H.

In this study, the job satisfaction score was 83.6 ± 16.0 . Additionally, the scores were significantly higher for employees who were male, directors or heads of departments, had bachelor's degrees or higher, had more extended experience, and earned 4000 NIS or more. Details of the differences in the job satisfaction scores are shown in Table 21 in Appendix H.

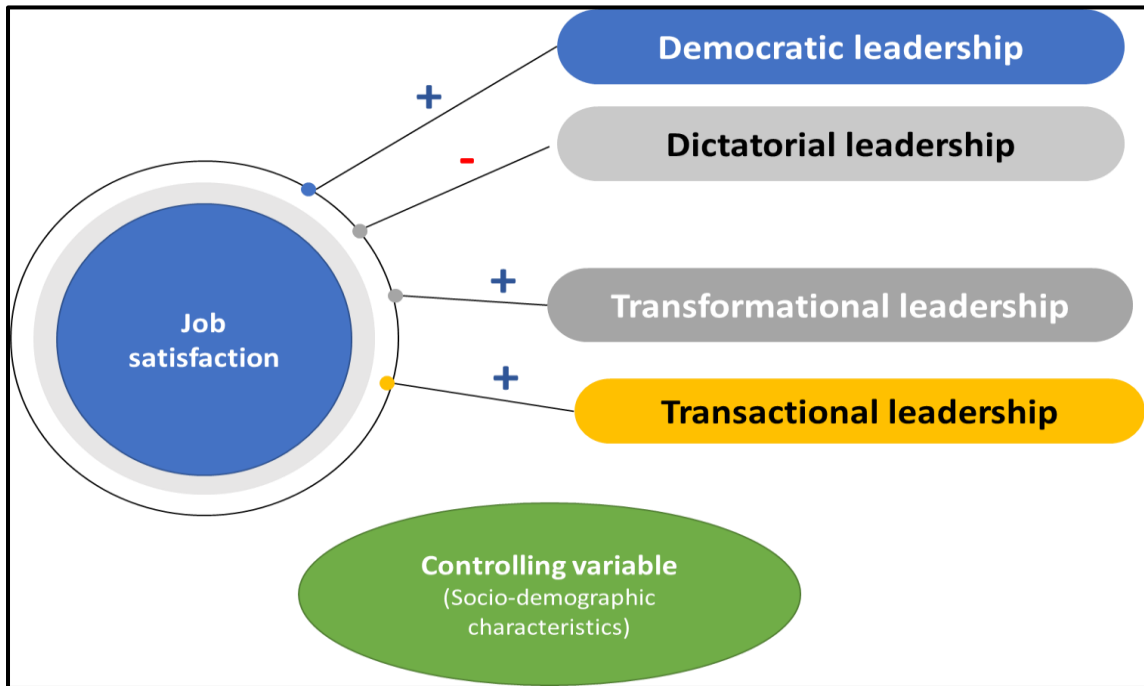
Multiple linear regression was used to control confounding variables and to identify the variables that could predict higher job satisfaction scores. The model showed that higher job satisfaction scores could be predicted by being male in gender, having higher rank, and having higher education, as shown in Table 22 in Appendix H.

3.5 Correlation between perceived managerial leadership style and job satisfaction scores of the employees

This study showed a significant positive correlation between job satisfaction scores and perceived transformational leadership style scores. Additionally, there was a moderate positive correlation between job satisfaction scores and perceived democratic leadership style scores. Similarly, there was a low to moderate positive correlation between job satisfaction scores and perceived transactional leadership style scores. On the other hand, there was a negative correlation between job satisfaction scores and perceived dictatorial leadership style scores. Details of these correlations are shown in Table 23 in Appendix H and Figure 2.

Figure 2

Relationship between the independent and dependent variables



Scores of the leadership styles significantly correlated with job satisfaction scores were included in a multiple linear regression model to assess the strength of the association. Job satisfaction scores were strongly associated with perceived democratic leadership, transformational style, and transactional leadership scores, as shown in Table 24 in Appendix H.

Chapter Four

Discussions and Conclusions

Improving working conditions and job satisfaction of healthcare professionals have been set as top priorities by different healthcare authorities worldwide (Niskala et al., 2020). In Palestine, the Ministry of Health cooperated with all healthcare sector stakeholders and prepared the National Health Policy for 2017-2022 (Salman & Rockenschaub, 2018). The policy was planned to provide comprehensive, quality, and affordable healthcare for all through reforming the health insurance system, ensuring the financial sustainability of the healthcare system, improving the quality of the healthcare services provided, promoting equality, promoting preventive health services, improving public awareness and healthy behaviors, introducing the family health approach, enhancing programs for the management of non-communicable diseases, and implementing related national policies (Salman & Rockenschaub, 2018). It has been argued that the success of this policy needs effective and wise leadership. This would ensure the effective allocation of resources (including human resources) and improve healthcare providers' performance and job satisfaction. This study investigated perceived leadership styles and job satisfaction among employees of Jenin Health Directorate using the multi-factor leadership and job satisfaction scales. The findings of this study showed significant associations between sociodemographic variables, perceived leadership styles, and job satisfaction.

In this study, the multi-factor leadership scale was shown to be internally consistent, as indicated by an overall Cronbach's alpha of 0.82. The composite reliability of the different domains was > 0.80 , indicating that the scale was reliable. When Cronbach's alpha was calculated using the items for each leadership style separately, the values were > 0.70 for all leadership styles except the Laissez-Faire leadership style. The overall Cronbach's alpha and Cronbach's alpha values of the different domains indicated that the multi-factor leadership scale was internally consistent and suitable for assessing perceived leadership styles among employees of the Jenin Health Directorate.

The findings of this study were consistent with those previously reported on the validity and reliability of the multi-factor leadership scale (Antonakis et al., 2003; Kirkbride, 2006; Saleem, 2015). The findings of this study add to the validity, reliability, and

suitability of using the multi-factor leadership scale in different settings and among different populations.

Similarly, the overall Cronbach's alpha of the job satisfaction scale was 0.90, indicating a high overall internal consistency. Additionally, Cronbach's alpha values of the different domains of the scale were acceptable, and the composite reliability of the different domains of the job satisfaction scale was > 0.80 , indicating that the scale was reliable. These values told that the job satisfaction scale was internally consistent and suitable for assessing job satisfaction among employees of Jenin Health Directorate. The findings of this study were consistent with those previously reported on the validity and reliability of the job satisfaction scale (Saleem, 2015; Spector, 1997). The findings of this study add to the validity, reliability, and suitability of using the job satisfaction scale in different settings and among different populations.

The results of this study pointed out that the mean of perceived democratic and transformational leadership style scores were 34.4 ± 8.1 and 34.0 ± 8.9 , respectively. In contrast, the study participants perceived transactional leadership style as the least score, 25.5 ± 5.1 . At the same time, the job satisfaction score in the Jenin Health Directorate was 83.6 ± 16.0 . Interestingly, this study found that job satisfaction positively correlated with perceived transformational, democratic, and transactional leadership styles, while job satisfaction negatively correlated with a perceived dictatorial leadership style. The findings of this study could be informative to decision-makers interested in improving job satisfaction and retention of skilled healthcare employees in the healthcare system in the Jenin Directorate.

This means that the democratic leadership style is one of the most prevalent styles in the Jenin Health Directorate, along with the transformational leadership style. The results also indicated a medium positive correlation between perceived managerial democratic leadership style and job satisfaction.

This result is consistent with those of Hisham (2019); Salem & Muammar (2015); Zhang (2018). Another study was conducted on faculty members in private Jordanian universities on the effect of democratic leadership on job satisfaction, which also agreed with the results of our study. A positive correlation between democratic leadership and job satisfaction for university members (Aljamal & Abd Wahid, 2020; Mahbob, 2015)

also showed the existence of an effect of democratic leadership in its various dimensions (human relations, employee participation, delegation of authority) on the performance of human resources and job satisfaction.

The spread of democratic leadership behavior can be explained by the nature of work conditions in the Jenin Health Directorate, as the goals are not only shared in the directorate, but the daily tasks are also common and reciprocal. The results depend on joint cooperation, and this requirement can only be achieved through democratic leadership, which requires leaders to coordinate efforts among workers, distribute tasks, and delegate powers as much as possible, and because Health institutions are very complex and are exposed to daily crises and problems that require continuous follow-up and high response speed to solve any problem facing leaders and managers.

Therefore, the large responsibility that leaders and managers bear compels them to follow the best leadership methods and forces them to establish working relationships based on cooperation, mutual trust, and the spirit of the administrative team. Work in health institutions depends mainly on the group, not individuals. Therefore, the democratic style is the most appropriate style for such institutions.

The explanation is also for the existence of a positive relationship between the democratic style, and job satisfaction is the nature and essence of democratic leadership based on delegating powers and expanding them as much as possible. This is considered an actual application for employee participation in the decision-making process. The democratic leader gives a margin of freedom. However, at the same time, he has continuous control and follow-up, and this balance contributes to the stability of the employee, taking into account the individual differences between employees in distributing tasks and emphasizing the public interest. This action, in turn, contributes to increasing belonging, loyalty and job stability, and thus should be reflected in satisfaction staff greatly.

The results also indicated that there is a high significant positive correlation between transformational leadership and job satisfaction. This result is supported by the study of Musunguzi et al. (2018), as the results showed a positive relationship between transformational leadership and (job satisfaction, teamwork, & motivation). Also, supported by Alonderiene & Majauskaitė (2016); Asghar & Oino (2018); Salem (2015). In the same field, Al-Sharif (2015) concluded that there was a statistically significant

relationship between the degree of the practice of transformational leadership by secondary school principals and the job satisfaction of workers with a high degree. Al-Shanti (2017) approved that transformational leadership with its dimensions (individual considerations, charismatic influence) fundamentally impacts the quality of work-life and job satisfaction.

This is attributed to the fact that health organizations are dynamic. This, in turn, led to a change in the form of interaction between health organizations and the environment in which they operate, whether at the internal or external level. These changes require the presence of leaders who are more open to change and innovation. This leadership style emphasizes changing the convictions and orientations of individuals and transforming them through understanding the leader and adapting it to the needs and motives of individuals and helps them to develop themselves and develop work methods constantly. It's the perfect influence of a leader that formulates a shared vision for the group and enables it to adhere, transcending personal interests for the sake of the public interest. The leader and subordinates cooperate in order to rise to higher levels and motivate them to achieve common goals, as it reformulates concepts and values. Transformational leadership fundamentally affects the lives and behaviors of subordinates and the organization and positively affects job satisfaction.

This result is logical because this leadership style simulates the requirements of reality and the present and is in line with the global trend and the aspirations and ambitions of employees in various institutions, including health institutions. In addition to the above, the transformational style is considered one of the most recent leadership styles. The transformational leader motivates his employees to accomplish more than expected by motivating them to be creative and innovative, encouraging them to take the initiative and present everything that is new and is interested in developing employees by all means to get the best out of what they have.

