



ORIGINAL CONTRIBUTION

## Effect of Transformational Leadership Style on Job Satisfaction of University Teachers

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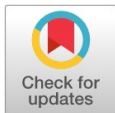
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**Abstract**— Leadership style is the general way a leader behaves towards his subordinates for attaining objectives. Leadership styles play very important role in the success of an organization. Objectives of the study were (i) To find out the level of transformational leadership style of head of the departments. (ii) To identify the level of job satisfaction of university teachers. (iii) To find out the effect of transformational leadership style of department heads on job satisfaction of teachers. As the nature of the research was quantitative, survey method was used for investigating about effect of transformational leadership style on job satisfaction of university teachers. Multifactor Leadership Questionnaire and Minnesota Satisfaction Questionnaire were used. The population of the study comprised of teaching faculty of public and private universities in Islamabad Pakistan. By using convenient sampling technique 150 teachers were selected from three universities. Thus, the aim of this study was to examine the effect of transformational leadership on job satisfaction of university teachers. The result showed there is a positive significant effect of Transformational leadership style on Job Satisfaction of university teachers. Moreover, the Idealized influence found a highest impact on Job satisfaction than other Transformational Leadership dimensions. Universities should pay more attention to Transformational Leadership and improve the leader's characteristics among university leaders to enhance the Job Satisfaction of university teachers.

**Index Terms**— Transformation leadership style, Individual consideration, Idealized influence, Inspirational motivation, Intellectual stimulation, Job satisfaction

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### Introduction

Leadership styles play an important role in the attainment of organizational goals and enhance followers performance by job satisfaction, however, leader in this study refer to head of department at university. Creating satisfy environment among academic staff will lead to an increase in their productivity at universities; meanwhile, the good working environment would encourage leadership styles contributions to get the success of organizations. Leadership styles consider important for job satisfaction, meanwhile, transformational leadership (TL) is one of the leadership styles which can enhance and improve job satisfaction among academic staff at universities because focus on an important part of satisfaction which associate feeling and inspiration factors.

There is a need of leadership in every organization. The quality of leadership plays an important role in the success or failure of an organization. It varies from situation to situation. In one situation a leader may be effective in the other he may be ineffective. A good

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leader needs to change his style keeping in view the conditions of the situation.

A transformational leader has a strong effect on employee's attitudes and behaviours (Abelha, Carneiro & Cavazotte, 2018). To get better organization performance the organizations should develop TL in their leaders, however, past literature reported leadership styles are essential in organizations and highly effect on job satisfaction Munir et al. (2012). The good leader which able to use the recourse and individuals activities to achieve the goals. However, success and failure in an organization highly depend on the quality of leadership. The good leader which able to use the recourse and individuals activities to achieve the goals. However, success and failure in an organization highly depend on the quality of leadership. A transformational model is able to negate this issue in organizations. Job satisfaction (JS) essential factor in workplace and when missing it will be lead to undesired results such as increase employees turnover, absenteeism, and occupational illnesses (Abelha, Carneiro & Cavazotte, 2018). Job satisfaction refers to the positive feeling of the employee's toward the workplace and how much there degree of satisfaction in organizations (Ahmad & Jameel, 2018). Organizations with high employee satisfaction could be more productive and effective (Dappa, Bhatti, & Aljarah, 2019; Eliyana, Ma'arif, & Muzakki, 2019). Academics staff is the most important assets of the university. Meanwhile, universities to be more successful should pay more attention to staff satisfaction. TL leaders focusing on assisting the individual's to get succeed and driven them by share with individual's to get inspired, committed and empowering the individuals to match their goals with the organization's goals (Torlak & Kuzey, 2019). In transformational leadership style the employees follow a leader who is there to inspire them. Their leader should have a vision and passion. The transformational leaders communicate with their teams. They act and communicate with energy and enthusiasm. The transformational leaders depend upon the knowledge and talent of the employees in order to attain the objectives of the organization (Nazim, 2016). Sadeghi and Pihie (2013) researched on educational setting and it was reported that administrators and heads' transformational leadership behavior have supported to job satisfaction of lecturers. According to Alghamdi, Topp and AlYami (2018) cannot separate Transformational leadership from Job satisfaction and other individual characteristics. Leadership has an obvious impact on job satisfaction (Bayram & Dinç, 2015). Meanwhile, transformational leadership leaders are supporting and motivate their employees to achieve human needs as well it is essential to promoting employee satisfaction.

Transformational leadership is comprises four components: Bass (1985) and Bass et al. (2003) namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership factors could create a low turnover among the employee and increase their satisfaction and productivity for the organization however, could encourage collaboration among leaders and subordinate to achieve the task and change for the better.

This study aims to examine the effect of transformational leadership on job satisfaction of university teachers.

