RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' JOB SATISFACTION AMONG THE ACADEMIC STAFF OF UiTM AFFILIATE COLLEGES

Ros Intan Safinas Munir[1], Ramlee Abdul Rahman[2] and Ariff Md. Ab. Malik[3]

[1]Faculty of Business Management, Universiti Teknologi MARA(UiTM), Malaysia
rosint2778@puncakalam.uitm.edu.my

[2] Faculty of Business Management, Universiti Teknologi MARA(UiTM), Malaysia
ramlee_rahman@salam.uitm.edu.my

[3] Faculty of Business Management, Universiti Teknologi MARA(UiTM), Malaysia
ariff215@puncakalam.uitm.edu.my

ABSTRACT

Organizations are increasingly focusing on developing transformational leadership in their managers because it leads to better organizational performance. Transformational leadership is necessary to motivate others to do more than they originally intended and often even more than they thought possible. Transformational leadership includes such characteristics such: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Previous studies found that leadership styles are important organizational antecedents of job satisfaction. Instead of that, transformational leadership becomes increasingly valued in the workplaces especially in influencing employee job satisfaction. Job satisfaction is perceived as an employee's response to conditions surrounding work referring to pay, benefits, promotion, style of supervision, co-workers and job environment. Thus, the aim of this study was to examine the relationship between transformational leadership and employee's job satisfaction. A total of 214 Academic Staff from five (5) Affiliated Colleges in Klang Valley participated. A self-administered questionnaire was used to collect the data. The correlation of the total scores employees' job satisfaction and transformational leadership indicated a positive, linear and strong relationship (r=.725). Using another correlation method, regression analysis differently shows that intellectual stimulation is highest significant with employee's job satisfaction while idealized influence is lowest significant. 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 managers to improve their leadership skills as to enhance employees's 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.

Keywords: Academic Staff, Job Satisfaction, Private Colleges, Transformational Leadership.

INTRODUCTION

Organizations are social systems which assume human resources as one of the main factors for achieving competitive advantage and influencing organizational effectiveness. Organizational leadership also plays important roles in creating positive working environment. In addition, leadership contributes significantly in the success and the failure of an organization. According to Bass (1999), leaders have great influence on the formation of organizational innovation and value, and desire to create greater levels of job satisfaction. Transformational leadership has been of great interest to many researchers in current era and adopting transformational leadership behavior helps in the success of the organization (Laohavichien, T. et al, 2009). Earlier studies by Herzberg (1966), Locke (1969; 1976; 1979), Maslow (1954), McGregor (1960) and more recently Bryman (1992) have all shown the importance of transformational leadership to job satisfaction, management styles and performance.

Employees' job satisfaction is one of the important factors that contribute to the successful of organization particularly in managing human resources (Snell & Bohlander, 2010). This factor derives from pleasurable feelings or positive emotional of workers about their job experiences and appraisals (Silva, 2006; Raduan et. al., 2006), Therefore, The study of employees' job satisfaction is important in organizational as well as in academic context. Marie, Athirah, and Muhamad Hasan (2008) stated the knowledge on job satisfaction can be applied in the field of education in order to determine the attitude and feelings of educators towards the teaching profession. Previous studies done by Balakrishnan (2008) and Khoo (1981), almost all the private institutions of higher education are facing high rate of academic staff turnover. Bearing the fact that transformational leadership and job satisfaction are two important elements in creating a healthy organization. In academic perspective, this study is aiming on the academic staff of UiTM Affiliate Colleges in Klang Valley to understand the relationship of both variables

LITERATURE REVIEW

Leadership

Leaders play important roles and contribute significantly in the performance of an organization (Burnes, 2004; Hucczynski & Buchanan, 2007). However, the successfulness of the organization depends on the effectiveness and leadership style of the leader (Katz, Macoby, Gurin & Floor, 1951; and Ali & Mohammad Hossein, 2006). Thus, organizational leadership also plays important roles in creating positive working environment. Lok and Crawford (2004) stated that organizational culture and leadership styles are important organizational antecedents of job satisfaction. On the other hand, leadership is viewed as an important predictor in job satisfaction with a management function in social interaction and motivational people in organization (Jong & Hartog, 2007). Jong and Hartog (2007) described leadership as a process to influence people in order to get desired results. By using appropriate leadership styles, managers can affect employees' job satisfaction. It should be a part of the abilities of a leader to influence subordinates to perform at their highest capability. In this sense, Owens (2001) contended that leadership is not something that one does to people, nor is it a manner of behaving toward people: it is working with and through other people to achieve organisational goals. Leadership style influences on organization's achievement based on three categories of

leader's roles: interpersonal, informational and decision making roles Burnes (2004) and Garcia-Morales, et al.(2008).

