

IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE MOTIVATION IN PRIVATE HOSPITAL IN EGYPT

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ABSTRACT

Leadership within an organization plays a critical role in shaping employee behavior, enhancing engagement, and achieving institutional goals. This is especially vital in the context of private hospitals, where the demand for high-quality patient care, operational efficiency, and workforce performance is exceptionally high. Effective leadership not only supports business sustainability but also directly influences employee satisfaction and productivity. This study examines the impact of transformational leadership—characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—on employee motivation within a private hospital in Egypt. A descriptive, cross-sectional research design was employed using a quantitative approach. Primary data were collected from 215 completed questionnaires out of 250 distributed to staff members. Regression analysis was conducted using SPSS 17.0 to test the study's hypotheses. The findings demonstrate a significant positive relationship between transformational leadership practices and employee motivation. In the competitive and dynamic environment of private healthcare, these results emphasize the need for hospital administrators to adopt leadership strategies that foster motivation, commitment, and excellence among their teams.

Keywords:

Transformational leadership style - Employee - Motivation - Private hospital -Healthcare leadership - Egypt

الملخص

تلعب القيادة داخل المؤسسة دورًا محوريًا في تشكيل سلوك الموظفين، وتعزيز تفاعلهم، وتحقيق الأهداف التنظيمية. وتزداد أهمية هذا الدور بشكل خاص في سياق المستشفيات الخاصة، حيث يُعد تقديم رعاية صحية عالية الجودة وتحقيق الكفاءة التشغيلية وتحفيز القوى العاملة من المتطلبات الأساسية. إن القيادة الفعالة لا تدعم فقط استدامة الأعمال، بل تؤثر بشكل مباشر على رضا الموظفين وإنتاجيتهم. تهدف هذه الدراسة إلى تحليل أثر القيادة التحويلية – التي تشمل التأثير المثالي، التحفيز الإلهامي، التنشيط الفكري، والاعتبار الفردي – على تحفيز الموظفين في أحد المستشفيات الخاصة في مصر. وقد تم اتباع تصميم وصفي باستخدام منهج كمي وتحليل مقطعي، حيث تم جمع البيانات الأولية من خلال 215 استبياناً مكتملاً من أصل 250 تم توزيعها على موظفي المستشفى. تم استخدام تحليل الانحدار بواسطة برنامج SPSS 17.0 لاختبار فرضيات الدراسة. أظهرت النتائج وجود علاقة إيجابية ذات دلالة إحصائية بين ممارسات القيادة التحويلية ومستوى تحفيز الموظفين. وتؤكد هذه النتائج، في ضوء بيئة العمل التنافسية والديناميكية في قطاع الرعاية الصحية الخاصة، على ضرورة تبني الإدارات القيادية في المستشفيات لاستراتيجيات قيادية تعزز من دافعية الموظفين، والتزامهم، وسعيهم نحو التميز. الكلمات المفتاحية: القيادة في الرعاية الصحية ، القيادة التحويلية، تحفيز الموظفين، التأثير المثالي، التحفيز الإلهامي، الكفاءة التنظيمية

INTRODUCTION

All businesses are established with one of two goals in mind--making a profit or serving the community, if not both at once. This indicates that the corporate objective of all organizations are comparable. To accomplish their corporate goals and objectives, all organization need their personnel. However all workers also need leadership on top of everything else in order to seek advice be productive maintain group cohesion and boost employee enthusiasm and morale, leadership is necessary. Every organization and team believes they need leadership as a result. This necessity becomes even more critical in private hospitals, where performance, patient satisfaction, and operational efficiency heavily depend on how motivated and engaged the medical and administrative staff are. Private healthcare institutions are service-driven and labor-intensive, making leadership not just a managerial function but a strategic imperative that directly affects organizational outcomes. Leadership inside the organization has an impact on employee behavior **(Naile and Selesho, 2014)**. Successful leaders are recognizable individuals who shape followers' and subordinates' behavior in order to accomplish organizational goals and objectives. As a result, every organization and team thinks that leadership is necessary. Organizational leadership affects employee behavior **(Naile and Selesho,2014)**. Successful leaders are recognizable individuals who shape the actions of their followers and subordinates in order to accomplish the aims and objectives of the organization. **Ghasabeh et al. (2017)** asserts that an organization's leaders have the power to alter or create the organization's culture values tolerance and employee motivation. It affects the effectiveness of organizational strategy. Additionally, reaching organizational goals and objectives would not satisfy the aspirations of personnel and maintain their motivation. As a result, leaders have a vital and dual obligation to carry out the goals and objectives of the organization from one side while helping workers accomplish their own goals and objectives from the other. As a result in keeping with **Naile and Selesho (2014)**, leadership and motivation Interact. In the context of private hospitals, this dual responsibility is magnified. Leaders must ensure not only that patient care standards are met but also that employees—doctors, nurses, technicians, and support staff—feel empowered, appreciated, and committed to their roles. Leadership that fails to motivate in this environment can lead to high turnover, burnout, and diminished care quality.

