



A STUDY ON THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE'S JOB SATISFACTION AT HOUSEJOY PVT. LTD

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Abstract: Transformational leadership is a specific leadership style applied by leaders who motivate and inspire their subordinates to perform in the organization. Job satisfaction refers to the employee's perceptions of their working conditions, compensation, independence, authority, creativity and security. The review shows that job satisfaction is related to employee's relations with superiors, recognition by employer and working environment. Similarly, an organization's leadership refers to its leadership style of providing directions and motivation to the employees. Transformational leadership depends upon the leadership style executed by the superiors under the dimensions such as idealized influence, inspirational motivation, intellectual stimulation and individual consideration. Google forms, Multifactor Leadership Questionnaires (Form 5X-Short) and Minnesota Job Satisfaction Questionnaires based on transformational leadership and employee's job satisfaction using Correlation and Regression analysis is considered in the study, with a sample of 100 employees from the organization to provide a critical review of the relation between transformational leadership and job satisfaction experienced by employees at a service provider company as Housejoy Pvt. Ltd.

Index Terms - Transformational Leadership, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration and Job Satisfaction.

I. INTRODUCTION

Housejoy is an online on-demand service provider that caters to all home needs including Construction, Maintenance and Supply Chain Management. The success of an organization depends upon the effective leadership and job satisfaction of employees. An efficient leader is the one that provides direction to the organization and let the followers achieve their goals. High employee satisfaction helps to retain the employees of an organization. An effective leader should not only consider the productivity of work but also the feelings of the subordinates. According to (Fauzi 2013) 'transformational leaders improve employee's job satisfaction for better outcome'. 'For any organization to be successful, leadership and employee job satisfaction play an important role' (Alisa 2014). 'As effective leaders provide proper direction, the employees with high job satisfaction become able to perform effectively and pursue organizational interest' (Sang Long 2016). Mostly, researchers have found that transformational leadership style is the most effective and is correlated with higher job satisfaction as it creates a strong impact on the attitude of the employees working in the organization. There are various types of leadership styles used by leaders to deal with the employees in accordance. The present study intends to identify the relationship association of transformational leadership and its effects on job satisfaction with the help of leadership model proposed by Bass and Avolio.

II. STATEMENT OF PROBLEM

Leaders play a vital role in leading the organization. Transformational Leadership is a theory of leadership where a leader identifies the needed change and creates a vision to guide the change. The primary concentration is to comprehend if the level of adopting the dimension of leadership model used in the study, has an impact on the employee's job satisfaction. On the off chance that representatives are dissatisfied, the reasons behind the dissatisfaction of employees in relation to transformational leadership is the point of study.

III. SCOPE OF THE STUDY

The study will look into the relationship of transformational leadership style in the organization using Bass and Avolio leadership model and the impact of adopting the dimensions of leadership at Housejoy Pvt. Ltd. is analyzed.

IV. OBJECTIVES OF THE STUDY

1. To determine the relationship between Transformational Leadership and Employee's job satisfaction at Housejoy Pvt. Ltd.
2. To study the relationship between the variables contributing to the theoretical aspects of Transformational Leadership and Employee's job satisfaction.
3. To analyze the impact of Transformational leadership on Employee's job satisfaction.

V. HYPOTHESIS

- **H₀:** There is no significant relationship between the transformational leadership and job satisfaction of employees at Housejoy Pvt. Ltd.
- **H₁:** There is a significant relationship between the transformational leadership and job satisfaction of employees at Housejoy Pvt. Ltd.

VI. RESEARCH METHODOLOGY

6.1 Research Design- Causal research design and Descriptive research design is used in the study. Causal research is also called as explanatory research. It is the investigation of cause-and-effect relationship. To determine causality, it is important to observe variation in the variable assumed to cause the change in the other variables, and then measure the changes in the other variables

6.2 Research Model- Bass and Avolio Transformational Leadership Model is used in the study

Independent Variable	Dependent Variable
Transformational Leadership	
<ul style="list-style-type: none"> • Idealized Influence • Inspirational Motivation • Intellectual Stimulation • Individual Consideration 	Job Satisfaction

6.3 Population and Sample

- **Sample Size-** Sample size of 100 employees of Housejoy Pvt. Ltd. is considered
- **Sampling Technique-** Simple Random Sampling
- **Sample Selection-** Employees of Housejoy Pvt. Ltd.

