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# Transformational Leadership Among managers and SUBORDINATES: Job Satisfaction

## SUMMARY

This research investigates the impact of transformational leadership on job satisfaction, utilizing a Likert scale survey to gather data from employees in diverse organizations. The survey evaluated four essential dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The findings enhance the previous research by emphasizing the beneficial effects of transformational leadership. Managers may leverage these insights to foster a supportive work environment and improve employee results. Correlation and regression analyses demonstrate that transformational leadership enhances job satisfaction, with Individualized Consideration exhibiting a robust positive correlation. The research offers practical guidelines for managers to execute transformational plans efficiently.

**Keywords:** *transformational leadership, managers' behavior, job satisfaction, leadership style.*

**Jel classification:** M50

## INTRODUCTION

Transformational leadership is becoming more widely acknowledged as a critical factor in improving employee outcomes and organizational performance. An environment of trust, creativity, and personal growth is fostered by leaders who inspire and motivate their subordinates to surpass their personal interests in the interest of the organization. This leadership style is characterized by these qualities. Transformational leaders are identified by their capacity to effect substantial change within their organizations by employing four critical behaviors: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Ng, 2020).

Due to its substantial influence on employee-related outcomes, such as job satisfaction, and performance, transformational leadership is exceedingly advantageous. Transformational leadership has been associated with elevated job satisfaction, which can result in decreased attrition rates and improved organizational performance (Ng & Sorensen, 2021). Additionally, transformational leadership cultivates a robust sense of dedication to the organization, which in turn encourages employees to align their personal objectives with those of the organization. Consequently, this results in increased productivity and efficiency (Braun et al., 2022).

## LITERATURE REVIEW

Related outcomes, including job satisfaction, organizational commitment, and performance. For example, transformational

leadership has been associated with increased job satisfaction, which has the potential to increase organizational performance and reduce turnover rates (Kovjanic et al., 2020). Furthermore, it cultivates a robust sense of organizational dedication, which encourages employees to align their personal objectives with those of the organization, thereby enhancing productivity and efficiency (Wang et al., 2022). In addition, (Gardner et al. 2021) underscored the substantial influence of transformational leadership on employee satisfactions. The job satisfaction of employees is significantly improved by leaders who prioritize the well-being of their team members, provide opportunities for personal development, and cultivate a supportive work environment. Employees frequently express greater satisfaction with their work, colleagues, and overall job conditions when they are led by transformational managers, who are credited with exhibiting positive and empowering behaviors.

### *Dimensions of Transformational Leadership*

(Bass, 1985) identified several key dimensions of transformational leadership: charismatic leadership, inspirational motivation, intellectual stimulation, and individualized consideration. Charismatic leadership is all about leaders who have a knack for expressing a captivating vision and building trust and respect among their follower's. Effective leadership involves the ability to inspire and motivate others by setting high expectations and cultivating enthusiasm and optimism. Encouraging intellectual stimulation fosters a creative and innovative mindset among followers. It involves challenging assumptions and promoting the development of new ideas (Northhouse, P.G 2018).

### *Impact on Employee Job Satisfaction*

The robust correlation between employee job satisfaction and transformational leadership has been consistently confirmed by recent studies. Kovjanic et al. (2020) and Braun et al. (2022) have demonstrated that job satisfaction is improved by leaders who effectively convey a compelling vision, provide support, and motivate their team members. This is achieved by cultivating intrinsic motivation and a sense of purpose. Transformational leaders are instrumental in increasing the overall job satisfaction of their teams by establishing a supportive and motivating work environment (Ng & Sorensen, 2021). (Zhu et al. 2020) emphasize the importance of authentic leadership, a concept closely linked to transformational leadership, in strengthening followers' commitment to ethical leadership practices. According to their study, leaders who show authenticity and transparency have a powerful impact on trust and com-

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mitment within their teams. This, in turn, helps to strengthen organizational values and cultivate a positive culture.