Academic historians have argued passionately about the connection between motivation and leadership over the past 30 years. the majority of authors who have attempted to define leadership have concurred that it is an activity that involves influencing followers ' behavior. Most academics must clarify the crucial connection between leadership and employee motivation, which may or may not have an impact on organizational performance **(Wang et al.,**

2010). In keeping with **McGrath and MacMillan (2000)**, there is a direct correlation between effective leadership and improved organizational performance.

Leadership style effect is seen as a significant factor in organizational longevity and offers a competitive advantage over other business competitors. Additionally, by ensuring that people have access to the resources they need to do their tasks, leadership styles help organizations bridge the gap between job success and organizational rewards. Because business leaders use their leadership styles to show their concern, care, and respect for people, **Wang et al. (2010)** contends that leadership performance has an equal impact on organizational performance. The motivation of employees within the organization is positively impacted by these leadership qualities. Additionally, these qualities including followers', add to employee motivation. According to **(Odumeru & Ifeanyi, 2013)**, every theory regarding leadership and motivation is incoherent because it has exceptions. He thinks it is a waste of time to try to find a single, universal definition of leadership and drive. However, the knowledge gathered from these theories and researchers may be helpful if the reader or student wants to learn more about human behavior and how it affects performance. **Lewis et al. (2017)** states that for organizations to attain high levels of long term performance outcomes, management and behavioral abilities must be developed alongside contributions to employee engagement and well-being. This suggests to the reader that leadership and employee incentives are what make or inhabit the Basement, while the organization's success or enhanced performance outcomes are just the tip of the iceberg. In that situation, we view an organization's success is the result of leadership and employee cooperation. Taking them apart won't guarantee success. Today's leaders are what determine whether an organization succeeds or fails **(Odumeru & Ifeanyi, 2013)**. Someone who "influences to direct and coordinate the members of the organized group's activities toward the achievement of collective objectives" is referred to as a leader. Inspiration is a crucial component of leadership (**House et al., 2004**).

According to **House et al. (2004)**, a crucial component of leadership is the capacity to inspire subordinates to contribute to the overall success of the team they are a part of. If organizational leaders can't inspire their workers, they won't likely be successful **(Amabile, 1996)**. Any organization's demise is assured if there is no plan, no distinct vision, and no suitable employer and leader relationships **(Amabile, 1996; House et al., 2004.)**.

Organizations' output and service levels rise when they put more of a focus on inspiring their personnel through personal growth and development **(Srivastava & Barmola, 2011)**. Motivated workers are committed to their work in order to meet organizational objectives and uphold the company's values **(Srivastava & Barmola 2011)**. However, what brings happiness and

satisfaction to one individual may not do so for another . In this aspect, interactions between leaders and employees are crucial. TO adopt the proper leadership style, leaders must be aware of what drives their followers. Many businesses today invest millions of dollars in training and motivational programs to provide their executives and staff the skills they need to increase motivation at work **(Srivastava & Barmola, 2011)**.

Therefore, in the domain of private hospitals, where both employee performance and patient outcomes are on the line, understanding the intersection between leadership behavior and motivation is not just beneficial—it is essential.