The transactional leadership style was the least prevalent and used in the Jenin Health Directorate compared to other styles. The results also showed a positive correlation (low – moderate) between this style and job satisfaction. This may be due to the lack of a clear vision among the leaders and managers in the directorate on how to apply some paragraphs of mutual leadership based on the exchange of reward and punishment, as this

method is considered one of the modern leadership styles. Not all leaders have sufficient knowledge about this style, in addition to leaders and managers adopt different leadership styles of leadership that they may see as the most appropriate to deal with their subordinates and their adoption of more traditional styles, such as the democratic or dictatorial style, which weakens the experience of a new and relatively modern leadership style. Another reason may justify this result, as this method is linked to the principle of reward and punishment in exchange for work; this requires continuous financial support and incentives provided to workers. The issue may not be that simple in light of the economic crisis, financial hardship, and the limited capabilities of the Palestinian Authority, as providing incentives and financial support is the responsibility of the higher authorities and the Palestinian Ministry of Health, so we note that the leaders do not give any attention to this aspect because it is out of their power and out of their control.

Mufti et al. (2020) showed a positive association between transactional leadership and job satisfaction among workers in non-profit organizations in Islamabad. Abdelhafiz et al. (2016) also showed a positive relationship between transactional leadership and job satisfaction among nursing staff working in Jordanian hospitals. Another study on health workers in Uganda showed a positive correlation between transactional leadership and job satisfaction (Musinguzi et al., 2018).

Some studies, like Ho et al. (2016), compared transformational leadership with transactional leadership and found that transformational leaders had more impact on job satisfaction than transactional leaders.

Our results were consistent with Salem & Muammar's (2015) study that there is a negative relationship between dictatorial leadership and job satisfaction. The study's results are inconsistent with those of Hussain et al. (2017); Machumu & Kaitila (2014), indicating that the dictatorial leadership style was unrelated to employee job satisfaction.

The leader's severe control method, along with discrimination, lack of justice and equality between employees, marginalization, without delegating powers, and forcing employees to carry out orders and instructions without allowing them to express their opinions, in addition to the various penalties and permanent tracking of employees' mistakes that are not matched by rewards and incentives, and neglecting the humanitarian aspect and not

appreciating the efforts. All of this will create a work environment full of conflict, thus, affecting employee satisfaction.

The job satisfaction score in the Jenin Health Directorate was 83.6 ± 16.0 . This means that there is a good degree of job satisfaction among employees in the Directorate, and the explanation for this may be many reasons, the most important of which is the age group of most employees ranging from 35-50 years. Generally, most people in this age group have reached a satisfactory stage in work commensurate with their aspirations, in addition to the high salaries received by employees in the Palestinian Ministry of Health compared to employees of other ministries. Regardless of the financial crisis and the deduction of part of the salaries. Another reason that explains the existence of high job satisfaction in the Jenin Health Directorate is the diversity of leadership styles used in the directorate, on top of which is the democratic and transformational styles. In addition to the general good and positive relations between employees, leaders, managers and co-workers. Also, the Palestinian Ministry of Health provides a very satisfactory health insurance system for employees. It includes many features that are superior to many health insurance systems in other government institutions. The social prestige enjoyed by the employees working in the health professions and the Palestinian Ministry of Health enhances the sense of job satisfaction among the employees. In the end, one of the very important reasons is job security. The Jenin Health Directorate is an institution affiliated with the government sector. It is known that the government job provides security and job stability compared to private sector institutions. It is not easy to dispense or dismiss an employee.

The findings of this study also showed that male employees perceived their leadership as democratic or transformational more than female employees. On the other hand, female employees perceived their leadership as dictatorial more than male employees. This could be related to differences in the attitudes of males and females concerning the work environment and socio-cultural issues (Van Engen & Willemsen, 2004). Probably, male employees were less stressed in dealing with work-related tasks. Additionally, the employees who held manager or head of department positions also perceived their leadership as democratic or transformational more than those who had lower ranks. Probably, this could be explained by the lower rank of those employees. Employees with

higher education perceived their leadership as democratic or transformational more than those with lower education.

Similarly, the employees who had long experience and those who earned higher wages perceived their leadership as democratic more than those with shorter experience and lower salaries. On the other hand, employees with lower education and earned lower salaries perceived their leadership as dictatorial more than those with higher education and higher salaries. Interestingly in this study, when all the sociodemographic and practice variables were included in the multiple linear regression, rank, education, experience, and salary were no longer significantly associated. The confounding effect of these variables could explain this. Apparently, the employees who held a higher rank, had higher education, had long experience, and earned higher salaries were more likely to be male in gender. Several previous studies have discussed the disproportionate distribution of males and females in the top management of different sectors, including healthcare (Kutlu & Akbulut, 2020; Shung-King et al., 2018). Probably, decision-makers should consider providing more opportunities for females to hold managerial positions in healthcare.

The findings of this study showed that the employees who were management/health services providers or nurses/midwives perceived their leadership as Laissez-Faire compared to the other employees. Additionally, physicians or nurses/midwives perceived their leadership as transformational more than the other employees. On the other hand, pharmacists and nurses perceived their leadership as transactional compared to the other employees. Probably, this could be explained by the nature of the tasks and duties that management/health services providers, physicians, and nurses/midwives perform (Magbity et al., 2020; Pahi et al., 2020).

In this study, male employees, who held a higher rank, had higher education, had long experience, and earned a high salary expressed higher job satisfaction compared to female employees, who held a lower rank, had lower education, had short experience, and earned low salaries. The findings reported in this study were consistent with those reported in previous studies elsewhere among employees in healthcare (Akinwale & George, 2020; Dilig-Ruiz et al., 2018; Halcomb et al., 2018; Lake et al., 2019; Liu et al., 2019; Niskala et al., 2020; Saleem, 2015; van Diepen et al., 2020).

The findings of this study could be informative to decision-makers interested in improving job satisfaction and retention of skilled healthcare employees in the healthcare system in the Jenin Directorate.

4.1 Conclusion

The current research investigated the relationship between the perceived managerial leadership styles (democratic leadership, dictatorial leadership, Laissez-Faire leadership, transformational leadership, and transactional leadership) and the level of job satisfaction in Jenin Health Directorate. The findings showed that job satisfaction positively correlated with perceived transformational, democratic, and transactional leadership styles. On the other hand, job satisfaction is negatively correlated with a perceived dictatorial leadership style.

4.2 Study limitations and related future vision

One of the most important limitations of this study is that it was applied only to the government sector, specifically in the primary healthcare facilities of the Jenin Governorate Health Directorate, where other sectors were not addressed. So future research should include other health facilities such as hospitals and military medical services or conducting the study in different private sectors, whether commercial or educational. In addition to running a comparative study to gain a deeper understanding and obtain better results that can be generalized.

4.3 Recommendations

Based on the research results, the researcher presents a set of recommendations that hopefully will benefit the managers in the Jenin Health Directorate and those interested in the field of research in general.

Conduction of future research in Hospitals and other health centers in all districts and cities in Palestine and Guiding managers and designees to have administrative flexibility in dealing with their subordinates and to choose the most appropriate leadership style based on the nature of the circumstances and the existing situation and not stick to one leadership style.

Also recommended Intensifying efforts of policymakers in health sectors to make the needed developments in the field of leadership through holding courses, workshops, and

seminars and training managers and heads of departments to provide them with the necessary skills that enable them to use the best and most appropriate leadership methods with subordinates and appoint managers and department heads based on specific qualifications, so that the right person is in the right place, It is also essential Designing and or modifying a new compensation system, after studying Raising the level of wages and salaries for employees to match the requirements of the high cost of living and distribution of rewards based on the level of performance and positive behavior of employees and Using models to measure the level of job satisfaction and include them within the Health directorate's plans to identify the factors affecting the job satisfaction of employees according to their different job categories.

Finally, giving more opportunities for women to hold managerial leadership positions.

List of Abbreviations

Abbreviation	Meaning
ANOVA	Analysis of variance
MLQ	Multifactor leadership questionnaire
MR	Magnetic resonance
NGO	Non-governmental organization
NIS	New Israeli Shekel
PHC	Primary health care
PhD	Doctor of Philosophy
SPSS	Statistical Package for Social Science

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Appendices

Appendix A

The questionnaire



An-Najah National University

Dear colleagues

We present to you this questionnaire that I conducted to identify (the leadership style and its relationship to the level of job satisfaction in the Jenin Health Directorate), in order to complete the requirements for obtaining a master's degree in the Public Health Administration Program at An-Najah National University. We kindly request you to objectively answer the paragraphs they contain by putting a tick (✓) in the place that suits your personal perception. Note that this data will be used only for scientific research, as there is no risk of participating in it. Your responses will remain confidential and will be shared in an aggregated format. It is allowed to specify individual responses so that we guarantee you the confidentiality of your participation, and you have the right to withdraw whenever you like from the study. We are confident in your cooperation and support for scientific research.

I ask you to answer the first section related to the demographic characteristics of the participants, then move on to answering the questions related to the second section, which is related to the leadership styles used in the Jenin Health Directorate. The third section is related to job satisfaction and evaluation by placing a tick (✓) according to the strength of the degree that you think is appropriate.

We would like to inform you that participation in filling out this questionnaire does not exceed (15) minutes, which we hope for the accuracy of the assessment and strength of focus.

Researcher: Haneen Obead/ Jenin Governorate Health Directorate

Section (1): Please choose the answers related to your socio-demographic and job-related factors

Please put a tick (✓) in the appropriate box:

1. Gender:

- Male
 Female

2. Age:

- A- From (22-30) Years Old
B - From (31-40) Years Old
C - From (41-50) Years Old
D - From (51-60) Years Old

3. Job Title:

- A - Doctor
B - Allied Medical Professions and Clinical Support

(Pharmacist Assistant, Radiology, Laboratory, Occupational Therapy, Psychology)

- C- Pharmacy
D- Nursing and Midwifery
E - Administrators and Health Services

4. Supervisory Title:

- A- Department Manager
B- Head of The Department
C- Division Officer
D- Administrative Employee
E- An Employee (Without A Supervisory Title)

5 . Academic Qualifications:

- A - Primary Stage
B - Secondary school
C- Diploma
D- Bachelor's Degree
E - Master's Degree and Above

6. Years Of Experience (Within The Directorate):

- A- ≤ (5) Years
B - From (6-11) Years Old
C- From (12-19) Years Old
D - ≥ (20) Years

.7 Salary:

- A - < 2000 shekels
- B - From 2000 to 2900 shekels
- C - From 3000 to 3900 shekels
- D - From 4000 to 4900 shekels
- E - ≥ 5000 shekels

Section (2) Questionnaire to Determine the (leadership Style) Please put a tick (✓) in the column containing the strength of the degree that fits .your perception of the leadership style adopted by your (direct) manager						
Number	Leadership Style Phrases	Strongly agree(5)	Agree(4)	Neutral (3)	Disagree(2)	Strongly disagree(1)
1	When allocating work tasks, your manager considers your capabilities and individual differences between you and your colleagues.					
2	Your manager encourages you to take the initiative and develops your creativity and innovation.					
3	Your manager asks for your opinions and suggestions regarding the work					
4	Your manager attends your social occasions.					
5	Your manager gives you sufficient powers to help you to solve work problems without referring back to him.					
6	Your manager is keen to have you participate in the decisions making in your field of work but keeps the authority for himself in making the final decision.					
7	Your manager allows you to rotate work or swap tasks between you and your co-workers.					

