



A Study on Impact of ‘Inspirational Motivation Dimension of Transformational Leadership’ on Employee Job Satisfaction

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ABSTRACT

The objective of this research is to analyse the impact of ‘Inspirational Motivation’ dimension of Transformational Leadership’ on employee job satisfaction in one of the multinational engineering services companies in Bengaluru city. The name of the company is withheld for the purpose of confidentiality. Transformational leadership is the innovative approach of leadership which emphasizes on inspiring and motivating their followers to achieve extraordinary results by fostering a sense of purpose and empowering individuals to utilize their full potential. Transformational leadership has been associated with high levels of commitment, employee engagement and performance as well as innovation, creativity, and adaptability. Transformational leaders play a strong role of mentor, supporter, and innovator through their four dimensions of transformational leadership - Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. This study mainly emphasizes on Inspirational Motivation dimension of transformational leadership. Inspirational motivation is a dimension of transformational leadership where leaders motivate and inspire their followers by articulating a compelling vision of the future. They boost the team morale through motivational techniques and acting as inspiration for their followers. Leaders who exhibit inspirational motivation communicate a clear and inspiring vision that mobilizes and energizes their team members towards shared goals and aspirations. Therefore, Inspirational Motivation dimension can play such an influential role in organizational growth. On the other side, employee job satisfaction is the feeling and attitude people have towards their jobs and different aspects of their jobs. When employees have pleasant and positive attitudes towards their job, that’s when they are satisfied with their job and vice versa.

This study emphasizes on to investigate the impact of ‘Inspirational Motivation dimension of transformational leadership’ on employee job satisfaction by means of a descriptive and analytical methodology. Quantitative research design is adopted. The quantitative study applies a survey type of research design. In this study simple random technique is used to select the sample. A structured questionnaire is utilized to obtain primary data from the participants. 125 employees participated in the study. Out of which 112 participants responded showing 89.6% response rate. The Multifactor Leadership Questionnaire (MLQ) developed by Bass (1997) is referred to measure ‘Inspirational Motivation dimension of transformational leadership. A 5-point Likert scale is used from Strongly disagree (1) to Strongly agree (5). The Minnesota Satisfaction Questionnaire (MSQ) is referred to measure the level of satisfaction among employees with a scale from very dissatisfied (1) to very satisfied (5).

The collected primary data is analysed using descriptive statistics. To test the hypothesis, Pearson correlation analysis is used. This study revealed that there is highly significant and positive relationship between ‘Inspirational Motivation dimension of transformational leadership’ and employee job satisfaction. Inspirational Motivation positively impacts on employee job satisfaction. The result of this study concluded that if leaders adopt ‘Inspirational Motivation dimension of transformational leadership’ they could get better committed and satisfied employees for the organization which will help to achieve organizational goals. Outcome of this research will be beneficial to such organizations who are still following traditional leadership styles. It will be a good insight to them, why there is a need to bring transformation in the leadership and how much it is necessary and going to impact to keep employees satisfied in their job, to achieve organizational goals.

Index Terms – Inspirational Motivation, Employee Job Satisfaction, Transformational Leadership, Leadership Styles, Leadership.

1. INTRODUCTION

Leadership is considered as a perennially discussed topic in the field of literature and as well as in business. Leadership has been demonstrating a crucial role for driving success in many organizations. Leadership is a critical function of management which helps to maximize productivity and efficiency to achieve organization 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 a good and effective leadership is more related with the leadership style. There are several varieties of leadership styles. So, it is not easy to choose the specific type of leadership style and not sure that it will suit in all the contexts. The selection of the right style of leadership depends on the situation, context, and followers. Leadership style is the approach and manner 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 past 50 years have witnessed extensive international research in the field of leadership. There has been such an overwhelming focus from researchers because leadership issues are vital for organizational success (Kumar and Kaptan, 2007). It is difficult for organizations to sustain, productivity, profitability, and a competitive advantage without having effective leadership. In recent years, leadership styles have become key topic of study in the management research, and many researchers consider leadership style as an important variable in influencing how employees 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 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).