1.1 Significance of the study

The most crucial resource for an organization's success in fulfilling its mission and goals is its workforce. The results of this study should help the organization's leaders concentrate on team motivation. Additionally, it supports the employment of the right leadership approach for a fruitful interaction with team motivation as well as for increased operational efficiency, productivity, and organizational performance with motivated and dedicated team/employees. This study should give a good image of how leadership style affects team motivation, especially in the garment sector. Within private hospitals, the importance of effective leadership becomes particularly pronounced. These institutions depend on a cohesive and motivated workforce—including nurses, administrative personnel, and support staff—to deliver consistent, high-quality patient care and uphold their professional reputation. Strong leadership plays a vital role in minimizing staff fatigue, enhancing patient experiences, and fostering a resilient healthcare team capable of navigating the demanding nature of clinical settings. Any organization's leaders and the leadership techniques they use or what determine its success **(Owusu- Bempah, 2014)**. By employing the right leadership style, leaders can win the loyalty and trust of their subordinates and then inspire them to work toward the organization's objectives **(Conger and Kanungo, 1988)**. In this literature review, the researcher will discuss the prior literature on important ideas including leadership, transformational leadership, transactional leadership, motivation, and leadership and motivation **(Contractor et al., 2012)**.

Thus, the significance of this study is not only to validate the relationship between transformational leadership and employee motivation in a general sense, but also to offer evidence-based insights applicable to improving leadership practices in Egypt's private healthcare sector.

1.2 Problem Statement

Leadership is an important perception that encourages individual and teams to achieve organizational goals, as it plays significant role in motivating employees. Leadership is a social influence process determining the organizational objectives and encourage employees to achieve its objectives. According to **(Boehner, 2015)**. “There is no leader without their followers. “Leaders motivate their subordinates, emphasizes on team work because of which employees are pleased with the positions on job and are more effective, efficient and productive for their organization. Motivation for employees can be both intrinsic and extrinsic. Leadership considers both intrinsic and extrinsic factors to motivate their employees. Intrinsic factors like personal growth, personal achievements, trainings for upgrade in rank, providing extra tasks whereas extrinsic factors could be bonuses, incentives, and an increase in pay. The research problem focuses on how transformational leadership impacts employee motivation within private hospitals in Egypt. Private healthcare institutions operate with distinct administrative structures, competitive pressures, and workforce dynamics compared to public facilities, making this an important context for study. The study is guided by the central question: What is the impact of transformational leadership on employee motivation in private hospitals in Egypt? This question forms the basis of the conceptual model used in the research.

1.3 Research Question

To structure the investigation and guide the analysis, four specific hypotheses were developed, each corresponding to a component of transformational leadership. These hypotheses test the individual effects of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration on employee motivation. The formulation of these hypotheses enables the use of regression analysis for empirical testing and strengthens the study's methodological foundation.

Conceptual Research Model: Employee Motivation

INDEPENDENT VARIABLE: Transformational Leadership	DEPENDENT VARIABLE:
1. Idealized influence 2. Inspirational Motivation 3. Intellectual Stimulation 4. Individualized Consideration	EMPLOYEE MOTIVATION

(Farid Ahmad, Tasawar Abbas, Shahid Latif, & Abdul Rasheed, 2014)

1.4 Scope of research

The objective of selecting the mentioned research topic was to figure out the effect of transformational leadership in motivating employees at a private hospital in Egypt. The study will help the hospital realize the importance of employee motivation towards organization and work and will also highlight any positives or lacking in leadership of the hospital. Future researches in the hospital will accumulate more relationships among transformational leadership style theory and performance by the organization and should also attempt to investigate the influence of organizational culture and its consequences on the performance of the organization (**Ghasabeh & Michael J. Provitera, 2017**). The hospital will be able to rectify every possible problem or opportunity towards their leader employee relation which in return will benefit the leadership of the hospital and will motivate their employees towards achieving their organizational goals and objectives.

This focus is particularly relevant within the private healthcare sector, where institutional performance is directly tied to staff engagement and leadership quality. Private hospitals operate in highly competitive and patient-centered environments that require not only clinical excellence but also strategic human resource practices. By examining leadership dynamics in this specific setting, the study aims to generate insights that are both academically significant and practically applicable to improving workforce motivation and healthcare delivery in private institutions.

2. Theoretical Framework

Transformational leadership theory forms the foundation of this study. It emphasizes the role of leadership in influencing employees by aligning their personal values, motivations, and goals with those of the organization. Within the context of **private hospitals**, where consistent service delivery, patient satisfaction, and operational efficiency are critical, this leadership style becomes particularly effective in mobilizing a motivated and high-performing workforce.