8	Your manager is keen on cooperating with your co-workers and coordinating efforts with them.					
9	Your manager uses phrases of praise to support your psychological and human needs.					
10	Your manager holds meetings with you and exchanges opinions and suggestions about your work problems.					
Number	Leadership Style Phrases	Strongly agree(5)	Agree(4)	Neutral (3)	Disagree(2)	Strongly disagree(1)
11	Your manager must carry out the work according to the rules and laws routinely followed.					
12	Your manager refuses to delegate powers that could be delegated in his absence.					
13	Your manager follows the approach of tight control and close follow-up of workflow.					
14	Your manager relies on their official authority to compel you to carry out work orders and instructions.					
15	Your managers track your mistakes at work but ignore the mistakes of your Colleagues who praise them and try to get close to them.					
16	Your manager uses the method of punishment if you make a mistake or neglect at work.					
17	Your manager is the only one who makes decisions without consulting you on matters related to your work.					
18	Your manager ignores your personal needs and desires related to work					
19	Your manager often ignores your opinions and suggestions regarding work unless they align with their personal ideas and vision					

20	Your manager limits your freedom to participate in scientific seminars or work related to training workshops to complete daily tasks in the required time					
Number	Leadership Style Phrases	Strongly agree(5)	Agree(4)	Neutral (3)	Disagree(2)	Strongly disagree(1)
21	Your manager gives you absolute freedom to use the method and procedures that suit you in carrying out tasks.					
22	Your manager tends to delegate authority by giving a great deal of freedom in making decisions.					
23	There is no control of the manager over the workers, spreading chaos and lethargy.					
24	Your manager evades his responsibilities at work and fails to manage crises.					
25	Your manager leaves you the mechanism for coordinating the work between you and the others					
26	Your manager acts haphazardly without clearly setting priorities and goals.					
27	Your manager avoids interfering in resolving conflicts and problems that may occur between you and your co-workers.					
28	Your manager neglects to take any actual actions or decisions regarding the topics discussed during lengthy meetings.					
29	The work is carried out normally if your manager is absent from work without problems.					
30	Your manager is reluctant to enforce penalties for negligent employees at work.					

Number	Leadership Style Phrases	Strongly agree(5)	Agree(4)	Neutral (3)	Disagree(2)	Strongly disagree(1)
31	Your manager devotes all efforts towards achieving the public interest rather than focusing on his personal interests.					
32	Your manager has an attractive inspiring personality able to influence others.					
33	Your manager encourages you to give your opinions and suggestions and motivates you to do your best concerning work problems.					
34	Your manager accepts change and encourages you to take the initiative to come up with new and creative ideas.					
35	Your manager sympathizes with employees by assigning difficult and easy tasks according to their abilities to achieve them.					
36	Your manager gives attention to all employees without prejudice or discrimination.					
37	Your manager focuses on education, training, and continuous development to raise your level of efficiency at work					
38	Your manager trusts your ability to achieve work goals and motivates you to do more.					
39	Your manager focuses on working as a team and collectively.					
40	Your manager motivates you to adhere to ethical values and do the right thing.					
Number	Leadership Style Phrases	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)

41	Your managers set goals for you to accomplish at work.					
42	Your manager explains how the work will be performed and how the desired goals will be achieved.					
43	Your manager tells you the rewards you will get when achieving your goals.					
44	Your manager rewards you based on the efficiency of your performance at work.					
45	Your manager informs you of the penalties that will be taken against you if you neglect or fail to work.					
46	The manager punishes you when you do poorly at work.					
47	Your manager tells you about your mistakes at work and takes corrective action.					
48	Your manager only intervenes when problems become complex or out of control.					

<p align="center">Section (3) Questionnaire to Determine the Level (Job Satisfaction) Please put a tick (✓) in the column that contains the strength of the degree that fits your perception (your job satisfaction) about the job</p>						
Number	job satisfaction phrases	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
Work environment and conditions						
49	I'm satisfied with my work conditions in the directorate in general.					
50	I have a safe and comfortable place (office equipment, good lighting, good ventilation) at work to accomplish the required tasks.					
51	I enjoy the time I spend at work more than the time I spend outside of work.					

52	I'm satisfied with the advantages of the health Insurance system granted as an employee in the health sector compared to health insurance systems in other government institutions.					
53	If necessary, I'm ready to work overtime.					
54	It is unlikely that I will quit the job when having the opportunity with similar working conditions.					
Relationship with co-workers						
55	I consult my co-workers in solving some problems that I encounter at work.					
56	My relationship with all co-workers is based on mutual respect, away from conflicts.					
57	I communicate with my close co-workers outside official working hours.					
58	Working within a team is one factor that helps me raise my performance level at work.					
Wages and salaries						
59	I feel satisfied with the salary I receive compared to the number of tasks I do.					
60	I feel satisfied with the salary I receive compared to the number of tasks I do.					
61	I feel satisfied with the salary I receive per month compared to the salaries of employees in other government sectors.					
Incentive and promotions						
62	I have gotten my right to bonuses, promotions, and grades according to government labor laws and regulations.					
63	I see that the promotion method is fair and equal to opportunities in my department.					
Annual performance appraisal						
64	I think the annual performance appraisal form is commensurate with the nature and conditions of my work compared to the work conditions of my colleagues.					

65	I will be informed of the annual performance evaluation results, and allow me to see them.					
66	Allows me to discuss and review with my line manager the results of my annual performance appraisal if they do not match my expectations.					
67	I believe that the result of my annual performance is satisfactory and reflects the reality of my performance at work.					
68	I am satisfied with the attendance and departure control system and follow-up work.					
69	The human resources department provides me with the information I need satisfactorily.					
Relationship with managers						
70	My relationship with my manager is based on mutual respect.					
71	My manager takes my opinions and suggestions regarding work into consideration.					
72	I get appreciation and praise from my manager if I achieve the performance required of me at work.					
73	I get the chance to make some decisions about my work.					

Appendix B

The Arabic questionnaire



جامعة النجاح الوطنية

أخي الموظف/ أختي الموظفة

نضع بين أيديكم هذا الاستبيان الذي يهدف للتعرف على (النمط القيادي وعلاقته بمستوى الرضا الوظيفي في مديرية صحة جنين) وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في برنامج إدارة الصحة العامة في جامعة النجاح الوطنية. راجين منكم التكرم بالإجابة على الفقرات التي تحتويها بموضوعية، بوضع إشارة (√) في المكان الذي يناسب تصورك الشخصي، علماً بأن هذه البيانات ستوظف لأغراض البحث العلمي فقط حيث لا يوجد أي مخاطر من الاشتراك بها كما أن ردودك ستبقى سرية وستتم مشاركة الردود بتنسيق مجمع لا يسمح بتحديد الردود الفردية بحيث نضمن لك سرية المشاركة ولك الحق في الانسحاب متى تشاء من الدراسة، كلنا ثقة بتعاونكم ودعمكم للبحث العلمي.

أرجو من حضراتكم الإجابة عن القسم الأول والمتعلق بالخصائص الديمغرافية للمشاركين ثم تنتقل إلى الإجابة عن الأسئلة المتعلقة بالقسم الثاني والمختصة بأنماط القيادة المتبعة في مديرية صحة جنين ثمة القسم الثالث والمتعلق بدرجات الرضا الوظيفي والتقييم بوضع إشارة (✓) حسب قوة الدرجة التي ترونها مناسبة.

نفيدكم أن المشاركة بتعبئة هذه الإستبانة لا تتجاوز (15) دقيقة راجين فيها دقة التقدير وقوه التركيز.

الباحثة: حنين عبيد/ مديرية صحة محافظة جنين

القسم الأول: يرجى اختيار الإجابات المتعلقة بالخصائص الديموغرافية الخاصة بحضرتك

يرجى وضع علامة (√) في الخانة المناسبة:

1. الجنس:

- أ- ذكر
ب- أنثى

2. العمر:

- أ- من (22-30) سنة
ب- من (31-40) سنة
ج- من (41-50) سنة
د- من (51-60) سنة

3. المسمى الوظيفي:

- أ- طبيب
ب- المهن الطبية المساندة والدعم السريري
(مساعد صيدلي، الأشعة، المختبرات، العلاج الوظيفي، علم نفس)
ج- صيدلة
د- التمريض والقبالة
هـ- الإداريين والخدمات الصحية

4. المسمى الإشرافي:

- أ- مدير دائرة
ب- رئيس قسم
ج- مسؤول شعبة
د- موظف اداري
هـ- موظف (بدون مسمى إشرافي)

5. المؤهل العلمي:

- أ- مرحلة أساسية
ب- مرحلة ثانوية
ج- دبلوم
د- بكالوريوس
هـ- ماجستير فأعلى

6. سنوات الخبرة (داخل المديرية):

- أ- (5) سنوات فأقل
ب- من (6-11) سنة
ج- من (12-19) سنة
د- 20 سنة فأكثر

7- الراتب:

- أ- أقل من 2000 شيقل
ب- من 2000 إلى 2900 شيقل
ج- من 3000 الي 3900 شيقل
د- من 4000 إلى 4900 شيقل
هـ- 5000 شيقل فأكثر

