

# The Impact Of Inspirational Leadership On Organizational Integrity, Applied To Workers In Jeddah Hospitals

Wael Abdullah Alzubaidi, Dr. Mona Samy Mahmoud Mostafa

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## *Abstract*

*This study aimed to explore the impact of inspirational leadership on the level of organizational integrity among employees in hospitals in the city of Jeddah, Kingdom of Saudi Arabia. The study adopted a descriptive-analytical approach to describe and analyze the data collected from the research sample, which consisted of 376 employees working in Jeddah hospitals. A closed-ended questionnaire was used to collect the required data from the study participants. The study reached several findings, including the existence of a strong and statistically significant relationship between inspirational leadership in its various dimensions and organizational integrity. The study also provided several recommendations, including incorporating the assessment of inspirational leadership dimensions into the criteria for selecting and appointing leaders to ensure their alignment with the requirements of upright institutional behavior.*

**Keywords:** *(Inspirational Leadership – Organizational Integrity – Future Vision – Self-Confidence)*

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## INTRODUCTION

Leadership is a vital topic that has received increasing attention in modern management studies due to its essential role in improving organizational performance and enhancing employee effectiveness. Numerous studies have confirmed that the leadership style within an organization directly affects employees' behavior, motivation level, and commitment to organizational goals. The importance of leadership lies in the strategic roles leaders perform and the quality of decisions they make, which reflect upon organizational stability and development (Liden et al., 2025).

Scientific and practical interest in leadership has increased through ongoing research into its concepts, theories, and styles, aiming to reach effective leadership approaches that enable leaders to face emerging challenges and keep pace with rapid changes in work environments. Among these styles, *inspirational leadership* has emerged as one of the most notable approaches due to its significant impact on motivating individuals and fostering initiative and innovation within organizations. Inspirational leadership is a model that many institutions seek to adopt due to the distinctive traits of an inspirational leader: a clear vision, positive influence, and creative spirit that contribute to building a supportive and effective organizational environment (Saher & Ayub, 2020).

Today, the world is witnessing rapid waves of change and transformation across various fields, driven by successive technological, economic, and social developments, which has led to unprecedented competition among organizations. In light of this changing reality, institutions can no longer rely on traditional management and leadership methods. They must adopt organizational practices based on solid ethical values that contribute to organizational flexibility and sustainability. Among these practices, instilling work ethics based on human virtues and noble moral principles stands as a fundamental pillar in constructing a healthy and motivating work environment capable of keeping pace with fast-moving challenges and changes (Kaptein, 2019).

In this context, the concept of **organizational integrity** has become a fundamental concept that is gaining increasing attention in contemporary administrative studies, as it reflects employees' commitment to ethical behaviors within their professional relationships with colleagues and supervisors. It contributes to reinforcing an organizational culture based on integrity, transparency, and mutual respect. Literature indicates that organizational integrity not only involves employees adhering to rules and regulations, but also includes the ethical dimensions of

daily dealings within the organization, enhancing trust between leadership and employees, and contributing to increasing loyalty and organizational belonging (Bashandy et al., 2024).

Organizational integrity is also considered a decisive factor in enhancing institutional efficiency, as it helps create a positive work environment characterized by justice, accountability, and respect. This makes employees more willing to support their organization during critical times and enhances their ability to face crises with stability and effectiveness (Fuerst et al., 2023).

Therefore, this study aims to explore the impact of inspirational leadership on the level of organizational integrity among employees in the hospitals of Jeddah. It seeks to provide a scientific vision that helps understand the nature of the relationship between an inspiration-based leadership style and employees' commitment to ethical behaviors in the workplace. The findings of this study are expected to supply hospital administrators with practical information to adopt effective leadership approaches that enhance organizational integrity among employees, positively reflecting on institutional performance quality and efficiency in health service delivery.

## RESEARCH PROBLEM & QUESTIONS

Organizations of all types and sizes strive to achieve the highest levels of quality in their services and products. A competent human element is considered one of the most important pillars that this quality is built upon. Recognizing the importance of human resources, organizations work on creating a motivating work environment that supports employees in all aspects of life—social, financial, psychological, and emotional—believing that these aspects directly influence their professional behavior and performance level at work.

