The Impact of Transformational Leadership on Employees' Job Satisfaction: A Conceptual Model

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Abstract
Ensuring employees are satisfied with their jobs is essential for retaining them in the organization. An effective approach that can enhance job satisfaction is adopting the right leadership style. This article delves into the dimensions of transformational leadership that contribute to job satisfaction among employees, aiming to explore leaders' behaviors in organizations. This article discussed extensively the impact of six dimensions of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, empowerment, and personal recognition, which can significantly influence employees' job satisfaction. By drawing on various previous studies, the paper constructs a conceptual framework and presents six propositions to further address this issue.
Keywords: Job Satisfaction, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Empowerment, Personal Recognition

Introduction
In the contemporary landscape of fierce competition, organizations strive to expand their operations globally while encountering numerous challenges in pursuit of their objectives. Job satisfaction becomes a crucial strategic asset for organizations to strengthen their competitive position in the globalized market (Díaz-García et al., 2023). Job satisfaction reflects how one feels about their job (Siswanto & Yuliana, 2022). Employees with high job satisfaction are more inclined to exert more effort in their assigned tasks and pursue organizational goals (Hilton et al., 2023). Job satisfaction is important because of its connection to human psychology, as the majority of employees' behaviors, such as commitment, motivation, turnover and job performance, are directly or indirectly related to job satisfaction (Sathyanarayan & Lavanya, 2018). Furthermore, job satisfaction is crucial since it is a factor in employee retention, with evidence suggesting that unsatisfied employees are more likely to leave the company (Boamah et al., 2017). On the whole, job satisfaction not only improves the bottom line, but also because satisfied employees are more likely to serve as ambassadors, champions, and advocates of the organization, job satisfaction moves

employees beyond the context of task performance (Judge et al., 2021). Job satisfaction is a fundamental driver of organizational success, influencing employee performance, retention, organizational reputation, customer satisfaction, innovation, and employee well-being. To win the competitiveness and challenges of the global era, organizations should consistently observe employees' job satisfaction (Siswanto & Yuliana, 2022). Organizations that prioritize and invest in fostering job satisfaction among their employees are more likely to thrive in today's competitive business environment. The measurement of job satisfaction is a common practice in these organizations where management feels that employee well-being is important, and efforts are taken to correct potential issues that surveys uncover (Spector, 2022). Therefore, employees are the crux of every business and need to be managed by effective human resources to support their work functions, performance as well as value creation (Leitão et al., 2022).

As a crucial organizational aspect, leadership is regarded to ensure employees' long-term career growth and mitigate their negative attitudes and actions toward work (Fang et al., 2021). In an organization, job satisfaction is of the utmost importance and may be attained through effective leadership (Jermsittiparsert, 2020). Leadership styles of companies should attempt to cultivate employee job satisfaction based on the guiding concepts of productive efficiency, intrapreneurship, organizational justice and operational functionality (Marshall, 2020). Leaders/leadership plays a significant part in the fulfilment of these goals and stimulates employees' performance by satisfying them with their jobs (Torlak & Kuzey, 2019). The leadership style theory of transformational leadership has drawn more attention in the literature compared to all other leadership theories combined (Antonakis & House, 2013). Transformational leaders not only have the ability to alter a team's expected performance and job satisfaction (Bass & Riggio, 2006). They have several skills that enable followers to complete tasks using various ways such as changing others' emotions, values, ethics, standards, and long-term goals by increasing prestige and broadening their vision during the management process (Puni et al., 2018). Transformational leadership is concerned with inspiring, stimulating, and energizing employees to realize certain challenging goals, which in turn make employees more intrinsically satisfied with their jobs as such behaviors satisfy their high-order needs (Mickson et al., 2021).

The main purpose of this study is to examine the relationship between transformational leadership and employees' job satisfaction. From a managerial perspective, grasping the influence of transformational leadership on job satisfaction holds significant benefits. Most of the transformational leadership models examined primarily consist of four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). However, based on the extant literature review, this research adds two more dimensions to the transformational leadership model: empowerment and personal recognition. The new transformational leadership model aims to explore the effect of different dimensions of transformational leadership on job satisfaction, which helps answer the question of which leadership behaviors impact job satisfaction. Moreover, the categorization of transformational leadership dimensions may serve as additional research and provide a better understanding of previous literature. The conceptual framework of this study contributes to the betterment of management to improve employees' job satisfaction to retain more employees.

