

Perceived Leadership Styles and Job Satisfaction

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ABSTRACT

The following research aims to investigate the relationship between leadership styles and job satisfaction among employees in the manufacturing sector. The major forms of leadership styles taken in this study is transactional and transformational forms of leadership styles. This quantitative research consists of 107 participants with whom the data are collected using structured close-end questionnaire. The shortened form of Northouse' (2001) Multifactor Leadership Questionnaire, Form 6-S (MLQ-6S) developed by Bass and Avolio (1992) was used for measuring the independent variables of transactional leadership and transformational leadership and Minnesota Satisfaction Questionnaire (MSQ) (20 items), developed by Weiss, Dawis, England and Lofquist (1977) was used for measuring the dependent variable job satisfaction. The findings indicated a significant positive correlation between transformational leadership scores and job satisfaction, as well as a moderate positive correlation between transactional leadership scores and job satisfaction. Transformational leadership has more impact on influencing job satisfaction; transactional leadership style has no significant impact on job satisfaction as a result by linear regression done on the data.

Keywords: *Transformational and Transactional Leadership, Job Satisfaction, Relationship*

INTRODUCTION

A leader behaves in the same manner as they lead. He or she practices what they teach. It is critical to have a strong team leader who is a people person and ensures that all members are fairly represented and participate

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as needed. Job satisfaction and employee performance are related to leadership. Productivity and contentment rise when a team is led by an appropriate and effective individual (Mester, Visser & Roodt, 2003). According to Daft (2005), leadership is a relationship between leaders and followers where they influence and bring about changes and outcomes which reflect their shared purposes. Bass (1998) defines leadership as an interaction between one or more members of a group. According to Yukl (2013), influencing people to understand and reach an agreement on what must be done and how to perform it efficiently is a key component of leadership. This type of social engagement is complex and calls for clear vision, excellent communication, and the capacity to motivate and mentor people towards common goals. Skilled leaders are able to modify their approaches to fit various contexts and personalities, creating an atmosphere that encourages cooperation and creativity. According to Northouse (2018), leadership is impacted by a variety of factors, including the relationships between a leader and their followers, the organizational environment, and the particular tasks or difficulties at hand. It is not only about an individual's traits or attributes. This viewpoint emphasizes how dynamic leadership is and how crucial it is to take a variety of contextual elements into account when assessing how effective a leader is within an organization.

Transactional leadership, as described by Burns (1978), is a management approach that emphasizes organization function, group productivity, and supervision. It focuses on exchanging rewards and penalties to control and inspire workers according to their output. The leadership approach is based on the idea that followers and leaders have a transactional relationship in which valuable rewards are provided for desired results. On the other hand, transactional leadership, as defined by Bass (1985), is a management approach that places a strong emphasis on the function of the organization, group productivity, and supervision. It focuses on setting up precise procedures, incentives, and sanctions to control and inspire workers. This leadership style is based on a relationship of exchange in which the leader and the follower give valuable rewards in exchange for expected performance levels. A crucial component of transactional leadership is contingent compensation, which entails defining specific objectives and standards for employees and offering incentives for achieving the targets. They contend that this strategy can successfully uphold an organized workplace where employee members are inspired to meet predetermined goals (Bass & Avolio, 1994).

Transformational leadership occurs when one or more people communicate with others in a way that inspires and elevates followers and leaders to new heights of morality and drive (Ana et al., 2023). Avolio and Yammarino (2002) highlighted the part that personalized attention plays in transformational leadership when leaders attend to the unique demands and goals of their followers. Transformational leadership acts as an independent force that, by fulfilling its followers' goals, modifies their beliefs. Through a focus on human needs and a more significant concern for the growth and development of individuals, transformational leadership seeks to provoke strong emotions and accomplishments from its followers (Shatha Suleiman Abu-Mahfouz, 2023). According to Avolio (1999), transformational leaders often create a welcoming and empowering work atmosphere where people feel appreciated and are more driven to contribute to the company's success. As a result, workers may feel more satisfied with their jobs and have more loyalty.