Transformational Leadership

The concept of transformational leadership was introduced by Burns (1978). Bass (1990) claimed that transformational leadership is leaders who motivate followers via inspiration. According to Yukl (2006) there are two types of leadership defined in terms of the component behaviours used to influence followers and effects of the leader on followers which are transformational leadership and transactional leadership. Eisenbach,(1999) emphasized the importance of transformational leadership in radical change contexts because of its longer-term psychological impacts on follower behavior and attitudes creating "a culture which embraces change". Schepers et al. (2005) claimed that transformational leaders allow employees to think creatively, analyzed the problem from numerous angles and explore new and better solutions of the problem by using technology. Gill et al. (2006) claimed that organizations can reduce job stress and burn out by applying transformational leadership.

Studies indicated significant and positive relationship between transformational leadership and the amount of effort followers are willing to exert, satisfaction with the leader, ratings of job performance and perceived effectiveness of leader (Bass, 1985). Additionally, transformational leadership has been shown to be related to several important organizational and individual outcomes. A fairly consistent relationship between transformational leadership and group level performance in a variety of settings has been established in the literature (Bass et al., 2003; Schaubroeck et al., 2007; Lowe et al., 1996).

According to Sosik et al., (1997), group level outcome such as team creativity have also been found to be related to transformational leadership. Often, the impact of transformational leadership on performance is mediated by group level constructs such as group potency (Sosik et al., 1997; Shaubroeck et al., 2007). Bass (1990) cited that transformational leadership occurs when leaders broaden and elevate the interest of their employees, when they generate awareness and acceptance of the purposes and mission of the group and when they stir their employees to look beyond their own self-interest for the good of the group. According to Burns and 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.

Bass (1990), Bass and Avolio (1991), Avolio et. al, 1991, Jean (2008), and Garcia-Morales, et. al. (2008) identified four distinct components that characterize transformational leadership namely Individualized Consideration, Intellectual Stimulation, Inspirational Motivation and Idealized Influence.

Idealized influence

Idealized influence or charasmatic leadership are displayed when the leader envision a desirable future, articulates how it can be reached, sets an example to be followed, set high standards of performance, and shows determination and confidence (Burns, 1978; Bass, 1995 & Erkutlu, 2008). Based on Weber (1974), the most well known

definition of charismatic as a special personality characteristic that gives a person superhuman or exceptional powers and is reserved for a few and results in the person being treated as a leader. Bass (1985), House (1991) and Humprhreys and Einstein (2003) described charismatic leadership as focusing on the emotional attachment of follower to the leader, the emotional and motivational arousal of followers, identification with the mission articulated by the leader, follower's self-esteem, trust and confidence in the leader, value that are major importance to followers and followers intrinsic motivation.

Leaders who display charismatic leadership are able to use expressive language that is emotionally appealing and communicate a clear vision that is related to the need and values of the followers (Yulk & Van Fleet, 1992). Bono and Judge (2004) stated that charismatic refers to the degree to which a leader's highly moral behavior elicits admiration from followers which results in the followers identifying with and committing themselves to the leader's cause.

Inspirational Motivation

According to Bass and Avolio (1994) inspirational motivation involves motivating and inspiring followers by providing meaning and challenge to their work. It can be described as the strength of a leader's vision, the leader's ability to accurately communicate that vision, and desirability of the vision for the followers (Judge and Piccolo, 2004 and Yulk, 2006). The leader acts as a model for subordinates behaves in ways that motivate and inspire followers by providing meaning and challenge, communicates a vision. At the same time, leaders bring meaning and purpose to the work being done and introduce challenges and maintain motivation (Bass, 1985). Based on Bass (1990), inspiration communicates high expectations, uses symbols to focus efforts, and expresses important purposes in simple ways.