In healthcare institutions in particular, employees—especially medical, nursing, and administrative staff—face significant pressures and complex challenges due to the sensitive and precise nature of their work, which relates directly to patients' health and lives. These institutions often operate in highly variable environments that may include sudden health crises, resource shortages, and rapid organizational changes. This exacerbates stress levels among workers and negatively affects their psychological and professional stability, consequently impacting the quality of care provided (Abushkair, 2018). Hence, it has become necessary for healthcare institutions to adopt flexible administrative policies and strategies that support workers and enhance their ability to deal with daily professional challenges.

Given the rapid contemporary developments and fundamental changes in leadership and management practices, many healthcare organizations have realized the limitations of traditional leadership styles in dealing with the complexities of a changing healthcare reality. They have therefore turned to adopting more modern and effective leadership styles, one of the most notable being *inspirational leadership*, which relies on motivating employees, inspiring them with the institution's humanitarian mission, and strengthening their professional and ethical commitment. Inspirational leadership is considered an effective tool for improving employee behavior in the health sector, increasing job satisfaction and organizational belonging, thereby improving the quality of health services and achieving the institution's strategic objectives efficiently and sustainably.

Several studies, such as those by Al-Frani (2020) and Vallina et al. (2018), indicated significant challenges and pressures faced by workers in organizations, particularly in healthcare settings, due to difficult work conditions and daily organizational issues. These problems include resource shortages, increased workloads, and lack of administrative support, leading to negative impacts on professional performance and service quality. These studies revealed that the level of implementation of inspirational leadership in those institutions remains at a *moderate* level, indicating a gap in adopting this modern leadership style known for motivating employees and reinforcing their professional commitment.

In light of these findings, these studies called for expanding research on inspirational leadership due to its effective role in improving the work environment and reducing negative effects faced by employees, especially in sensitive work environments like healthcare. Inspirational leaders help build a positive organizational climate that enhances job satisfaction, supports employees'

psychological health, and leads to higher performance efficiency and institutional goal achievement sustainably. Therefore, there is an urgent need to adopt this leadership style more broadly within administrative development strategies aimed at enhancing work quality and improving outputs of healthcare institutions.

Based on the above, the main research question of this study can be summarized as:

**"To what extent does inspirational leadership affect organizational integrity among staff in the hospitals of Jeddah, Saudi Arabia?"**

Derived sub-questions include:

1. What is the reality of inspirational leadership in Jeddah hospitals, Kingdom of Saudi Arabia?
2. What is the level of organizational integrity in Jeddah hospitals as perceived by their employees?
3. What is the nature of the relationship between inspirational leadership and organizational integrity in Jeddah hospitals?
4. Do demographic characteristics affect the impact of inspirational leadership on organizational integrity in Jeddah hospitals?

#### **Study Objectives**

The current study aims to achieve the following objectives:

1. To identify the nature of inspirational leadership in Jeddah hospitals, KSA.
2. To assess the level of organizational integrity in Jeddah hospitals, KSA.
3. To determine the role of inspirational leadership in achieving organizational integrity in these hospitals.

#### **Study Significance**

##### **1. Theoretical Significance:**

- This study enriches scholarly literature on inspirational leadership by focusing on this modern leadership style, which has gained growing interest in contemporary administrative studies due to its central role in motivating employees and enhancing their ethical commitment within work environments.
- It represents one of the few local and Arab-level attempts to link the concept of inspirational leadership with organizational integrity in a healthcare context, helping to expand theoretical understanding of how leadership based on inspiration and influence is related to employees' ethical and organizational behaviors.
- The study proposes a theoretical framework identifying key variables related to organizational integrity and explaining how inspirational leadership can help instill ethical values within health institutions. This theoretical contribution opens new prospects for deeper research into psychological and organizational factors influencing employee behavior in critical sectors, such as health care.

