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Relationship between Transformational Leadership and Employees' Job Satisfaction among the Academic Staff

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Abstract

Organizations are increasingly focusing on developing transformational leadership in their leaders because it leads to better organizational performance. Previous studies found that leadership styles are important organizational antecedents especially in influencing employees's job satisfaction. Thus, the aim of this study was to examine the relationship between transformational leadership and employee's job satisfaction. A total of 214 set of questionnaire were collected from Academic Staff in four (4) Affiliated Colleges in Klang Valley. The correlation of the total scores transformational leadership and employees' job satisfaction indicated a positive, linear and strong relationship (r=.725). Thus, it is important to understand the characteristics of leadership towards employees' job satisfaction since it will affect employees' morale and performance. This study would assist be able to assist leaders to improve their leadership skills as to enhance employees' job satisfaction. Apart from that, management can incorporate these findings by shaping effective leader in such a way to enhance the overall level of job satisfaction of their employees.

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1. Introduction

Managing organization particularly the human resource is crucial in achieving organizational effectiveness and competitiveness. On top of this, a positive working environment can stimulate good organizational leadership that contributes to the successful of organizations. According Lok & Crawford (2004) organizational culture and leadership styles are important organizational antecedents of job satisfaction. On the other hand, according to Owen (2001), Jong & Hartog (2007) & Yulk (2006)

leadership is viewed as an important predictor in job satisfaction with management function in social interaction and motivation in organization.

In the modern era, the study of transformational leadership has become popular among researchers. Burnes (2004), Ali & Mohammad (2006), Huczynski & Buchanan (2007) & Laohavichien et al. (2009) opined the adoption of transformational leadership behavior contributed significantly to the successful of organizations. As proposed by Burns & Yulk (1998) transformational leadership is a process of building commitment to organizational objectives and then empowering followers to accomplish those objectives and is enhanced follower performance. Furthermore, stressed Gill et al. (2006), organizations will be able to reduce job stress and burn out through the application of transformational leadership. Earlier studies indicated the importance of transformational leadership to job satisfaction, management styles and performance. Bass et al. (2003) and Morales et al. (2008) identified four distinct characteristics of transformational leadership. This is shown in Table 1.

Snell & Bohlander (2010) attested employees' job satisfaction is one factor that contributes to the success of organization particularly in managing human resource. Silva (2006) & Raduan et al. (2006) defined job satisfaction as pleasurable feeling that arises from one's workplace. It is a positive effect of employees toward their job or job situation. Price (2001) added job satisfaction as the affective orientation employee has towards their work. Mullins (2007) asserted that some workers may be satisfied with certain aspects of their work and feel dissatisfied with other aspects.

Table 1. Characteristics of Transformational Leadership

Characteristics	Descriptions
Idealized Influence	Idealized influence emphasizes on a collective sense of mission and values, as well as acting upon these values.
Inspirational Motivation	Inspirational motivation leaders motivate and inspire those around them by providing the meaning and challenge to the followers' work.
Intellectual Stimulation	Intellectual stimulation leaders stimulate the followers' efforts as innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.
Individualized Consideration	Individualized consideration leaders pay special attention to each individual's needs for achievement and growth by acting as a coach or mentor.

Balakrishnan (2008) & Khoo (1981) expressed private institutions of higher education faced high academic staff turnover. Perhaps, employees turnover and student achievement can be described indirectly through academic staff's dissatisfaction with their work environment. This correlates with their relationship with leaders and influence their job satisfaction which eventually will affect their job performance. Ongori, (2007) emphasized the need for academic organizations to maintain good academic staff to provide better output and services to customers. In addition, Marie, Athirah & Muhamad Hasan (2008) maintained study on job satisfaction can be applied to the field of education determining the attitude and feeling of educators towards teaching. Bearing the fact that transformational leadership and job satisfaction are two important elements in creating a healthy organization. This study was aimed at understanding academic staff of the UiTM affiliated colleges in Klang Valley.