The transformational leader inspires subordinates to "try harder" for the benefit of the organization through his ability communicates a clear, optimistic and visionaries, motivates subordinates in developing the organization (Sarros & Santora, 2001 and Humprhreys & Einstein, 2003). The spirit of the team is "aroused" while enthusiasm and optimism are displayed" (Bass, 1998).

Intellectual Stimulation

According to Bono and Judge (2004), intellectual stimulation depicts the leadership behaviors associated with providing followers with decision making information, and encouraging followers to question the values and norms of the organization. Leader's displays intellectual stimulation when they help their followers develop new ideas, motivating them to take alternative routes to problem solving and take closer look at all possible solutions (Bass, 1985; Yukl & Van Fleet (1992).

According to Burns, (1978), Bass & Avolio (1994), Avolio & Bass (2002), Yukl (2006), and Erkutlu, 2008), transformational leaders stimulating followers' efforts to be innovative and creative by questioning assumptions, reframing problem and approaching old situations in new ways". Instead of publicly criticized the followers' mistakes, they should encouraged creativity and ideas among their followers by emphasizing rationality (Bass, 1990; Coad & Berry, 1998)

Individualized Consideration

According to Burns (1978), Bass (1990), Sarros & Santora (2001), Bono & Judge (2004), Yukl (2006), and Erkutlu (2008), individualized consideration refers to the leader's concern with the personal attention of each follower and providing support, encouragement, and coaching his followers in creating "appropriate workplace behavior".

The leader provides coaching and teaching, delegates and monitors projects to stimulate learning experiences, provide for continuous feedback and treats each follower as an individual (Bass, 1985; Behling & McFillen, 1996). The leader acts as a mentor or coach, developing followers in a supportive climate to "higher levels of potential". The considerate leader recognized and demonstrates acceptance of the followers' individual differences in term of needs and desires. The transformational leader fosters two-way communication through effective listening. The net effect of individualized consideration and other transformational leadership behaviors is empowerment of followers.

JOB SATISFACTION

Job satisfaction has been defined differently by various scholars. The definition of job satisfaction started with Hoppock approximately seven decades ago. Hoppock (1935) defines job satisfaction as a "combination of psychological, physical and environmental circumstances that causes a person to say "I am satisfied with my job". Silva (2006) and Raduan, Beh, Jegak, & Kharuddin (2006) defines job satisfaction as pleasurable feeling that arises from one's workplace. It is a positive effect of employees toward their job or job situation. Spector (1997) believes that job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job". Job satisfaction is the affective orientation that an employee has towards their work (Price, 2001).

Job Descriptive Index developed by Smith, et. al.(1969) to measure levels of job satisfaction. Okpara (2004) and Skibba (2002) identified five dimensions of job satisfaction: pay, promotion, supervision, works itself and coworkers. Loveday (1996) and Crossman & Abou-Zaki (2003) claimed that the Job Descriptive Index is the best method to investigate the level of job satisfaction and recommended the use of it in order to analyze employees' contentment towards their job.

The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational, and environmental factors. Thus, it is important to take all these factors into consideration when analyzing employees' job satisfaction. Mullins (2007) asserted that some workers may be satisfied with certain aspects of their work and feel dissatisfied with other aspects. He also added that job satisfaction in itself is a complex concept and quite difficult to measure objectively.

RESEARCH OBJECTIVES

The purpose of this paper is to study and determine the association between transformational leadership and job satisfaction among academic staff of UiTM Affiliate Colleges. The research framework guiding the study is presented in figure 1.1 below. The effect of transformational leadership and its dimensions which are individualized consideration, intellectual stimulation, inspirational motivation and idealized influence will be investigated due to the important of this element to the organization's productivity and employees' contentment. Finally, it is crucial this research to identify the pleasurable

feeling among academic staff to ensure the high commitment and motivation will be achieved.

CONCEPTUAL FRAMEWORK

The following section briefly describes the variables to be examined. The variables are represented in the framework shown in Figure 1.1.

Transformational leadership – Transformational leadership stimulates and inspires followers to achieve beyond expectation and in the process developing their own capacities (Bass, 1985).

Idealized influence: entails putting followers' needs first, being a role model for followers, doing the right thing, demonstrating high moral standards, and avoiding the use of power either unnecessarily or for personal gain (Bass, 1985; Bass & Avolio, 1994).

