

EFFECT OF TRANSFORMATIONAL LEADERSHIP ON JOB PERFORMANCE AND JOB SATISFACTION

Geliş Tarihi: 27.04.2020

Öğr. Gör. Dr. Süleyman Cem BOZDOĞAN¹

Kabul Tarihi: 04.05.2020

Arş. Gör. Alptuğ AKSOY²

Makale Türü: Alan Araştırması

Abstract

The aim of this study is to investigate the effect of transformational leadership on job performance and job satisfaction. For this purpose, data were collected from 377 participants working at public schools in Bahçe. The relationships between variables were calculated by carrying out confirmatory factor analysis, and the goodness of fit tests and regression analysis of the model was carried out using structural equation model. In the analyses, it was determined that transformational leadership had a significant positive effect on job performance and job satisfaction.

Keywords: Transformational Leadership, Job Performance, Job Satisfaction.

Jel Codes: M1, M10.

DÖNÜŞÜMSSEL LİDERLİĞİN İŞ PERFORMANSI VE İŞ TATMİNİ ÜZERİNDEKİ ETKİSİ

Özet

Bu çalışmanın amacı, dönüşümsel liderliğin iş performansı ve iş tatmini üzerindeki etkisini araştırmaktır. Bu amaçla Bahçede devlet okullarında çalışan 377 katılımcıdan veri toplanmıştır. Değişkenler arasındaki ilişkiler doğrulayıcı faktör analizi yapılarak hesaplanmış ve modelin uyum iyiliği testleri ve regresyon analizi yapısal eşitlik modeli kullanılarak yapılmıştır. Analizlerde dönüşümsel liderliğin iş performansı ve iş tatmini üzerinde önemli bir olumlu etkisi olduğu belirlenmiştir.

Anahtar Kelimeler: Dönüşümsel Liderlik, İş Performansı, İş Tatmini.

Jel Kodları: M1, M10.

¹ Osmaniye Korkut Ata Üniversitesi, Bahçe Meslek Yüksekokulu, Yönetim ve Organizasyon Bölümü, Lojistik Programı, cembozdogan@osmaniye.edu.tr, ORCID: 0000-0001-7844-9973

² Osmaniye Korkut Ata Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme Anabilim Dalı, alptugaksoy@osmaniye.edu.tr, ORCID: 0000-0002-2103-0968

1. TRANSFORMATIONAL LEADERSHIP

Transformational leadership is the most commonly studied theory in leadership (Braun, Peus, Weisweiler, & Frey, 2013). Burns (1978, in Sashkin 2004) described it as a method by which the ruler encourages his supporters and responds to satisfy their demands. Given its relationships and task oriented nature, Thomson III, Rawson, Slade, and Bledsoe (2016) identified the transformation leadership as an active and most widely adopted management style. It is described as the most common approach to organizational effectiveness for the understanding of people and groups in organizations (Herman & Chiu, 2014).

According to Chiang and Lin (2016) transformational leaders are the kind of leaders who support the development of individual employees. The principal tools of a transformative leader are: a) an idealized behaviour, (b) an inspiring motive, (c) a stimulating intellect, and (d) individualized thought (Howell & Avolio, 1993; Judge & Piccolo, 2004; Mesterova et al., 2015).

Idealized behaviour (charisma) is applied to those skilled and charismatic leaders who serve as role models for their followers and as a result gain respect, confidence and admiration from them. Inspiring motive is given to those leaders who inspire and motivate their followers to achieve high-flying goals that have been difficult to achieve (Avolio & Bass, 2004). Stimulating intellect refers to the awakening and orientation of the followers, knowledge and management of the difficult situations they face, using their creativity and inventive techniques, imaginative and free-wheeling thinking. The individualized consideration is given to leaders who provide socio-emotional support, tailored to the needs of their followers, while strengthening and improving them (Antonakis, Avolio, & Sivasubramaniam, 2003).

Transformational leadership is known to be one of the most significant predictors of leadership success because it has been shown to have an influence on objectively measured group performance (Ling et al., 2008; Resick et al., 2009) and perceived leadership quality as judged by subordinates (Avolio & Bass, 2004; Lim & Ployhart, 2004) by supervisors (Bycio, Hackett, & Allen, 1995; Judge & Piccolo, 2004).