القسم الثاني: استبيان تحديد (نمط القيادة)						
يرجى وضع إشارة (✓) في العمود الذي يحوي قوة الدرجة التي تناسب تصورك حول نمط القيادة الذي ينتهجه مديرك (المباشر)						
أعارض بشدة (1)	أعارض (2)	محايد (3)	أوافق (4)	أوافق بشدة (5)	عبارات تحديد نمط القيادة	الرقم
					يراعي مديرك قدراتك والفروق الفردية بينك وبين زملائك عند توزيع مهام العمل	1
					يشجعك مديرك على المبادرة وينمي قدرتك على الابداع والابتكار	2
					يطلب مديرك آرائك ومقترحاتك فيما يتعلق بالعمل	3
					يكون مديرك حاضرا في مناسباتك الاجتماعية	4
					يمنحك مديرك بعض الصلاحيات الكافية التي تساعدك في حل مشاكل العمل دون الرجوع اليه	5
					يحرص مديرك على مشاركتك في اتخاذ القرارات التي تخص مجال عملك ولكنه يحتفظ لنفسه بسلطته في اتخاذ القرار النهائي	6
					يسمح مديرك بتدوير العمل أو تبادل المهام بينك وبين زملائك	7
					يحرص مديرك على تعاونك مع زملائك في العمل وتنسيق الجهود فيما بينكم	8
					يستخدم مديرك عبارات الثناء والمدح دعما لحاجاتك النفسية والانسانية	9
					يعقد مديرك اللقاءات والاجتماعات معكم ويتم تبادل الآراء والمقترحات حول المشاكل التي تواجهكم في العمل	10
أعارض بشدة (1)	أعارض (2)	محايد (3)	أوافق (4)	أوافق بشدة (5)	عبارات تحديد نمط القيادة	الرقم
					يتقيد مديرك بتنفيذ العمل بحسب الانظمة والقوانين الروتينية المتبعة	11
					يرفض مديرك تفويض الصلاحيات التي من الممكن تفويضها في حال غيابه	12
					يتبع مديرك أسلوب الرقابة الشديدة والمتابعة الدقيقة لسير العمل	13
					يعتمد مديرك على سلطته الرسمية في اجبارك على تنفيذ الأوامر والتعليمات الخاصة بالعمل	14
					يتعقب مديرك أخطائك في الوقت الذي يتغاضى فيه عن اخطاء زملائك المقربين أو المادحين له	15
					ينتهج مديرك اسلوب العقاب في حال أخطأت أو قصرت في العمل	16

					17	ينفرد مديرك باتخاذ القرارات دون استشارتك في الامور المتعلقة بعملك
					18	يتجاهل مديرك الاهتمام بحاجاتك ورغباتك الشخصية فيما يتعلق بالعمل
					19	يتجاهل مديرك آرائك ومقترحاتك فيما يتعلق بالعمل غالبا إلا اذا كانت تتوافق مع أفكاره ورؤيته الشخصية
					20	يحد مديرك من حريتك في المشاركة بالندوات العلمية أو الورشات التدريبية المتعلقة بالعمل وذلك حرصا على انجاز المهام اليومية بالوقت المطلوب

أعارض بشدة (1)	أعارض (2)	محايد (3)	أوافق (4)	أوافق بشدة (5)	عبارات تحديد نمط القيادة	الرقم
					يعطيك مديرك الحرية الكاملة في استخدام الاسلوب والاجراءات التي تناسبك في تنفيذ المهام	21
					يتجه مديرك لتفويض السلطة بإعطائك قدر كبير من الحرية في اتخاذ القرارات	22
					تعدم سيطرة ورقابة مديرك على العاملين مما يساعد على انتشار الفوضى والتسيب في العمل	23
					يتهرب مديرك من تحمل مسؤولياته في العمل ويفشل في ادارة الازمات	24
					يترك مديرك لك آلية تنسيق العمل بينك وبين زملائك	25
					يتصرف مديرك بعشوائية دون تحديد الاولويات والاهداف بشكل واضح	26
					يتجنب مديرك التدخل في حل النزاعات والمشاكل التي قد تحدث بينك وبين زملائك في العمل	27
					يهمل مديرك اتخاذ أي اجراءات فعلية أو قرارات بشأن ما يناقش من موضوعات خلال الاجتماعات المطولة	28
					يسير العمل بشكل طبيعي في حال غياب مديرك عن العمل دون مشاكل	29
					يتردد مديرك في تطبيق العقوبة بحق المقصرين في انجاز اعمالهم	30
أعارض بشدة (1)	أعارض (2)	محايد (3)	أوافق (4)	أوافق بشدة (5)	عبارات تحديد نمط القيادة	الرقم
					يسخر مديرك كافة الجهود نحو المصلحة العامة على حساب المصلحة الشخصية	31
					ينمتع مديرك بشخصية جذابة وملهمة قادرة على التأثير في الاخرين	32

					يشجعك مديرك على تقديم آرائك ومقترحاتك ويحفزك على تقديم الافضل فيما يتعلق بمشاكل العمل	33
					يتقبل مديرك التغيير ويشجعك على المبادرة في طرح الافكار الجديدة والابداعية	34
					يتعاطف مديرك مع الموظفين بإسناد الاعمال الصعبة و السهلة تبعا لقدرة وامكانات الموظف على انجازها	35
					يمنح مديرك الاهتمام لجميع الموظفين دون تحيز او تميز	36
					يركز مديرك اهتمامه على التعليم والتدريب والتطوير المستمر لرفع مستوى كفاءتك في العمل	37
					يثق مديرك بقدراتك في تحقيق اهداف العمل ويدفعك لإنجاز المزيد	38
					يركز مديرك على العمل بروح الفريق والعمل الجماعي	39
					يحفزك مديرك على التحلى بالقيم الاخلاقية والعمل الصحيح	40

					يحدد لك مديريك الاهداف المطلوب انجازها في العمل	41
					يوضح مديريك الكيفية التي سيتم فيها أداء العمل وتحقيق الأهداف المطلوبة	42
					يخبرك مديريك بالمكافئات التي ستحصل عليها عند تحقيق الأهداف المطلوبة	43
					يقوم مديريك بمكافآتك بناء على كفاءة أدائك في العمل	44
					يخبرك مديريك بالعقوبات التي ستخذ بحقك إن اهملت أو قصرت في العمل	45
					يقوم مديريك بمعاقبته عندما يكون أدائك ضعيف في العمل	46
					يخبرك مديريك بأخطائك في العمل ويقوم باتخاذ اجراءات تصحيحية	47
					يتدخل مديريك فقط عندما تصبح المشاكل معقدة أو خارجة عن السيطرة	48

القسم الثالث: استبيان تحديد مستوى (الرضا الوظيفي)

يرجى وضع إشارة (✓) ي العمود الذي يحوي قوة الدرجة التي تناسب تصورك حول (رضاك الوظيفي) عن العمل .

الرقم	عبارات قياس مستوى الرضا الوظيفي	أوافق بشدة (5)	أوافق (4)	محايد (3)	أعارض (2)	أعارض بشدة (1)
49	أشعر بالرضا عن ظروف عملي في المديرية عموما					
50	يتوفر لي مكان آمن ومريح (تجهيزات مكتبية، اضاءة جيدة، تهوية جيدة) في العمل لإنجاز المهام المطلوبة					
51	أستمتع بالوقت الذي أقضيه في العمل أكثر من الوقت الذي أقضيه خارج العمل					
52	أشعر بالرضا عن ميزات نظام التأمين الصحي الممنوحة لي كموظف في القطاع الصحي مقارنة بأنظمة التأمين الصحي في مؤسسات حكومية أخرى					
53	لدي استعداد للعمل بعد انتهاء ساعات الدوام الرسمي إذا لزم الأمر					
54	من غير المحتمل ان اترك العمل في المديرية في حال أتاحت لي الفرصة مع ظروف عمل مماثلة					
55	أستشير زملائي في حل بعض المشاكل التي تواجهني في العمل					
56	علاقتي مع جميع زملاء العمل قائمة على الاحترام المتبادل بعيدا عن الصراعات					
57	اتواصل مع زملائي المقربين خارج أوقات الدوام الرسمي					
58	العمل ضمن فريق من العوامل المساعدة على رفع مستوى أدائي في العمل					
59	أشعر بالرضا عن الراتب الذي اتقاضاه مقارنة بحجم المهام التي أقوم بها					

					أشعر بالرضا عن الراتب الذي أتقاضاه مقارنة بزملائي في العمل	60
					أشعر بالرضا عن الراتب الذي أتقاضاه شهريا مقارنة برواتب الموظفين في القطاعات الحكومية الأخرى	61
					حصلت على حقي في العلاوات - الدرجات حسب قوانين وانظمة العمل الحكومية	62
					أرى أن أسلوب الترقية يتسم بالعدالة وتكافؤ الفرص في القسم الذي أعمل فيه	63
					أعتقد أن نموذج تقييم الأداء السنوي يتناسب مع طبيعة وظروف عملي مقارنة بظروف عمل زملائي	64
					يتم إخباري بنتائج تقييم الأداء السنوي ويسمح لي بالاطلاع عليها	65
					يسمح لي بمناقشة ومراجعة مديري المباشر فيما يتعلق بنتائج تقييم أدائي السنوي في حال كانت أقل من توقعاتي	66
					اعتقد أن نتيجة تقييم الأداء السنوي الخاصة بي مرضية وتعكس حقيقة أدائي في العمل	67
					أشعر بالرضا عن نظام مراقبة الحضور والانصراف ومتابعة الدوام	68
					يزودني قسم شؤون الموظفين بالمعلومات التي احتاجها بشكل مرضي	69
					علاقتي مع مديري قائمة على الاحترام المتبادل	70
					تؤخذ آرائي ومقترحاتي المتعلقة بالعمل بعين الاعتبار من قبل مديري	71
					أقابل بالتقدير والثناء من قبل مديري في حال تحقيق الأداء المطلوب في العمل	72
					تتاح لي فرصة اتخاذ بعض القرارات المتعلقة بعملتي	73

انتهت فقرات الاستبيان

مع كل التقدير والاحترام

Appendix C

Names of the arbiters for the questionnaire

Number	Arbitrator's name	Occupation	University Name
1	Fathallah Ghanem	PhD Of Business Management	Al Quds Open University
2	Shaher Obaid	PhD Business Administration and Public Administration Human Resources	Al- Quds Open University
3	Fawaz Hamad	PhD Economic and Finance, Hospital Management	Arab American University
4	Mounir El-Gamaal	-----	Al- Quds Open University



جامعة النجاح الوطنية

أخي الموظف/ أختي الموظفة

نضع بين أيديكم هذا الاستبيان الذي يهدف للتعرف على (النمط القيادي وعلاقته بمستوى الرضا الوظيفي في مديرية صحة جنين) وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في برنامج إدارة الصحة العامة في جامعة النجاح الوطنية. راجين منكم التكرم بالإجابة على الفقرات التي تحتويها بموضوعية، بوضع إشارة (✓) في المكان الذي يناسب تصورك الشخصي، علماً بأن هذه البيانات ستوظف لأغراض البحث العلمي فقط حيث لا يوجد أي مخاطر من الاشتراك بها كما أن ردودك ستبقى سرية وستتم مشاركة الردود بتنسيق مجمع لا يسمح بتحديد الردود الفردية بحيث تضمن لك سرية المشاركة ولك الحق في الانسحاب متى تشاء من الدراسة، كلنا ثقة بتعاونكم ودعمكم للبحث العلمي .

أرجو من حضراتكم الإجابة عن القسم الأول و المتعلق بالخصائص الديمغرافية للمشاركين ثم تنتقل إلى الإجابة عن الأسئلة المتعلقة بالقسم الثاني والمختصة بتماط القيادة المتبعة في مديرية صحة جنين ثمة القسم الثالث و المتعلق بدرجات الرضا الوظيفي والتقييم بوضع إشارة (✓) حسب قوة الدرجة التي ترونها مناسبة.