Literature Review

Job Satisfaction

Locke (1969) described job satisfaction as the positive emotional state that results from the feeling that one's work supports or facilitates one's job values. Spector (1997) stated that job satisfaction can be understood as either a collaborative group of attitudes about various elements or components of one's employment or as a general attitude towards one's work. To be exact, job satisfaction is a positive (or negative) assessment one makes of their position or working environment (Weiss, 2002). It refers to how a person views his or her work in terms of job responsibilities, relationships with coworkers and supervisors, opportunities for the future, the work environment, and compensation (Asrar-ul-Haq & Anwar, 2018). An employee's job satisfaction is reflected when a sense of fulfillment leading from a mixture of mental, psychological and environmental situations is experienced when executing work-related tasks (Hassi, 2019). Job satisfaction will inevitably develop from a good emotional state and a positive attitude in the workplace (Tuan & Rajagopal, 2019). It can be seen in the employee's positive attitude towards his or her job and everything else in the work environment (Siswanto & Yuliana, 2022).

Transformational Leadership

Transformational leadership style is considered one of the main leadership styles for managers in modern organizations (Mickson et al., 2021). Transformational leadership is described as a process in which leaders drive their followers to outperform a previously anticipated level and transcend followers' interests to achieve a collective objective (Bass, 1985). Transformational leaders are driven by a long-term vision shared with the employees and by aligning their goals with those of the organization, employees become more inspired and committed especially when their needs are valued and empowered (Torlak & Kuzey, 2019). Furthermore, transformational leadership is the process through which an individual interacts with others and establishes a bond that enhances the level of motivation and morality in both the leader and the follower (Northouse, 2021). Over time, a transformational leader may align organizational goals and individual goals by developing a personal and meaningful relationship with his or her followers, aligning followers' moral values, and guiding followers' behaviors (Gan & Voon, 2021).

The model of transformational leadership includes the following dimensions: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, empowerment and personal recognition.

Idealized Influence

Idealized Influence refers to leaders who have a vision and sense of mission; who gain respect, trust, and confidence from their followers, and who develop a strong feeling of individual identification among their followers (Bass & Avolio, 1990). Antonakis et al (2003) described idealized influence as charismatic leadership that focuses on values, beliefs and mission. It defines leaders whose actions allow them to serve as role models for their followers and who are admired, respected, and trusted (Bass & Riggio, 2006). In this aspect, idealized influence or charisma describes leaders who serve as strong role models for their employees; employees identify with these leaders and aspire to be like them (Northouse, 2021).

Inspirational Motivation

Inspirational motivation not only communicates high expectations, uses symbols to concentrate efforts and explains significant goals in straightforward ways Bass (1990) but also relates to how leaders motivate their followers by emphasizing ambitious goals, conveying an idealized vision, and reassuring followers that the vision is attainable (Antonakis et al., 2003). Bass and Bass (2008) defined inspirational motivation as leaders who convey a compelling future vision to their subordinates, demonstrate confidence that desired results will be attained, build team spirit and generate enthusiasm. In general, inspirational motivation is descriptive of leaders who communicate high expectations to followers, inspiring them through motivation to become committed to and a part of the shared vision of the organization (Northouse, 2021).

Intellectual Stimulation

Intellectual stimulation enhances intelligence, rationality, and careful problem-solving (Bass, 1990). It implies that leaders allow their followers to strengthen their innovation-related skills by encouraging them to think independently, question assumptions, reframe difficulties and apply innovative perspectives when confronted with routine, day-to-day professional challenges (Bass & Riggio, 2006). In other words, intellectual stimulation entails behavior that encourages followers to view problems from a different perspective and seek more innovative solutions (Yukl & Gardner, 2020). Above all, intellectual stimulation is a valuable leadership quality that not only stimulates followers to be creative and innovative but also enables followers to challenge their own beliefs and values as well as those of the leader and the organization (Northouse, 2021).

Individualized Consideration

Individualized consideration includes offering personal attention as well as coaching and advising each employee individually (Bass, 1990). Under the individualized consideration concept, a leader's behavior will contribute to a follower's sense of satisfaction, thereby enabling them to develop and achieve their full potential (Antonakis et al., 2003). Individualized consideration involves offering support, encouragement, and coaching to followers (Yukl & Gardner, 2020). Leaders adopting this quality provide a supportive and attentive climate where followers' needs are addressed respectively (Northouse, 2021).