Transformational Leaders provide inspiring energy as they display passion, collaboration with high standards and optimism and a full vision of the future (B. M Bass & Riggio, 2014). Inspirational leader encourages confidence, allows them to make sense of their job and criticize their results, and shows a dedication to shared vision and objectives.

Transformational leadership can be described as moral leadership, as it enhances human contact and promotes inspiration and ethical readiness in leadership and adherents to collaborate synergistically to accomplish corporate goals (Kantas, 1993; Kanungo, 2001).

In this context, a leader seeks to understand and satisfy his followers' higher-level needs, offer them incentives to strive for and improve their practices and enhance their self-esteem, and ultimately help them achieve higher goals (Kanungo, 2001; Leithwood, 1992; Vecchio, 1995). Transformational leadership is a style of leadership that leads to a longer-term relationship between their leaders and their followers through increased connections and enhanced strategic orientation (Herold et al., 2008).

2. JOB PERFORMANCE

Job performance is characterized as the behavior that can be measured and rated, and work performance is also the employee's contribution to the organizational objective

(Viswesvaran & Ones, 2000). McCloy, Campbell, and Cudeck (1994) describe job performance as the action or actions achieving the objective of the company. Job performance is one of the key factors in an organization and is measured by the quality of work performance of its employees. As mentioned by Barling, Clegg, and Cooper (2008), the organization's individual performance is very critical for both the organization and its members. Many companies administer quality audits to improve the performance of their team members. According to the traditional method, work performance was assessed in terms of the ability of the individual to perform the tasks specified in his or her job description (Griffin, Neal, & Parker, 2007). According to Muchiri (2016) the use of existing institutional capital such as human resources, equipment, machines and cash will accomplish these tasks and objectives.

Job performance applies to all actions associated in conducting a particular job, including the feasibility and result of each activity, evaluation is often seen as the foundation of recruiting, firing, praising, and auditing workers, and also as a way of fulfilling employees' personal needs, helping them to attain self-fulfillment, and balancing individual and corporate goals (Chen, 2009). Focusing, perfection and consecration are three important factors in individual job success. Focusing states on learning how to do the job, perfection states that they have enough expertise to do the work and consecration states that they need inspiration to do the job (Baytar, 2010). Job performance involves activities, attitudes and results that workers contribute to organizational goals through the execution of planned job activity according to the rules and procedures of the organization (Janssen & Van Yperen, 2004).

3. JOB SATISFACTION

Job satisfaction can be defined as an employee's engagement arising from an enhanced sense of meaningfulness at work and strengthened achievement (Kanter, 1983). Edwards, Bell, Arthur, and Decuir (2008) refers to job satisfaction as an evaluative assessment on the degree of enjoyment that a worker receives from his or her employment, which consists of both emotional and cognitive elements. Job satisfaction can be defined as an employee's attitude towards his job (Aamodt, 2012). As Roodt, Rieger, and Sempane (2002) relates job satisfaction, to the interpretation and assessment of the job by the employee, McKenna (2000) describes as how well individual goals at work are matched with results. The concept of job satisfaction is extremely wide-ranging because it contains all the qualities of the job and the characteristics of the working environment that employees find rewarding, satisfying or frustrating or unsatisfactory (Churchill Jr, Ford, & Walker Jr, 1974; Snipes et al., 2005). According to the job satisfaction study by (Roodt et al., 2002), the individual's interpretation and appraisal of the job depend on his / her unique circumstances, such as desires, priorities and aspirations and individual's thinking is affected accordingly.

Employees with a strong level of job satisfaction may believe that they are adding positive value and benefits to the company and also satisfied workers tend to perceive that they are treated fairly both within an enterprise and outside it (Choi et al., 2016). Three conceptual job satisfaction mechanisms are shown in the literature (Corbally, Nystrand, & Campbell, 1983; Glisson & Durick, 1988). The first paradigm consists of content theories of job satisfaction. Content theories try to explain job satisfaction in terms of needs to be met or ideals to be achieved (Locke, 1976). Content theories include Maslow (Maslow, 1954) and Herzberg (Herzberg & Mausner, 1959) two-factor theory. The second paradigm includes the process or the inconsistency in job satisfaction hypotheses. Process or discrepancy theories seek to explain job satisfaction in relation to the causes of employment satisfaction, for example, as the categories of variables, such as expectations, values and needs (Locke, 1976).