##### **2. Practical Significance:**

- Provides practical recommendations for decision-makers and managers in Jeddah hospitals by highlighting the importance of adopting inspirational leadership as a strategic tool to promote an ethical professional work climate and enhance organizational integrity among employees, leading to improved performance quality and efficiency in health services.
- Offers indicators on the current state and effectiveness of inspirational leadership in the Saudi healthcare environment, enabling management to rethink their leadership styles and design training programs aimed at developing leaders' skills in line with current stage requirements.
- Especially important given complex challenges faced by the health sector, requiring leaders capable of inspiring, embedding commitment, and sounding responsibility among employees.

#### **Study Hypotheses**

##### **Main Hypothesis (H1):**

There is a statistically significant relationship between inspirational leadership and organizational integrity among employees in Jeddah hospitals.

**Sub-Hypotheses:**

H1-1: There is a statistically significant relationship between the leader's self-confidence and organizational integrity.

H1-2: There is a statistically significant relationship between the leader's future vision and organizational integrity.

H1-3: There is a statistically significant relationship between recognizing the leader as an agent of change and organizational integrity.

H1-4: There is a statistically significant relationship between the leader's sensitivity to work environment constraints and organizational integrity.

**STUDY METHODOLOGY**

1. **Method:** Descriptive-analytical method to describe and analyze the relationship between the four dimensions of inspirational leadership (self-confidence, future vision, recognition as a change agent, sensitivity to work constraints) and organizational integrity.

2. **Population:** All employees (administrative, doctors, nurses, technicians) in several public hospitals in Jeddah. According to the 2023 Statistical Yearbook by the Saudi Ministry of Health, the total number of hospital employees in Jeddah was 17,002: 4,581 doctors, 5,992 nurses and midwives, 309 pharmacists, and 6,120 auxiliary staff.

3. **Sample:** Stratified random sample ensuring representation of all staff categories, gender, and job levels. Sample size calculated with:

- $N = 17,002$  (population size)
- $Z = 1.96$  (95% confidence)
- $P = 0.5$
- $d = 0.05$

Resulting in  $n = 376$  individuals.

4. **Instrument:** Closed questionnaire developed from prior literature, consisting of:

- Part I: demographic data (gender, age, education).
- Part II: Inspirational Leadership scale with four dimensions.
- Part III: Organizational Integrity scale.

5. **Statistical Tools (via SPSS):**

- Descriptive statistics (means, standard deviations)
- Difference tests (ANOVA, t-tests)
- Pearson correlation
- Linear regression to predict impact.

**Study Boundaries**

- **Subject:** Only inspirational leadership dimensions; organizational integrity is the dependent variable.
- **Spatial:** Government hospitals in Jeddah.
- **Temporal:** Data collection during the second semester of the 2024/2025 academic year.
- **Human:** Staff limited to doctors, nurses, administrators, technicians

**Study Variables**

- **Independent Variable:** Inspirational leadership (self-confidence, future vision, recognition as change agent, sensitivity to environment constraints).
- **Dependent Variable:** Organizational integrity.

**Study Model**

*(Insert Figure 1: Study Model here – to be copied into Word)*

**Tenth: Previous Studies**

Inspirational leadership has received growing interest in organizational behavior literature, especially in healthcare institutions that require leadership capable of making a positive impact on employee behavior and institutional performance in complex, high-pressure environments.

- **Huang et al. (2022):** “*The Role of Inspirational Leadership in Enhancing Organizational Citizenship Behavior among Nurses*” – 412 Taiwanese hospital staff; concluded that leaders with future vision, self-confidence, change orientation, and environmental sensitivity foster initiative, belonging, and responsibility among healthcare workers.
- **Al-Ghazali (2021):** “*Inspirational Leadership and Organizational Performance: Mediating Role of Organizational Trust*” – 230 Omani public sector employees; found inspirational leadership enhances trust and performance; emphasized leader self-confidence and clear vision.
- **Al-Matari et al. (2020):** “*The Impact of Inspirational Leadership on Ethical Behavior in Governmental Organizations*” – 280 UAE government staff; confirmed significant positive link between inspirational leadership and ethical behavior; recommended training programs for leaders.
- **Al-Frani (2020):** “*The Impact of Inspirational Leadership on Organizational Commitment in Jordan’s Ministry of Health Hospitals*” – 200 medical/administrative staff; found moderate level of inspirational leadership and significant positive effect on commitment; recommended developing leadership skills.
- **Northouse (2019):** *Leadership: Theory and Practice* – defines inspirational leadership as part of transformational leadership emphasizing emotional influence, vision building, and ethical commitment.
- **\*Vallina et al. (2018):** “*Inspirational Leadership and Ethical Behavior in Health Organizations: A Structural Model*” – 326 Spanish healthcare staff; concluded inspirational leadership is a key motivator for ethical behavior, especially when leaders possess vision and environmental sensitivity promoting integrity and transparency.