تفيدكم أن المشاركة بتعبئة هذه الاستبانة لا تتجاوز (15) دقيقة راجين فيها دقة التقدير و قوه التركيز.

الباحثة : حنين عبيد/ مديرية صحة محافظة جنين

لقد تمت مراجعة الاستبيان فقرة فقرة وأصلحت مع كامل الأسئلة وهي تغطي مفردات الدراسة ولا أرى ضرورة إضائه إن استغلته أحب وأرى بأنه لا داعي ومنه غير المهم جداً
محاضر أكاديمية العربية للدراسات والبحوث
مدير عام
16.6.2021

ملاحظة :
حيث أنه لدراسة تتم من مستويين
في استقصي الأثر في ما يتعلق
علاقته بتقييم الأثر في ما يتعلق
والصحيح برأيي هو اثر
ذلك فيما يخص عنوانها
The effect of
Relationships
on the effect



جامعة النجاح الوطنية

أخي الموظف/ أختي الموظفة

نضع بين أيديكم هذا الاستبيان الذي يهدف للتعرف على (النمط القيادي وعلاقته بمستوى الرضا الوظيفي في مديرية صحة جنين) وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في برنامج إدارة الصحة العامة في جامعة النجاح الوطنية. راجين منكم التكرم بالإجابة على الفقرات التي تحتويها بموضوعية، بوضع إشارة (√) في المكان الذي يناسب تصورك الشخصي، علماً بأن هذه البيانات ستوظف لأغراض البحث العلمي فقط حيث لا يوجد أي مخاطر من الاشتراك بها كما أن ردودك ستبقى سرية وستتم مشاركة الردود بالتنسيق مجمع لا يسمح بتحديد الردود الفردية بحيث نضمن لك سرية المشاركة ولك الحق في الانسحاب متى تشاء من الدراسة، كلنا ثقة بتعاونكم ودعمكم للبحث العلمي.

أرجو من حضراتكم الإجابة عن القسم الأول و المتعلق بالخصائص الديمغرافية للمشاركين ثم تنتقل إلى الإجابة عن الأسئلة المتعلقة بالقسم الثاني والمختصة بآليات القيادة المتبعة في مديرية صحة جنين ثمة القسم الثالث و المتعلق بدرجات الرضا الوظيفي والتقييم بوضع إشارة (√) حسب قوة الدرجة التي ترونها مناسبة.

نفيدكم أن المشاركة بتعبئة هذه الإستيائية لا تتجاوز (15) دقيقة راجين فيها دقة التقدير و قوة التركيز.

الباحثة : حنين عبيد/ مديرية صحة محافظة جنين

الاستبيان جيد ولكن كان لابد من إضافة
لوضوحها وليس فقط تقييمه، وهذا ما يقدره
لا يعجزوا فاجيبوا للسؤال من غيره

Task oriented +
people oriented. نفعين
منه

د. فتح الدين

د. د. / علي صالح

د. د. / علي صالح

Appendix D

Approval of the Faculty of Graduate Studies

An-Najah
National University
Faculty of Graduate Studies
Dean's Office



جامعة
النجاح الوطنية
كلية الدراسات العليا
مكتب العميد

التاريخ: 2021/7/11

حضرة الدكتورة مريم الطل المحترمة
منسقة برنامج ماجستير ادارة الصحة العامة
تحية طبية وبعد،

الموضوع : الموافقة على عنوان الأطروحة وتحديد المشرف

قرر مجلس كلية الدراسات العليا في جلسته رقم (406) المنعقدة بتاريخ 2021/6/20، الموافقة على مشروع الأطروحة المقدم من الطالبة/ حنين زهير يوسف عبيد ، رقم التسجيل 11851162، تخصص ماجستير ادارة الصحة العامة، عنوان الأطروحة:

النمط القيادي وعلاقته بمستوى الرضا الوظيفي في مديرية صحة جنين

Leadership Style and its Relationship to the Level of Job Satisfaction in the Jenin Health Directorate

بإشراف: (1) د. وفاء الميناوي (2) د. كمال حجازي

ملاحظة: لاعتماد الأطروحة وتسجيلها على الفصل الصيفي 2021/2020.

يرجى اعلام المشرف والطالب بضرورة تسجيل الأطروحة خلال اسبوعين من تاريخ اصدار الكتاب. وفي حال عدم تسجيل الطالب/ة للأطروحة في الفترة المحددة له/ا ستقوم كلية الدراسات العليا بإلغاء اعتماد العنوان والمشرف

وتفضلوا بقبول وافر الاحترام،،،

عميد كلية الدراسات العليا

د. عوني ابو حجلة



نسخة : د. رئيس قسم الدراسات العليا للعلوم الطبية والصحية المحترم

: عميد القبول والتسجيل المحترم

: مشرف الطالب

فلسطين، نابلس، ص.ب 7٠707 هاتف: /2345115، 2345114، 2345113 (09) 2345113 * فاكس: (09) 2342907 (972)

3200 (5) Nablus, P. O. Box (7) *Tel. 972 9 2345113, 2345114, 2345115

* Facsimile 972 92342907 *www.najah.edu - email fgs@najah.edu

Appendix E

Approval of the IRB

An-Najah National University
Faculty of medicine Sciences Health
Institutional Review Board



جامعة النجاح الوطنية
كلية الطب وعلوم الصحة
لجنة الأخلاقيات البحث العلمي

Ref: Mas. July 2021/9

IRB Approval Letter

Study Title:
"Leadership style and its relationship to the level of job satisfaction in the Jenin Health Directorate."

Submitted by:
Haneen Obead

Supervisor :
Wafaa Menawi, Kamal Hejjazi

Date Approved:
25th July 2021

Your Study title "Leadership style and its relationship to the level of job satisfaction in the Jenin Health Directorate." viewed by An-Najah National University IRB committee and was approved 25th July 2021.


Hasan Fitian, MD

IRB Committee Chairman
An-Najah National University



تلفون - ص.ب. 7 أو 707 | هاتف | (970) 2342902/4/7/8/14 | فاكس | (970) 2342910 (09) | E-mail : hgs@nujsh.edu

Nabulus - P.O Box :7 or 707 | Tel (970) (09) 2342902/4/7/8/14 | Fax/mile (970) (09) 2342910 | E-mail : hgs@nujsh.edu

2

Appendix F

Approval of the Ministry of Health

State of Palestine
Ministry of Health
General Directorate of Education in
Health and Scientific Research



دولة فلسطين
وزارة الصحة
الإدارة العامة للتعليم الصحي
والبحث العلمي

Ref.:
Date:.....

الرقم: C.C.E./1579/133
التاريخ: C.C.E./18/11/14

الأخ مدير عام الإدارة العامة للرعاية الصحية الأولية المحترم،،،
تحية واحترام،،،

الموضوع: تسهيل مهمة بحث

يرجى التكرم بتسهيل مهمة الطالبة: حنين زهير عبيد، تخصص ادارة الصحة العامة- جامعة النجاح، لعمل بحث ضمن مساق، بعنوان:

"النمط القيادي وعلاقته بمستوى الرضا الوظيفي في مديرية صحة جنين"

مع العلم أن مشرف الدراسة: د. وفاء ميناوي ود. كمال حجازي، حيث ستقوم الطالبة بجمع معلومات من خلال تعبئة استبانة من قبل الموظفين وذلك في:

- مديرية صحة جنين

على ان يتم الالتزام بجميع تعليمات واجراءات الوقاية والسلامة الصادرة عن وزارة الصحة بخصوص جائحة كورونا، وتحت طائلة المسؤولية.
على ان يتم تزويد الوزارة بنسخة PDF من نتائج البحث، التعهد بعدم النشر.

مع الاحترام،،،

د. عبد الله القواسمي
مدير التعليم الصحي والبحث العلمي



نسخة: عميد كلية الطب وعلوم الصحة المحترم/ جامعة النجاح

Appendix G

Formal written consent form

Acknowledgement of consent to participate in the research In English and Arabic

I, the undersigned, have read and understood the information provided to me about the research, and all my questions have been satisfactorily answered. I agree to participate in this research while reserving the right to withdraw from the research at any time without reason and without prejudice against me in any way.

It has been informed of the objectives of the research, the data that will be collected, and how to deal with this data after the completion of the research.

I understand that all information provided or collected about me will be treated in the strictest confidence and will not be made public in any way that could lead to my identity. I also agree that research data may be published subject to the confidentiality of information as mentioned above.

Signature: -----

إقرار الموافقة على المشاركة في البحث

أنا الموقع أدناه قد قرأت وفهمت المعلومات المقدمة لدي عن البحث وقد تمت الإجابة على كافة أسئلتني بشكل مُرضي، وأوافق على المشاركة في هذا البحث، مع احتفاظي بالحق في أن أنسحب من البحث في أي وقت دون سبب ومن دون وقوع ضرر عليّ أو تحيز ضدي في أي وقت.

وقد أبلغت بأهداف البحث والبيانات التي سيتم جمعها وكيفية التعامل مع هذه البيانات بعد الانتهاء من البحث.

وأنا أفهم أن جميع المعلومات التي أدلي بها أو يتم جمعها عني ستعامل بسرية تامة ولن تعلن بأي شكل قد يؤدي إلى التعريف بهويتي. كما أوافق على أنه يمكن نشر بيانات البحث مع مراعاة سرية المعلومات كما ذكر أعلاه.

التوقيع: -----

Appendix H

Tables

Table 11

Summary of the reviewed studies

Author	Purpose	Study design	Sample	Tools	Result
		Studies At the International Level			
(Iqbal et al., 2021)	To determine the influence of leadership styles (Laissez-Faire, transactional and transformational leadership) on employees' job satisfaction in the banking sector in Pakistan.	Cross-sectional	(150) banking employees	Questionnaire	<ul style="list-style-type: none"> • Studied leadership styles have a positive and significant relationship with employees' job satisfaction. • The Laissez-Faire leadership style is less important than the transactional and transformational leadership styles. • Leaders commonly use transformational leadership to motivate and support their staff.
(DeLay & Clark, 2020)	To analyze the relationship between managers' leadership styles (transformational, transactional, and laissez-faire) with job satisfaction According to the point of view of technologists in magnetic resonance (MR) imaging departments in America. To explore the impact of leadership styles (Laissez-faire Leadership, Transactional Leadership, Transformational Leadership) on job satisfaction of employees working at five-star hotels in Alanya, Turkey.	A Survey of MR Technologists' Perceptions	(1000) American Society of Radiologic Technologists	Questionnaire	<ul style="list-style-type: none"> • Transformational & transactional leadership qualities had significant positive correlations with overall job satisfaction with large effect sizes. • A significant negative correlation has been found between the laissez-faire leadership style and overall job satisfaction with a simple effect size.
(Sürücü & Sağbaş, 2021)	To explore the impact of leadership styles (Laissez-faire Leadership, Transactional Leadership, Transformational Leadership) on job satisfaction of employees working at five-star hotels in Alanya, Turkey.	A conceptual model	(500) employees of five-star hotels in Alanya	Questionnaire	<ul style="list-style-type: none"> • Transactional leadership is not as effective on job satisfaction as transformational leadership • Transformational leadership positively affects the job satisfaction • -Faire leadership did not have any effect on job satisfaction
(Rahmat et al., 2019)	To examine the leadership style effect on job satisfaction and performance in the regional office of the regional government of Maros - Indonesia.	Causal field research	(400) individuals in the regional office of the regional government in Maros	Questionnaire	<ul style="list-style-type: none"> • The leadership style significantly positively affects job satisfaction and performance. • The leadership style through job satisfaction has a positive and significant impact on performance.