Transformational leaders are recognized for their ability to inspire and develop their subordinates by nurturing talent, providing clear vision, and fostering commitment to organizational objectives (Limsila & Stephen, 2008). Employees working under such leadership often experience a sense of psychological safety, trust, and loyalty, which are essential in healthcare environments where emotional labor and teamwork are daily norms. According to Bass and Riggio (2008), transformational leadership involves charisma and vision, leading followers to view their leaders as role models. Kara et al. (2007) emphasize that transformational leaders go beyond routine management to build strong interpersonal relationships and encourage employees to pursue shared goals. This is crucial in private hospitals, where

leaders must simultaneously uphold care standards and foster a healthy work culture.

Transformational leadership is composed of four key dimensions:

2.1 Inspirational Motivation

Inspirational motivation involves articulating a compelling and meaningful vision that encourages employees to exceed expectations. In the private hospital context, this may translate into leaders emphasizing the life-saving impact of their staff's work, inspiring greater dedication and purpose. Leaders who demonstrate inspirational motivation cultivate a strong sense of responsibility and team spirit. They communicate effectively, provide clarity of mission, and instill confidence in their staff to rise to organizational challenges (Eeden et al., 2008; Limsila & Stephen, 2008). When hospital staff feel that their leaders are passionate and committed to excellence in healthcare, their own motivation and dedication increase significantly (Rothfelder et al., 2012).

H1: There is a significant impact of Inspirational Motivation on Employee Motivation.

2.2 Idealized Influence

Idealized influence refers to the ability of leaders to act as ethical and charismatic role models. In private hospitals, this means fostering trust by demonstrating integrity, fairness, and purpose-driven decision-making.

Such leaders are admired and respected by their subordinates for their values, actions, and clarity of vision (Barnett & McCormick, 2003; John Hall et al., 2002). They refrain from using positional authority and instead influence through respect and consistency. This kind of influence is especially powerful in hospitals, where decisions often involve ethical and emotional implications.

H2: There is a significant impact of Idealized Influence on Employee Motivation.

2.3 Intellectual Stimulation

This component of transformational leadership encourages innovation, critical thinking, and problem-solving. Leaders challenge assumptions, promote creativity, and encourage staff to approach problems from new perspectives (Bolkan et al., 2011; Limsila & Stephen, 2008).

In the setting of a private hospital, intellectual stimulation allows employees to suggest improvements in patient care protocols, administrative workflows, or health IT systems. By empowering healthcare workers to contribute solutions, leaders cultivate an agile and adaptive environment.

H3: There is a significant impact of Intellectual Stimulation on Employee Motivation.

2.4 Individualized Consideration

Individualized consideration focuses on treating each employee as a unique individual with distinct needs, goals, and potential. Leaders act as mentors and coaches, offering personal support, constructive feedback, and opportunities for professional development (Limsila & Stephen, 2008; Ogola et al., 2017).

In a hospital environment, this may involve recognizing the emotional toll of clinical work, offering schedule flexibility, or providing targeted upskilling programs. Leaders who acknowledge and respond to staff needs create a sense of belonging and organizational commitment.

H4: There is a significant impact of Individualized Consideration on Employee Motivation.

2.5 Employee Motivation

Employee motivation is defined as the internal and external factors that stimulate energy and commitment in individuals toward achieving work-related goals. In private hospitals, motivated employees not only meet clinical standards but often go beyond, enhancing patient satisfaction and operational efficiency.

Motivation can be both **intrinsic**, such as personal growth and purpose, and **extrinsic**, such as pay, recognition, and career advancement. Motivated employees are more likely to display initiative, teamwork, and loyalty—key qualities in a fast-paced healthcare setting (Shahzadi et al., 2014; Manzoor, 2011).

According to Robescu & Iancu (2016), employees perceive recognition from their leaders as an indicator of value and validation, which reinforces their commitment to the organization.

2.6 Conceptual Linkage

This theoretical framework connects the four dimensions of transformational leadership with employee motivation. Each leadership component contributes in distinct ways to shaping employees' attitudes, engagement levels, and performance. The framework suggests that leaders who employ a transformational approach are more likely to foster a committed and motivated workforce in private hospitals.

By aligning the study with these well-established dimensions, the research is grounded in a conceptual model that not only reflects theoretical rigor but also holds **practical relevance for leadership in Egyptian private healthcare institutions**.

3. Materials and Methods

3.1 Research Methodology:

The study is labelled as descriptive research and was conducted . Primary data was gathered with the assistance of close ended questionnaire under the cross-sectional time horizon and convenience sampling. Different research articles and thesis were brought into consideration in the composition of the data collection and background description. For data analysis SPSS 17.0 will be used.