#### **General Commentary:**

These studies confirm that inspirational leadership impacts organizational citizenship, trust, ethics, and commitment. They highlight leader qualities: vision, self-confidence, ability to inspire, and awareness of institutional limitations. However, most focus on performance, commitment, or ethics rather than *organizational integrity* as a standalone moral dimension—especially in the Saudi healthcare context.

#### **Unique Contribution of Current Study:**

This study fills that gap by linking the four components of inspirational leadership (self-confidence, vision, recognition as change agent, environmental sensitivity) directly to organizational integrity as a comprehensive ethical-behavioral construct. Moreover, it focuses on the Saudi healthcare sector in Jeddah, an understudied context, making it one of the first to directly connect inspirational leadership with organizational integrity, offering both theoretical and practical value

## **THEORETICAL FRAMEWORK**

Leadership is a fundamental element in organizational effectiveness, guiding employee behavior toward institutional goals. Among effective styles in complex work environments, *inspirational leadership* focuses on motivating followers, building shared vision, planting confidence, and achieving positive change. Conversely, organizational integrity gains importance amid growing ethical challenges, especially in health sectors requiring high ethical standards in performance and behavior.

1. **Inspirational Leadership Concept:** The leader’s ability to emotionally and morally influence followers through a clear vision, enthusiasm, and motivation to overcome challenges and achieve optimal performance. It’s part of transformational leadership focused on inspiration rather than formal authority or material incentives (Northouse, 2019).

Operational definition in this study: employees’ perception of leaders’ behaviors in terms of instilling self-confidence, having a clear future vision, being recognized as change agents, and showing sensitivity to work environment constraints.

○ **Self-confidence:** Leader's belief in personal and leadership abilities, firmness, balance in decision-making – fundamental for convincing followers and enhancing credibility (Al-Ghazali, 2021).

○ **Future vision:** Leader's ability to foresee and formulate strategic goals that inspire team purpose and commitment (Northouse, 2019).

○ **Recognition as change agent:** Employees' perception of leader as catalyst for renewal and solutions, challenging status quo (Al-Matari et al., 2020).

○ **Environmental sensitivity:** Leader's awareness of organizational, social, environmental constraints and ability to adapt with empathy – essential for fairness and credibility (Huang et al., 2022).

2. **Organizational Integrity Concept:** Employees' commitment to behaviors marked by integrity, justice, honesty, and respect in all work-related practices. It is critical for building organizational trust, enhancing positive workplace climate, and reducing negative behaviors such as turnover or resistance (Kaptein, 2008).

In healthcare, integrity is directly related to care quality, job satisfaction, and trust between medical and administrative staff. Operationally defined as the extent to which Jeddah hospital staff adhere to ethical and professional behaviors (integrity, honesty, justice, mutual respect) within their organizational relationships.

3. **Relationship Between Inspirational Leadership & Integrity:** Literature indicates a positive correlation—leaders who are confident, visionary, recognized as change agents, and sensitive to constraints are more capable of instilling integrity and fairness; employees are more encouraged to adopt ethical behaviors (Vallina et al., 2018). Inspirational leaders act as role models, enhancing communication and decision-making grounded in principles and values. They also empower employees to uphold professional and ethical standards under pressure.

4. **Leadership in the Saudi Health Sector:** Rapid development under Vision 2030 and National Transformation Program—over SAR 260 billion invested, including five new hospitals by 2025, adding 963 beds, enhancing emergency networks and early detection centers (Alilyyani et al., 2022). Public healthcare is free for citizens and residents, with government funding covering 75%. There are 3,300+ primary care centers, and around 499 hospitals in 2023 (Saleh, 2024). Challenges include doctor and nurse shortages in some regions, and rural-urban service disparities, necessitating focus on HR development and quality maintenance.