Unlike transactional leadership, where the employers are motivated to work for something in return, transformational leadership is the new age trend where all the managers who are in leadership roles tend to follow and adopt transformational leadership in their management style where it not only motivates the employees to work but also transforms them as a whole. This, in return, will increase the career growth of the employees, which most of them are interested in. Also, in the study, in the attempt to find the dominant style of the employees' superiors, most of them follow the transformational leadership style.

As defined by Aziri (2011), job satisfaction is considered a positive emotional status from the point of view of a job or experience in work. It explains that employees develop an attitude toward their jobs, considering their behaviors, beliefs, and emotions. According to Locke's range of affect theory (1976), the degree to which an individual's wants and expectations are met at work determines their level of job satisfaction. Meeting these objectives may be significantly aided by effective leadership, which offers possibilities for internal growth and development, support, and clear communication. In contradiction, Poor leadership techniques might negatively impact one's contentment at work. Reduced job satisfaction and higher employee turnover might result from inadequate communication, a lack of acknowledgment, and restricted possibilities for growth and progress (Judge & Piccolo, 2004). Job satisfaction is influenced by many factors and one of the important factors is Leadership styles which is studied in this research.

LITERATURE REVIEW

Transformational leadership has significant more positive impact on the job satisfaction of the employees than transactional or any other form of leadership, as stated in research conducted on the public university staff in UAE (Dirar et al., 2021).

Ho, Le Dinh and Vu (2016) viewed the impact of transactional and transformational leadership on intrinsic and extrinsic job satisfaction among employees of local companies in 3 cities in Vietnam. With a sample collected with a questionnaire from 121 respondents, the result was that transformational leadership contributes 7% more intrinsic and 10% more extrinsic job satisfaction than transactional leadership. However, transactional leadership also has a significantly positive statistical correlation with job satisfaction, according to the study.

Careem (2019) attempted to study the leadership styles and other factors that affect the job satisfaction of construction employees in the UAE. Of 150 samples, the results show that 53.8% of total respondents strongly feel that the leadership style exhibited by their supervisors is an essential factor for higher job satisfaction than other factors, which include gender, age, nationality, and career level.

Hanaysha et al. (2012) studied Transformational Leadership and Work Satisfaction. The paper explains transformational leadership and work satisfaction with a charismatic personality, inspiring followers, and other good influences on followers. Additionally, it examines the influence of leaders on followers' work happiness, and the researcher used a survey approach to get information. The results showed that intellectual stimulation is favorably associated with job satisfaction and that individualized consideration might occasionally harm it. The study needed to show the proper conclusion because it was restricted to geographical areas.

Nidadhavolu (2019) throws light on the effect of leadership philosophies on the commitment to the organization and employee work satisfaction in the Indian construction industry. The researcher also looks for the leadership style that is most popular in the sector. With a sample size of 65 construction workers, it was found that transactional and transformational leadership have a good effect on work satisfaction. In contrast, laissez-faire leadership had a negative impact on employees.

Devie, Semuel and Siagian (2015) analyze how the leadership style affects the creation of competitive advantages and then explore the various model outcomes. The study approached 82 firms, and the managers,

supervisors, and employees responded with about 410 replies. According to the research's findings, transformational leadership has a more significant impact on the competitive advantage of the firm and the job happiness of its workers. It concludes by mentioning that transformational leadership focuses more on quality-product innovation, and transactional leadership focuses more on delivery dependability and time to market.

S & R (2014) in the paper discusses the leadership style of a leader and how well it attracts followers. The necessity for transformative leadership and the existence of numerous theories of leadership inside the organization are discussed by the researcher. According to this, work happiness and organizational culture are related, as is the leadership style. It also references research on leadership styles and their impact on many aspects of work-life quality. According to the study, democratic leadership has a more significant impact on an employee's work happiness. It also leads to improved performance and significant influence from superiors on their subordinates.