In the context of private hospitals, the descriptive and cross-sectional design is particularly appropriate, as it captures real-time insights from a diverse range of hospital staff. Private hospitals function in dynamic, patient-centered environments, where the impact of leadership practices on employee motivation must be assessed across departments and staff roles.

Target Population: The population for this study comprises all permanent employees in the selected private hospital in Egypt, excluding medical doctors to maintain a consistent leadership influence. This includes administrative, technical, and support staff members with varied educational and professional backgrounds.

Sampling Frame: The study applied convenience sampling, ensuring representation across demographic categories such as gender, age, education, and job role. Out of 250 questionnaires distributed, 215 were returned fully completed. The analysis was conducted at a 95% confidence level.

Data Collection Tool: A structured, close-ended questionnaire was employed, divided into demographic questions and statements measuring the four dimensions of transformational leadership using a 5-point Likert scale.

Statistical Methods: Data analysis was conducted using SPSS 17.0. Statistical techniques included reliability analysis (Cronbach's Alpha), ANOVA, and multiple regression to test the formulated hypotheses.

Sampling Design:

- Sampling Methodology: All the permanent staff working in the hospital excluding Doctors were included in the sampling.
- Sampling Frame: All the permanent staff of the hospital were chosen for the conduction of the sampling which included their gender, marital status, age, educational qualification and work experience.
- Sampling Type: Convenience sampling was used by the researcher.

- Sampling Size: 250 people were targeted belonging from different age groups and work positions in the hospital. However, 215 complete responses were returned and therefore the sampling is based on the completely returned 215 responses. Confidence interval was 95%.

3.2 Data Collection

Method:

This is a Quantitative study and questionnaires were used as a research tool instrument for the collection of primary data. Primary data is mostly used in data collection method (Chowdhury, 2014).

The questionnaire was divided into two parts: Part I was about demographics of the respondent mainly: Gender, Age, Marital Status, Qualification and Work experience.

Part II was about the four independent variables and one dependent variable used in our research.

3.3 Statistical Testing:

SPSS (17.0) is used in the testing of the data. Reliability test conducted which shows that alpha is .943 which denotes that the reliability is accepted. ANOVA testing done with 0.00 significance. R square and Adjusted R square had the dissimilarity of 10 between each other which is considered acceptable.

Significance of co-efficient of all independent variables are less than 0.05 which states that the alternative hypothesis of all the four independent variables is accepted.

This statistical validation adds weight to the findings in the hospital context, where managerial decisions based on evidence-driven insights can lead to better staff performance, reduced turnover, and more engaged healthcare teams.

4. Results

4.1 Reliability testing:

The results observed in Table (1) cleared that, the data is a reliable data where the Cronbach's alpha was 0.943 that indicated that the data is a reliable data and we can depend upon its in the research. Reliability Statistics are conducted on SPSS (17.0), reveal that the minimum acceptance set for data reliability is 0.600. However, in this paper, the Cronbach's Alpha result is 0.943 which highlights high internal consistency of variables, means that the data reliability is considered good & strong (Alarifi, 2014). It highlights that there is a remarkable correlation between the Independent and the Dependent variables.

Table (1): Reliability testing of the collected data

Reliability Statistics	
Cronbach's Alpha	N of Items
.943	5

4.2 Regression analysis:

Regression analysis (SPSS 17.0) is used to find out the R square and the adjusted R square. If the dissimilarity among R square and adjusted R square is more than 10, it shows that there is non-significance relationship between the dependent variable and the independent variables. As we can see that the above model summary suggests that the difference between R square and adjusted R square is less than 10 which is considered good and acceptable. R square is 0.735 significance highlights a constructive association between the variables. Adjusted R square is 0.730 which shows us the Goodness Fit Model. Reliability Statistics Cronbach's Alpha N of Items .943 5

Table (2): Model summary.

linear	Model summary ^b							
	Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson Sig. F Change
					R square change	F Change	df1 df2	
	1	.085	0.74		145.321	4	210 .000	1.744

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Individualized Consideration, Inspirational Motivation

b. Dependent Variable: Employee Motivation

ANOVA ^b						
Model		Sum of square	df	Mean square	F	Sig.
1	Regression	147.049	4	36.762	145.321	.000 ^a
	Residual	53.124	210	.253		
	Total	200.173	214			

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Individualized Consideration, Inspirational Motivation

b. Dependent Variable: Employee Motivation

According to the ANOVA, if the significance level is less than 0.05, it shows that the data of research is statistically significant. In this paper, level of significance of ANOVA is 0.00 which is statistically significant.