In addition, a study conducted by (Podsakoff et al. 2020) suggests that leaders who demonstrate strong moral integrity and ethical behaviour are viewed more favourably by their subordinates. This perspective not only boosts dedication to the organization but also fosters a culture of ethical choices and employee contentment. Effective leaders are adept at fostering a work environment that prioritizes employee growth and satisfaction, thereby fortifying the emotional connection between employees and the organization (Kovjanic et al., 2020; Wang et al., 2022). For instance, Wang et al. (2022) discovered that transformational leadership has a beneficial impact on the job satisfaction of followers. Building trust, empowering employees to make meaningful contributions to organizational objectives, and promoting a shared vision are the methods by which this is accomplished.

## METHODS

This study seeks to analyze the influence of transformational leadership methods on employee outcomes, namely job satisfaction. This research examines four fundamental elements of transformational leadership—modelling behaviour, motivating others, promoting intellectual development, and catering to individual needs—to deliver empirical insights on how these practices can cultivate a positive workplace and improve job satisfaction, providing practical recommendations for managers.

H1: There is a positive relationship between Transformational Leadership and employees' job satisfaction, represented by the four dimensions of transformational leadership

The effect of transformational leadership on Job Satisfaction was measured using a quantitative method in this study. Following a comprehensive literature analysis, a questionnaire was developed and circulated to accomplish the research's goal. The final questionnaire included statements regarding transformational leadership and Job Satisfaction. A five-point Likert scale was used to assess the variables (Wang, D., et al 2019). The research main and hypotheses was tested using simple linear regression analysis and correlation.

### Data collection

A questionnaire was used to gather data for this study, which was used to assess both Job Satisfaction as well as aspects of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The questionnaire was sent to employees granted the opportunity to engage willingly and anonymously to complete and return surveys. Data were also obtained from secondary and primary sources, secondary data sources

The data were obtained through the secondary sources represented in journals, articles, books and previous studies related to the subject of the research, as well as using some websites. Data were obtained from primary sources by designing a research questionnaire, and then analyzing it using Microsoft excel and SPSS by importing the accumulative result of the questionnaire to the statistical programs.

### Data sample analysis

A survey created especially for this investigation was used as part of the tool used in this research. The Multifactor Leadership Questionnaire was updated to include statements about Trans-

formational Leadership and Job Satisfaction. The instrument had a total of 19 questions: Idealized influence (3 questions), inspirational motivation (3 questions), intellectual stimulation (3 questions), and individual consideration (3 questions). (6) questions about Job Satisfaction were also included in the survey. Employees were asked a relatively important question regarding whether they feel motivated to come to work every day.

The questions were graded on a five-point Likert scale, with 1 indicated 1 as (Strongly disagree) and 5 indicated (Strongly agree).

### Statistical methods

To achieve the research objectives and to analyze the collected data, several suitable statistical methods were used in the SPSS, and the following is a set of statistical methods used in data analysis.

### Descriptive statistics

Represented by the mean, standard deviation, and Normality plots test, to be certain about the use of linear regression analysis. Simple linear regression analysis and correlations to prove the hypothesis and measure the effect of each dependent variable on each independent variable.

### Study sample

A sample of (122) workers/subordinates who are able and motivated to participate in the study filled the research questionnaire. SPSS program was used to analyze the data. Descriptive analysis was used to examine data from respondents. Simple linear regression was used to see if the four dimensions of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, have any effect on Job Satisfaction.

### Analysis

This part will show the analysis of each variable according to the questions related to each variable, measuring the independent variable which is Transformational leadership dimensions will be analyzed by multiple statements that cover the several certain traits or characteristics. The other dependent variable is Job Satisfaction. Each dimension will be analyzed individually according to its questions that cover the different norms and attitudes that can be shown by Subordinates.

## RESULTS AND DISCUSSION

### Analysis of Transformational leadership dimensions

As shown in table no 1 below, the mean scores for the three statements that are associated with the Idealized Influence dimension vary from 4.63 to 5.53, which indicates that, on average, respondents evaluated these items quite high, which suggests that they have a favourable opinion of this leadership dimension. It may be deduced from the fact that statement 3 has the highest mean score of 5.53 that this facet of Idealized Influence is recognized as having the most favourable perception among respondents. The replies are generally consistent with just a tiny amount of variation, as indicated by the standard deviations for the questions, which range from 0.988 to 1.100. Since Statement 3 has a higher standard deviation (1.100), it indicates that there is a greater degree of diversity in the way that respondents see this component of Idealized Influence in comparison to the other two statements.

