A STUDY ON IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE JOB SATISFACTION

[1]Mr. Rajani Panchkaran Gaganmale, [2]Dr. Jiny Jacob, [3]Dr. Aditya Upadhyay

[1]Research Scholar, [2]Assistant Professor and HOD-Faculty of Management-RNTU, [3]Associate Professor-MGU
[1]Department of Management,
[1]Rabindranath Tagore University, Bhopal, Madhya Pradesh, India

Abstract

The objective of this research study is to analyse and examine the impact of transformational leadership style on employee's job satisfaction working in one of the multinational engineering service company in Bangalore city. And, to assess which dimension of transformational leadership impact more on employee job satisfaction. The name of the organization is withheld for the purpose of confidentiality. The survey was adapted from the Multifactor Leadership Questionnaire (MLQ) to measure the transformational leadership style. The Minnesota Satisfaction Questionnaire (MSQ) was adapted to measure employee job satisfaction. 120 employees from five different domains participated in the study using convenience sampling. Out of which 104 questionnaires completed showing 86.7% response rate. Descriptive and analytical methodology is used. Quantitative research design is adopted. The collected primary data is analysed using descriptive statistics. Pearson correlation analysis is used to test the hypothesis. These studies have revealed that there is a significant and positive relationship between all transformational leadership dimensions (Inspirational motivation, Individualized consideration, Intellectual stimulation, Idealized influence) and employee job satisfaction. Transformational leadership positively effects employee job satisfaction. The result also shows that there is highly significant, positive relationship between two dimensions of transformational leadership (Inspirational Motivation, Idealized Influence) and employee job satisfaction. Also, there is significant medium positive relationship between other two dimensions of transformational leadership (Individualized Consideration, Intellectual Stimulation) and job satisfaction. The results of this study concluded that if leaders adopt transformational leadership style, they could get better satisfied and committed employees for the organization.

Index Terms - **Transformational Leadership, Employee Job Satisfaction, Leadership Styles, Leadership, Relationship.**

1. INTRODUCTION

As we know that leadership is considered as a widely discussed topic in the literature. Leadership has been playing a crucial role since organizations and companies are permanently in a constant struggle to be increasingly competitive. Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The word leadership has been described in terms of the position, personality, responsibility, influence process; instrument to achieve a goal, behaviours (Limsila & Ogunlana, 2007). "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."- Northouse (2004). Now effective leadership has more to do with leadership style. There are several varieties of leaders. Thus, it is difficult to choose the specific type of leadership styles and mention that it will suit all the contexts. The selection of the right style of leadership depends on the context, situation, and followers. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. The first major study of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to identify different styles of leadership (Lewin, Lippit, White, 1939).

The most discussed and researched leadership styles in the last three decades are transactional and transformational leadership styles. Present study is more about transformational leadership style and its impact on employee job satisfaction.

1.1 Introduction of Research Area

The past 50 years have witnessed extensive international research in the field of leadership. It is not surprising that there has been such an overwhelming focus from researchers because leadership issues are vital for organizational success (Kumar and Kaptan, 2007). Without effective leadership, it is difficult for organizations to sustain profitability, productivity, and a competitive advantage. In recent years, leadership styles have become an important topic of study in the management field, and many researchers consider leadership style as an important variable in influencing how members of an organization function. Subsequently, leadership style has also been found as an important predictor of an organization performance (Bass et al., 2003)

Earlier trait theories up to 1940's assume that successful leaders are born with certain natural qualities, which differentiate them from their followers (Bryman, 1993). The difficulty in classifying and validating these characteristics led to behaviour theories. In the late 1940's to late 1960's behavioural theory became dominant advocating that effectiveness in leadership has to do with how the leader behaves (Hersey, 2001). This theory shifted the prominence away from the characteristics of the leader to the behaviour and style the leader adopted (Ignore the role of situational factors and that effective leadership is dependent upon the situation) gave rise to the "situational" and "contingency" theories of leadership (Fiedler, 1967). They suggest that effective leadership is dependent on leader's diagnosis and understanding of situational factors, followed by the adoption of the appropriate style to deal with each circumstance (Bryman, 1993). Recent studies on leadership proposed the full range leadership model, also known as transformational-transactional leadership theory. Transactional leaders are said to be instrumental and frequently focus on exchange relationship with their subordinates (Bass and Avolio, 1993). In contrast, transformational leaders are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Howell and Avolio, 1993).

