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The Impact of Transformational Leadership On Facet Job Satisfaction, Overall Job Satisfaction
And Emotional Intelligence.

By

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A thesis

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Dedication

I would like to dedicate this thesis to my kind and loving parents who have sacrificed so much for me throughout the years. I hope that during my lifetime I will be able to reciprocate all the love and support they've given me.

Acknowledgment

I'm very grateful for all the people who have provided me support and encouragement during this academic journey. First my family for always being proud of me in all that I do. My significant other, for constantly dedicating his time to shower me with emotional support. My dearest friends, for always being a comfort in stressful times, and a special thanks to Dayana Chaar whose guidance and knowledge in research was a vital part in this study.

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The Impact Of Transformational Leadership On Facet Job Satisfaction, Overall Job Satisfaction and Emotional Intelligence.

Amany Nassib El Chaar

Abstract

Job dissatisfaction and employee turnover have been an enigma that many companies strive to dissolve. This thesis aims to hinder the impact of low job satisfaction by introducing transformational leadership behavior in organizations that wish to obtain employee retention. Moreover, the objective of this study is to provide new insight of how transformational leadership affects the variables since there's limited research and knowledge about it, especially here in Lebanon. Through the utilization of Spearman's coefficient correlation and linear regression analysis, this study was able to prove that transformational leadership positively influences job satisfaction among Lebanese employees.

Key words: Transformational leadership, Job satisfaction, Emotional intelligence, Overall job satisfaction, Lebanon.

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List of Abbreviations

TL.....	Transformational leadership
EI.....	Emotional intelligence
OJS.....	Overall job satisfaction
CR ¹	Core leadership behavior
PE ²	Performance expectation
ISP ³	Individual support
INST ⁴	Intellectual stimulation
PAY ⁵	Pay
PMT ⁶	Promotion
SPV ⁷	Supervision
BEN ⁵	Benefits
REW ⁶	Rewards
OP ⁷	Operating procedures
CWK ⁸	Coworkers
WRK ⁹	Work itself

Chapter One

Introduction

Numerous and effective research has been done to explore the significance of transformational leadership and its impact on organizations that implement and introduce it at the firm. Although such leadership style cannot be classified as a new discovery, but what makes it so appealing to this day is the success businesses gained when valuing its necessity. Furthermore, companies around the world seek to find direct paths to sustain employee commitment and job satisfaction. By introducing the advanced concept of leadership with an enhanced understanding of emotional intelligence, many organizations would be proactive in battling employee burnout and demotivation. In this study, we delve into the characteristics of job satisfaction and its impact on companies and whether transformational leadership could hinder the effects of its absence in the workplace. Job dissatisfaction could lead to irreversible outcomes such as high turnover; a well-known critical issue that begins with an employee's intentions and motives of leaving and losing any kind of attachment to their job (Tziner et al., 2014).

1.1 Statement of the problem

This research focuses on emphasizing the understanding of transformational leadership for better productivity and overall employee work gratification. Plenty of interruptions and challenges could hinder the path to successful leadership especially if transformational leadership hasn't been thoroughly unraveled and discussed on a crucial level. Although the word transformational leadership could be quite complex, however, this research aims to exclude gaps, ambiguity, and

self-reporting bias. It's very essential to examine the different dimensions of transformational leadership because it could help researchers gain familiarity with the term.

In brief, emotional intelligence is about the control and recognition of one's and other's emotions and being able to empathize and exhibit those emotions through rational thought and behavior (Brişcariu, 2020). Furthermore, the research is driven by the desire to examine the relationship between transformational leadership and facet job satisfaction, transformational leadership and overall job satisfaction, along with transformational leadership and emotional intelligence. Regardless of its complexity, job satisfaction is known to be continuously fluctuating for several reasons, thus making it quite difficult to maintain updated research on a variable that derives from an attitude.