As we can see that the level of significance of all four independent variables is not more than 0.05, therefore we dismiss the null hypothesis. The significance level of Idealized Influence is 0.000 and its null hypothesis states that there is no remarkable impact of Idealized Influence on Employee Motivation (we fail to dismiss the null hypothesis). The significance level of Inspirational Motivation is 0.004 and its null hypothesis states that there is no remarkable impact of Inspirational Motivation on Employee Motivation (we fail to dismiss the null hypothesis). The significance level of Individualized Consideration is 0.003 and its null hypothesis states that there is no remarkable impact of Individualized Consideration on Employee Motivation (we fail to dismiss the null hypothesis). The significance level of Intellectual Stimulation is 0.001 and its null hypothesis states that there is no remarkable impact of Intellectual Stimulation on Employee Motivation (we fail to dismiss the null hypothesis).

Co-efficient ^a					
Unstandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	BETA	t	Sig
1 (Constant)	.089	.156		2.571	.012
Idealized Influence (X1)	.269	.055	.281	4.900	.000
Inspirational Motivation (X2)	.206	.071	.198	2.906	.004
Individualized Consideration (X3)	.213	.070	.204	3.048	.003
Intellectual Stimulation (X4)	.292	.084	.260	3.485	.001

a. Dependent Variable: Employee Motivation

Regression function and the most important variables affecting Employee Motivation

The following linear function cleared that, the variables that includes Idealized Influence (X1), Inspirational Motivation (X2), Individualized Consideration (X3) and Intellectual Stimulation (X4) that affected positively on the employee motivations.

The results also cleared that, the variables that includes Idealized Influence (X1), Inspirational Motivation (X2), Individualized Consideration (X3) and Intellectual Stimulation (X4) explain 0.74 % from the changes in employee motivation and the other external factors constitute 26 %

$Y = 0.089 + 0.26 X_1 + 0.21 X_2 + 0.21 X_3 + 0.29 X_4$ $t \quad (0.012)^{**} \quad (4.90)^{**} \quad (2.90)^{**} \quad (3.04)^{**}$ $(3.48)^{**}$
$F = 145.32^{**} \qquad R^2 = 0.74$

Interpretation in the Private Hospital Context:

These findings suggest that transformational leadership practices—especially intellectual stimulation and idealized influence—have a substantial and measurable impact on motivating hospital staff. In the high-stakes setting of a private hospital, where staff performance directly affects patient experience and operational efficiency, these leadership dimensions can serve as critical levers for driving positive organizational change.

5. DISCUSSION

According to **Naile et al. (2014)** the discrepancy in efforts to develop a thorough definition of the term shows how complex the idea of leadership is. It is described by **Achua and Lussier (2013)** as the process of delegating authority to followers in order to spread ideas, accept institutional visions, and encourage support for those ideas. According to **Naile et al. (2014)**, a leader is not a manager however rather someone who naturally has the capacity to influence others. He cautions that it is feasible for one person to possess both management and leadership abilities, effectively showing an unmistakable difference. Leadership occurs when one group member modifies the motivation or competencies of others in the group. Any member of the group can exhibit some amount of leadership...”. Also, **Owusu- Bempah (2014)** mentioned several other authors that between 1992 and 2001 argued in favor of a “follower-centric” approach, emphasizing followers’ contribution and roles in the leadership process.

Equally, the presence of effective leadership and management processes within an organisation increases the likelihood of further training and development being successful. Without a sense of vision, inspiration and direction, HRM and MLD initiatives will not be integrated with business objectives and employees will lack the motivation and commitment to work towards shared organisational goals. A further point arising from this review is the pressing need for more extensive research into the relationship between leadership and management development, capability and performance. Of particular importance is an improved understanding of the manner in which these (and other) elements interact to make them effective within certain situations but not others. To this extent, it is advised that all organisations should seek to find ways of evaluating their management and leadership capability and development processes, not in a simplistic linear fashion, but as part of a holistic integrated organisational strategy. In a Leadership and Management Development Best Practice Guide developed during the CEML research, evaluation was included as one of the key elements of any initiative (**Burgoyne and James, 2002**) and a recent article in the Harvard Business

Review (**Ittner and Larcker, 2003**) argued that the majority of organisations fail to take sufficient account of non-financial performance indicators.