Zhu (2013) in the paper makes an effort to investigate the fundamental academic and theoretical understanding of job satisfaction, the psychology and mechanisms that drive it, and how job satisfaction has evolved through time. In this theoretical essay, the variable of job satisfaction and the factors affecting it are thoroughly studied, and he concluded seven models of how job satisfaction leads to job performance affected by environmental and external factors. The paper has a limitation of not studying a particular sample and deriving results from the same.

A quantitative study conducted by Saleem (2015) with public sector teachers in Pakistan with 217 participants about the mediating role of organizational politics along with leadership styles in the job satisfaction of employees. Transformational leadership has more positive impact and transactional has a negative impact on job satisfaction, with organizational politics acting partially in both cases, as per the results. Also, there is a negative association between transformational leadership and organizational politics as it focuses on providing a sense of honesty and fairness by promoting a healthy working environment. Positive correlations have been found between organizational politics and transactional leadership because of the ability to negotiate, their willingness to reward in exchange for something in return, and their tendency to be unavailable when needed.

The Democratic Republic of the Congo, 200 employees of a manufacturing company participated in a convenience sample cross-sectional survey conducted by Mitonga-Monga (2012) concluded that

a leader's behavioural style was found to have a significant effect on participants' opinions of employees' engagement. The survey also discovered that men were far more likely than women to view their leader's style positively. The degree of employee engagement was rated far more positively by individuals with master's and doctorate degrees than those with only bachelor's degrees.

The research by Saima Asghar and Oino (2018) expands on the body of knowledge regarding the critical relationship between employee happiness and leadership styles in the retail industry. They found that, while transactional leadership has a relatively small effect, transformational leadership is crucial for improving job satisfaction, based on an analysis of data from 270 employees in Slough, UK. This research adds significant knowledge to the current discussion on good leadership techniques for reducing the negative impacts of low pay on employee satisfaction and attrition rates.

Through quantitative research, including 242 employees and managers from diverse organizations, the study explored the impact of transformational and transactional leadership on job satisfaction. The study found a positive and significant correlation between the variables under investigation using self-report measures. The outcomes particularly emphasized the positive control of these variables. Multiple regression models emphasized that successful leadership, characterized by purposeful and effective leadership styles, significantly impacted group satisfaction (Jain et al., 2020).

The effect of approaches to leadership on worker loyalty in context of shifting labour market dynamics, with a focus on Lithuania is examined. The results show that transformative leadership surpasses traditional leadership in terms of significantly increasing employee loyalty. The two approaches to leadership have little effect on continuous job commitment, the alternative approach is linked to emotional identification (Bučiūniene & Škudienė, 2008).

Concerns about the effects on the workplace and patient care are central to discussing the relationship between leadership style and nurses' job satisfaction. Examining the effect of transformative leadership on hospital nurses' work satisfaction is the primary goal of this integrative review. Researchers conducted thorough literature searches across several databases and sources using the Whittemore and Knafel approach. 17 chosen articles—mostly cross-sectional studies—were analyzed, and the results showed that transformational leadership improves patient outcomes overall, work satisfaction, and retention for nurses. Nursing

staff job satisfaction may increase when transformational leadership techniques are used in clinical settings (Gdiom Gebreheat et al., 2023).

Joseph (2019) Examining the relationship between work happiness and leadership style in four manufacturing firms was the goal of the Chennai research project. An online questionnaire survey was used, combining quantitative and descriptive research approaches, with sample size of 80 managers and employees. There is a association between leadership styles and work satisfaction, according to data analysis done with SPSS. According to the research, all three organizations demonstrated three types of leadership that enhanced employee happiness: transactional, transformational, and laissez-faire.

The link between work satisfaction and four different leadership styles—transformational, servant, ethical, and transactional—was investigated in this study, which involved 106 instructors at higher education institutions in Baluchistan. Following transactional leadership, ethical leadership was found to have a significant association with job satisfaction in the results of a multiple linear regression study. The results highlighted the importance of authority, transparency, discipline, and ethical behavior in boosting job satisfaction, even while servant and transformational leadership showed a favorable but relatively lesser correlation (Muttalib et al., 2023).