As a consequence, discrepancy theories argue that job satisfaction is the contrast between the individual's expected employment results and what the individual actually achieves in the company or the individual's work encouragement and corporate rewards (Hoy & Miskel, 1987). Sources are: Porter (1961) need satisfaction theory; March and Simon (1958) concept of inducements-contributions; and Vroom (1964) subtractive and multiplicative job satisfaction models. The third paradigm applies to job satisfaction situational frameworks. Such job satisfaction models seek to explain which classes of variables (usually mission, institutional, and individual characteristics) contribute to job satisfaction as a whole (Miskel & Hoy, 2001). Sources of these hypotheses include: the concept of job satisfaction conditions (Quarstein, McAfee, & Glassman, 1992) and (Glisson & Durick, 1988), predictors of job satisfaction (Thompson, McNamara, & Hoyle, 1997).

4. RELATIONS BETWEEN VARIABLES AND HYPOTHESES

4.1. Relationship Between Transformational Leadership and Job Performance

Efficient leadership models may help improve efficiency as new problems emerge (McGrath & MacMillan, 2000). Therefore, it is important to understand the impact of leadership on efficiency, since some scholars consider leadership as a significant driving factor for enhancing job performance. Empirically, transformational leadership has been found to be directly connected to the beliefs, attitudes and job performance (Zhu, Chew, & Spangler, 2005). Transformation leaders have created a strong vision of the future and have influenced us to adopt and share the image amid the difficult and constraining circumstances. According to Bass (1985), transformational leadership is correlated with the perceived productivity of the company and has a significant influence organizational performance. Podsakoff, MacKenzie, and Bommer (1996) suggested that transformational leadership encourages followers to step beyond the basic requirements of their job roles, resulting in higher levels of contextual performance. In light of these findings, the following hypothesis has been established for the relationship between Transformational leadership and Job performance.;

H1: Transformational leadership positively affects job performance significantly.

4.2. Relationship Between Transformational Leadership and Job Satisfaction

Industry analysis has found that the leadership style is related to the job satisfaction of the subordinates (Bernard M Bass & Bass Bernard, 1985). Bryman (1992) found that transformational leadership practices are strongly linked to a variety of significant organizational outcomes, including expected extra initiative, corporate citizenship behavior and job satisfaction. Mahmoud (2008) reported that transformational leadership has a significant effect on the job satisfaction. Hamidifar (2010) conducted a study and explored that transformational leadership positively determine the employees' job satisfaction. In light of these findings, the following hypothesis has been established for the relationship between Transformational leadership and Job satisfaction.;

H2: Transformational leadership positively affects job satisfaction significantly.

5. METHOD OF RESEARCH

This research, aimed at determining the impact of transformational leadership on business performance and job satisfaction, business performance on job satisfaction, primarily includes information on sampling and scales. Then analyses were made regarding the model created in the light of the data obtained from the sample. In this context, factor analyses were performed and inter-variable correlations were detected and the structural equality model

established on the current model and the model's compliance goodness of fit tests were carried out.

When conducting compliance goodness of fit tests, inter-variable regression analysis results and hypothesis test results are also presented.

As part of the research, the model shown in Figure 1 was created in order to reveal inter-variable relationships.

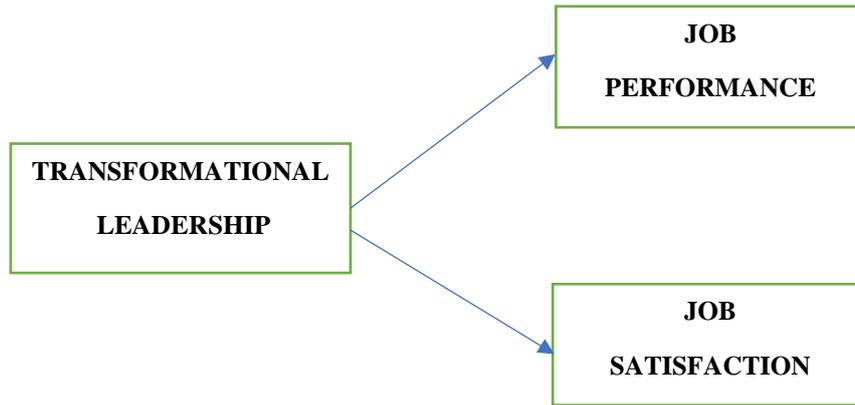


Figure 1. Research Model

5.1. Universe and Sample of Research

National education school personnel constitute the universe of research. The sample is the teachers and civil servants of School personnel in Bahçe Province, selected by easy sampling method. 400 survey forms were planned to be filled out at all schools in the district. Of the surveys conducted, 20 polls were unanswered, while 3 polls were incomplete. Therefore, the sample was determined as 377. 179 of the staff are female while 198 are male. 80 of the employees are aged 18-30, 107 are aged 31-40 and 190 are in the age range of 41 and over. In terms of work experience, 190 of the employees have 1-3 years, 135 have 4-9 years and 102 have 10 years or more of work experience.