The most researched and discussed leadership styles in the last five decades are transformational and transactional leadership styles. The present study is mainly focused on inspirational motivation dimension of transformational leadership style and its impact on employee job satisfaction.

2. TRANSFORMATIONAL LEADERSHIP

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

Later, researcher Bernard M. Bass (1985) extended upon Burns' 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. Bass stated that transformational leaders garner respect, admiration, and trust from their followers.

3. DIMENSIONS OF TRANSFORMATIONAL LEADERSHIP

Bernard M. Bass (1985) identified four separate dimensions of Transformational Leadership, which are also known as the 4 I's of transformational leadership.

1. **Idealized Influence (II):** Idealized influence, also known as charisma, is one of the dimensions of transformational leadership. It refers to the ability of a leader to serve as a role model and inspire followers through their actions and behaviour's. Leaders who exhibit idealized influence are admired, respected, and trusted by their followers. They embody the values and principles of the organization, and their integrity and ethical behaviour earn them the loyalty and commitment of their team members. By setting high standards for themselves and demonstrating authenticity, these leaders motivate others to emulate their example and strive for excellence.
2. **Intellectual Stimulation (IS):** Intellectual stimulation is a crucial dimension of transformational leadership. Leaders who employ intellectual stimulation encourage creativity, critical thinking, and innovation among their followers. They challenge assumptions, foster a culture of learning, and promote open dialogue and exchange of ideas. By encouraging individuals to explore new perspectives, question the status quo, and seek innovative solutions, leaders enhance the intellectual capabilities and problem-solving skills of their team members. This approach fosters a dynamic and adaptive organizational culture that is better equipped to navigate complex challenges and seize opportunities for growth and development.
3. **Inspirational Motivation (IM):** This dimension of transformational leader is defined by the leader's ability to motivate and inspire team members through the strength and clarity of their vision. Transformational leaders motivate and inspire their followers by providing a compelling vision of the future. They communicate high expectations and encourage their team members to reach their full potential. 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):** Individualized consideration is a key dimension of transformational leadership, emphasizing the leader's focus on the needs, development, and well-being of each individual follower. Leaders who practice individualized consideration demonstrate empathy, support, and personalized attention to the unique strengths, aspirations, and challenges of each team member. They actively listen to their followers, provide coaching and mentoring tailored to individual needs, and empower them to grow and succeed. By recognizing and valuing the diversity of their team, leaders foster a sense of belonging and engagement, leading to higher levels of motivation, satisfaction, and performance among followers.

All the four dimensions describe characteristics that are of great importance to the “transformation” process. When leaders are strong role models, mentors, innovators, supporters, they are utilizing the four dimensions to change their followers 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).

4. INSPIRATIONAL MOTIVATION:

Inspirational motivation is a vital aspect of transformational leadership, involving the ability to inspire and motivate others through a compelling vision of the future. Transformational leaders who excel in inspirational motivation go beyond simply articulating a vision; they also possess the ability to connect emotionally with their followers. They communicate in a way that stirs emotions and ignites a sense of excitement and possibility. Leaders who exhibit inspirational motivation articulate a clear and inspiring vision that energizes and engages their followers. They communicate this vision with passion and enthusiasm, instilling a sense of purpose and direction within the team. These leaders paint a vivid picture of the future that resonates with the values, aspirations, and ideals of their team members. By setting high expectations and demonstrating confidence in their followers' abilities, transformational leaders inspire commitment and dedication, encouraging individuals to strive for excellence and pursue shared goals with enthusiasm and determination. In essence, inspirational motivation is about fostering a shared sense of purpose and passion that propels the team forward in pursuit of common organizational goals.

5. EMPLOYEE JOB SATISFACTION:

Employee job satisfaction refers to the level of contentment and fulfilment that employees experience in their roles within an organization. It encompasses various factors, including the work environment, job responsibilities, relationships with colleagues and supervisors, compensation, opportunities for growth and advancement, and alignment with personal values and career goals. Employee job satisfaction has been extensively studied and widely considered as dependent and independent variables in many research areas. 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”. The job Satisfaction (Hopppock, 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.