### **Problem statement**

The statement of the problem is to analyze the effect of transformational leadership on job satisfaction of university teachers. Different research studies have been conducted in the world on transformational to determine the significance of their respective effect on the job satisfaction of employees working in different sectors. However, most of the previous studies conducted in organizations and health sectors, limited studies conducted in the education sector.

### **Research objectives**

- To find out the level of transformational leadership style of head of the departments.
- To identify the level of job satisfaction of university teachers.
- To find out the effect of transformational leadership style of department heads on job satisfaction of teachers.

### **Research questions**

- What is the level of transformational leadership of heads of the department?
- What is the level of job satisfaction of university teachers?
- What is the effect of transformational leadership style of department heads on job satisfaction of teachers?

### **Significance of the study**

This study is also important and considerable from the aspect of highlighting the effect of transformational leadership on job satisfaction of university teachers. It will be helpful for the policy makers, educators, teachers and head teachers. They will be able to enhance and polish their leadership skills. This study will be helpful to provide review to researchers who are doing research in the field of educational leadership. This study may provide satisfaction to the teachers regarding their work who are working in the educational institutions.

## Literature Review

### Leadership

Leadership is such an important element in the educational institutions that it is directly related to success or failure of the institutions. The leaders, who are good in decision making can regulate the advancement, assist the subordinates and acquisition in the reconstruction of these assets for achieving profitable services and products (Vareilles et al., 2017). In the field of educational leadership researchers analyzed the concept of leadership, types of leadership and relationship of different leadership styles with different variables in educational settings (Briggs & Coleman, 2007). According to Northouse (2010) in history the debate on leadership started from the era of Aristotle. Many ancient philosophers like Plato, Plutarch, and Caesar worked Impact of Transformational Leadership on Organizational Commitment and Job Satisfaction on leader and leadership qualities their thoughts clear this concept that that leader should possess the potential to lead and should be intelligent with cognitive skill to lead the group of people (Ayman, 1992; Bass, 1981).

### Job satisfaction

The definition of job satisfaction is given in different ways. According to some job satisfaction means how happy and content is a person about the work or simply either the individual likes the job or not. According to some it is not as simple as the definition suggests and there is involvement of psychological responses to the job of a person (Hulin et al., 2003). Researchers pointed out that job satisfaction measures are different like to what extent these judge the excitement as regard with work (this is called work contentment related to feelings) and the range to what which these assess understanding relating to work (this is cognitive work contentment) (Moorman, 1993). Spector (1985) defined job satisfaction as the level of positive or negative emotions or felling toward job. job satisfaction is essential for academics staff to enhance academic performance and students satisfaction at universities.

### Transformational leadership style

Burns (1978) introduced the concept related to the transformational leadership and provided the definition which is as follows: Leaders are the ones who lead their followers to act and make the efforts for attaining different goals that might be related to the representation of the different task, values, potentials and the objectives of the leaders and the followers. The intelligence of leadership is seen to be present in such a manner that how do the leaders act or consider the different values and the motivations and let them follow by their people (Burns, 1978, p.133). Leadership is divided in to different forms in which the transformational and TL assist organizations to engage with unstable environments by stimulating their followers to create the best solutions for problems. TL provides a guide to followers toward the vision and help to interchange between leaders and followers (Bass, 1985). According to Burns, (1978), the differences between TL leaders and other leaders styles they are respect and appreciation followers achievement and support them to achieve higher performance. organizations are paying more attention to developing TL inside the organizations due it leads to provide better performance (Munir et al., 2012). TL goes over the idea of rewards or punishments between leaders and subordinates (Bass et al., 2003) and focuses on motivation, inspiring and stimulating to get goals or vision done in organizations (Burns, 1978; Bass, 1985). TL is comprises four components (Bass, 1985; Bass et al., 2003) namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. TL factors could create a low turnover among the employee and increase their satisfaction and productivity for the organization however, could encourage collaboration among leaders and subordinate to achieve the task and change for the better.

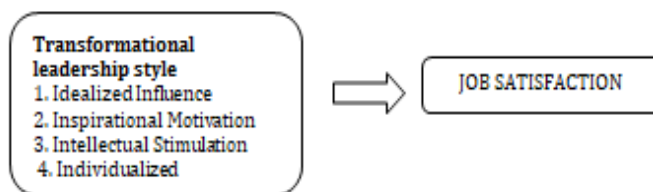


Fig. 1. Conceptual Framework

The framework for this study is presented that shows the relationship between dependent variable job satisfaction and four transformational leadership style domains as independent variables.

### **Inspirational motivation**

This is the quality of transformational leaders and the subordinates of this leadership style show inspired by their leaders because they offer appealing visions for the forthcoming situations, stimulating passion and optimism and enriching subordinates' aims. These leaders motivate their subordinates by provoking spirit in the team to achieve the target objective through convey clear expectations and a visionary sense of purpose (Bass & Riggio, 2006; Bass, 1985).