5.2. Scales of Research

Transformational Leadership Scale: The MLQ (5X) short form developed by Avolio and Bass (1995), which is required to be answered to employees considering the manager they are responsible for, 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. The alpha reliability coefficient of the size of the Cronbach was found to be 0.85 as a result of a reliability analysis.

Job Performance Scale: Scale, developed by Kirkman and Rosen (1999) and adapted into Turkish by desert (2008) consist of 4 expressions and one factor. On this scale, 5 likert type evaluations were made. The alpha reliability coefficient of the size of the Cronbach was found to be 0.75 as a result of a reliability analysis.

Job Satisfaction: Developed by Brayfield and Rothe (1951), a short form of the 5-point Scale of Business Satisfaction was made by Judge, Locke, Durham and Kluger (1998)

adapted to Turkish by Keser and Bilir (2019). In this scale there was one factor and five expressions. Item 36 was omitted to obtain the reliability. The alpha reliability coefficient of the size of the Cronbach was found to be 0.70 as a result of a reliability analysis.

Table 1. Goodness of fit of scales as a result of confirmatory factor analysis

Goodness of Fit Values	χ^2	df	CMIN/DF	GFI	AGFI	CFI	TLI	RMSEA
			≤ 5	$\geq 0,85$	$\geq 0,85$	$\geq 0,90$	$\geq 0,90$	$\leq 0,08$
Transformational Leadership	281,602	159	1,771	0.934	0.913	0.923	0.908	0.045
Job Performance	1,238	2	0.619	0.998	0.992	1.000	1.108	0.000
Job Satisfaction	2.970		1.485	0.996	0.980	0.986	0.957	0.036

As a result of the CFA, it is seen that the scales provide goodness of fit values and show good fit.

6. RESULTS

Analyses on the data obtained from the research were performed through SPSS 24 and Amos packages. In this context, in the first stage, the means, standard deviations and correlations of the obtained data related to transformational leadership, performance and job satisfaction levels of participants were investigated.

The means, standard deviations and correlation values obtained as a result of the analysis are given in Table 2.

Table 2. Analysis results of mean, standard deviation and correlation of variables

	Mean	Std. Deviation	Transformational Leadership	Job Performance	Job Satisfaction
Transformational Leadership	3.8824	,83513	(1)	.331**	.549**
Job Performance	3,2851	,78504	.331**	(1)	,271**
Job Satisfaction	3,8322	,75851	,549**	,271**	(1)
			,000	,000	,000

** . Correlation is significant at the 0.01 level (1-tailed).

When the descriptive statistics of the study variables are measured, the participants' level of transformational leadership, job performance was found at medium-level and job satisfaction was found at high-level. It is seen that there is a positive relationship between the transformational leadership, job performance and job satisfaction.

In the second stage, the structural model of the research model was developed and the goodness of fit values were tested with Amos package program. The structural equation modelling is given in Figure 2; goodness of fit values is presented in Table 3 and regression weights are given in Table 4.