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. Employee Satisfaction is the feelings and attitudes people have towards their jobs and different aspects of their jobs (Spector, 1997). Spector (1997) 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.

High levels of job satisfaction are associated with increased motivation, engagement, and productivity among employees. Satisfied employees are more likely to demonstrate commitment to their work, remain loyal to the organization, and contribute positively to its success. Additionally, they tend to experience lower levels of stress and turnover, leading to greater stability and continuity within the workforce.

Several research were performed during the 1950s and 1960s to analyse how managers could use their leadership skills 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.

6. LITERATURE REVIEW

A review of relevant literatures discloses various relationship theories generated from their own research on ‘Inspirational Motivation dimension of Transformational Leadership’ 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.

Jalil Ahmed and others, (2021) performed research to identify the impact of transformational leadership style on organizational learning, job satisfaction and job performance through employee motivation. Independent variable of this research is transformational leadership style and dependent variable of this research is organizational performance, job satisfaction and job performance, the mediator is Employee motivation. A sample of 220 individuals from the organization was taken for this research. The research was conducted in Karachi which is a major city of Pakistan. The survey is conducted through questionnaires based on Likert scale. The two main methods used in survey research are probability sampling and non-probability sampling. Data analysis has done by using partial least squares (Smart-PLS) which is a variance-based, structural equation modelling (SEM) technique and deals with multiple regressions modelling. Finding of this research shows that there is significant impact of transformational leadership on job satisfaction, job performance and organizational learning.

Kishen and others, (2020) conducted 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. In this study researchers used Structural Equation Model (SEM) Lisrel to determine a minimum representative sample size of sample number in five times. The research questionnaire contained 21 statements, so the minimum number of samples needed was 105 respondents. In this study, researchers took the number of respondents as many as 120 employees who had worked more than two years. The aspects studied were transformational leadership, job satisfaction and job performance. The data measurement method uses a Likert scale with one to five scale intervals. In this study, the exogenous variable namely charismatic leadership and three endogenous variables such as job satisfaction, turnover intentions, and organizational citizenship behaviours has been processed. The transformational measurement of leadership variables in this study uses the dimensions of charisma, inspirational motivation, intellectual stimulation, and charisma exhibited by supervisors due to Job satisfaction variables. The findings of this research shows that there was a significant influence between transformational leadership on job satisfaction.

Gelis Tarihi and others, (2020) conducted research to analyse the impact of transformational leadership on job performance and job satisfaction. They 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.

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.

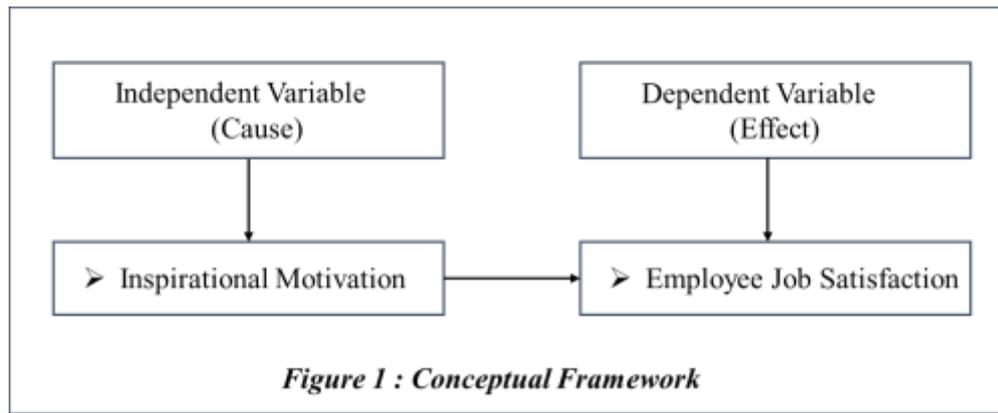
7. HYPOTHESIS

In present research study following hypotheses were developed to test.