### **Intellectual stimulation**

Intellectual stimulation represents leaders who enhance sense of creativity and innovation among their subordinates refers to the leadership that inspires and free to criticize not only their own point of views but also leaders and institutions' opinions. This behavior of leaders makes subordinate feel free to share their ideas (Bass, 1998).

### **Individualized consideration**

Individualized consideration represents the ability of leaders to give the individual attentions to their followers and focus on the higher level of needs of their followers. Through this behavior leader offer their followers an encouraging atmosphere (Bass & Avolio, 1990). The leader, who has this quality of leadership, will act as a mentor for everyone by providing all the necessary things to the staff that is needed to raise the potential of the staff. This dimension is based on giving importance to every member of staff and developing them by assigning daily tasks and providing them feedback on their performance for rectifying their mistakes (Eisenbeiss & Boerner 2013).

### **Idealized influence**

Idealized influence describes as the quality of leaders in which follower identify their leaders as role model due to their high morality and well normed ethical conduct and extraordinary abilities. They offer a clear vision to their subordinates and give priority to subordinates' higher level of needs. Idealized influence is based on two aspects first is the attribute of leaders and second is behavior of leaders (Avolio et al., 1999; Gill, 2006). Idealized influence is involved in improving the quality of a leader.

### **Effect of transformational leadership style on job satisfaction**

TL plays important role in enhancing and stimulating university leadership (Head of department (HD) and Dean ) to create and implementing knowledge in universities however, there are various factors could influence on job satisfaction, one of these factors transformational leadership. a Successful leadership style is able to contribute and increase employee motivation to achieve the organizational mission and goals. Bass and Avolio (1993) emphasize that job satisfaction one of the elements effect on organizational outcomes. However, according to Bass and Avolio (1993) TL could be more efficacious than laissez-faire leadership which is considered as the least dynamic and TL more efficacious than active management and passive management by exception. TL is a key to enhance and develop a vision and overarching goals for their institutions (Locke & Latham, 1990) and TL makes it possible to enhance job satisfaction by different mechanisms. According to Alghamdi, Topp and AlYami, (2018) cannot separate Transformational leadership from Job satisfaction and other individual characteristics. Leadership has an obvious impact on job satisfaction Bayram and Dinç, (2015). meanwhile, Transformational leadership leaders are supporting and motivate their employees to achieve human needs as well it is essential to promoting employee satisfaction. Successful transformational could improve job satisfaction and organizational performance.

### **Research Methodology**

The purpose of the research study was to know the effect of transformational leadership on job satisfaction of university teachers. The nature of the study was quantitative and survey method was used for collecting information from the individuals.

### **Research design**

As the nature of the research was quantitative and survey method was used for investigating the effect of transformational leadership on job satisfaction of university teachers and for collecting data from the respondents. The population of the study comprised of teaching faculty of public and private universities in Islamabad Pakistan. By using convenient technique 3 universities were taken as sample. 150 teachers (91 male & 59 female) selected as a sample. Data were collected through survey method and analyzed using SPSS software to see the quality result among variable. Multi-factor leadership questionnaire and Minnesota satisfaction questionnaire were used.

**Results**

**Objective 1**

To find out the level of transformational leadership style of head of the departments.

Table I  
Descriptive Statistics of Transformational Leadership Style

Variable	Mean	S.D
Idealized influence	19.76	3.635
Inspirational motivation	19.66	3.997
Intellectual stimulation	19.72	3.383
Individual consideration	18.87	3.503

Table I describes the level of transformational leadership style of Head of Department. Analysis expose mean values of transformational leadership style of head of department revealed by the university teachers respectively Idealized influence (Mean=19.76), Inspirational motivation (19.66), Intellectual stimulation (19.72) and Individual consideration (18.87). These results suggest that university teachers are strongly agree with Idealized influence of transformational leadership style used by their head of department because the mean of Idealized influence is the highest as compared with other variables of transformational leadership style. University teachers were more satisfied with Intellectual stimulation than inspirational motivation and Individual consideration its mean is higher than the mean values of inspirational motivation and Individual consideration. The lowest mean was found of Individual consideration. The mean of all the variables of transformational leadership style show that overall the university teachers were satisfied with transformational leadership style. So it shows that university teachers observe and perceive that all variables of Transformational Leadership Style are being efficiently and resourcefully functioning in their universities.

**Objective 2**

To identify the level of job satisfaction of university teachers.