Inspirational motivation: ways by which leaders motivate and inspire those around them including practices aimed at creating attractive visions of future states, elevating follower goals and inspiring enthusiasm and optimism (Bass, 1985; Bass & Avolio, 1994).
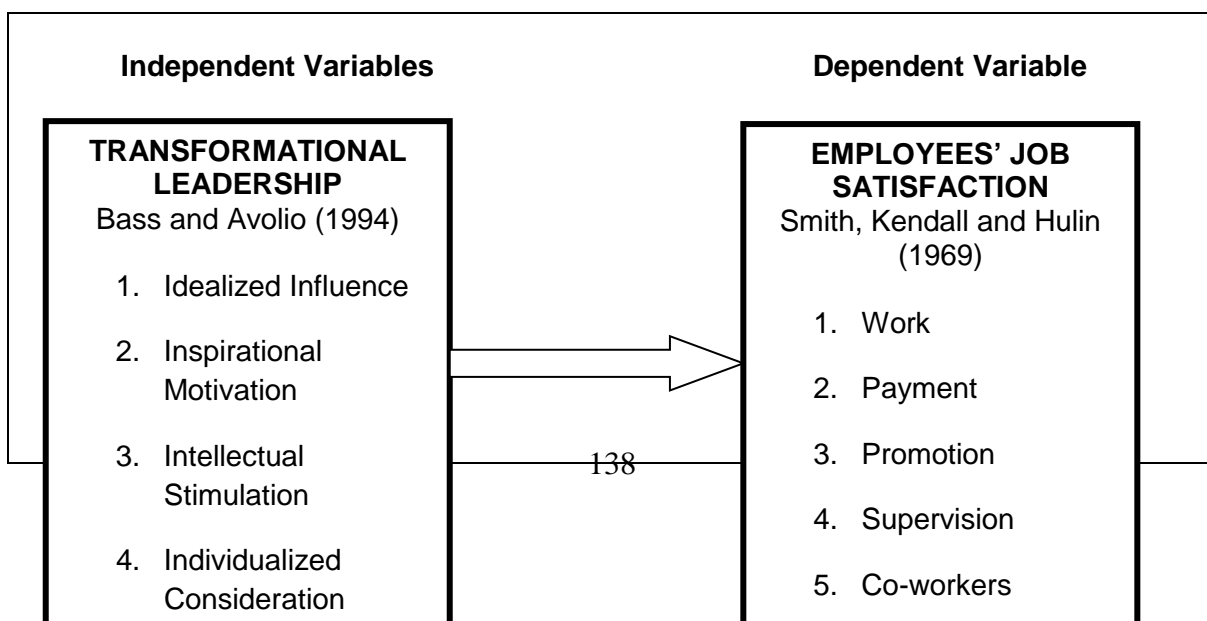
Intellectual stimulation: aimed at developing followers' capacities to higher levels, these practices stimulate effort to be innovative and creative. Assumptions are challenged and problems reframed, for example. Followers' new ideas are solicited and creativity is encouraged (Bass, 1985; Bass & Avolio, 1994).

Individualized consideration: paying close attention to each organizational members' need and interest. Coaching and mentoring are common ways of helping followers elevate their personal potential (Bass, 1985; Bass & Avolio, 1994).

Job satisfaction – is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience (Locke, 1976). Smith, Kendall, and Hulin (1969) developed Job Descriptive Index as a measurement for job satisfaction.

In meeting these objectives, a theoretical framework which also serves as a research framework of these relationships has been developed as below:

FIGURE 1.1 RESEARCH FRAMEWORK

Independent Variables	Dependent Variable
TRANSFORMATIONAL LEADERSHIP Bass and Avolio (1994)	**EMPLOYEES' JOB SATISFACTION** Smith, Kendall and Hulin (1969)
1. Idealized Influence	1. Work
2. Inspirational Motivation	2. Payment
3. Intellectual Stimulation	3. Promotion
4. Individualized Consideration	4. Supervision
	5. Co-workers

RESEARCH DESIGN

This study was conducted to investigate the relationship between transformational leadership and employees' job satisfaction at UiTM Affiliate Colleges in Klang Valley by using non-experimental correlational research design. The sampling frame for this study is based on the Academic Staff from five UiTM Affiliate Colleges in Klang Valley which was obtained from Institute of Education Development, Universiti Teknologi MARA where the total number of the population is 412. Simple random technique of this study was applied to select the respondents. The self-administered questionnaire including the reply envelope were distributed in order to collect the data from the respondents through postal.