Table no. 2 below illustrates the descriptive statistics show the central tendency and variability of 122 respondents' responses to three Inspirational Motivation statements. Statement 1 and Statement 2 have identical averages of 4.49 and 4.48, with standard deviations of 1.123 and 1.166, indicating moderate dispersion. Statement 3 had a higher mean of 5.61 and a lower standard deviation of 1.072, indicating that answers were more densely grouped around it. These data show how respondents rate Inspirational Motivation across these three assertions, showing both similarities and variances.

The mean and standard deviation in table no. 3 below show how respondents see Intellectual Stimulation in these categories. Statement 1 and Statement 3 show identical averages of 5.55 and 5.62, respectively, with moderate standard deviations (1.214 and 1.063), indicating good views of Intellectual Stimulation across these aspects. Statement 2's mean of 4.60 and standard deviation of 1.058 indicate somewhat less agreement among respondents than the other two statements. According to the six remaining statements on that dependent variable, these findings give beginning insights into how respondents interpret Intellectual Stimulation in the context of transformational leadership, which may affect their job satisfaction.

Each set of three statements most likely correlates to the Individual Consideration dimension of transformational leadership, according to the descriptive statistics presented in table 4 below for the Individual Consideration statements. Using standard deviations of 1.060, 1.068, and 1.035, we get mean scores of 4.57, 4.56, and 4.58 for Statement 1, Statement 2, and Statement 3, respectively. According to these numbers, people have a similar impression of the leader's actions when it comes to Individual Consideration across all these statements.

**Analysis of Job Satisfaction**

A relative set of phrases were included in the research survey to explore the extent of whether the respondents support the assumed hypothesis and were coded and analyzed descriptively through SPSS and Microsoft Excel.

**Data validity**

This correlation analysis highlights the positive relationships between transformational leadership dimensions and job satisfaction, with Inspirational Motivation showing the strongest influence on job satisfaction. Leaders aiming to improve employee job satisfaction should focus on enhancing their inspirational and motivational capabilities, as well as providing intellectual stimulation and individualized consideration.

The set of predictors (Individual Consideration, Idealized Influence, Inspirational Motivation, and Intellectual Stimulation) collectively have a significant impact on the dependent variable (Job Satisfaction), as shown in the ANOVA table no 7 below, which means that the regression model is statistically significant ( $p = 0.008$ ).

As shown in table no 8 below, there is a considerable positive influence that Individual Consideration has on Job Satisfaction, according to the regression analysis. This is the most significant positive impact among the transformational leadership dimensions. When it comes to increasing the levels of work satisfaction experienced by employees, this research underscores the need of providing customized attention and care.

**Table no. 1. Idealized Influe**

Idealized Influence			
Statements	N	Mean	Std. Deviation
My manager acts in ways that build my respect	122	4.69	.988
My manager instils pride in me for being associated with them	122	4.63	1.014
My manager goes beyond their self-interest for the good of the group	122	5.53	1.100

Source: authors' own editing, 2024

**Table no. 2. Inspirational Motivation**

Inspirational Motivation			
Statements	N	Mean	Std. Deviation
My manager articulates a compelling vision of the future	122	4.49	1.123
My manager provides an exciting image of what is essential to consider.	122	4.48	1.166
My manager expresses confidence that goals will be achieved.	122	5.61	1.072

Source: authors' own editing, 2024

**Table no. 3. Intellectual Stimulation**

Intellectual Stimulation			
Statements	N	Mean	Std. Deviation
My manager encourages me to think creatively about problems	122	5.55	1.214
My manager suggests new ways of looking at how to complete assignments	122	4.60	1.058
My manager is critical of assumptions to question whether they are appropriate	122	5.62	1.063

Source: authors' own editing, 2024

**Table no. 4. Individual Consideration**

Individual Consideration			
Statements	N	Mean	Std. Deviation
My manager helps me to develop my strengths	122	4.57	1.060
My manager spends time teaching and coaching	122	4.56	1.068
My manager treats me as an individual rather than just a member of the group	122	4.58	1.035