1.2 Transformational leadership

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns in his 1978 book Leadership. He believed that transformational leadership could uphold followers from a lower to a higher level of needs, which agrees with Maslow's hierarchy of needs. According to Burns, transformational leadership can be seen when leaders and followers make each other to advance to a higher level of moral and motivation. Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals.

Later, researcher Bernard M. Bass (1985) expanded upon Burns's original ideas to develop what is today referred to as Bass's Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers. He explained how transformational leadership impacts followers' motivation and performance.

1.3 Elements (4 I's) of Transformational Leadership

In Bass's interpretation, he identified four separate elements/aspects/dimensions of Transformational Leadership, which became known as the 4 I's.

1. Idealized Influence (II): The transformational leader serves as a role model for followers. Because followers trust and respect the leader. They provide a clear vision and a sense of belonging which encourages individuals to buy into the long-term objectives of the organisation and drives them to achieve their own goals. These leaders are deeply respected by their team due to the example that they set for others.
2. Intellectual Stimulation (IS): Transformational Leaders create a diverse and open environment, within which they encourage others to innovate and to form new ideas for the organisation and themselves. They seek other paths to goals which stray from the norm and openly push others to challenge their own beliefs and values, as well as those of the company. Therefore, this style of leadership can play such an influential role in change and strategic planning. Transformational leaders enable the followers to solve problems associated with the work and they appear to be more knowledgeable regarding dealing with work challenges.
3. Inspirational Motivation (IM): Transformational leaders have a clear vision that they can articulate to followers. They play an important role in improving performance, by working to raise through team morale through motivational techniques and acting as inspiration for their followers.
4. Individualized Consideration (IC): Transformational leadership also involves offering support and encouragement to individual followers. To foster supportive relationships, transformational leaders keep lines of communication open so that followers feel free to share ideas and so that leaders can offer direct recognition of the unique contributions of each follower. Transformational Leaders actively work to create a diverse and supportive environment, where individual differences are respected and celebrated. They will know each of their followers individually and will happily listen to any concerns or needs that their team members may have.

Each of the four elements describes characteristics that are of great importance to the "transformation" process. When managers are strong role models, supporters, innovators, and mentors, they are utilizing the "four I's" to help change their associates into more productive and successful individuals. Northouse (2001) stated that transformational leadership is a process that causes change in individuals and social systems. Furthermore, he showed that leaders who exhibited transformational leadership are the ones who were more effective and reached performance beyond expectations (Northouse, 2001). Therefore, it's very important for managers to apply the transformational approach in the workplace.

1.4 Employee Job Satisfaction

Employee job satisfaction has been extensively researched and has been considered as dependent and independent variable in many studies. Researchers discussed different aspects and determinants of job satisfaction in their own ways.

The job Satisfaction (Hoppock, 1935) defines as any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with a job. Going a little deeper and fast-forwarding to this century, job satisfaction has been called a set of favourable or unfavourable feelings and emotions with which employees view their work. Luthans (2007, p.141) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction or dissatisfaction is affected by the relation between a person's job expectations and his/ her actual achievements. Job satisfaction includes certain aspects of satisfaction relating to pay, promotion, working conditions, supervision, organizational practices, and relationships with co-workers.

Employee Satisfaction is the feelings and attitudes people have towards their jobs and different aspects of their jobs (Spector, 1997). Spector stated that there are two antecedents of job satisfaction, the first is job-setting characteristics and the second is individual/personal characteristics. Both factors influence employee job satisfaction. Spector (1997) also added that employee or job satisfaction is an important concern in every organization since it focuses on both humanitarian and utilitarian perspectives. According to the humanitarian perspective, people deserve to be treated in a courteous and a pleasant manner. While the utilitarian perspective proposes that employee or job satisfaction can lead to employee behaviours that affect organizational performance. Armstrong (2003) mentioned that when people have pleasant and positive attitudes towards their job, that's when they are satisfied with their job, but when people have unpleasant and negative attitudes towards their job, that's when they are dissatisfied with their job.

Research on the importance of leadership started in the 1920s with studies that confirmed the significance of leadership in making differences in employees' job satisfaction. Several studies were conducted during the 1950s and 1960s to investigate how managers could use their leadership behaviours to increase employees' level of job satisfaction (Northouse, 2004). The quality of the leader-employee relationship has a great impact on employee self-confidence and job satisfaction. Leaders who are considerate or supportive to their subordinates lead to higher levels of employee satisfaction than those who are either indifferent or unconcerned with their subordinates. Yousef (2000) found that leadership behaviour was positively related to job satisfaction and therefore managers need to adopt appropriate leadership behaviour because of its significant impact on employee job satisfaction.