Data were collected by means of specially designed questionnaire, which consists of close-ended questions using a five-point Likert scale. In this study, transformational leadership is assessed using the dimensions namely idealized influence, individualized consideration, inspirational motivation and intellectual stimulation (Bass and Avolio, 1995). The measurement of job satisfaction defines in five subscales. The questions regarding the
job satisfaction were adapted from Smith, Kendall and Hulin (1969) of job descriptive index, the five subscales comprise of work, payment, supervision, promotion and co-workers.

Pilot test was conducted with 30 sets of questionnaires were distributed to Academic Staff at Cosmopoint College. The result indicated the Transformational Leadership Questionnaire shows high cronbach alpha's score with .868. Meanwhile the Employees' Job Satisfaction Questionnaire scored .919. The pilot test indicated, the reliability coefficients for the four dimensions of transformational leadership, i.e. idealized influence .806, individualized consideration .861, inspirational motivation .542, and intellectual stimulation .819. The overall reliability coefficient for transformational leadership is .868. The reliability coefficients for five dimensions of employees' job satisfaction were work .690, payment .896, supervision .921, promotion .823, and co-workers .912. Total reliability coefficient for employees' job satisfaction is .919.

DATA ANALYSIS AND RESULT

A total of four hundred and twelve (412) questionnaires were distributed to five UiTM Affiliate Colleges. 214 questionnaires were returned; therefore the effective response rate was 52%. Returned questionnaires received were analyzed using the Statistical Package in the Social Science Software (SPSS).

A.   *Relationship between transformational leadership and employees' job satisfaction*

The findings of this study indicated that transformational leadership have a significant

strong, large, and positive relationship with employees' job satisfaction. The result proved that there was a significant positive association between TL and EJS at 0.00 levels. The correlation coefficient was positive (r = 0.725), indicating a positive and linear correlation between both variables. The association between TL and EJS also was supported in the literature when AL-Hussami (2007) concluded that transformational leadership positively effects the employees' job satisfaction. Similarly, a study done by Hamidifar (2009) in Islamic Azad University in Tehran and explored that among different leadership styles transformational positively determine the employees' job satisfaction. Employees are more satisfied with transformational leadership than any other style. The results of this paper provide support to the earlier studies that transformational leaderships has positive relationship with overall job satisfaction (r =0.610) (Fatima et.al., 2011). Furthermore, Riaz and Haider (2010) conducted a study to determine the impact of transformational and transactional leadership style on job success and career satisfaction in context of Pakistan. The results of their study showed that transformational leadership style is positively related to job success and career satisfaction. This finding is consistent with Berson and Jonathan D. L. (2005); Iwan et al. (2008); and Amarjit et al. (2010). They found that transformational leaders had more positive impact on job and overall satisfaction. To conclude, result of the study also indicated most employees perceived transformational leadership characters (idealized influence, inspirational motivation, intellectual stimulation and the individual consideration) being practiced by their leadership. This finding denoted the fact that most leaders are ready to transform and improve their colleges. Therefore, it can be concluded that, leaders with clear vision, high inspiration, creative and innovative will lead the employees to perform to what expected of them.

B.   *Relationship between characteristics of transformational leadership and employees' job satisfaction*

Subsequently, in order to determine the relationship of each characteristic of transformational leadership and employees' job satisfaction, again the Pearson correlation test was conducted. The results showed there was a significant positive relationship between employees' job satisfaction and the first dimension of TL – idealized influence. The correlation coefficient value was positive (r = .513) indicating a positive and linear correlation between employees' job satisfaction and idealized influence. Cohen's (1988) guidelines indicates, if there is a large correlation between employees' job satisfaction and idealized influence, it suggests a strong relationship between these two variables. The second dimension of TL which is inspirational motivation also was tested to determine its relationship with employees' job satisfaction. The result showed value (r = .523), indicating employees' job satisfaction and inspirational motivation had a significant positive relationship with a large correlation recommended strong relationship between each variable. The correlation for the third dimension of TL, that was intellectual stimulation (r = .681) also indicated a positive relationship with a large correlation which signified a strong relationship between each variable. Positive relationship between intellectual stimulation and job satisfaction shows that result is consistent with Hsing-Chau Tseng, Long-Min Kang (2008); Sulieman, I. S., et al. (2011); Peter K. C., et al. (2011); and Jalal R. M. Hanaysha et al. (2012). The last dimension of TL was individualized consideration indicated a

positive relationship with a large correlation between employees' job satisfaction and individualized consideration (r = .630).   The finding indicated all dimensions of TL were significant, large, strong and positive relationships with employees' job satisfaction.