Limited employee autonomy was found to be a barrier to organisational success under charismatic, bureaucratic, and transactional leadership styles. On the other hand, leadership styles such as transformational, autocratic, and democratic showed favourable relationships with the performance of the organisation, highlighting the need of developing employee's abilities (Hasan et al., 2018).

The relationship between subordinate work stress and different leadership philosophies—transformational, transactional, and Laissez-Faire—is examined with a focus on the moderating effects of communication, emotional intelligence, and job requirements. Findings show that transformational leadership reduces workplace stress whereas transactional leadership makes it more severe, highlighting the importance of good leadership in order to lower worker stress. For a more thorough, more research across other organisational contexts is necessary due to the study's limited emphasis on healthcare (Yoho, 2017).

The negative impacts of stress on people's social and professional life and links it to workplace factors including relationships, workload, and environment is highlighted. The study promotes transformational and transactional leadership approaches, highlighting the important role that

leadership plays in resolving these issues. It has been demonstrated that these approaches improve employee motivation and output while creating a positive work environment and a culture free from organisational politics (Nawaz et al., 2021).

Hypothesis

H1 – There is a significant relationship between transformational leadership and employee’s job satisfaction.

H2 – There is a significant relationship between transactional leadership and employee’s job satisfaction.

RESEARCH METHODOLOGY

Objectives

To study the personal and professional profile of the research participants (Demographic Attributes).

- To study if there is a relationship between leadership styles and job satisfaction.
- To study the impact of Transactional and transformational leadership style on job satisfaction of employees.

Research Design

This research used a quantitative method – Descriptive study using questionnaire as the tool.

The main aim of this research is to find if there is a significant relationship between the independent and dependent variable and to do that a structured questionnaire is circulated among the sample to get the result. The main purpose of the descriptive research is to characterize the features of the population, and the data gathered is used to address a variety of questions, such as what, when, and how, concerning the particular population or the sample chosen. Data is gathered using a survey approach and a questionnaire in this type of research design in order to explore the relationship between two variables. There were total of 107 employees from the manufacturing sector answered the questionnaire through convenience sampling.

Measures

For this quantitative study, to collect data from the sample, the study deployed an online questionnaire through google forms.

The questionnaire used to collect data and measured using the following:

Independent Variable: The shortened form of Northouse' (2001) Multifactor Leadership Questionnaire, Form 6-S (MLQ-6S) (21 items) was used as developed by Bass and Avolio (1992) for measuring the independent variables of transactional leadership and transformational leadership.

Dependent Variable: Minnesota Satisfaction Questionnaire (MSQ) (20 items), developed by Weiss, Dawis, England and Lofquist (1967).

Scoring

Leadership Styles

Northouse (2001) Multifactor Leadership Questionnaire, Form 6-S (MLQ-6S) – developed by Bass and Avolio (1992).

The MLQ-6S Form includes 21 items measuring exclusively leadership behaviours; they were marked from a 0-4 rating Likert scale. The scale points were:

0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often and 4 = frequently, if not always.

A total of 12 questions including 1,2,3,4,8,9,10,11,15,16,17,18 was added to get the total score of transformational leadership style.

A total of 6 questions including 5,6,12,13,19,20 was added to get the total score of transactional leadership style.

Job Satisfaction: Minnesota Questionnaire (MSQ) developed by Dawis, Weiss, England and Lofquist (1967).

Scale – 5 – Point Likert Scale

1- Very Dissatisfied, 2- Dissatisfied, 3- Neutral, 4- Satisfied, 5- Very Satisfied

For both the questionnaires, the overall scores for each variable were duly obtained by adding up individual scores respectively.

Data Analysis

Statistical tests have been performed on the gathered data in the Jamovi programme. The data's assumed normality was verified using the Shapiro-Wilk tests. The linear regression model was run in order to identify the

impact and important predictors, and the Pearson's Correlation test was used to examine the relationship between the variables.