2. LITERATURE REVIEW

Organizations are social systems where human resource is the most valuable and important asset for effectiveness and efficiency and human capital is the most important factor for achieving organizational goals. In this modern era of substantial changes in business climate due to globalization, companies are trying to achieve competitive advantages based on competence of their human resources. Managing employees from different cultures and backgrounds is a hard task and depends on the quality of leadership organizations have (Albion and Gagliardi, 2007). Fiedler (1996), one of the most respected researchers on leadership, emphasized the importance of leadership by arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even an entire country. Over the years the initiative that drove the research on employee satisfaction was its contribution on the productivity of the employees in any organization and its ability to retain effective employees.

Transformational leadership is a modern approach to leadership that has captured the interest of many researchers in the field of organizational behaviour over the past three decades. This theory was developed by Burns (1978) and later enhanced by Bass (1985). The major premise of the transformational leadership theory is the leader's ability to motivate followers to achieve beyond their expectations (Krishnan, 2005). Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organizational success (Kennerly, 1989). A capable leader provides direction for the organization and lead followers towards achieving desired goals. Similarly, employees with high job satisfaction are likely to exert more effort and pursue organizational goals. More satisfied and happy employees would be more productive and profitable for the organization (Saari & Judge, 2004). Transformational leadership causes individuals to be more creative and hardworking towards achieving organizational goals.

A review of relevant literature reveals various relationships theories have generated from their own research of transformational leadership style and employee job satisfaction.

Rafique Ahmed Khoso and others, (2021) performed research to analyse and examine the impact of transformational leadership style on employees' job commitment and job satisfaction level at Jamshoro Joint Venture Limited (JJVL) and to assess which dimension of transformational style of leadership impacts on employee's job commitment and job satisfaction. Researchers collected data from 392 respondents by using quantitative research method- MLQ 5X. They conducted research with questionnaire on 5-point Likert scale from Strongly Disagree (1) to Strongly Agree (5). The simple random technique was used for sampling the population. The findings revealed that transformational leadership style presence at JJVL increases employee's job commitment and job satisfaction. Employees believe that they have strong desire to stay long with organization; they found existing workplace is better option to continue their jobs and they also feel secure at their workplace. Results revealed that implementations of transformational style of leadership style effects positive and significant toward success of both organization and its associated employees.

Gelis Tarihi and others, (2020) conducted research to investigate the effect of transformational leadership on job performance and job satisfaction. The researchers selected samples from the teachers and civil servants of School personnel in Bache Province, selected by easy sampling method. 400 survey forms were planned to be filled out at all schools in the district of which 377 polls were answered completely. MLQ (5X) Transformational Leadership Scale developed by Avolio, and Bass (1995) has been utilized. The study includes a 20-expression and 5 factor transformational leadership scale with idealized influence, inspiring motivation, individual support, intellectual stimulation, and personalized attention. On this scale, 5 Likert type evaluations were made. Analyses on the data obtained from the research were performed through SPSS 24 and Amos packages. As a result of the analyses, it was found that transformational leadership had a significant positive effect on job satisfaction. The findings support the notion that transformational leaders today will help to ensure job satisfaction.

Kishen and others, (2020) performed research to provide an overview of the relationship between transformational leadership and job satisfaction level experienced by employees. The researchers collected data by questionnaires distributed online to 120 employees working in Tangerang from various companies. The data measurement method uses a Likert scale with one to five scale intervals. The findings of this research shows that there was a significant influence between transformational leadership on job satisfaction.

Dappa K. and others, (2019) did their research aiming at improving the understanding of the relationship between transformational leadership style and employee job satisfaction among the banking sector employees in North Cyprus. The data were collected through a Multifactor Leadership Questionnaire (MQL) which was distributed randomly to bank employees in five districts of North Cyprus. A total of 400 questionnaires were returned and utilized to conduct regression analysis. Employees were asked questions about their perception of their manager's transformational leadership skills. Five different scales, idealized influence, idealized behaviour, inspirational motivation, intellectual stimulation, and individual consideration were all scaled on a five-point scale; with 1 represents as "strongly disagree" to 5 represents as "strongly agree". Employee Satisfaction was measured using a tool designed by David et al. (1967). This research findings illustrated a positive relationship between transformational leadership and employee satisfaction. This study proves that transformational leadership and employee satisfaction has maintained a positive relationship with each other.