Studies in Saudi Arabia show transformational leadership—including inspirational leadership—is prevalent and positively related to role engagement and organizational commitment among nurses (Al-Dossary, 2022). In three Saudi hospitals in 2021, nursing managers with inspirational leadership behaviors were linked to employee empowerment and service quality improvement (Alharbi et al., 2021). This reflects that inspirational leaders with confidence, vision, change orientation, and local awareness are key to strengthening organizational commitment and performance in government hospitals.

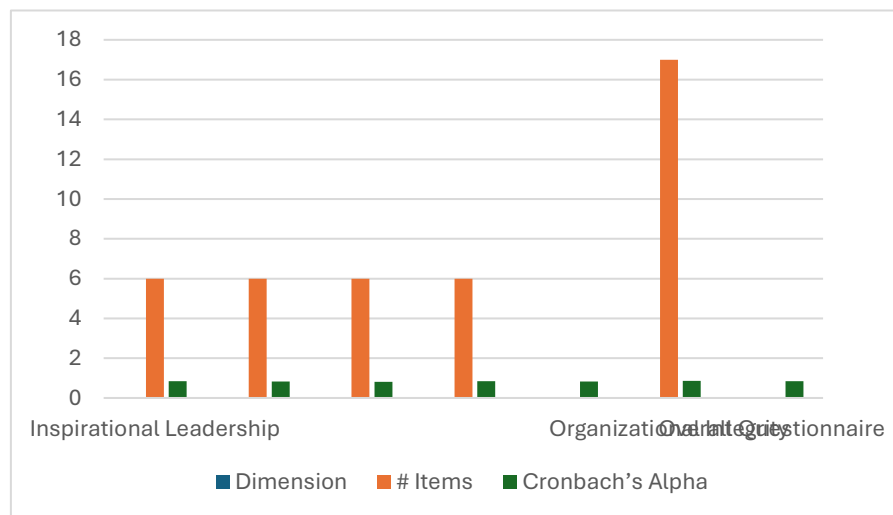
However, few studies fully cover organizational integrity in the Saudi health context. Compliance-related studies show public hospitals have lower accreditation compliance (66%) compared to private hospitals (77%), with organizational leadership quality a critical factor (Althumairi et al., 2022). Accreditation system analysis under the "Performance" program indicates that leadership integrating vision and professionalism is capable of fostering integrity and improving patient satisfaction (Alghamdi et al., 2024). This confirms that organizational integrity in public hospital settings demands ethical leadership committed to institutional discipline and service culture

#### Data Analysis

##### • Reliability Testing (Cronbach's Alpha):

Study Variable	Dimension	# Items	Cronbach's Alpha
Inspirational Leadership	Self-Confidence	6	0.84
	Future Vision	6	0.82

	Recognition as Change Agent	6	0.81
	Sensitivity to Work Environment Constraints	6	0.85
	<b>Overall Leadership Variable</b>		<b>0.83</b>
Organizational Integrity	–	17	0.86
<b>Overall Questionnaire</b>	–		<b>0.845</b>



• These high alpha values indicate strong internal consistency for the study instrument, enhancing result credibility and instrument suitability.

• **Demographic Data:**

- **Gender:** 72.9% male; 27.1% female.
- **Education level:** Bachelor's 43.1%, Master's 38.8%, High school 6.9%, Diploma 5.9%, Doctorate 4.8%.
- **Age groups:** 30-<40 (47.9%), 40-<50 (34.6%), 20-<30 (9.3%), 50-<60 (8%) – indicating a mix of youthful energy and experienced staff.

(Insert Figures 2–4 showing demographic distributions in the Word file.)