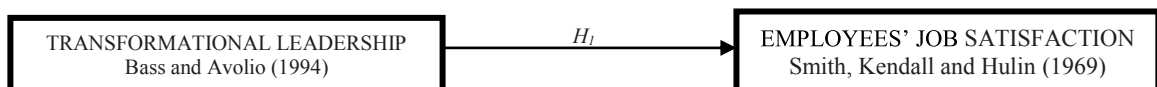In meeting these objectives, a theoretical framework as shown below has been developed:

TRANSFORMATIONAL LEADERSHIP Bass and Avolio (1994)	H_1 →	EMPLOYEES' JOB SATISFACTION Smith, Kendall and Hulin (1969)

Fig. 1: Conceptual Framework

2. Methodology

This correlation research attempted to describe the relationship among the variables. The sampling frame was based on the academic staff list from four UiTM affiliated colleges in Klang Valley obtained from the Institute of Education Development, of Universiti Teknologi MARA. Simple random sampling technique was applied in selecting respondents. 214 questionnaires were collected from 412 questionnaires distributed. The response rate was 52%.

The questionnaire consisted close-ended questions applying five-point Likert scale. Transformational leadership was assessed using Bass & Avolio (1995) dimensions; idealized influence, individualized consideration, inspirational motivation and intellectual stimulation. Job satisfaction were adapted from Smith, Kendall & Hulin (1969) job descriptive index with five subscales; work, payment, supervision, promotion and co-workers.

3. Data Analysis and Result

Table 2. The Results of Correlation and Reliability Analysis

No	Variables	Mean	SD	1	2	3	4	5
1	Idealized Influence	3.24	.66	(.78)				
2	Individualized Consideration	3.24	.86	.579**	(.92)			
3	Inspirational Motivation	3.53	.61	.548**	.486**	(.83)		
4	Intellectual Stimulation	3.05	.79	.518**	.691**	.498**	(.86)	
5	Job Satisfaction	3.17	.66	.513**	.630**	.523**	.681**	(.93)

Notes: ** significant at 0.00 level; Cronbach's alpha values are shown in the parentheses.

The finding indicated, transformational leadership has significant strong, large, and positive relationship with employees' job satisfaction with (r = 0.725). This mean higher transformational leadership quality, the higher would be the employees' job satisfaction. Therefore the hypothesis (H_1) which state TL significantly influences EJS was accepted. This is in line with Marnis (2012) conclusion that transformational leadership positively effects employees' job satisfaction. Similarly, Hamidifar (2009) identified different leadership styles positively determine employees' job satisfaction. Obviously, employees were more satisfied with transformational leadership than any other. Evidently the results support findings of earlier studies, such as Fatima et al. (2011), transformational leaderships has positive relationship with overall job satisfaction (r =0.61). Riaz & Haider (2010) concluded transformational leadership style influence positively on job success and career satisfaction, furthermore indicated transformational leadership style is positively related to job success and career satisfaction. The finding is also consistent with Berson & Jonathan (2005), Iwan et al. (2008), Amarjit et al. (2010) and Adel & Ibrahim (2012). Correspondingly Scandura & Williams (2004) postulated transformational leaders have incremental effects on job satisfaction and organizational commitment. Apart from that, transformational leadership has incremental effects with idealized influence and inspirational motivation for job satisfaction and organizational commitment. Positive relationship between intellectual stimulation and job satisfaction shows that result is consistent with Tseng & Kang (2008), Sulieman et al. (2011), Peter et al. (2011), & Hanaysha et al. (2012) attested leaders display intellectual stimulation when they assist followers to develop new ideas, and motivate them to take alternative routes to problem solving. In conclusion, the study indicated employees' perceived transformational leadership characters, such as idealized influence, inspirational motivation, intellectual stimulation and the individual consideration are being practiced by their leadership. The finding denoted the fact that most leaders are ready to transform and improve. Therefore, leaders with clear vision, high inspiration, creative and innovative will lead the employees to perform to what is expected of them.

4. Conclusion

Ultimately, the study suggested transformational leadership plays important role in influencing job satisfaction. Hence, signifies the need for management to focus on its leadership styles to ensure higher employees commitment. The study also effectively identified the relationship between transformational leadership and employees' job satisfaction among the academicians. The examination concluded characteristics of transformational leadership were positively related to employees' job satisfaction. The four characteristics of transformational leadership were deemed as the most important dimension that affects employees' job satisfaction. Obviously this study contributed to better understanding about conditions under which transformational leadership is more effective towards employees' job satisfaction

Acknowledgements

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