6.4 Sources of Data

- **Primary data-** It is the original data or the first hand data that is not yet published. Collecting the data directly from respondents is called as primary data. The primary data used in the study such is collected with the help of Google forms and Questionnaires
- **Secondary data-** It is the second hand data or the data that is being reused. The secondary data can be obtained from various sources such as newspapers, journals, internet, and weblogs.
- Both primary and secondary data collection is used in the study.

6.5 Statistical tools

Google forms, Multifactor Leadership Questionnaires Form 5X-Short and Minnesota Job Satisfaction Questionnaires based on transformational leadership and employee's job satisfaction is considered in the study

6.6 Plan of Analysis

The data first collected will be classified and then tabulated. The graphical representation of data is done using pie charts. The inferences are given based on the results obtained from the tabulation and charts.

6.7 Data Analysis Procedure

In order to further analyze the data, correlation and regression analysis is done using SPSS Software. The mean values are considered in the analysis in order to prove the hypothesis.

6.7 Operational Definitions

- **Transformational Leadership-** is the leadership style in which a leader inspires the followers to transcend their own self-interest for the benefits of the organization.
- **Idealized Influence-** (Build Trust and Act with Integrity) it is the ability of the leader to gain the respect and the admiration of his followers so that the followers imitate the leaders.
- **Inspirational Motivation-**(Encourage Others) is the transformational leader should work to increase the optimism, enthusiasm and attention of the followers.
- **Intellectual Stimulation-**(Encourage Innovation) is raising and upgrading employees to make them more aware, innovative and creative.
- **Individual Consideration-**(Coach and Develop) is the initiation and implementation of change process, creating a positive impact on individuals and teams.
- **Job Satisfaction-** Job Satisfaction is described as an attitude rather than a behavior reflecting how an individual feel about something refers to Job Satisfaction. It is a positive state of mind which involves emotions, and which is a consequence of employee's personal appraisal and job experience.

VII. LIMITATIONS OF THE STUDY

1. The study is confined to Housejoy Pvt. Ltd.
2. The study is limited to 100 samples, hence it cannot be generalized
3. Analysis is done on the assumption that respondents have given the correct information through Google forms and Questionnaires

VIII. DIRECTIONS FOR FURTHER RESEARCH

Transformational and Transactional Leadership are two different dimensions in the theories of management and motivation. Transactional leadership focuses on organization, supervision and performance whereas transformational leadership focuses on the changes within in the organization. Researchers can further continue research by considering the components of Transactional leadership in their study.

IX. DATA ANALYSIS AND INTERPRETATION

9.1 CORRELATION ANALYSIS

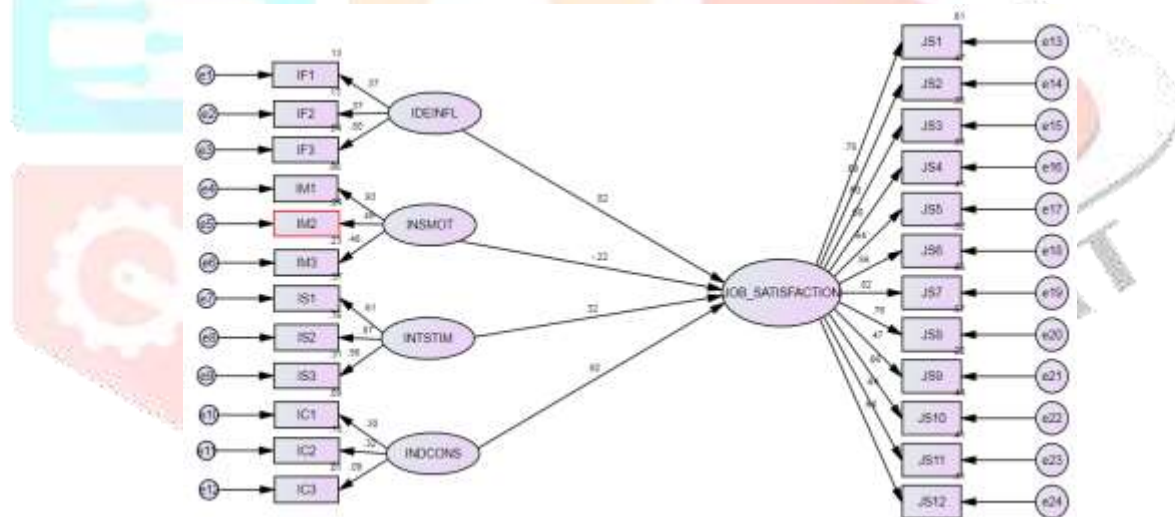
		Job satisfaction	Leadership
Job satisfaction	Pearson Correlation	1	.401**
	Sig. (2-tailed)		.000
	N	100	100
leadership	Pearson Correlation	.401**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