Based on the findings of the study, a model that described the results of the findings is depicted below.

FIGURE 1.2 A MODEL ON THE RELATIONSHIPS BETWEEN CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' JOB SATISFACTION AMONG ACADEMIC STAFF
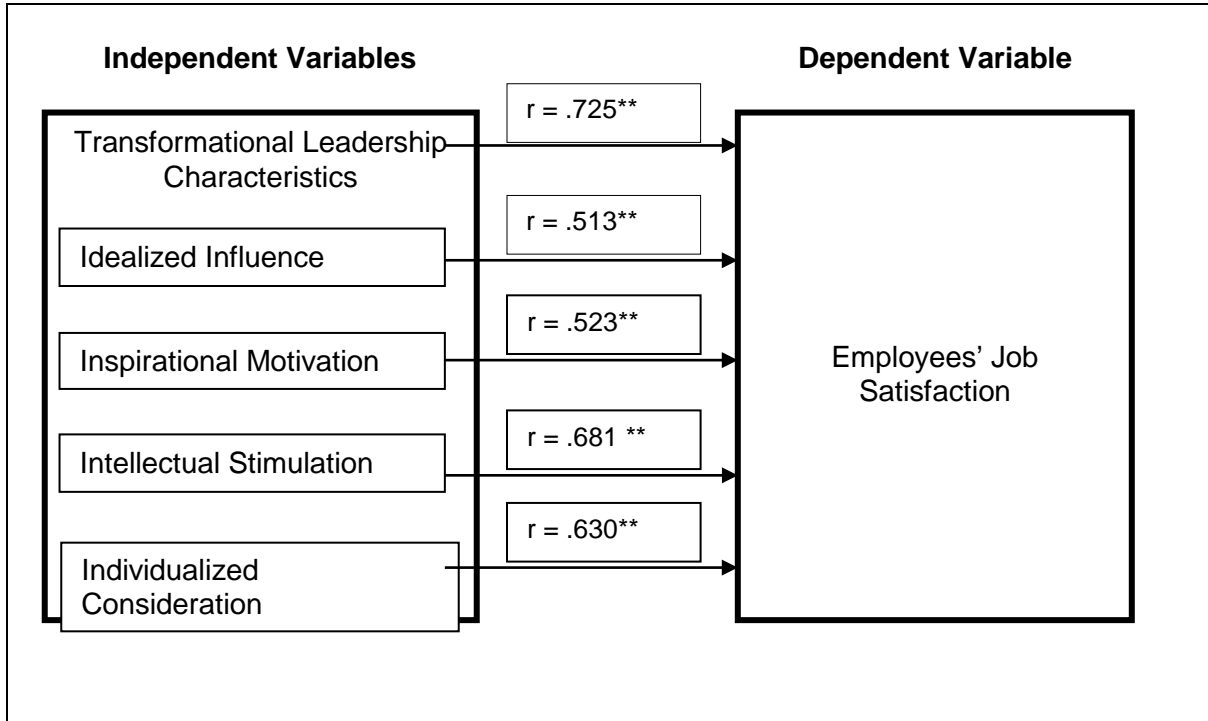
Indicator:

→　　　Positive, linear and significant relationship
** 　　　$p<0.005$
　　　Idealized Influence (r = .513, p= .000)
　　　Inspirational Motivation (r = .523, p= .000)
　　　Intellectual Stimulation (r = .681, p= .000)
　　　Individualized Consideration (r = .630, p= .000)

CONCLUSION

In conclusion, the study was able to contribute to the understanding about the conditions under which the transformational leadership may be more effective in arousing employees' job satisfaction. The main objective of the study was to investigate the relationship between transformational leadership and employees' job satisfaction among academic staff in UiTM Affiliate Colleges, in the Klang Valley. This study concluded that the characteristics of transformational leadership were positively related with employees' job satisfaction. This means that transformational leadership which involves idealized influence, inspirational motivation, intellectual stimulation and individual consideration do explain how employees' feels about wanting to, needing to, satisfying to or feeling obligated to stay with the organization. The more the leader displays these characteristics, the more employees may want to, need to, or feel obligated to stay in the colleges. In addition to that, the findings also indicated that of the four characteristics of transformational leadership, intellectual stimulation was deemed as the most important dimension that may affect the employees' job satisfaction of the organizations. Meaning that, the more the leader displays these characteristics, the more employees feel satisfied.