Table II  
Descriptive Statistics of Job Satisfaction

Variable	Mean	S.D
Promotion	3.28	1.125
Work independently.	3.70	.9676
Activity	3.80	.9026
Recognition.	3.93	.7388
Respect	3.79	1.044
Good decision	3.73	.9601
Opportunity	3.50	.9950
Rules and procedure	3.67	.8474
Staff	3.71	.9785
Regulations	3.75	.9549
Ability	4.10	.7061
Good job	3.86	.8566
Professional growth	4.08	.6708
Freedom	3.97	.8510
Own style of teaching	4.17	.7304

Table II describes the descriptive statistics of Job Satisfaction of university teacher There were 150 respondents in each variable from the universities of Islamabad. Analysis exposes mean values of Job Satisfaction of university teacher revealed by the university teachers respectively Promotion (Mean=3.28), Work independently (Mean=3.70), Activity (Mean=3.80), Recognition (Mean=3.93), Respect (Mean=3.79), Good decision (Mean=3.73), Opportunity (Mean=3.50), Rules and procedure (Mean=3.67), Staff (Mean=3.71), Regulations (Mean=3.75), Ability (Mean=4.10), Good job (Mean=3.86), Professional growth (Mean=4.08), Freedom (Mean=3.97) and Own style of teaching (Mean=4.17). All means show satisfaction. The mean of Own style of teaching was higher than other variables. The lower mean were found of promotion & Opportunity which show that the university teachers urge to bring more improvement in promotion and Opportunity of their universities.

**Objective 3**

To find out the effect of transformational leadership style of department heads on job satisfaction of teachers.

Table III  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695a	.483	.479	5.61940

Predictors: (Constant), Transformational Leadership style

Table IV  
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4363.198	1	4363.198	138.174	.000b
Residual	4673.495	148	31.578		
Total	9036.693	149			

Dependent Variable: Job Satisfaction

Predictors: (Constant), Transformational Leadership style

Table V  
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	24.727	2.791		8.858	.000
Transformational Leadership style	.415	.035	.695	11.755	.000

Dependent Variable: Job Satisfaction

Dependent variable is job satisfaction. Predictors: (Constant) is Transformational Leadership style. R square is .695 which means dependent variable has .695% effect on independent variable. dependent variable is .000b significant.

$$TL = 24.727 + .695$$

TL stands for Transformational Leadership Style

JS stands for Job Satisfaction

II stands for Idealized Influence

IM stands for inspirational Motivation

IS stands for Intellectual Stimulation

IC stands for Individual Consideration

**Discussion**

This research study was mainly designed to explore effect of transformational leadership on job satisfaction of university teachers. Many previous studies were supporting the study. It will contribute the existing knowledge. It would be beneficial both for the teachers and the head of department and also for the administration. It would contribute the knowledge of those variables that had been ignored in the previous researches. These objectives had been achieved by choosing those variables as the focus of this study.

The findings of the research reveal that university teachers are strongly agree with Idealized influence of transformational leadership style used by their head of department because the mean of Idealized influence is the highest as compared with other variables of transformational leadership style. University teachers were more satisfied with Intellectual stimulation than inspirational motivation and Individual consideration its mean is higher than the mean values of inspirational motivation and Individual consideration. The lowest mean was found of Individual consideration. The mean of all the variables of transformational leadership style show that overall the university teachers were satisfied with transformational leadership style. So it shows that university teachers observe and perceive that all variables of Transformational Leadership Style are being efficiently and resourcefully functioning in their universities. These findings supported the findings of the study conducted by Avci (2015).

The findings of this research show that all means show satisfaction. The mean of Own style of teaching was higher than other variables. The lower mean were found of promotion & Opportunity which show that the university teachers urge to bring more improvement in promotion and Opportunity of their universities. These findings supported the findings of the study conducted by Malik (2010).

The findings of this research also show that there is a positive significant effect of Transformational leadership style on Job satisfaction of university teachers. These findings supported the findings of the study conducted by (Yaghoubipoor et al., 2013). It was also found that there is positive effect of transformational leadership style on job satisfaction of university teachers. There were the major conclusions of the present study.

The findings of the study reveal that the mean of all the variables of transformational leadership style show that overall the university teachers were satisfied with transformational leadership style. It is concluded that the mean of all the variables of job satisfaction show satisfaction. The mean of Own style of teaching was higher than other variables.

There is a positive significant effect of Transformational leadership style on Job satisfaction of university teachers. Moreover, the Idealized influence found a highest impact on Job satisfaction than other Transformational leadership style dimensions.

### **Recommendations**

- Different professional development training programs may be created for providing head of department with suitable knowledge relating to transformational leadership style.
- The concept of transformational leadership style may be popularized through educational conferences, symposia and informal get to gather of the head of department and teachers.
- The concept of transformational leadership style may be popularized through educational conferences, symposia and informal get to gather of the head of department and teachers.

### **Limitations**

The study will be delimited to the following:

- Only three universities of Islamabad,
- The study was delimited to fifty teachers from each sample university.

### **Recommendations for Future Researchers**

- Further studies may be conducted all over Pakistan.
- Further studies may be conducted in both public and private sector.

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