The results of the regression function and the most important variables affecting Employee Motivation cleared that, the following linear function cleared that, the variables that includes Idealized Influence (X1), Inspirational Motivation (X2), Individualized Consideration (X3) and Intellectual Stimulation (X4) that affected positively on the employee motivations.

The results also cleared that, the variables that includes Idealized Influence (X1), Inspirational Motivation (X2), Individualized Consideration (X3) and Intellectual Stimulation (X4) explain 0.74 % from the changes in employee motivation and the other external factors constitute 26 %

This results attributed the **Idealized influence X1 and inspirational motivation X2** are connected with the leader's ability to formulate and articulate a shared vision (**Dionne, et al., 2014**). The leader exudes power and impacts followers through visionary means (**Bass, 2008**). Developing a transparent vision and inspiring subordinates to pursue the vision is of great importance to transformational leaders (**Lievens, Van Geit, and Coetsier, 1997**). Also, By comparison, **Avolio et al. (2009)** identified leadership theories that took place at the end of the twentieth century and the beginning of the twenty-first century as newer leadership theories (e.g. charismatic, inspirational, transformational, or full-range theory of leadership). At the turn of the twenty first century, more teams and collective leadership models surfaced (e.g. team leadership, complexity leadership theory). Today, a new evolution of leadership theories is beginning to take root and should continue through the middle part of the twenty-first century (e.g. instrumental leadership, process models and global leadership). For the current research, the team/collective leadership models are identified as collective theories, and the newer evolutionary theories are identified as global leadership theories.

Also, **individualized Consideration (X3)** affected positively on the motivating employees this results attributed to In comparing traditional leadership models with new leadership approaches, **Avolio et al. (2009, p. 766)** identified new models that “emphasized symbolic leader behavior, visionary, inspirational messages, emotional feelings, ideological and moral values, individualized attention, and intellectual stimulation.” Of these new models, charismatic and transformational leadership theories have led the literature over the past 15 years (**Avolio et al.,2009**), from around 1995 to 2010. Attheturn ofthecentury, these new leadership modelswere believed to transform followers to “higher levels of motivation, ability, and performance” (**Avolio et al., 2009,p.766**).

The **Intellectual Stimulation (X4)** also, affected positively on the employees' motivations due to Transformational leadership has four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 2008) which involves motivating people, establishing a foundation for leadership authority and integrity, and inspiring a shared vision of the future (**Tracey & Hinkin, 1998**). Idealized influence and inspirational motivation are connected with the leader's ability to formulate and articulate a shared vision (**Dionne et al., 2014**). The leader exudes power and impacts followers through visionary means (**Bass, 2008**). Also, It promotes the concept of "Management by walking around" given by Tom Peters (Peters & Robert, 1982), which states that managers roam around inside offices and plant rooms and interact with employees and staff by asking them their problem solving techniques, innovative ideas and criticism. It is the selection of employees to transform them in the best interest of the organization (**Ogola, Dr., & Dr., 2017**).

Also, the statistical findings proved that the transformational leadership plays a remarkable role in motivating employees of the organization. The results satisfy the concept that leaders of an organization can adapt the transformational leadership style and its implementation will benefit employees and will increase their motivation towards work (**Chowdhury, 2014**).

Once implemented the leaders of the organization can avail the opportunity to increase their employees' job performance by motivating them through rewards and providing them with trainings to boost their confidence and improve their commitment towards their organization (**Naile & Jacob M Selesho, 2014**). Hence the study concludes that employees should be motivated and their motivation is the responsibility of the leaders of the organization and for that transformational leadership style proves the suitable style (Mengesha, 2015). Employees can prove a real asset to any organization by their commitment and performance and it also depends how the organizations cater them.

6. CONCLUSION

This study examined the impact of transformational leadership on employee motivation in the context of a private hospital in Egypt. Anchored in Bass and Avolio's Full-Range Leadership Theory, the study operationalized transformational leadership into four distinct components: **idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration**. Each of these dimensions was evaluated using quantitative data collected from 215 full-time hospital employees across administrative, technical, and support roles.