H₀: 'Inspirational Motivation dimension of Transformational Leadership' has no positive impact on Employee job satisfaction.

H₁: 'Inspirational Motivation dimension of Transformational Leadership' has positive impact on Employee job satisfaction.

Conceptual Framework for this study is represented as below.



8. RESEARCH METHODOLOGY

8.1 Research Design

This study investigates the impact of ‘Inspirational Motivation dimension of Transformational leadership style’ on employee job satisfaction. Primary data for this study is obtained from participants through structured questionnaires. Descriptive and analytical methodology is used. In this study, quantitative research design is adopted. The quantitative study applies a survey type of research design. The data has been analysed using excel data analysis tool, Statistical Package for Social Sciences (SPSS), 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.

8.2 Population and sample of study

The selected sample population consist of employees working in one of the multinational engineering services providing company from Bengaluru city. The name of the company is withheld as per company’s policy which is for the purpose of confidentiality. Company provides wide range of engineering support for electrical, mechanical, software and electronic products. The company has around 400+ employees. In this study simple random technique is used to select the sample. 125 employees participated in the study. Out of 125, 112 participants responded to questionnaires, and this represents a response rate of 89.6%.

8.3 Research Instruments

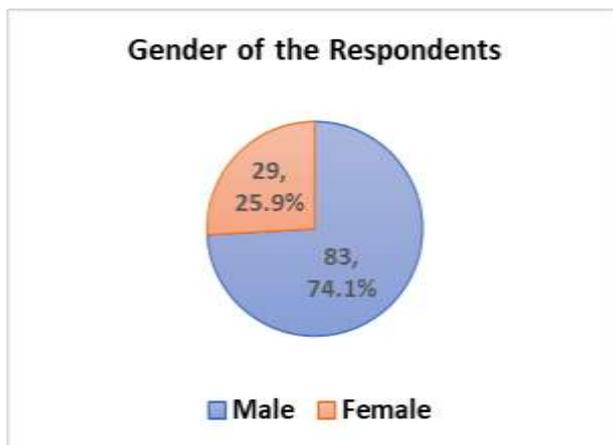
MLQ (5X) Transformational Leadership Scale developed by Avolio, and Bass (1995) has been utilized to measure ‘Inspirational Motivation’ dimension of transformational leadership. A 5-point Likert scale is used from Strongly disagree (1) to Strongly agree (5). The Minnesota Satisfaction Questionnaire (MSQ) (developed by David J. Weiss, Ph.D., and colleagues at the University of Minnesota (1967) is utilized to measure the level of satisfaction among employees with a scale from very dissatisfied (1) to very satisfied (5).

9. DATA ANALYSIS AND INTERPRETATION

9.1 Demographic Analysis

Demographic information of the study exhibited is as below.

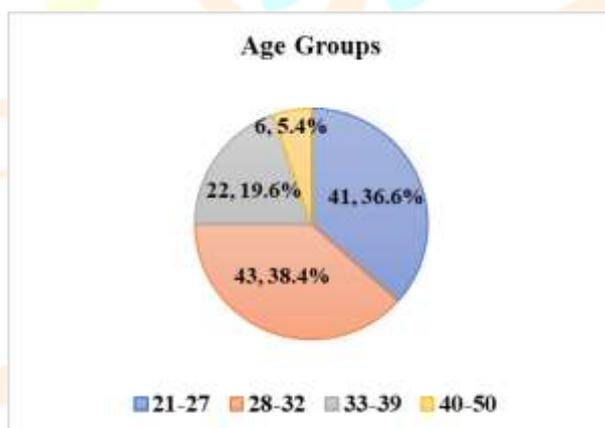
9.1.1 Gender of the Respondents



Graph 1: Gender

Interpretation: Out of 112 employees who responded, 74.1% are males and 25.9% are females.

9.1.2 Age group of the Respondents



Graph 2: Age Group

Interpretation: Out of 112 employees who responded, 36.6% employees belonged to 21-27 years of age group whereas 38.4% of employees were between 28-32 years of age and 19.6% of employees belonged to 33-39 years of age. Only 5.4% of the respondents belonged to the age group 40-50.