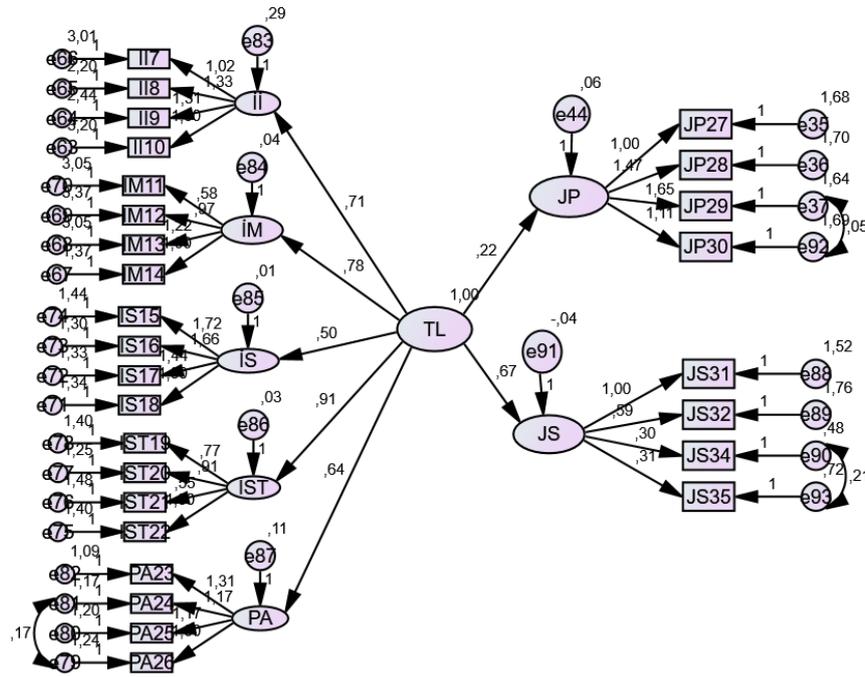


Figure 2. Structural equation modelling

Table 3. Goodness of fit values of structural modal

Goodness of Fit	χ^2	df	CMIN/DF	GFI	CFI	TLI	RMSEA
			≤ 5	$\geq 0,85$	$\geq 0,90$	$\geq 0,90$	$\leq 0,08$
Values Structural Modal	121.727	340	1.531	0.912	0.907	0.900	0.038

As seen in Table 3, structural equation model which was established to test research hypotheses, provides acceptable goodness of fit values and the goodness of fit values of the model are satisfactory (Gürbüz & Şahin, 2016; Meydan & Şeşen, 2015).

Table 4. Regression weights of structural model

Tested Path	Prediction	Std. Error	Critical Ratio	P
JP ← TL	0,671	0,76	2,971	0,03
JS ← TL	0,905	0,71	9,562	***

Table 4 indicates that transformational leadership positively affects job performance and job satisfaction as a result of the application of the structural equation model. As a result of the analysis, H1, H2 hypotheses were supported.

7. CONCLUSION

The main purpose of this study is to determine the effect of transformational leadership on job performance and job satisfaction. As a result of the analyses, it was found that transformational leadership had a significant positive effect on job performance. This finding is consistent with the findings of literature studies (Aslan, 2019a; Buil, Martínez, & Matute, 2019; Jyoti & Bhau, 2015; Obeidat & Tarhini, 2016) to determine the relationship between transformational leadership and job performance. The findings support the notion that transformational leadership can observe a role in “setting the table” for the success of important management processes such as performance management.

As a result of the analyses, it was found that transformational leadership had a significant positive effect on job satisfaction. This finding is consistent with the findings of literature studies (Aslan, 2019a, 2019b; Bushra, Ahmad, & Naveed, 2011; Mohammad, Al-Zeaud, & Batayneh, 2011; Munir et al., 2012; Wan Omar & Hussin, 2013) to determine the relationship between transformational leadership and job satisfaction. The findings support the notion that transformational leaders today will help ensure job satisfaction and psychological well-being for the workers. They do this by creating a sense of control as individuals, but also as part of a professional community.

7.1. Limitations and Future Research

Another way for future inquiries may be to evaluate both the leadership (transformational, transactional and laissez-faire) and the success of the same individuals over a long period of time using different approaches. This more comprehensive design would allow questions of causality as well as process bias to be more thoroughly answered than in the present study. In this way, the key limitation of the current study – the lack of performance and satisfaction indicators in the years following the collection of leadership ratings – could be addressed and the results could be clarified on the basis of the same source data. Researchers could be advised to conduct a similar analysis for different sectors and employees. Future research on transformational leadership are also suggested alongside variables such as affective commitment, turnover intention and organizational climate, which will contribute to the field.

REFERENCES

- Aamodt, M. (2012). *Industrial/organizational psychology: An applied approach*: Nelson Education.
- Abraham, M. (1954). *Motivation and personality*. Nueva York: Harper & Row, Publishers.
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261-295.
- Aslan, H. (2019a). The Mediating Role of Leader-Member Exchange in the Effect of Transformational Leadership on Employee Performance and Job Satisfaction. In E. KARA (Ed.), *Business and Economics Researches Book* (pp. 201). Ankara: Akademisyen Kitabevi.
- Aslan, H. (2019b). The Mediation Role Of Work Engagement in the Effect of Transformational Leadership on Job Satisfaction. In S. Evci & V. Arya (Eds.), *Theories And Critics in Economics & Management* (pp. 521-531). London: IJOPEC Publication Limited.

- Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire (MLQ). *Mind Garden*, 29.
- Barling, J., Clegg, S. R., & Cooper, C. L. (2008). *The SAGE Handbook of Organizational Behavior: Volume Two: Macro Approaches in C L Cooper and J Barling (Eds.) (Vol. 2, pp. 427-447): Sage.*
- Bass, B. M., & Bass Bernard, M. (1985). *Leadership and performance beyond expectations.*
- Bass, B. M., & Riggio, R. E. (2014). *Transformational leadership (2nded.). New York: Routledge.*
- Baytar, Ö. (2010). İş yaşamında stresin işgören performansı üzerindeki etkileri. *Marmara University*. Retrieved from <https://katalog.marmara.edu.tr/eyayin/tez/T0070840.pdf>
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly*, 24(1), 270-283.
- Bryman, A. (1992). *Charisma and leadership in organizations: Sage London.*
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64-75.
- Bushra, F., Ahmad, U., & Naveed, A. (2011). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International journal of Business and Social science*, 2(18).
- Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further assessments of Bass's (1985) conceptualization of transactional and transformational leadership. *Journal of applied psychology*, 80(4), 468.
- Chen, Y.-F. (2009). Job stress and performance: A study of police officers in central Taiwan. *Social Behavior and Personality: an international journal*, 37(10), 1341-1356.
- Chiang, C.-F., & Lin, M.-Y. (2016). Motivating organizational commitment in hotels: The relationship between leaders and employees. *Journal of Human Resources in Hospitality & Tourism*, 15(4), 462-484.
- Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. (2016). Transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment. *Human resources for health*, 14(1), 73.
- Churchill Jr, G. A., Ford, N. M., & Walker Jr, O. C. (1974). Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*, 11(3), 254-260.
- Corbally, J. E., Nystrand, R. O., & Campbell, R. (1983). *Introduction to educational administration: Allyn and Bacon.*
- Edwards, B. D., Bell, S. T., Arthur, J., Winfred, & Decuir, A. D. (2008). Relationships between facets of job satisfaction and task and contextual performance. *Applied psychology*, 57(3), 441-465.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative science quarterly*, 61-81.

- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of management journal*, 50(2), 327-347.
- Gürbüz, S., & Şahin, F. (2016). *Sosyal Bilimlerde Araştırma Yöntemleri Felsefe, Yöntem, Analiz* (3. bs.). Ankara: Seçkin Yayıncılık.
- Hamidifar, F. (2010). A study of the relationship between leadership styles and employee job satisfaction at IAU in Tehran, Iran. *Au-GSB e-Journal*, 3(1).
- Herman, H., & Chiu, W. C. (2014). Transformational leadership and job performance: A social identity perspective. *Journal of business research*, 67(1), 2827-2835.
- Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of applied psychology*, 93(2), 346.
- Herzberg, F. M., & Mausner, B. (1959). B. and Snyderman, BB (1959) The motivation to work. 2, li.
- Howell, J. M., & 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*, 78(6), 891.
- Hoy, W. K., & Miskel, C. G. (1987). Theory research and practice. *Educational Administration*.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of applied psychology*, 89(5), 755.
- Jyoti, J., & Bhau, S. (2015). Impact of transformational leadership on job performance: Mediating role of leader-member exchange and relational identification. *Sage Open*, 5(4), 2158244015612518.
- Kantas, A. (1993). *Organizational-Industrial Psychology. Incentives-Job Satisfaction-Leadership*. Athens: EllinikaGrammata.
- Kanter, R. M. (1983). *The change masters: corporate entrepreneurs at work*. Boston: Cox and Wyman Ltd.
- Kanungo, R. N. (2001). Ethical values of transactional and transformational leaders. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 18(4), 257-265.
- Leithwood, K. (1992). The move toward transformational leadership. *Educational Leadership*, 59(5), 8-12.
- Lim, B.-C., & Ployhart, R. E. (2004). Transformational leadership: relations to the five-factor model and team performance in typical and maximum contexts. *Journal of applied psychology*, 89(4), 610.
- Ling, Y., Simsek, Z., Lubatkin, M. H., & Veiga, J. F. (2008). The impact of transformational CEOs on the performance of small-to medium-sized firms: Does organizational context matter? *Journal of applied psychology*, 93(4), 923.

- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*. Chicago: RandMc Nally.
- Mahmoud, A. (2008). A study of nurses' job satisfaction: the relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *European journal of scientific research*, 22(2), 286-295.
- March, J. G., & Simon, H. A. (1958). *Organizations* John Wiley & Sons. New York.
- McCloy, R. A., Campbell, J. P., & Cudeck, R. (1994). A confirmatory test of a model of performance determinants. *Journal of applied psychology*, 79(4), 493.
- McGrath, R. G., & MacMillan, I. C. (2000). *The entrepreneurial mindset: Strategies for continuously creating opportunity in an age of uncertainty* (Vol. 284): Harvard Business Press.
- McKenna, E. F. (2000). *Business psychology and organisational behaviour: a student's handbook*: Psychology Press.
- Mesterova, J., Prochazka, J., Vaculik, M., & Smutny, P. (2015). Relationship between self-efficacy, transformational leadership and leader effectiveness. *Journal of Advanced Management Science* Vol, 3(2).
- Meydan, C., & Şeşen, H. (2015). *Yapısal Eşitlik Modeli AMOS Uygulamaları: Detay Yayıncılık*: Ankara.
- Miskel, C. G., & Hoy, W. K. (2001). *Educational administration: Theory, research, and practice*: New York: McGraw-Hill Companies, Incl.
- Mohammad, S., Al-Zeaud, H., & Batayneh, A. (2011). The relationship between transformational leadership and employees' leadership questionnaire. *J Leader Organ Stud*, 18(2), 164-174.
- Muchiri, H. (2016). *Effects of Rewards on Employee Performance in the Hospitality Industry: A Case of Nairobi Serena Hotel*. United States International University-Africa.
- Munir, R. I. S., Rahman, R. A., Malik, A. M. A., & Ma'amor, H. (2012). Relationship between transformational leadership and employees' job satisfaction among the academic staff. *Procedia-Social and Behavioral Sciences*, 65, 885-890.
- Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance. *Journal of Management Development*.
- Porter, L. W. (1961). A study of perceived need satisfactions in bottom and middle management jobs. *Journal of applied psychology*, 45(1), 1.
- Quarstein, V. A., McAfee, R. B., & Glassman, M. (1992). The situational occurrences theory of job satisfaction. *Human relations*, 45(8), 859-873.
- Resick, C. J., Whitman, D. S., Weingarden, S. M., & Hiller, N. J. (2009). The bright-side and the dark-side of CEO personality: examining core self-evaluations, narcissism, transformational leadership, and strategic influence. *Journal of applied psychology*, 94(6), 1365.
- Roodt, G., Rieger, H., & Sempene, M. (2002). Job satisfaction in relation to organisational culture. *SA Journal of industrial Psychology*, 28(2), 23-30.

- Sashkin, M. (2004). Transformational leadership approaches: A review and synthesis.
- Snipes, R. L., Oswald, S. L., LaTour, M., & Armenakis, A. A. (2005). The effects of specific job satisfaction facets on customer perceptions of service quality: an employee-level analysis. *Journal of business research*, 58(10), 1330-1339.
- Thompson, D. P., McNamara, J. F., & Hoyle, J. R. (1997). Job satisfaction in educational organizations: A synthesis of research findings. *Educational Administration Quarterly*, 33(1), 7-37.
- Thomson III, N. B., Rawson, J. V., Slade, C. P., & Bledsoe, M. (2016). Transformation and Transformational Leadership: A Review of the Current and Relevant Literature for Academic Radiologists. *Academic radiology*, 23(5), 592-599.
- Vecchio, P. R. (1995). *Organizational Behavior* (3rd ed.). UK: The Dryden Press.
- Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment*, 8(4), 216-226.
- Vroom, V. H. (1964). *Work and motivation*. New York: John Wiley & Sons, Inc. Vroom Work and Motivation 1964.
- Wan Omar, W., & Hussin, F. (2013). Transformational leadership style and job satisfaction relationship: A study of structural equation modeling (SEM). *International Journal of Academic Research in Business and Social Sciences (IJARBSS)*, 3(2), 346-365.
- Zhu, W., Chew, I. K., & Spangler, W. D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *The Leadership Quarterly*, 16(1), 39-52.