The findings revealed that all four components significantly and positively influence employee motivation. This confirms that **transformational leadership is not only theoretically sound but also practically effective** in healthcare environments where staff morale, performance, and engagement are critical to operational excellence and patient care. The statistical results, particularly the high reliability (Cronbach's Alpha = 0.943) and the strong model fit ($R^2 = 0.74$), underscore the validity of these relationships.

In the **private hospital setting**, these findings hold heightened importance. Private hospitals are uniquely pressured by patient expectations, competitive healthcare markets, and limited public funding. In such an environment, employee motivation is a cornerstone of service quality and institutional sustainability. When leadership fosters clarity of vision, supports employee development, and models ethical standards, employees respond with increased job satisfaction, loyalty, and commitment.

Our findings reinforce earlier conclusions by Chowdhury (2014), who emphasized that **implementing transformational leadership can enhance employee motivation and improve job performance**. Similarly, Naile and Selesho (2014) pointed out that the strategic use of rewards and professional development opportunities under transformational leadership significantly boosts employee confidence and organizational commitment. Mengesha (2015) further supports this by arguing that employee motivation is not optional—it is a leadership responsibility, particularly in service-driven sectors like healthcare.

In this study, it is evident that transformational leadership is suitable for motivating employees in a private hospital setting. Employees become assets to their institutions not just through their skills, but through their willingness to go above and beyond. This willingness is shaped by how leadership “cater” to their professional needs, recognition, and growth potential. Therefore, it is incumbent upon hospital leadership to create motivational environments where trust, purpose, and collaboration thrive.

To ensure successful and sustainable implementation of transformational leadership in hospitals, structured planning is necessary. Hospitals should develop **professional training programs led by expert facilitators** to educate management teams on how to apply transformational practices effectively. Such training must clarify leadership expectations, provide tools for self-assessment, and foster emotional intelligence. This is vital in healthcare where staff regularly face emotionally taxing situations that require adaptive and compassionate leadership.

A. Theoretical Implications:

This research contributes to the broader literature by confirming that **transformational leadership is a multidimensional, cross-context model** that applies robustly to the healthcare sector. By validating Bass and Avolio's framework in a private Egyptian hospital, the study expands the model's relevance to non-Western, service-intensive environments. The research supports the theory that employee motivation in healthcare is not simply a product of job design or compensation, but a result of strategic and empathetic leadership behavior.

B. Practical Implications:

For hospital administrators, the findings offer clear direction: **invest in leadership development, not just infrastructure or technology**. Hospital performance is intrinsically linked to the motivation of its staff, and transformational leadership provides a tested roadmap for enhancing it. Practical steps include:

- Establishing leadership development pipelines.
- Implementing structured feedback and recognition systems.
- Promoting participative decision-making.
- Integrating leadership behaviors into performance evaluations.

These approaches are especially critical in private hospitals where patient satisfaction, quality metrics, and reputation are tied directly to staff engagement.

C. Research Limitations and Future Work:

While this study presents strong findings, it is limited to a single private hospital, restricting the generalizability of the results. Future studies should extend the sample to include **multiple private and public hospitals across various regions** to understand contextual variations. Additionally, further research could explore the **moderating role of organizational culture, psychological safety, and job satisfaction** in the leadership–motivation relationship. A **mixed-methods approach** would also enrich future work by capturing both statistical trends and the lived experiences of healthcare workers, giving deeper insight into how leadership is perceived and internalized.

Recommendations

It is recommended that leaders implement targeted strategies aimed at fostering **creativity, enthusiasm, responsibility, and a strong sense of commitment** among employees. Cultivating these qualities can empower staff to take full advantage of growth opportunities and align their efforts with the organization's long-term goals and objectives.

To effectively adopt and implement the transformational leadership style, the organization should invest in **specialized training programs facilitated by qualified professionals**. These programs should clearly communicate the principles of transformational leadership and provide leaders with the practical tools needed to apply this style effectively across various teams and departments (Chowdhury, 2014).

Once properly introduced, transformational leadership offers a valuable opportunity for organizational leaders to **enhance employee performance**. This can be achieved by motivating staff through **recognition systems, performance-based rewards, and continuous professional development opportunities**. Such efforts will not only boost employee confidence but also reinforce their loyalty and drive toward organizational excellence (Naile & Jacob M. Selesho, 2014).

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