Empowerment

Empowerment is defined as the process of strengthening an individual's or group's capacity to make purposeful decisions and transform those decisions into desired actions and outcomes (Alsop et al., 2006). It is a broad concept that includes giving power to employees in disadvantaged positions in the organization, giving decision-making autonomy, and providing access to important organizational resources (Caniëls et al., 2017). Furthermore, empowering leaders "empower" their subordinates by sharing power to increase the subordinates' intrinsic motivation and sense of control over their environment (Mishra & Pandey, 2019). The potential benefits of empowerment involve improved decision quality, employee task commitment, employee initiative in issue-solving, and the development of employee skills (Yukl & Gardner, 2020).

Personal Recognition

Recognition is the feeling of being respected as a unique individual with distinct physical, emotional, psychological and cognitive traits (Brun & Dugas, 2008). Moreover, recognition is the acknowledgement, appreciation, or approval of a person's or group's positive accomplishments or behaviors (Tessema et al., 2013). In particular, employee recognition is focused on recognition of employees. Mone et al (2011) define employee recognition as a form of positive feedback that reinforces an employee's conduct or highlights the accomplishment of a goal or specific activity. Rafferty and Griffin (2004) coined the phrase "personal recognition" to describe the contingent reward component conceptually associated with transformational leadership.

Relationship between Transformational Leadership and Job Satisfaction

Haddad et al (2018) examined how employees' job satisfaction in IT companies in Jordan was influenced by transformational leadership style (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). To conduct this research, a total of 300 sets of questionnaires were distributed to all the Jordanian software development companies and there are 151 questionnaires had returned. The data was analyzed by using single and multiple regression. According to the study's findings, each of the transformational leadership components affects employees' job satisfaction, whereas the idealized influence component has the strongest influence on employees' job satisfaction.

Puni et al (2018) studied the relationship between transformational leadership and employee job satisfaction. Data were collected using the multifactor leadership questionnaire (MLQ) and the Minnesota satisfaction questionnaire (MSQ) from 315 bank employees and analyzed using correlational and multiple regression methods. The main results found that all four dimensions of transformational leadership (i.e., idealized influence, intellectual stimulation, inspirational motivation and individualized consideration) are significant predictors of employee job satisfaction.

Hassi (2019) investigated the effects of transactional and transformational leadership styles on job satisfaction. Data were collected from 219 Moroccan employees working in seven different industries. Based on Structural Equations Modelling analysis, the findings showed that employee job satisfaction is only influenced by the transformational leadership style's personal recognition dimension. Furthermore, the study found that charisma and intellectual stimulation (transformational leadership) did not produce significant results.

Jameel and Ahmad (2019) explored the effect of transformational leadership on job satisfaction among academic staff and enriched the body of knowledge in the education sector in Iraq. The data were collected from 137 valid questionnaires at Cihan university-Erbil of Iraq and analyzed by structural equation modelling. The finding showed that the three dimensions of transformational leadership (i.e., inspirational motivation, intellectual stimulation and individualized consideration) had a positive and significant impact on job satisfaction.

In comparative research, Torlak and Kuzey (2019) carried out a study to get an insight into which type of leadership - transactional leadership or transformational leadership - is most effective in Pakistan's educational sector and to assess the effects of each on employee job satisfaction and employee job performance. Transformational leadership has four components: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. To conduct the study, 400 questionnaires were distributed to employees working at private education institutes in Pakistan and 189 samples were

collected. From the research findings, it was shown that idealized influence, inspirational motivation, intellectual stimulation and individualized consideration had a significant positive relationship with employee job satisfaction.

Tuan and Rajagopal (2019) studied the relationship between transformational leadership style and employee job satisfaction in 263 SMEs located in HCMC. As a result, each dimension of transformational leadership (i.e., idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) had a significant and positive impact on employee job satisfaction.

Another research based on educational setting was carried out by Cahyono et al. (2020). Data was collected from 151 populations of lecturers in Tangerang with 102 valid samples. Data were analyzed by SEM method and the results revealed that idealized effect, intellectual stimulation and individualized consideration had a positive and significant effect on job satisfaction, except inspirational motivation.

Escortell et al (2020) examined the relationship between transformational leadership and job satisfaction, as well as any differences between internal and outsourced staffs. The data were collected from 60 workers at four- and five-star hotels in Spain. Based on fuzzy-set qualitative comparative analysis (fsQCA), the findings showed that three combinations of the four dimensions of transformational leadership were observed to be sufficient to increase job satisfaction.

Ahrari et al (2021) investigated the effects of teacher empowerment on job satisfaction. The meta-analytic structural equation modelling of 11 studies (N=19,462) revealed a meaningful correlation between the teacher empowerment model and job satisfaction. The findings confirmed the significant effects of teacher empowerment on job satisfaction.