Overall findings from this study suggested that transformational leadership; do play important roles in determining levels of job satisfaction of academic staff in the particular affiliate colleges. Hence, management really needs to pay attention on their leadership styles and characteristics in order to make the academic staff feel happy and satisfied to perform their tasks which lead them to be committed to the colleges.

REFERENCES

Adnan, R., & Mubarak, H. H. (2010). "Role of transformational and transactional leadership
    on job satisfaction and career satisfaction". *Business and Economic Horizons*, Vol.1, no.1, pp. 29-38.

Ali, M. R., & Mohammad Hossein, Y. (2006). A study of relationship between
    managers' leadership style and employees' job satisfaction, *Leadership in Health Services*, Vol. 19, No. 2, pp. xi-xxviii.

Bass, B. M. (1985). *Leadership and performance beyond expectations.* New York: Free
    Press.

Bass, B. M. & Avolio, B. (1990). Developing transformational leadership: 1992
    and beyond. *Journal of European Industrial Training.* Vol. 14, No. 5, pp. 21-27.

Burnes, B. (2004). *Managing Change.* 4th ed. London: Prentice Hall.

Burns, J. M. (1978). *Leadership.* New York: Harper and Row.

Bass, B. M. & Avolio, B. (1995). *The multifactor leadership questionnaire.* Palo Alto, CA:
    Consulting Psychologists Press.

Cranny, C.J., Smith, P.C. and Stone, E.F. (1992) *Job Satisfaction: How People Feel About*

Their Jobs and How it Affects Their Performance. New York: Lexington Books.

Crossman, A., & Abou-Zaki, B. (2003). Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, Vol. 18, No. 4, pp. 368-376.

Fatima, B., Ahmad Usman, & Asvir Naveed Effect of Transformational Leadership on Employees' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore (Pakistan) *International Journal of Business and Social Science* Vol. 2 No. 18.

Fritzsche, B. A. & Parrish, T. (2005). "Theories and research on job satisafaction", in Brown, S.D. and Lent, R.W. (Eds), *Career Development and Counseling: Putting Theory and Research to Work.* New Jersey: Wiley.

Garcia-Morales, V. J., Matias-Reche, F. and Hurtado-Torres, N. (2008). Influence to transformational leadership on organizational innovation and performance depending the level of organizational learning in the pharmaceutical sector. *Journal of Organizational Change Management*, Vol. 21, No. 2, pp. 188-212.

Gill, A. S., Flaschner, A. B., & Shacha, M. (2006). Mitigating stress and burnout by implementing transformational-leadership. *International Journal of Contemporary Hospitality Management*, *18*(6), 469-481.

Hoppock, R. (1935). *Job Satisfaction.* New York: Harper and Brothers.

Hsing-Chau Tseng & Long-Min Kang. (2008). "Does Regulatory Focus Affect Job Satisfaction of Police officers?" *In Proceedings of Sixth AIMS International Conference on Management, India*, pp. 1-7, 2008.

Huczynski, A. A., & Buchanan, D.A. (2007). *Organizational Behavior*. 6th ed. New York: Prentice Hall.

Iwan, I. W., Rajesri, G & Agoes G. R. (2008). "The influence of transformational leadership style and compensation system on the performance of university lecturer". *In Proceedings of the 9th Asia Pacific Industrial Engineering & Management Systems Conference, Indonesia*, pp. 693-699, 2008.

Jalal, R. M., Khawaja K, Nik Kamariah, N.M., Fosa, S., Muhd Yahya, A.R., & Ahmad Sazali,
    Z. (2010). Transformational Leadership and Job Satisfaction empowerment with employee job satisfaction: A study among Indian restaurant employees". *Business and Economics Journal*, Vol.18.