RESULTS AND DISCUSSION

Table 1: Demographic Details of the Participants

Item	Frequency (f)	Percentage(%)
<i>Gender</i>		
Male	76	71%
Female	31	29%
<i>Work Experience</i>		
Below 5 years	53	50%
5 -10 years	26	24%
Above 5 years	28	26%
<i>Salary per Annum</i>		
3L-4L	12	11%
4L-5L	22	20%
5L-6L	28	26%
Above 6 L	45	42%
<i>Age</i>		
21-30 years	60	56%
31-40 years	24	22%
41-50 years	19	17%
Above 50 years	4	4%
<i>Level of Management</i>		
Level 1 (Top)	26	23%
Level 2 (Middle)	62	60%
Level 3 (Low)	19	17%

Table 1 - The dataset demonstrates a predominantly male presence, comprising 71% of the participants, while females account for 29%. The analysis of work experience reveals that 26% of participants have work experience below 5 years, while 50% have over 10 years of experience. This distribution suggests a diverse mix of early-career and experienced professionals in the dataset. The salary distribution shows a notable proportion of participants earning above 6L per annum (42%), indicating a significant representation of higher-income individuals. Additionally,

26% earn between 5L-6L per annum, suggesting a substantial portion with moderate to high incomes. Most participants fall within the 21-30 age group (56%), followed by 31-40 years (22%). The older age groups, 41-50 years and above 50 years, account for 17% and 4% of the dataset, respectively. This distribution suggests a relatively youthful demographic composition, with a smaller representation of older individuals. The dataset is primarily composed of participants in Level 2 (Middle) management, accounting for 60%, followed by Level 3 (Low) management at 17%, and Level 1 (Top) management at 23%.

Table 2: Descriptives

	Transformational Score	Transactional Score	Job Satisfaction
N	107	107	107
Mean	28.7	14.5	71.9
Median	29	15	73
Standard deviation	8.38	4.32	12.7
Minimum	0	0	39
Maximum	48	24	100
Shapiro-Wilk W	0.988	0.986	0.984
Shapiro-Wilk p	0.431	0.302	0.249

(Table 2) The normality assumption has been tested using Shapiro-Wilk's normality test. The variables depicted a p-value greater than 0.05, $p > 0.05$, thus confirming that the assumption was not violated. Thus, this research will use parametric tests for further statistical analysis. The data for the Transformational Score appears to be approximately normally distributed by the Shapiro-Wilk test ($p = 0.431$). The mean score is 28.7, with a standard deviation of 8.38. The scores range from 0 to 48, with a median score 29. The Transactional Score data also shows a nearly normal distribution, with a Shapiro-Wilk test p-value of 0.302. The mean score is 14.5, and the standard deviation is 4.32. The scores range from 0 to 24, with a median of 15. The data for Job Satisfaction appears to be approximately normally distributed, according to the Shapiro-Wilk test ($p = 0.249$). The mean Job Satisfaction is 71.9, with a standard deviation of 12.7. The Total JS values range from 39 to 100, with a median of 73.

Table 3: Correlation Matrix to Find the Relationship between Transactional Leadership and Job Satisfaction

Correlation Matrix			
		Transactional Score	Job Satisfaction
Transactional score	Pearson's r	—	
	df	—	
	p-value	—	
Job Satisfaction	Pearson's r	0.569***	—
	df	105	—
	p-value	<.001	—

Table 3 - The correlation coefficient (r) between the Transactional Score and Job Satisfaction is 0.569. The p-value for the correlation between Transactional Score and Total JS is less than .001, denoted as *** (indicating high statistical significance). The degrees of freedom (df) for the correlation between Transactional Score and Total JS is 105. The significant positive correlation ($r = 0.569$, $p < .001$) between Transactional Score and Total JS indicates that as the Transactional Score increases, the Job Satisfaction also tends to increase. This moderately strong positive correlation suggests a meaningful relationship between these two variables. A higher Transactional Score is associated with a higher Total JS. Hence, *Hypothesis 1 (H1) is accepted.*

Table 4: Correlation Matrix to Find the Relationship between Transformational Leadership and Job Satisfaction

Correlation Matrix			
		Job Satisfaction	Transformational Score
Job Satisfaction	Pearson's r	—	
	df	—	
	p-value	—	
Transformational score	Pearson's r	0.649***	—
	df	105	—
	p-value	<.001	—