3. HYPOTHESIS

In this research study following five hypotheses were developed to test.

H1: Transformational leadership positively relates with employee job satisfaction.

H1a: Inspirational motivation positively relates with employee job satisfaction.

H1b: Individualized consideration positively relates with employee job satisfaction.

H1c: Intellectual stimulation positively relates with employee job satisfaction.

H1d: Idealized influence positively relates with job satisfaction.

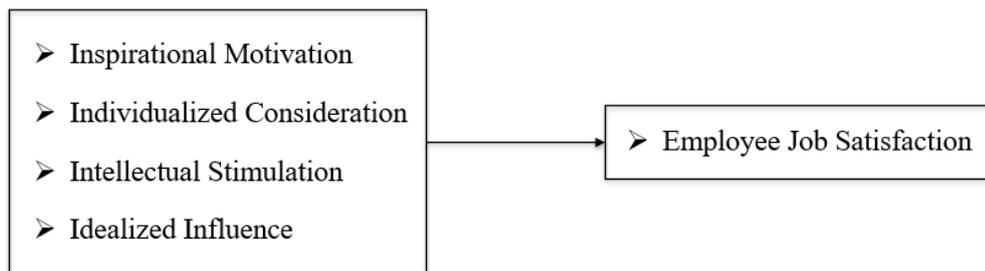Conceptual Framework for the study is presented as below.

Figure 1 : Conceptual Framework

4. RESEARCH METHODOLOGY

4.1 Research Design

This study investigates the impact of Transformational leadership style on employee job satisfaction. Descriptive and analytical methodology is used. Quantitative research design is adopted. Primary data obtained from participants through structured questionnaires. The data has been analysed using excel data analysis tool and web tool (www.statskingdom.com). The collected primary data is analysed using descriptive statistics and Pearson correlation analysis is used to test the hypothesis.

4.2 Population and sample of study

The selected sample population consist of employees working in one of the multinational engineering services providing company from Bangalore city. The name of the company is withheld as per company's policy which is for the purpose of confidentiality. The company was established in 2003 and has around 500+ employees. Company provides wide range of engineering support for mechanical, electrical, electronic and software products. 120 employees from 5 different domains participated in the study using convenience sampling. Out of 120, 104 questionnaires completed, and this represents a return rate of 86.7%.

4.3 Research Instruments

MLQ (5X) Transformational Leadership Scale developed by Avolio, and Bass (1995) has been utilized. Transformation leadership style is measured using 4 dimensions/factors/elements: Inspirational motivation, Individualized consideration, Intellectual stimulation, Idealized influence. A 5-point Likert scale is used from Strongly disagree (1) to Strongly agree (5). The Minnesota Satisfaction Questionnaire (MSQ) is used to measure the level of satisfaction among employees with a scale from very dissatisfied (1) to very satisfied (5).

5. ANALYSIS AND FINDINGS

5.1 Demographic Analysis

Demographic information of the study exhibited in table 1 below. Survey participants included 57.7% males and 42.3% females. 42.3% participants belonged to 23-30 years of age group whereas 28.9% of sample was between 31-35 years of age and 19.2% of sample belonged to 36-40 years of age. Only 9.6% of the sample belonged to the age group 41-50. 38.5% of the sample was single and 61.5% married.

Employees having experience of 5 years or less comprised 28.8% of the sample, 6-10 years experienced employees were 32.7% of the sample, 11-15 years experienced employees comprised 25.0% of the sample whereas, 13.5% of the sample showed employees having experience of more than 15 years. Employees having master's degree showed 30.8% of the sample and graduated employees were 69.2% of the sample.

Demographic Analysis			
Characteristics		**Frequency**	**Percentage**
Gender	Male	30	57.7%
	Female	22	42.3%
Age	23-30	22	42.3%
	31-35	15	28.9%
	36-40	10	19.2%
	41-50	5	9.6%
Qualification	Graduate	36	69.2%
	Masters	16	30.8%
Experience	0-5	15	28.8%
	6-10	17	32.7%
	11-15	13	25.0%
	More than 15	7	13.5%
Marital Status	Single	20	38.5%
	Married	32	61.5%

Table 1: Demographics

5.2 Descriptive Statistics

The mean values of transformational leadership and employee job satisfaction are represented in table 2 shown below. The 4.04 mean value for employee job satisfaction describes the satisfaction of employees with different dimensions of their job. The results show positive attitudes of employees towards their job, which means employees are very much satisfied with their job. The mean values of different factors/elements of transformational leadership (4.17, 3.52, 3.58, 4.13) explains employees views about a team oriented and visionary leadership style of the leader. Results shows that employees are very satisfied with their leaders.