Jalal, R. M., Khawaja K, Nik Kamariah, N.M., Fosa, S., Muhd Yahya, A.R., & Ahmad Sazali,
    Z. (2012). Transformational Leadership and Job Satisfaction. *American Journal of Economics*, Special Issue: 145-148.

Jean, L. (2008). Effects of leadership and leader-member exchange on innovativeness.

Journal of Management Psychology, Vol. 22, No. 6, pp. 670-687.

Jong, J. P. J., & Hartog, D. N. D. (2007). How leaders influence employees' innovative behavior. European Journal of Innovation Management, Vol. 10, No. 1, pp. 41-64.

Laohavichien, T., Fredendall, L. D & Cantrell, R. S. "The effects of transformational and transactional leadership on quality improvement", *The Quality Management Journal*, vol.16, no.2, pp.7-24, 2009.

Lok, P., & Crowford, J. (2004). The effect of organizational culture and leadership style

on job satisfaction and organizational commitment: a cross-national comparison. *Journal of Management Development*, Vol. 23, No. 4, pp. 321-338.

Loveday, M. (1996). Case Study Employees Satisfaction and HR at ISS. Management Development Review. Vol. 9, No. 4, pp. 9-12. MCB University Press.

Marie, C. J., Athirah, D. & Muhamad Hasan, D. (2008). Factors contributing towards job satisfaction among IPBA lecturers. *UNITAR E-Journal*, Vol. 5, No. 2.

Mullins, L. J. (2007). *Management and Organizational Behavior*. 8th ed. London: Prentice Hall.

Okpara, J. O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. *Information Technology & People, 17*(3), 327-338.

Owens, R.G. (2001). *Organisational Behaviour in Education: Instructional leadership and school reform.* 7th ed. Boston. Pearson Education Company.

Peter K. C. Lee, T.C. Edwin Cheng, Andy C.L. Yeung & Kee-hung Lai. "An empirical study of

transformational leadership, team performance and service quality in retail banks," *Omega*, Vol. 39, pp. 690-701, 2011.

Price, J.L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*. 22, 600-624.

Raduan C. R., et al. (2006). An analysis of qualify work life and career related variables. *American Journal of Applied Science*. Vol. 3, No. 12, pp. 2151-2159.

Salkind, N. J. (2006). *Exploring Research*. 6th ed. New Jersey: Prentice Hall.

Schepers, J., Wetzels, M., & Ruyter, K. D. (2005). Leadership styles in technology acceptance: do followers practice what leaders preach? *Managing Service Quality,* 15(6), 496-508.

Silva, P. (2006). Effects of disposition on hospitality employee job satisfaction and commitment. International Journal of Contemporary Hospitality Management, Vol. 18, No. 4, pp. 317-328.

Skibba, J. S. (2002). Personality and job satisfaction: an investigation of central wisconsin firefighters. Research Paper, University Wisconsin-Stout.

Smith, P.C., Kendall, L.M. & Hulin, C.L. (1969). *The Measurement of Satisfaction in Work and Retirement.* Chicago: Rand McNally.

Snell, S. A. & Bohlander, G. W. (2010). *Principles of Human Resource Management.* 15th ed. Ohio: Thomson South-Western.

Sosik, J. J., Kahai, S. S., & Avolio, B. J. (1998). Transformational leadership and dimensions of creativity: motivating idea generation in computer-mediated groups. *Creativity Research Journal.* Vol. 11, pp. 111-121.

Sulieman, I. S. Mohammad, Hussein A. AL-Zeaud & Ayat M. E. Batayneh. "The relationship

between transformational leadership and employees' satisfaction at Jordanian private hospitals". *BEH – Business and Economic Horizons*, vol.5, no.2, pp. 35-46, 2011.

Wei-Cheng, J.M, Ellsworth, R. & Hawley, D. (2008). "Job Satisfaction and career persistence of beginning teachers". *International Journal of Education Management*, Vol. 22 (1), pp 48-61.

Yair, B. & Jonathan D. L. (2005). "An examination of the relationships between leadership style, quality, and employee satisfaction in R&D versus administrative environments. *R&D Management*, Vol.35, no.1, pp.51-60, 2005.

Yukl, G (2006). *Leadership in organizations.* 6th ed. Boston: Pearson Education.

Yulk, G. (1994). *Leadership in Organization.* 3rd ed. Englewood Cliffs, New Jersey: Prentice-Hall.