Table 4 - The correlation coefficient (r) between the Transactional Score and Total JS is 0.569. The p-value for the correlation between Transactional Score and Job Satisfaction is less than .001, denoted as *** (indicating high statistical significance). The degrees of freedom (df)

for the correlation between Transactional Score and Total JS is 105. The significant positive correlation ($r = 0.569$, $p < .001$) between Transactional Score and Total JS indicates that as the Transactional Score increases, the Job Satisfaction also tends to increase. This strong positive correlation suggests a meaningful relationship between these two variables. A higher Transactional Score is associated with a higher Total JS. Hence, *hypothesis 2 (H2) is accepted.*

Table 5: Regression Analysis to Find the Impact of Transactional and Transformational Leadership on Job Satisfaction

Linear Regression							
Model Fit Measures							
				Overall Model Test			
Model	R	R ²	Adjusted R ²	F	df1	df2	p
1	0.656	0.431	0.420	39.3	2	104	<.001

Model Coefficients – Job Satisfaction					
Predictor	Estimate	SE	t	p	Stand. Estimate
Intercept	42.425	3.495	12.14	<.001	
Transformational Score	0.794	0.179	4.42	<.001	0.524
Transactional Score	0.468	0.347	1.35	0.181	0.160

Table 5 - The correlation between the dependent and predicted values is 0.656, which indicates a positive linear connection between the predictors and the dependent variable. The adjusted R² value at 0.420 reflects how much of the variation in Total Job Satisfaction is accounted. Regarding variables, a one-unit increase in Transformational Score corresponds to a 0.794- (79.4%) unit increase in Total Job Satisfaction. Similarly, a one-unit increase in Transactional Score leads to a 0.468 (46.8%)-unit increase in Total Job Satisfaction. There is a p-value of 0.181 for the Transactional Score, this relationship does not reach significance at an alpha level of 0.05. Overall, the model suggests that the Transformational Score is a stronger predictor of Total Job Satisfaction than the Transactional Score.

Limitations

Although the study has made an effort to fill the knowledge gap on Indian manufacturing workers, it does not take into account the opinions of other

workers. Just 107 people made up the research sample, and the convenience sampling technique may have introduced bias into the findings.

It was not possible to consider the small sample to be representative of the entire population. Additional limitations to the research resulted from the researcher's exclusion and neglect of other moderating variables and factors that affect job satisfaction. The research may have been appropriately impacted by respondent's own considerations and biased opinions.

Scope

Global research has widely examined leadership as a determinant associated with job satisfaction. However, the majority of these studies focus on private businesses in certain industries, leaving out the public sector, where strict and bureaucratic leadership is reportedly in place. Leadership is a dynamic idea that may be particularly relevant in the manufacturing sector, which has received less academic attention than other sectors. A manager could use a variety of various approaches to leadership, and there are a number of different reasons why an employee might be satisfied with their work. As we try to measure these variables, future researchers may choose to use a mixed strategy that may be more beneficial in understanding the variable's essence and will attempt to choose a sample from a wide range of people.

CONCLUSION

Leaders who demonstrate transformational qualities like inspiration, intellectual stimulation, and personalized consideration are likely to contribute to higher levels of employee satisfaction, as indicated by the positive correlation between transformational leadership and employee job satisfaction (Pearson's $r = 0.649$, $p < .001$). The results highlight the significance of encouraging leadership in creating a supportive and encouraging work environment that encourages individual development and increases employee job satisfaction. The results also show that leaders who use transactional strategies—like clearly defining goals, offering rewards for reaching them, and closely monitoring performance—help to foster higher levels of employee job satisfaction by the moderately positive correlation supports this (Pearson's $r = 0.569$, $p < .001$) between transactional leadership and employee job satisfaction.

Overall, these findings indicate that organizations should think about combining both transformational and transactional leadership strategies in order to create an environment that puts employee engagement and well-being first. An atmosphere that fosters employee development, motivation, and job satisfaction may be established by a well-balanced leadership style that blends the motivating elements of transformational leadership with the disciplined rewards of transactional leadership.