Transformational Leadership and Employee Job Satisfaction	Mean	Standard Deviation
Inspirational Motivation	4.17	0.875
Individualized Consideration	3.52	0.975
Intellectual Stimulation	3.58	0.992
Idealized Influence	4.13	0.837
Employee Job Satisfaction	4.04	0.923

Table 2: Descriptive Statistics

5.3 Correlation Analysis

The relation between dimensions of Transformational leadership and Employee job satisfaction was investigated using Pearson correlation coefficient. The results of the correlation between transformational dimensions and overall employee job satisfaction are shown in the below table 3. The result shows that there is highly significant, positive relationship between two dimensions of transformational leadership (Inspirational Motivation & Idealized Influence) and job satisfaction. Also, there is significant medium

positive relationship between other two dimensions of transformational leadership (Individualized Consideration & Intellectual Stimulation) and job satisfaction. These studies have revealed that there is a significant and positive relationship between all transformational leadership dimensions/elements (Inspirational motivation, Individualized consideration, Intellectual stimulation, and Idealized influence) and employee job satisfaction. Hence, all the hypothesis of this study are supported.

Correlation coefficient between transformational leadership and employee job satisfaction. Source: The Author, based on statistical analysis using web tool (www.statskingdom.com) ** Correlation is significant at the 0.01 level (2 tailed).	
Independent Variables **Transformational Leadership**	**Pearson Correlation**
Inspirational Motivation	Sig. (2-tailed) r = 0.880**
Individualized Consideration	Sig. (2-tailed) r = 0.495*
Intellectual Stimulation	Sig. (2-tailed) r = 0.463*
Idealized Influence	Sig. (2-tailed) r = 0.772**

Table 3: Correlation Analysis

6. DISCUSSION AND SUMMARY

The hypothesis of this study predicts a significantly positive relationship between transformational leadership dimensions and employees job satisfaction. Referring to above statistical findings it has been found that transformational leadership dimensions have significant positive relationship with the employee overall job satisfaction. This result supports several previous studies performed by different researchers. (Rafique Ahmed Khoso and others, 2021; Gelis Tarihi and others, 2020; Kishen and others, 2020; Dappa K. and others, 2019). In this study, out of four transformational leadership dimensions, inspirational motivation dimension found the strongest positive relationship between job satisfaction and transformational leadership and the next strongest dimension found was idealized influence. Other two dimensions of transformational leadership, individualised consideration and Intellectual stimulation has found also significant medium positive relationship with employee job satisfaction.

The findings of the study support the hypothesis and prove that by adopting transformational leadership style, leaders can achieve more satisfied employees. If employees are satisfied with their jobs, they will perform better which will lead organization towards productivity and performance and hence success. Employees who are working for transformational leader have higher level of job satisfaction. This finding is valuable because it shows that the employees of the organizations like to have the transformational leadership, which is a modern concept in the subject of leadership. Transformational leaders also help employees to become more creative, innovative and bring new ideas, which allow the organization to grow competitively and adapt itself to the changing external environment. From the results it is found that the leaders of the organization selected for this study are practicing transformational leadership as well. The results of this study concluded that if leaders adopt transformational leadership style, they could get better satisfied and committed employees for the organization.

7. RESEARCH PROSPECTS FOR FUTURE RESEARCH

India is one of the fastest growing economies in Asia and Karnataka is one of the highest economic growth states in India. Karnataka has vibrant automobile, agricultural, aerospace, textile and garment, biotech, and heavy engineering industries. Several organizations outside India have been evincing interest in the state especially in IT hub like Bangalore. Scholars are paying more attention to transformational leadership because of its difference with traditional leadership styles. Transformation leadership theory attracts significant academic interest since its conception more than 50 years ago but not much research has been done so far to throw light on Impact of transformational leadership on employee job satisfaction with special reference to Karnataka state.

1. Not much research has been done so far to throw light on Impact of transformational leadership on job satisfaction in Karnataka.
2. In this research, considered relatively small sample size which affects the reliability of a survey's results because it leads to a higher variability, which may lead to bias. So here we have an opportunity to conduct research in this area with proper sample size.
3. Selected participants for the study from one of the Bangalore based private engineering services industry. There is an opportunity to consider proper sample size from 4-5 different organizations in the Karnataka states. To effectively use generalization in research, at the very least, the sample must be representative of the diversity of the population and include the variables that the researcher means to test. This leads to a good prospect for our research considering diversified population.
4. In this research only lower management and below employees are considered while selecting the sample. Here we have opportunity to conduct the research on participants from all hierarchy which will give more reliable and illustrative result.