AlKahtani et al (2021) investigated 307 staff working at four and five five-star hotels in two cities Rawalpindi, Islamabad Pakistan. Smart Partial least squares-structural equation modeling was used to test the hypotheses. The findings indicated that employee empowerment has a significant and positive impact on job satisfaction.

The study was carried out at the Department of Trade, Industry, and Cooperatives of Small and Medium Enterprises in Serang City with a sample size of 62 employees using a total sampling/saturated sampling technique (Alfarizi et al., 2022). The data was analyzed using SEM with SmartPLS. The results showed that empowerment has a significant positive effect on job satisfaction.

Furthermore, Zin et al (2022) studied the effects of transformational leadership and recognition on employee job satisfaction in non-profit organizations. An empirical study was conducted on United Malays National Organization employees. The findings of this study indicated that transformational leadership plays a significant role in increasing employees' job satisfaction. Furthermore, the results revealed that recognition has a significant and positive relationship with job satisfaction.

In a similar vein, Siswanto and Yuliana (2022) explored the relationship between transformational leadership dimensions and job satisfaction of teachers and school staff in East Java of Indonesia by using partial least squares. The finding indicated that idealized influence, inspirational motivation and individualized consideration directly affect job satisfaction while intellectual stimulation does not affect job satisfaction.

In a more recent study, Hilton et al (2023) investigated the impact of transformational leadership on job satisfaction from 300 sampled employees of five selected commercial banks in Ghana. The findings revealed that each dimension of transformational leadership, namely

idealized influence, intellectual stimulation, inspirational motivation and individualized consideration has a significant and positive effect on job satisfaction.

Maulia (2023) employed quantitative methods to analyze 56 respondents from one of Indonesia's joint venture companies producing flour. The findings revealed that transformational leadership has a positive but not significant effect on job satisfaction, whereas empowerment has a positive and significant effect on job satisfaction.

Conceptual Framework

Based on the literature reviews above, the framework will evaluate the relationship between six dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, empowerment, and personal recognition) and job satisfaction, as shown in Figure 1
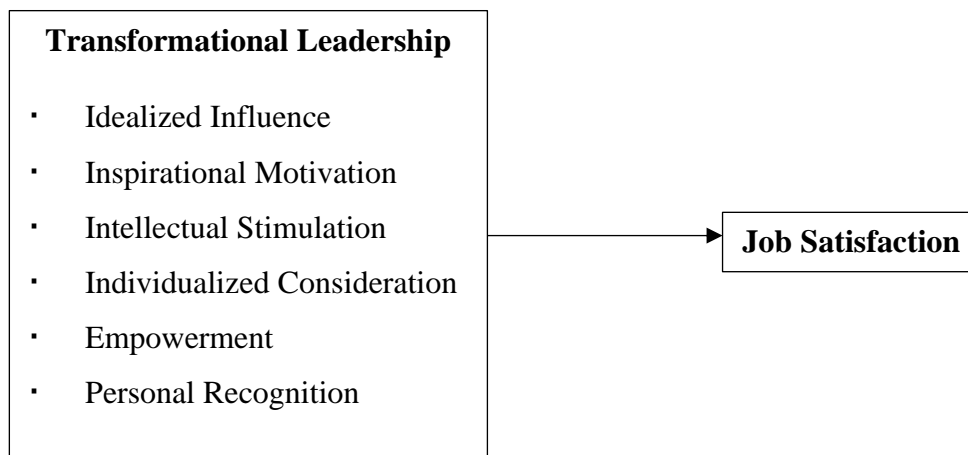

Figure 1: Conceptual Framework of Study

Prepositions

Based on the above literature review, the following propositions will be addressed such as:

P1: Idealized Influence is significantly related to job satisfaction

P2: Inspirational Motivation is significantly related to job satisfaction

P3: Intellectual Stimulation is significantly related to job satisfaction

P4: Individualized Consideration is significantly related to job satisfaction

P5: Empowerment is significantly related to job satisfaction

P6: Personal Recognition is significantly related to job satisfaction

Conclusion

After reviewing the literature by the authors and discussing the influence of the six dimensions of transformational leadership on job satisfaction, we uncover numerous similarities in the relationship between transformational leadership and employees' job satisfaction. We need to focus on the importance of transformational leadership in the organization and its impact on the organization due to employees' job satisfaction plays a vital role in retaining employees. It will enable researchers to better understand how the dimensions of transformational leadership contribute to enhancing job satisfaction. Thus, the research aims to provide a broad perspective on transformational leadership behaviors needed and expected and what are the crucial behaviors for management to address concerning issues related to transformational leadership and employees' job satisfaction.

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