(Mufti et al., 2020)	To assess the influence of leadership style (transactional & transformational leadership) on job satisfaction of NGO employees in Islamabad & Peshawar-Pakistan and knowing the mediating role of psychological empowerment.	Cross-sectional	(319) workers	Questionnaire	<ul style="list-style-type: none"> • Transformational leadership style has a substantial relationship with job satisfaction, and the impact is partially mediated by psychological empowerment. <ul style="list-style-type: none"> • There is a positive association between transactional leadership and job satisfaction. • A negative relationship between transactional leadership and psychological risks. • Transformational and transactional leadership were positively related to job satisfaction, but one of the sub-categories in transactional leadership (management by exception) was negatively correlated with job satisfaction.
(Deshpande et al., 2018)	To assess the relationship between leadership style styles (transformational, transactional, and laissez-faire) and job satisfaction amongst healthcare professionals in VSPM Dental College-Nagpur.	A descriptive method with a self-report survey instrument	(157) employees	Questionnaire	<ul style="list-style-type: none"> • Laissez-faire leadership styles were shown to be adversely associated with job satisfaction. <ul style="list-style-type: none"> • There is a preference for transformational leadership, with a percentage of 62 percent, compared to transactional leadership with 42 percent and laissez-faire leadership with the lowest percentage of 14 percent among workers. • Transformational leadership was positively correlated with motivation & job satisfaction in teamwork, while transactional leadership was positively correlated with job satisfaction. • Laissez-faire leadership was negatively correlated with job satisfaction. It had no significant effect <ul style="list-style-type: none"> • There is a positive relationship between the leadership styles (transformational and democratic leadership) with employee job satisfaction. • a moderately negative relationship between autocratic and transactional leadership and job satisfaction. • Negative correlation between laissez-faire leadership and job satisfaction.
(Musinguzi et al., 2018)	To identify the relationship between leadership style (transformational, transactional, and laissez-faire leadership styles) and Motivation of health workers, job satisfaction, and Teamwork in Uganda.	Cross-sectional	(564) health workers	Questionnaire	<ul style="list-style-type: none"> • Transformational leadership was positively correlated with motivation & job satisfaction in teamwork, while transactional leadership was positively correlated with job satisfaction. • Laissez-faire leadership was negatively correlated with job satisfaction. It had no significant effect <ul style="list-style-type: none"> • There is a positive relationship between the leadership styles (transformational and democratic leadership) with employee job satisfaction. • a moderately negative relationship between autocratic and transactional leadership and job satisfaction. • Negative correlation between laissez-faire leadership and job satisfaction.
(Zhang, 2018)	To examine the effect of different types of leadership styles (autocratic leadership, democratic leadership, laissez-faire leadership, transactional leadership, and transformative leadership styles) on employee job satisfaction in luxury retail project in Shanghai- China.	Descriptive quantitative Explanatory and cross-sectional	(30) workers	Questionnaire	<ul style="list-style-type: none"> • When organizational culture characteristics were considered, an apparent effect of transformational leadership on job satisfaction disappeared.
(Sow, 2017)	To investigate the relationship between leadership style, organizational culture, and work satisfaction in healthcare facilities in the United States.	Quantitative method with a correlational design	(111) healthcare employees	Questionnaire	<ul style="list-style-type: none"> • When organizational culture characteristics were considered, an apparent effect of transformational leadership on job satisfaction disappeared.

(Morsiani et al., 2017)	To describe staff nurses' perceptions related to the leadership styles adopted by their nurse leaders and to detect leadership behavior that achieves job satisfaction among the nursing staff.	Multi-factor Leadership Questionnaire and three focus groups.	87 staff nurses (MLQ) and 27 staff nurses (three focus groups)	Questionnaire and (3) focus group	<ul style="list-style-type: none"> • Most nurse leaders used a transactional leadership style (Management by exception) which had a negative impact on staff nurses' levels of job satisfaction. • Transformational leadership style is mainly associated with work satisfaction for nurse staff.
(Solà et al., 2016)	To identify the self-perception of behaviors and leadership styles among public health care managers and also to determine the effect of the leadership style (transformational transactional and laissez-faire leadership styles) on job satisfaction efficiency and willingness to work in a team in the Barcelona Health Area, in addition, to determine the relationship between transformational and transactional styles according to age gender profession type of manager years of management experience and the type of organization.	Cross-sectional	(258) managers	Questionnaire	<ul style="list-style-type: none"> • The findings revealed that managers perceived themselves as transformative and transactional leaders. • Both transactional and transformational leadership styles are associated with efficiency and job satisfaction. • In terms of the profession, nurses had a stronger transactional leadership style than transformational leadership style compared to physicians. • Considering gender, men obtained the lowest results in the transactional style
(Azar & Asiabar, 2015)	To assess leadership style for hospital managers through self-assessment and to define the correlation between leadership styles and healthcare executives' leadership readiness and effectiveness.	Cross-sectional	All 96 internal leaders from 16 hospitals. (Chief executive officers hospital administrators and chief financial officers, chief operational officers, chief nursing officer, and nursing educational supervisors)	Questionnaire	<ul style="list-style-type: none"> • Transformational leadership was the pervasive style among healthcare executives. • There was a significant correlation between leadership readiness and transformational leadership style. • a significant correlation between leadership effectiveness and transformational and transactional style has been reported.
Studies At the National Level					
(Alqahtani et al., 2021)	To determine the relationship between Leadership styles (transformational, transactional, and laissez-faire) and job satisfaction among healthcare staff in	Cross-sectional approach	(25) primary healthcare centers managers and (300) PHC employees	Questionnaire	<ul style="list-style-type: none"> • The transformational leadership style was the most commonly adopted among the leaders, followed by the transactional leadership style, notably the management-by-exception.

	primary healthcare centers in Aseer, Saudi Arabia.				<ul style="list-style-type: none"> • The laissez-faire leadership style was the least common. • The laissez-faire leadership style positively and significantly correlates with most healthcare providers' job satisfaction items, followed by transactional leadership and, lastly, transformational leadership • The degree of job satisfaction was lower among pharmacists with the least experience and the lowest income. <ul style="list-style-type: none"> • The democratic style is the most favourable method of influencing employees, and the results showed a difference in the leadership style's impact on department heads' degree of job satisfaction. • There is a noticeable discrepancy in the factors affecting the degree of job satisfaction among subordinates' Direct contacts with department heads, including the leadership style used. • There are no statistically significant differences at the significance level in job satisfaction for the study sample members according to age and years of service within the institution. <ul style="list-style-type: none"> • The study's results revealed a level of job satisfaction among most employees in the company due to the effect of the quality of leadership used. • The results indicated that democratic leadership affected the turnover of work, while dictatorial leadership did not affect absenteeism from work.
(Hisham et al., 2019)	To test the impact of the leadership style (dictatorial style, democratic style, and laissez-faire) of department heads on job satisfaction among direct subordinates in the Algerian economic institution.	descriptive approach	(132) direct subordinates to the heads of departments	Questionnaire and personal interviews	
(Omar & Zakarya, 2021)	To examine the impact of Leadership style (dictatorial style, democratic style) and its impact on job satisfaction among workers in the Naftal Company, the center of the gas district in Ain Al-Bayda.	descriptive-analytical method	(50) worker	Questionnaire	<ul style="list-style-type: none"> • There is a relationship between successful administrative leadership and job satisfaction. • There is a relationship between leadership style and a high level of job satisfaction.
(Youcef et al., 2016)	To identify administrative leadership and its role in achieving job satisfaction for workers in the Bank of Khartoum and Savings Bank Shendi Branch in Sudan.	descriptive approach	(40) employees	Questionnaire	<ul style="list-style-type: none"> • The results showed that the democratic leadership style is dominant in the institution. • There is a positive relationship between democratic leadership and job satisfaction, while there is a negative relationship between dictatorial
(Salem, 2015)	To find the dominant Leadership behavior (dictatorial style, democratic style, and laissez-faire) and its relationship to the level of job	descriptive approach	(50) administrative employees	interview and questionnaire	

	satisfaction among workers in national institutions in El-Oued, Algeria.				leadership and job satisfaction. <ul style="list-style-type: none"> • Leaders practices laissez-faire leadership at a moderate level in the institution. • The level of job satisfaction among employees was moderate.
Studies at the local level					
(Al-Haija et al., 2021)	To assess the Impact of Leadership Style (Formative, Authoritarian, Transactional, Laissez-Faire leadership style) on Science and Mathematics Teacher satisfaction and organizational commitment in Palestinian Arab Society Schools in Israel.	Quantitative approach	(200) math and science teachers from Palestinian schools in Israel	Questionnaire	<ul style="list-style-type: none"> • The authoritarian style negatively affects teachers' satisfaction and their organizational commitment in general
(Hatem H Alsaqqa & Çağdaş E Akyürek, 2021)	To Assess organizational culture, leadership styles (laissez-faire Transformational, Transactional) and their relationships within governmental and non-governmental hospitals in the Gaza Strip of Palestine.	Cross-sectional descriptive method	400 participants from (3) public hospitals and (2) private hospitals in the Gaza strip.	Questionnaire	<ul style="list-style-type: none"> • Clan and hierarchy-driven cultures were the top-defined forms of organizational culture at hospitals in the Gaza Strip • Transformational leadership styles and transactions are the most used by hospital managers. • significant positive associations between styles of transformation and transactional leadership and types of organizational cultures.
(Batniji et al., 2020)	To find the dominant leadership styles (Transformational, Transactional, Charismatic Leadership) in health crisis management among healthcare providers at Al-Quds hospital in Gaza Strip.	Descriptive-analytical cross-sectional design	providers working in (Emergency Department, Operation Room, and Intensive Care Unit)	Questionnaire	<ul style="list-style-type: none"> • According to the study's findings, the top domain is charismatic leadership, followed by Transactional leadership. In contrast, transformational leadership is the lowest level.
(Al-Shanti, 2017)	To investigate the relationship between Leadership patterns and Organizational Commitment: The Mediating Role of Job Satisfaction and to determine the most prevalent leadership styles in the Palestinian ministries in the southern governorates in the Gaza strip.	descriptive approach	(356) employees of the Palestinian ministries in the southern governorates	Questionnaire	<ul style="list-style-type: none"> • Job satisfaction mediates the relationship between transformational leadership and organizational commitment but does not mediate the relationship between the transactional leadership style and organizational commitment. • The transformational leadership style is the most common in Palestinian ministries, and the transactional leadership style comes next. • No direct relationship between leadership style and organizational commitment