Source: authors' own editing, 2024

**Table no. 6. Correlations**

Correlations						
		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individual Consideration	Job Satisfaction
Idealized Influence	Pearson Correlation	1	.452**	.527**	.437**	.206*
	Sig. (2-tailed)		<.001	<.001	<.001	.023
	N	122	122	122	122	122
Inspirational Motivation	Pearson Correlation	.452**	1	.633**	.577**	.320**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	122	122	122	122	122
Intellectual Stimulation	Pearson Correlation	.527**	.633**	1	.524**	.306**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	122	122	122	122	122
Individual Consideration	Pearson Correlation	.437**	.577**	.524**	1	.316**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	122	122	122	122	122
Job Satisfaction	Pearson Correlation	.206*	.320**	.306**	.316**	1
	Sig. (2-tailed)	.023	<.001	<.001	<.001	
	N	122	122	122	122	122

Source: authors' own editing, 2024

**Table no. 7. ANOVA**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.001	4	4.500	3.610	.008 <sup>b</sup>
	Residual	145.844	117	1.247		

Source: authors' own editing, 2024

**Table no. 8. Regression**

Coefficients						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.607	.629		4.145	<.001
	Idealized Influence	.034	.126	.032	.266	.790
	Inspirational Motivation	.037	.123	.034	.302	.763
	Intellectual Stimulation	.081	.144	.073	.560	.577
	Individual Consideration	.278	.118	.247	2.348	.021

Source: authors' own editing, 2024

**Table no. 9. Model Summary**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.331a	.110	.079	1.116

Source: authors' own editing, 2024

*Dependent Variable: Job Satisfaction*

This section deals with the testing of hypotheses, which are believed to be valid but are checked for rejection. To address questions about the essence of the relationship between transformational leadership and Job Satisfaction that are relevant to the research questions or problems. This study would also use simple linear regression analysis to assess the research key and hypotheses to see which transformational leadership aspects have the greatest impact on Job Satisfaction and the overall effect of transformational leadership. In order to understand how well the regression model predicted job satisfaction based on the four characteristics of transformational leadership—Individual Consideration, Idealized Influence, Inspirational Motivation, and Intellectual Stimulation there are important metrics provided in the model summary table no 9 below.

There is a moderate positive association between the dependent variable (job satisfaction) and the predictors (the four characteristics of transformational leadership), as shown by the R value of 0.331. This data reveals that employees report higher levels of work satisfaction in correlation with higher levels of transformational leadership practices, therefore supporting the thesis hypotheses. The four aspects of transformational leadership explain almost 11% of the variability in job satisfaction, according to the R Square value of 0.110. The results show that this model does have some explanatory power, but they also show that other factors impact a large share (89%) of the variability in job satisfaction. The four characteristics of transformational leadership explain around 7.9% of the variability in work satisfaction after correcting for the number of variables, according to an Adjusted R Square of 0.079. Since transformational leadership behaviors, and in particular Individual Consideration, have been demonstrated to have a large beneficial influence on job satisfaction, In further study, it may be possible to investigate other variables that have the potential to enhance the extent to which the model can explain phenomena. This would result in a more thorough knowledge of the elements that influence job satisfaction.

*Conclusions and Recommendations*

The purpose of this dissertation was to investigate the connection between employee job satisfaction and transformational leadership characteristics. The results of the regression and correlation analyses offer important new information on the ways in which different facets of transformational leadership affect workers' job satisfaction. The study's findings highlight the value of transformational leadership in raising employee happiness, with a focus on individual consideration. Managers who show their staff members that they care about them on an individual basis are more likely to create a positive work atmosphere. Companies should fund leadership development initiatives stressing the competencies linked with individual consideration. Leaders may learn via training courses how to offer each employee individualized support, acknowledge their efforts, and handle their demands. While transformational leadership positively impacts job satisfaction, it is evident from the modest R Square value that other factors also play significant roles. Organizations should adopt a holistic approach that includes other determinants such as organizational culture, job design, compensation, and work-life balance. Future research should investigate other

factors that can explain the residual fluctuation in job satisfaction. These could cover elements of transactional leadership, staff involvement, both internal and external motivators.

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