9.2. RESULTS OF CORRELATION ANALYSIS

There is a positive relationship between transformational leadership and employee’s job satisfaction. The significant relationship between transformational leadership and employee’s job satisfaction at Housejoy Pvt. Ltd is 0.401 which is positive. Hence, we reject the null hypothesis Ho and accept the alternative hypothesis H1. There is a significant relationship between the transformational leadership and job satisfaction of employees at Housejoy Pvt. Ltd.

9.3 REGRESSION ANALYSIS



V1		V2	ESTIMATE	SE	CR	P	LABEL
JOB SATISFACTION	<---	Idealized Influence	0.054	0.338	0.159	0.874	NOT SIGNIFICANT
JOB SATISFACTION	<---	Inspirational Motivation	-0.239	0.126	-1.891	0.059	NOT SIGNIFICANT
JOB SATISFACTION	<---	Intellectual Stimulation	0.425	0.151	2.808	0.005	SIGNIFICANT
JOB SATISFACTION	<---	Individual Consideration	2.965	1.034	2.867	0.004	SIGNIFICANT

9.4 RESULTS OF REGRESSION ANALYSIS

The regression analysis shows a positive impact of the transformational leadership of independent variables with Intellectual Stimulation being 0.005 and Individual Consideration being 0.004 on the employee's job satisfaction which is less than 0.01 level of significance. Hence, we conclude that transformational leadership with variables Intellectual Stimulation and Individual Consideration given by Bass and Avolio model has a positive impact on employee's job satisfaction at Housejoy Pvt. Ltd. The regression analysis shows a negative impact of the transformational leadership of independent variables with Idealized Influence being 0.874 and Inspirational Motivation being 0.004 on the employee's job satisfaction which is more than 0.01 level of significance. Hence, we conclude that transformational leadership with variables Idealized Influence and Inspirational Motivation given by Bass and Avolio model has a negative impact on employee's job satisfaction at Housejoy Pvt. Ltd. There is no significant impact of Idealized Influence and Inspirational Motivation on Employee's Job Satisfaction at Housejoy Pvt. Ltd and there is a significant impact of Intellectual Stimulation and Individual Consideration on Employee's Job Satisfaction at House Joy Pvt. Ltd

9.5 SUGGESTIONS

- To build trust among the employees, leaders should inspire their power and pride towards the employees and go beyond their own individual interest
- The leader's integrity, values, beliefs and focus on a desirable vision should positively influence the moral and ethical consequences of their actions towards the employees
- The leaders should stimulate their employee's efforts to be innovative and creative by questioning assumptions, reframing problems and approaching old situations in new ways.
- The leaders must pay attention to employees need for achievement and growth by acting as a coach or a mentor.
- The leaders should encourage the employees by providing them opportunities to learn new things through their work
- The leaders should not compromise on three components of job satisfaction i.e. compensation, utilization and job security as these major factors has a greater impact on employee's job satisfaction.
- The employees should be involved in management decisions in order to be informed about their work environment.

X. CONCLUSION

The purpose of this study was to determine the relationship between transformational leadership and employee's job satisfaction. Further, it examined the influence of various components of transformational leadership on employee's job satisfaction. From the study, it is analyzed that the variables of transformational leadership are positively related to employee's job satisfaction and there is a positive impact of intellectual stimulation and individual consideration on job satisfaction. Since there is a negative impact of idealized influence and inspiration motivation on employee's job satisfaction, it can be concluded that leadership style can be improved by building trust among employees and encourage the employees to go beyond their own individual interest in the organization.

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