Abo-Namous (2016)	To investigate the degree of leadership effectiveness and its relationship to the creative behavior of workers in the military medical services in the governorates of Gaza.	Descriptive-analytical method	(213) workers working in the military medical services	Questionnaire	<ul style="list-style-type: none"> • Positive correlation between the effectiveness of leadership and the creative behavior of employees in the organization. • The level of leadership effectiveness was (moderate) from the point of view of employees in the organization. • The creative behavior was (moderate) from the point of view of workers in the military medical services in the governorates of Gaza.
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Table 12*Differences in the perceived Laissez-Faire leadership style scores among the employees*

Variable	n	%	Mean	SD	p-value
Gender					
Male	135	41.9	29.3	5.0	0.967
Female	187	58.1	29.3	4.2	
Age (years)					
22-30	49	15.2	29.1	4.4	0.399
31-40	78	24.2	29.1	4.2	
41-50	137	42.5	29.1	4.5	
51-60	58	18.0	30.2	5.2	
Profession					
Physician	63	19.6	27.8	3.3	0.029
Allied medical and clinical profession	59	18.3	29.1	3.6	
Pharmacist	23	7.1	28.9	3.8	
Nurse/midwife	85	26.4	29.8	5.0	
Management/health services	92	28.6	30.0	5.4	
Rank					
Director	8	2.5	29.5	3.6	0.810
Head of department	25	7.8	30.0	4.4	
Head of division	38	11.8	29.7	4.6	
Employee	22	6.8	29.7	5.7	
Unclassified employee	229	71.1	29.1	4.5	
Educational level					
Primary education	19	5.9	30.9	6.8	0.183
Secondary education	18	5.6	29.8	4.8	
Diploma	76	23.6	29.8	4.7	
Bachelor's degree	179	55.6	28.8	4.3	
Master or PhD	30	9.3	29.5	3.7	
Length of experience (years)					
≤5	60	18.6	28.7	3.8	0.135
6-11	73	22.7	28.5	4.7	
12-19	84	26.1	29.5	4.1	
≥ 20	105	32.6	30.0	5.1	
Salary (NIS)					
< 2000	27	8.4	29.4	5.0	0.627
2000-2900	23	7.1	30.7	6.6	
3000-3900	55	17.1	29.3	4.3	
4000-4900	98	30.4	29.2	4.5	
≥ 5000	119	37.0	29.0	4.1	

Note. NIS: New Israeli Shekel, PhD: Doctor of Philosophy

Table 13*Predictors of higher perceived Laissez-Faire leadership style scores*

Variable	UC	SE	SC	t	p-value
Gender	-0.19	0.52	-0.02	-0.37	0.715
Age	-0.62	0.43	-0.13	-1.44	0.150
Profession	0.37	0.21	0.12	1.75	0.082
Rank	-0.25	0.26	-0.06	-0.97	0.334
Education	-0.42	0.42	-0.09	-1.00	0.318
Experience	0.81	0.40	0.20	2.02	0.044
Salary	-0.07	0.37	-0.02	-0.19	0.850

Note. SC: standardized coefficients, SE: standard error, UC: unstandardized coefficients

Table 14*Distribution of the opinions of the employees on the transformational leadership style*

#	Statement	SD		D		N		A		SA	
		n	%	n	%	n	%	n	%	n	%
1	The manager puts all efforts in the public interest more than personal one	31	9.6	37	11.5	74	23.0	119	37.0	61	18.9
2	The manager has an attractive, inspiring personality, able to influence others	32	9.9	34	10.6	71	22.0	129	40.1	56	17.4
3	The manager encourages the employees to offer their opinions and suggestions and motivates them to do the best	31	9.6	66	20.5	61	18.9	115	35.7	49	15.2
4	The manager accepts change and encourages individuals to take the initiative to come up with new creative ideas	41	12.7	66	20.5	71	22.0	107	33.2	37	11.5
5	The manager sympathizes with employees by assigning difficult and easy tasks according to their abilities to complete them	37	11.5	43	13.4	74	23.0	134	41.6	34	10.6
6	The manager gives attention to all employees without prejudice or discrimination	42	13.0	53	16.5	73	22.7	115	35.7	39	12.1
7	The manager focuses his attention, training and continuous development to raise the level of efficiency at work	70	21.7	61	18.9	77	23.9	79	24.5	35	10.9
8	The manager trusts the ability to achieve business goals and pushes to perform more.	13	4.0	34	10.6	43	13.4	149	46.3	83	25.8
9	The manager focuses on teamwork.	13	4.0	19	5.9	56	17.4	160	49.7	74	23.0
10	The manager motivates to inoculate ethical values and to do the right things	9	2.8	28	8.7	45	14.0	163	50.6	77	23.9

Note. SD: Strongly disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly agree

Table 15*Differences in the perceived transformational leadership style scores among the employees*

Variable	n	%	Mean	SD	p-value
Gender					
Male	135	41.9	36.1	8.8	< 0.001
Female	187	58.1	32.4	8.7	
Age (years)					
22-30	49	15.2	34.2	8.2	0.473
31-40	78	24.2	34.3	10.0	
41-50	137	42.5	33.1	8.6	
51-60	58	18.0	35.2	8.6	
Profession					
Physician	63	19.6	35.6	8.8	0.010
Allied medical and clinical profession	59	18.3	32.9	8.8	
Pharmacist	23	7.1	30.0	12.3	
Nurse/midwife	85	26.4	35.9	7.4	
Management/health services	92	28.6	32.8	9.0	
Rank					
Director	8	2.5	41.1	8.3	0.014
Head of department	25	7.8	38.3	7.9	
Head of division	38	11.8	33.1	9.5	
Employee	22	6.8	34.2	9.5	
Unclassified employee	229	71.1	33.4	8.7	
Educational level					
Primary education	19	5.9	28.1	8.7	0.015
Secondary education	18	5.6	33.4	8.9	
Diploma	76	23.6	32.9	8.8	
Bachelor's degree	179	55.6	34.8	8.7	
Master or PhD	30	9.3	35.9	9.7	
Length of experience (years)					
≤5	60	18.6	32.9	9.1	0.568
6-11	73	22.7	34.9	9.2	
12-19	84	26.1	33.5	9.1	
≥ 20	105	32.6	34.3	8.5	
Salary (NIS)					
< 2000	27	8.4	30.5	9.6	0.135
2000-2900	23	7.1	35.1	9.0	
3000-3900	55	17.1	32.6	8.4	
4000-4900	98	30.4	34.4	8.2	
≥ 5000	119	37.0	34.8	9.4	

Note. NIS: New Israeli Shekel, PhD: Doctor of Philosophy

Table 16*Predictors of higher perceived transformational leadership style scores*

Variable	UC	SE	SC	t	p-value
Gender	-3.59	1.00	-0.20	-3.61	< 0.001
Age	0.17	0.83	0.02	0.21	0.836
Profession	0.12	0.41	0.02	0.29	0.772
Rank	-0.64	0.50	-0.08	-1.30	0.196
Education	2.00	0.80	0.21	2.50	0.013
Experience	0.24	0.77	0.03	0.31	0.759
Salary	-0.61	0.72	-0.08	-0.85	0.396

Note. SC: standardized coefficients, SE: standard error, UC: unstandardized coefficients

Table 17*Distribution of the opinions of the employees on the transactional leadership style*

#	Statement	SD		D		N		A		SA	
		n	%	n	%	n	%	n	%	n	%
1	The manager sets goals to be achieved	9	2.8	34	10.6	52	16.1	186	57.8	41	12.7
2	The manager explains how the work will be performed and the desired goals will be achieved	18	5.6	49	15.2	57	17.7	162	50.3	36	11.2
3	The manager informs about rewards when the desired goals are achieved	76	23.6	79	24.5	92	28.6	59	18.3	16	5.0
4	The manager rewards based on how to work is performed	82	25.5	78	24.2	82	25.5	63	19.6	17	5.3
5	The manager informs about penalties when neglect or failure happens	34	10.6	57	17.7	78	24.2	114	35.4	39	12.1
6	The manager punishes poor work.	29	9.0	67	20.8	106	32.9	91	28.3	29	9.0
7	The manager tells your mistakes and takes corrective actions	20	6.2	23	7.1	81	25.2	165	51.2	33	10.2
8	The manager intervenes when problems become complex or out of control	14	4.3	51	15.8	87	27.0	133	41.3	37	11.5

Note. SD: Strongly disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly agree

Table 18*Differences in the perceived transactional leadership style scores among the employees*

Variable	n	%	Mean	SD	p-value
Gender					
Male	135	41.9	25.4	5.9	0.934
Female	187	58.1	25.5	4.5	
Age (years)					
22-30	49	15.2	24.6	5.5	0.095
31-40	78	24.2	26.7	4.6	
41-50	137	42.5	25.2	5.3	
51-60	58	18.0	25.2	5.1	
Profession					
Physician	63	19.6	24.5	5.6	0.001
Allied medical and clinical profession	59	18.3	25.4	4.4	
Pharmacist	23	7.1	26.1	3.7	
Nurse/midwife	85	26.4	27.2	4.5	
Management/health services	92	28.6	24.3	5.7	
Rank					
Director	8	2.5	29.8	9.5	0.133
Head of department	25	7.8	24.4	4.8	
Head of division	38	11.8	25.6	4.3	
Employee	22	6.8	26.0	6.4	
Unclassified employee	229	71.1	25.3	4.9	
Educational level					
Primary education	19	5.9	22.3	6.9	0.009
Secondary education	18	5.6	26.3	4.8	
Diploma	76	23.6	25.3	5.4	
Bachelor's degree	179	55.6	25.4	4.7	
Master or PhD	30	9.3	27.7	5.3	
Length of experience (years)					
≤5	60	18.6	24.6	5.3	0.249
6-11	73	22.7	26.3	5.5	
12-19	84	26.1	25.2	4.9	
≥ 20	105	32.6	25.6	5.0	
Salary (NIS)					
< 2000	27	8.4	23.7	6.1	0.067
2000-2900	23	7.1	25.3	6.8	
3000-3900	55	17.1	25.2	4.3	
4000-4900	98	30.4	26.6	4.4	
≥ 5000	119	37.0	25.1	5.3	