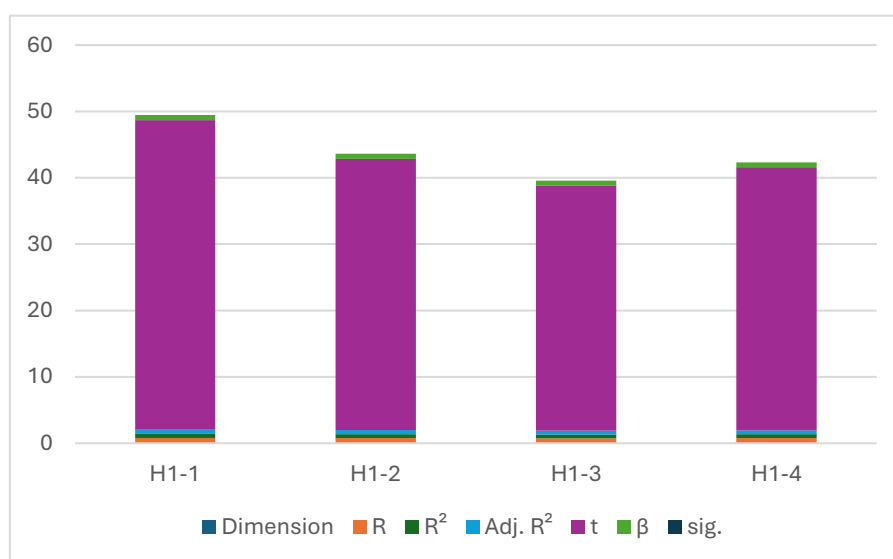
• **Descriptive Statistics for Main Variables:**

**Inspirational Leadership** – Mean for self-confidence: 2.859 (SD = 0.371), future vision: 2.840 (SD = 0.404), recognition: 2.819 (SD = 0.431), sensitivity: 2.833 (SD = 0.411) – all at “agree” level.

**Organizational Integrity** – Overall mean: 2.784 (SD = 0.465), range 2.697–2.822 – indicating positive perception.

• **Hypothesis Testing (Simple Regression Results):**

Hypothesis	Dimension	R	R <sup>2</sup>	Adj. R <sup>2</sup>	t	β	sig.
H1-1	Self-confidence → Integrity	.789	.623	.622	46.643	.789	.000
H1-2	Future vision → Integrity	.776	.602	.601	40.865	.776	.000
H1-3	Change agent recognition → Integrity	.750	.563	.562	36.957	.750	.000
H1-4	Environmental sensitivity → Integrity	.764	.584	.583	39.649	.764	.000



All hypotheses are accepted, indicating strong, significant positive effects of each leadership dimension on organizational integrity

## RESULTS & RECOMMENDATIONS

### 1. Results

1. Strong significant relationship found between leader self-confidence and organizational integrity, suggesting that confident leaders enhance credibility and foster integrity among employees. Nguyen et al. (2021) support this link, noting that self-confidence builds followers' trust and serves as an ethical reference.
2. Significant relationship between leader's future vision and integrity. Visionary leaders guide organized behaviors aligned with long-term institutional goals. Wang & Xu (2022) confirm that strategic vision enhances discipline, compliance, and integrity.
3. Significant link between recognition of leader as change agent and integrity. As role models for ethical behavior, such leaders inspire staff to follow suit. AlKhajeh & Zulkifli (2020) confirm that transformational leaders are positively associated with organizational ethics.
4. Significant relationship between environmental sensitivity and integrity. Leaders aware of context make balanced ethical decisions, reflected in staff's commitment. Zhao & Wang (2023) confirm that context-aware leadership promotes ethical organizational behavior.

*Overall conclusion:* All four dimensions of inspirational leadership significantly and positively influence organizational integrity in Jeddah hospitals. Leaders' roles extend beyond management, embedding ethical behavior and institutional governance in healthcare systems where trust and credibility are essential.

### 2. Recommendations

1. Include evaluation of inspirational leadership dimensions in leader selection and appointment criteria to ensure alignment with ethical institutional requirements.
2. Design continuous training programs focusing on enhancing leaders' self-confidence, vision building, transformational leadership, and awareness of institutional constraints.
3. Incorporate organizational integrity as a key element in performance evaluations of leaders and employees, linking it to incentive and reward systems.
4. Develop tools to measure leaders' perception of environmental sensitivity and its impact on fair and transparent decision-making.
5. Foster an environment supportive of ethical behavior by promoting openness, accountability, and exemplary conduct in leadership practices.

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