8. REFERENCE AND BIBLIOGRAPHY

[1]. Albion, M. J., & Gagliardi, R. E. (2007). A study of transformational leadership, organizational change, and job satisfaction.

[2]. Armstrong, M.& (2003). "A Handbook of Human Resource Management Practice", (9th ed.), Kogan Page, London.

[3]. Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire (MLQ). Mind Garden, 29.

[4]. Bass, B.M & Avolio, B.J (1993). Transformational leadership: A response to critiques. In M.M.

[5]. Bass, B. M., & Riggio, R. E. (2014). Transformational leadership (2nded.). New York: Routledge.

[6]. Bass, B.M. (1985). Leadership and Performance Beyond Expectations. New York: Free Press.

[7]. Burns, J. (1978). Leadership. New York: Harper & Row.

[8]. Bryman, A. (1993) Charisma and leadership in organizations. London: Sage Publications.

[9]. Dappa, K., Bhatti, F., & Aljarah, A. (2019). A study on the effect of transformational leadership on job satisfaction: The role of gender, perceived organizational politics and perceived organizational commitment. Management Science Letters, 9(6), 823–834.

[10]. Fiedler, F.E. (1996). Research on Leadership Selection and Training: One View of the Future, Administrative Science Quarterly, Vol. 41, pp 241–50.

[11]. Geliş Tarihi, Kabul Tarihi, Makale Turu (2020). Effect of Transformational Leadership on job performance and job satisfaction. Osmaniye Korkut Ata University, Journal of Economics and Administrative Sciences, Vol: 4, Issue: 1, June 2020, pp. 56-67.

[12]. Hersey P., Blanchard, K.H &Johnson, D.E. (2001). Management of organisational behaviour: Leading human resources. Englewood Cliffs: Prentice-Hall.

[13]. Hoppock, R. (1935). Job Satisfaction. New York: Harper

[14]. Howell, J.M. and Avolio, B.J. (1993). Transformational Leadership, Transactional Leadership, Locus of Control and Support for Innovation: Key Predictors of Consolidated-Business Unit Performance. Journal of Applied Psychology, Vol.78, No.6, pp.891-902.

[15]. Kennerly, S. M. (1989). Leadership behaviour and organizational characteristics: Implications for faculty satisfaction. Journal of Nursing Education, Vol.28, No.5, pp.198–202.

[16]. Kishen, K., Syah, T. Y. R., & Anindita, S. R. (2020). The transformational leadership effect on job satisfaction and job performance. Journal of Multidisciplinary Academic, 4(1), 47–51.

[17]. Krishnan, V. R. (2005). Transformational leadership and outcomes: Role of relationship duration. Leadership & Organization Journal, Vol.26, No.5/6, pp.442-457.

[18]. Kumar, C. R. (2007). The leadership in management: Understanding leadership wisdom. APH Publishing.

[19]. Lewin, K., Lippit, R., & White, R. K. (1939). "Patterns of aggressive behaviour in experimentally created social climates," Journal of Social Psychology, 10, pp. 271-301.

[20]. Limsila, K.; Ogunlana, S.O. (2007). Performance and leadership outcome correlates of leadership styles and subordinate commitment. Engineering, Construction and Architectural Management, 15(2): 164-184.

[21]. Luthans, F. (2007). Organizational Behaviour. New York: McGraw-Hill.

[22]. Northouse, P. (2004). Leadership theory and practice (3 Eds.) Thousand Oaks, CA: Sage Publishing.

[23]. Rafique Ahmed Khoso, Maqsood Ali Jamali, and Wasim Iqbal. (2021). Impact of Transformational Leadership Style on Employee' Job Commitment and Job Satisfaction. Journal of Business & Economics Volume No. 13 (1), pp. 126–147. doi:10.5311/JBE.2021.26.6

[24]. Saari, L. M., & Judge, T. A., (2004). Employee attitudes and job satisfaction. Human Resource Management, Vol.43, No.4, pp. 395–407.

[25]. Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences (Vol. 3). Sage.

[26]. Yousef, D.A. (2000). "Organizational commitment: a mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country". Journal of Managerial Psychology, Vol.15, No.1, pp.6–24.