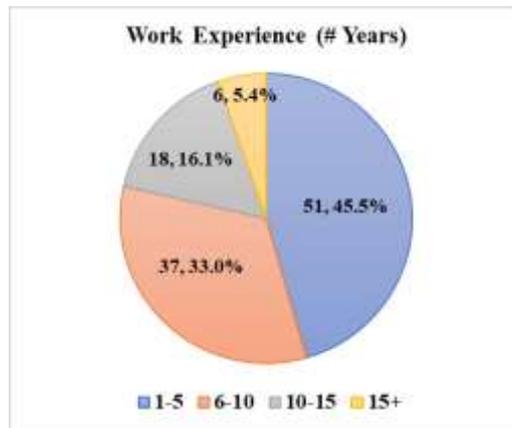
9.1.3 Qualification of the Respondents



Graph 3: Qualification

Interpretation: Out of 112 employees who responded, 69.6% are having bachelor’s degree and 30.4% are having master’s degree.

9.1.4 Work Experience of the Respondents



Graph 4: Work Experience (# Years)

Interpretation: Out of 112 employees who responded, 45.5% employees having work experience between 1 to 5 years. 33.0% employees having work experience between 6 to 10 years whereas 16.1% employees having work experience between 10-15 years and 5.4% employees have 15+ years of work experience.

9.1.5 Marital Status of the Respondents



Graph 5: Marital Status

Interpretation: Out of 112 employees who responded, 48.2% are married and 51.8% are single.

9.2 Descriptive Analysis

9.2.1 Inspirational Motivation:

Question 1: My leader speaks optimistically about the future.

Opinion	# of Respondents	%
Strongly Agree	52	46.4%
Agree	47	41.9%
Neutral	4	3.6%
Disagree	4	3.6%
Strongly Disagree	5	4.5%
Total	112	100%

Table 1: ‘Inspirational Motivation’ Opinion – Q1

Interpretation: Transformational leaders always inspire and motivates followers, and always optimistic about the future. The employee's opinion collected about their leaders, indicates that 46.4% employees who responded are 'Strongly Agree,' 41.9% are 'Agree,' 3.6% are 'Neutral' on opinion whereas 3.6% are 'Disagree' and 4.5% of the employees are 'Strongly Disagree.'

Question 2: My leader speaks enthusiastically about what needs to be achieved and clearly explains organization's vision for future.

Opinion	# of Respondents	%
Strongly Agree	52	46.4%
Agree	43	38.4%
Neutral	6	5.4%
Disagree	9	8.0%
Strongly Disagree	2	1.8%
Total	112	100%

Table 2: 'Inspirational Motivation' Opinion – Q2

Interpretation: Transformational leaders inspire and motivate followers speaking enthusiastically about organization's goals and vision for future. The employee's opinion collected about their leaders, indicates that 46.4% employees who responded are 'Strongly Agree,' 38.4% are 'Agree,' 5.4% are 'Neutral' on opinion whereas 8.0% are 'Disagree' and 1.8% of the employees are 'Strongly Disagree'.

Question 3: My leader expresses confidence that goals will be accomplished.

Opinion	# of Respondents	%
Strongly Agree	57	50.9%
Agree	41	36.6%
Neutral	6	5.3%
Disagree	4	3.6%
Strongly Disagree	4	3.6%
Total	112	100%

Table 3: 'Inspirational Motivation' Opinion – Q3

Interpretation: Transformational leaders inspire and motivate followers by demonstrating confidence to accomplish the organizational goals. The employee's opinion collected about their leaders, indicates that 50.9% employees who responded are 'Strongly Agree,' 36.6% are 'Agree,' 5.3% are 'Neutral' on opinion whereas 3.6% are 'Disagree' and 3.6% of the employees are 'Strongly Disagree.'

9.2.2 Employee Job Satisfaction:

Question: How much you feel satisfied with your role and at your workplace? How much you are satisfied to stay long with your organization?