Additionally, it was shown by the linear regression analysis that the Transformational Score strongly predicts Total Job Satisfaction ($p < .001$), demonstrating the critical influence of transformational leadership on employee job satisfaction. In the same regression model, the Transactional Score did not show statistical significance in predicting employee job satisfaction, although it had a positive relationship with it ($p = 0.181$).

The results indicate that in order to effectively promote employee happiness and well-being, organisations had to give special attention to the development of transformational leadership behaviours. Although transactional leadership practices can also have a favorable influence on employee happiness, transformational leadership may have a more significant overall impact. Further, the job satisfaction scores were interpreted according to the Minnesota Satisfaction Questionnaire and it was found that 50 (47%) employees had higher job satisfaction, 57 (53%) employees had average job satisfaction.

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ANNEXURE: QUESTIONNAIRE FOR RESEARCH

Section 1 – Demographics

1. Gender
2. Age
3. Years worked with the company
4. Level of Management
5. Salary per annum

Section 2 – Leadership Questionnaire - The Shortened form of Northouse’ (2001) Multifactor Leadership Questionnaire, Form 6-S (MLQ-6S) Adapted from Bass and Avolio (1992)

1. My manager makes others feel good to be around them.
2. My manager could express with a few simple words what we could do.
3. My manager enables others to think about old problems in new ways.
4. My manager helps others develop themselves.
5. My manager tells what to do if they want to be rewarded for their work.
6. My manager is satisfied when others meet agreed upon standards.
7. My manager is content to let others continue working in the same way as always.
8. I have complete faith on my manager.
9. My manager provides appealing images about what he/she can do.
10. My manager provides new ways of looking at puzzling things.
11. My manager lets others know how he/she thinks about what they are doing.
12. My manager provides rewards and recognition when others reach their goals.
13. My manager does not change things as long as things are working.
14. My manager is okay with whatever others want to do with them.
15. Others are proud to be associated with my manager.
16. My manager helps others find meaning in their work.
17. My manager gets to rethink ideas that they have never questioned before.
18. My manager gives personal attention to others who seem rejected.
19. My manager calls attention to what others can get for what they have accomplished.
20. My manager tells us the standard that we have to know to carry out our work.
21. My manager asks no more of others than what is absolutely essential.

Transformational Leadership Questions – 1, 2, 3, 4, 8, 9, 10, 11, 15, 16, 17, 18

Transactional Leadership Questions – 5, 6, 7, 12, 13, 14, 19, 20, 21
5-Point Likert Scale and Scoring

- Not at all - 0
- Once in a while - 1

- Sometimes - 2
- Fairly often - 3
- Frequently, if not always - 4

Section 3 – Job Satisfaction - Minnesota Satisfaction Questionnaire (MSQ) (20 Items), Developed by Weiss, Dawis, England and Lofquist (1977)

1. Being able to keep busy all the time.
2. The chance to work alone on the job.
3. The chance to do different things from time to time.
4. The chance to be “somebody” in the community.
5. The way my boss handles his/her workers.
6. The competence of my supervisor in making decisions.
7. Being able to do things that don’t go against my conscience.
8. The way my job provides for steady employment.
9. The chance to do things for other people
10. The chance to tell people what to do.
11. The chance to do something that makes use of my abilities.
12. The way company policies are put into practice.
13. My pay and the amount of work I do.
14. The chances for advancement on this job.
15. The freedom to use my own judgment.
16. The chance to try my own methods of doing the job.
17. The working conditions.
18. The way my co-workers get along with each other.
19. The praise I get for doing a good job.
20. The feeling of accomplishment I get from the job.

5-Point Likert scale and scoring

- Very Dissatisfied - 1
- Dissatisfied - 2
- Neutral - 3
- Satisfied - 4
- Very Satisfied – 5

Final Satisfaction Calculation based on the total scores:

Job Satisfaction Scores	Inference
75 or higher	High Job Satisfaction
26 to 74	Average Job Satisfaction
25 or lower	Low Job Satisfaction