Note. NIS: New Israeli Shekel, PhD: Doctor of Philosophy

Table 19*Predictors of higher perceived transactional leadership style scores*

Variable	UC	SE	SC	t	p-value
Gender	-0.06	0.59	-0.01	-0.11	0.915
Age	-0.08	0.49	-0.02	-0.17	0.867
Profession	0.25	0.24	0.08	1.06	0.290
Rank	0.16	0.29	0.03	0.53	0.595
Education	1.35	0.47	0.25	2.86	0.005
Experience	0.47	0.46	0.10	1.02	0.309
Salary	-0.40	0.42	-0.10	-0.94	0.348

Note. SC: standardized coefficients, SE: standard error, UC: unstandardized coefficients

Table 20*Distribution of the opinions of the employees on the job satisfaction items*

#	Statement	SD		D		N		A		SA	
		n	%	n	%	n	%	n	%	n	%
Work environment and conditions											
1	I'm satisfied with my work conditions in the directorate in general	55	17.1	53	16.5	44	13.7	125	38.8	45	14.0
2	I have a safe and comfortable place (office equipment, lighting and ventilation) at work to accomplish the required tasks	42	13.0	48	14.9	38	11.8	144	44.7	50	15.5
3	I enjoy the time I spend at work more than the time I spend outside of work	46	14.3	80	24.8	69	21.4	87	27.0	40	12.4
4	I'm satisfied with the advantages of the health insurance system granted as an employee in the health sector compared to health insurance systems in other government institutions	27	8.4	53	16.5	58	18.0	131	40.7	53	16.5
5	If necessary, I'm ready to work overtime.	85	26.4	76	23.6	33	10.2	78	24.2	50	15.5
6	I rule out leaving work when having the opportunity with similar working conditions	49	15.2	53	16.5	53	16.5	113	35.1	54	16.8
Relationship with co-workers											
7	I consult my co-workers in solving some problems that I encounter at work	12	3.7	17	5.3	35	10.9	178	55.3	80	24.8
8	My relationship with all co-workers is based on mutual respect, away from conflicts	10	3.1	12	3.7	25	7.8	124	38.5	151	46.9
9	I communicate with my close co-workers outside official working hours	4	1.2	14	4.3	44	13.7	157	48.8	103	32.0
10	Working within a team is one factor that helps raise the level of performance at work	9	2.8	19	5.9	44	13.7	142	44.1	108	33.5

Wages and salaries											
11	I feel satisfied with the salary I receive compared to the number of tasks I do	78	24.2	65	20.2	44	13.7	105	32.6	30	9.3
12	I feel satisfied with the salary I receive compared to my co-workers	69	21.4	54	16.8	65	20.2	105	32.6	29	9.0
13	I feel satisfied with salary I receive per month compared to the wages of others in other government sectors	66	20.5	58	18.0	47	14.6	118	36.6	33	10.2
Incentives and promotions											
14	I have gotten my right to bonuses-grades according to government labor laws and regulations	62	19.3	61	18.9	50	15.5	100	31.1	49	15.2
15	I see that promotion method is fair and equal opportunities in the department in which I work	62	19.3	89	27.6	92	28.6	56	17.4	23	7.1
Annual performance appraisal											
16	I think that the annual performance appraisal model is commensurate with the nature and conditions of my work compared to the working conditions of my co-workers	43	13.4	67	20.8	103	32.0	91	28.3	18	5.6
17	I will be informed of the results of the annual performance evaluation and allowed to see them	31	9.6	38	11.8	72	22.4	134	41.6	47	14.6
18	I'm allowed to discuss and review with my line manager the results of my annual performance appraisal if it falls short of my expectations	40	12.4	37	11.5	73	22.7	134	41.6	38	11.8
19	I find that the result of my annual performance is satisfactory and reflects the reality of my performance at work	39	12.1	41	12.7	102	31.7	100	31.1	40	12.4
20	I am satisfied with the attendance and departure control system and follow-up work	48	14.9	39	12.1	51	15.8	139	43.2	45	14.0
21	Personnel department provides me with the information I need satisfactorily	38	11.8	56	17.4	69	21.4	128	39.8	31	9.6
Relationship with managers											
22	My relationship with my manager is based on mutual respect	9	2.8	3	0.9	38	11.8	143	44.4	129	40.1
23	My opinions and suggestions regarding work are taken into account by managers	17	5.3	43	13.4	90	28.0	113	35.1	59	18.3
24	I am met with appreciation and praise by managers for achieving the required performance at work	27	8.4	43	13.4	57	17.7	127	39.4	68	21.1
25	There is a chance to make some decisions about my work	16	5.0	32	9.9	61	18.9	151	46.9	62	19.3

Note. SD: Strongly disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly agree

Table 21

Differences in the job satisfaction scores among the employees

Variable	n	%	Mean	SD	p-value
Gender					
Male	135	41.9	86.4	16.9	0.007
Female	187	58.1	81.6	15.0	
Age (years)					
22-30	49	15.2	80.3	13.6	0.070
31-40	78	24.2	85.2	15.3	
41-50	137	42.5	82.3	15.9	
51-60	58	18.0	87.4	18.5	
Profession					
Physician	63	19.6	86.5	15.3	0.063
Allied medical and clinical profession	59	18.3	81.3	14.6	
Pharmacist	23	7.1	82.3	14.1	
Nurse/midwife	85	26.4	86.5	15.9	
Management/health services	92	28.6	80.9	17.4	
Rank					
Director	8	2.5	108.5	17.2	< 0.001
Head of department	25	7.8	93.4	9.2	
Head of division	38	11.8	83.0	12.9	
Employee	22	6.8	85.0	14.8	
Unclassified employee	229	71.1	81.6	16.1	
Educational level					
Primary education	19	5.9	68.7	20.8	< 0.001
Secondary education	18	5.6	78.2	16.6	
Diploma	76	23.6	82.7	15.5	
Bachelor's degree	179	55.6	85.3	14.7	
Master or PhD	30	9.3	88.6	16.1	
Length of experience (years)					
≤5	60	18.6	78.8	14.4	0.025
6-11	73	22.7	82.3	16.8	
12-19	84	26.1	85.1	15.2	
≥ 20	105	32.6	86.1	16.5	
Salary (NIS)					
< 2000	27	8.4	69.6	14.8	< 0.001
2000-2900	23	7.1	81.8	17.0	
3000-3900	55	17.1	81.1	16.9	
4000-4900	98	30.4	85.5	14.1	
≥ 5000	119	37.0	86.8	15.5	

Note. NIS: New Israeli Shekel, PhD: Doctor of Philosophy

Table 22*Predictors of higher job satisfaction scores*

Variable	UC	SE	SC	t	p-value
Gender	-3.92	1.74	-0.12	-2.26	0.025
Age	-0.23	1.44	-0.01	-0.16	0.871
Profession	0.54	0.71	0.05	0.76	0.446
Rank	-2.09	0.87	-0.14	-2.41	0.017
Education	2.98	1.39	0.18	2.14	0.033
Experience	1.42	1.35	0.10	1.05	0.293
Salary	1.04	1.25	0.08	0.83	0.406

Note. SC: standardized coefficients, SE: standard error, UC: unstandardized coefficients

Table 23*Correlation between perceived managerial leadership style and job satisfaction scores of the employees*

Variable		Democratic leadership	Dictatorial leadership	Laissez-Faire leadership	Transformational leadership	Transactional leadership
Democratic leadership	Pearson's r	-				
	p-value					
Dictatorial leadership	Pearson's r	-0.51	-			
	p-value	< 0.001				
Laissez-Faire leadership	Pearson's r	-0.11	0.34	-		
	p-value	0.043	< 0.001			
Transformational leadership	Pearson's r	0.75	-0.55	-0.15	-	
	p-value	< 0.001	< 0.001	< 0.001		
Transactional leadership	Pearson's r	0.43	-0.02	0.02	0.53	-
	p-value	< 0.001	0.759	0.781	< 0.001	
Job satisfaction	Pearson's r	0.64	-0.38	-0.08	0.73	0.47
	p-value	< 0.001	< 0.001	0.151	< 0.001	< 0.001

Table 24

Linear regression between job satisfaction scores and perceived democratic leadership, transformational style, and transactional leadership scores

Variable	UC	SE	SC	t	p-value
Democratic leadership	0.41	0.11	0.21	3.55	< 0.001
Dictatorial leadership	0.05	0.11	0.02	0.42	0.678
Transformational leadership	0.95	0.12	0.53	7.94	< 0.001
Transactional leadership	0.32	0.15	0.10	2.13	0.034



جامعة النجاح الوطنية

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قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الصحة العامة، من كلية

الدراسات العليا، في جامعة النجاح الوطنية، نابلس - فلسطين.

2022

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الملخص

مقدمة: تمثل القيادة العمود الفقري للعملية الإدارية لأنها مرتبطة بفعالية وكفاءة العملية القيادية لتحقيق الأهداف المرجوة والاحتفاظ بالموظفين.

أهداف الدراسة: أجريت هذه الدراسة للتحقق من وجود علاقة بين تصور الموظفين في مديرية صحة لأنماط القيادة الادارية والرضا الوظيفي.

طريقة الدراسة: أجريت هذه الدراسة المقطعية باستخدام مقياس أنماط القيادة ومقياس الرضا الوظيفي في الفترة الزمنية ما بين 3 نوفمبر 2021 و17 يناير 2022. تم مقارنة نقاط أنماط القيادة المختلفة باستخدام اختبار تي (Student's t-test) وتحليل التباين (ANOVA) ونماذج الانحدار الخطي. للتحكم في المتغيرات المركبة، تم استخدام العديد من نماذج الانحدار الخطي، ثمة تم دراسة العلاقات بين أنماط القيادة المختلفة والرضا الوظيفي باستخدام معامل الارتباط لبيرسون ونماذج الانحدار الخطي.

نتائج الدراسة: تم تحليل إجابات 322 موظف من القطاع الصحي في مديرية صحة جنين. كان غالبية العينة المشاركة في الدراسة من الذكور، ومن الفئة العمرية بين 40-60 سنة، ومن حاملي شهادة بكالوريوس فأعلى، وممن لديهم أقل من 20 سنة خبرة. ارتبط الرضا الوظيفي بشكل إيجابي بأنماط القيادة التالية: التحويلي، والديموقراطي، والمعاملات، كما ارتبط الرضا الوظيفي بشكل سلبي بنمط القيادة الديكتاتوري.

خلاصة الدراسة: خلصت الدراسة بأن الرضا الوظيفي مرتبط إيجاباً بأنماط القيادة التحويلية، والديموقراطية، والمعاملات، كما ارتبط الرضا الوظيفي سلباً بنمط القيادة الديكتاتوري. وعليه يوصى باستخدام نتائج الدراسة الحالية من قبل الإداريين في المؤسسات الصحية في فلسطين لتغيير أنماط القيادة المتبعة وتحسين الرضا الوظيفي لدى العاملين.

الكلمات المفتاحية: القيادة التحويلية، أنماط القيادة، الرضا الوظيفي.