Opinion	# of Respondents	%
Very Satisfied	41	36.6%
Satisfied	58	51.8%
Neutral	6	5.3%
Dissatisfied	3	2.7%
Very Dissatisfied	4	3.6%
Total	112	100%

Table 4: 'Employee Job Satisfaction' Opinion

Interpretation: The opinion collected related to Employee Job Satisfaction indicates that 36.6% employees are ‘Very Satisfied’ with their job, 51.8% are ‘Satisfied’ and 5.3% are Neutral on their opinion. 2.7% employees are ‘Dissatisfied’ with their job whereas 3.6% of the employees are ‘Very Dissatisfied.’

9.2.3 Descriptive Statistics

The mean values of Inspirational Motivation dimension and Employee Job Satisfaction are represented in below table. The 4.15 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 4.23 mean value of ‘Inspirational Motivation dimension of transformational leadership’ explains employees’ views about a team oriented and visionary leadership style of the leader. Results shows that employees are very satisfied with their leaders.

Inspirational Motivation and Employee Job Satisfaction	Mean	Standard Deviation
Inspirational Motivation	4.23	0.859
Employee Job Satisfaction	4.15	0.912

Table 5: Descriptive Statistics

9.3 Correlation Analysis

The relation between ‘Inspirational Motivation dimension of Transformational leadership’ and Employee job satisfaction is investigated using Pearson correlation (coefficient) analysis. The results of the correlation between Inspirational Motivation and employee job satisfaction are shown in the below table. The *p-value* is very low than significance level ($\alpha = 0.05$) hence the null hypothesis H_0 is rejected. Hence, alternative hypothesis H_1 of this study is supported and accepted. The result shows that there is significant large positive relationship ($r = 0.698 > 0.5$) between ‘Inspirational Motivation dimension of Transformational Leadership’ and employee job satisfaction.

Correlation coefficient between Inspirational Motivation and employee job satisfaction.	
Source: The Author, based on statistical analysis using web tool (www.statskingdom.com)	
$p = 0, p < \alpha (0.05)$, Hence H_0 is rejected & H_1 is accepted.	
Independent Variable Inspirational Motivation	Pearson Correlation Coefficient
Inspirational Motivation	Sig. (2-tailed) $r = 0.698$

Table 6: Correlation Analysis

10. DISCUSSION AND SUMMARY

The hypothesis of this research study predicts a highly significant and positive relationship between ‘Inspirational Motivation dimension of transformational leadership’ and employees job satisfaction. This result supports several previous studies conducted by different researchers. (Rafique Ahmed Khoso and others, 2021; Jalil Ahmed and others, 2021; Kishen and others, 2020; Gelis Tarihi and others, 2020; Dappa K. and others, 2019. The findings of the study support the hypothesis and prove that by adopting ‘Inspirational Motivation dimension of transformational leadership’, leaders can achieve more satisfied employees. If employees are satisfied with their jobs, they will perform better which will lead organization towards performance and productivity and hence success. From these 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 ‘Inspirational Motivation dimension of transformational leadership style’, they could get better satisfied and committed employees for the organization.

11. RESEARCH PROSPECTS FOR FUTURE RESEARCH

India is one of the fastest growing countries in Asia. Many organizations outside India have been evincing interest in the IT hub like Bengaluru. Researchers are paying more attention to transformational leadership style because of its differences with traditional leadership styles. Below are some research prospects for future research.

1. Not much research has been done so far to study effect of all dimensions of transformational leadership on employee job satisfaction in engineering services industry in Bengaluru city.
2. Relatively small sample size considered in this research which affects the reliability of survey's results. So here we have an opportunity to conduct research in this area with proper sample size.
3. In this study participants are selected from one of the Bengaluru based multinational engineering services industry. There is an opportunity to consider research with proper sample size from 3-4 different organizations in the Bengaluru city. To effectively use generalization in research, at the very least, the sample must be representative of the diversity of the population. 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.
5. Employees having age 50+ years were not part of this research. It would be interesting to see how their opinions differ and impact on the research.

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