1.2 Purpose of the study

Many factors jeopardize employee satisfaction, however, this study aims to dissect the dimensions of transformational leadership and their effect on job satisfaction with diverse age groups and gender to conduct an analysis for organizations that want to implement such leadership style. Transformational leadership has shown to be an effective indicator of employee satisfaction behavior and is perceived to affect organizational success when managers/supervisors communicate, inspire, motivate and dedicate their time in steering the staff towards the path of progression and career fulfillment (Mickson et al., 2020). Nevertheless, the importance behind this research is to consider the menace of employee dissatisfaction and how to overcome it in Lebanon by introducing transformational leadership. The main objective in this research is to examine and analyze transformational leadership's effect on a new culture that previous studies have not discussed yet. From a psychological point of view, job dissatisfaction

begins with the feeling of resentment of employees towards the company they work in because they perceive that their contribution is not being valued the way they desire, therefore, this leads to productivity, trust, and motivation to plummet (Azeem et al., 2020). Furthermore, quantitative research will be conducted to help answer the questions that are needed to eliminate the ambiguity of the relationship between the variables. In addition, towards a clearer insight, hypotheses testing will be developed in the process to evaluate all possible assumptions.

1.3 Research questions and hypotheses

Research Question 1: How does transformational leadership affect facet job satisfaction? Does there exist a positive correlation between the variables?

Burns (2003) helped introduce the concept of transformational leadership theory by explaining how leaders can make a positive impact on their subordinates and the organization through providing a vision, communication, and confidence at work; moreover, the reason that makes transformational leadership more appealing and successful than other leadership styles is the leaders' ability to encourage and influence subordinates to achieve their personal goals and enhance productivity. Later on Bass and Riggio (2010) introduced the transformational model of leadership and claimed that transformational leadership value and respect subordinates' feelings and emotions. Podsakoff et al. (1990), was always interested in comprehending transformational leadership's impact on job satisfaction and performance, therefore, he conducted his own scale of transformational leadership, called transformational leadership behavior inventory (TLI); moreover, his scale included six dimensions; identifying and articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, individualized support and intellectual stimulation. These well-known researchers indicated that

employees are more motivated, vibrant and eager to learn when leaders and supervisors are involved and cooperative with them. Suffice it to say, transformational leadership affects job satisfaction.

Hypothesis 1: transformational leadership positively affects job satisfaction.

Research Question 2: What is the relationship between transformational leadership and overall job satisfaction?

Previous research on transformational leadership did not include its effect on overall job satisfaction, therefore, this study intends to include the variable and its scale separately. It's crucial to analyze the total level of employee job satisfaction along with facet job satisfaction so that we gain a broader perspective of employees' attitudes towards their work (Bhatti et al., 2014). Moreover, Bowling et al. (2018)'s analysis included both the facet job satisfaction scale and the overall scale of which we will be using in this research.

Hypothesis 2: transformational leadership positively affects overall job satisfaction.

Research Question 3: Does transformational leadership positively influence emotional intelligence?

Albeit the lack of research on emotional intelligence, nevertheless its concept continues to be profoundly intriguing. Recently efforts at studying emotional intelligence are being exerted by managers who value the significance of understanding how delicate employees' emotions can be. Salovey and Mayer (1990) meticulously defined the term emotional intelligence as the ability to perceive the feelings of one's own and other's; moreover they stated that emotional intelligence is a process that begins by acknowledging emotions, regulating those emotions and utilizing them to perform decision making and reasoning.

Leaders who practice transformational leadership by motivating and inspiring employees, find this kind of leadership style more appreciated by employees with high EI (Jain & Duggal, 2016). (Khalili, 2017) Study showed that transformational leadership and emotional intelligence positively influence each other since high transformational leadership impacts employee's emotional intelligence by making them more understanding and aware of their leaders' feelings. Since this research aims to determine the direct effect of transformational leadership and emotional intelligence, I can conclude the following hypothesis.

Hypothesis 3: transformational leadership positively affects emotional intelligence.

1.4 Significance of the study

The aim of this study is to test the hypotheses listed above and the variables' relationships to one another and to elaborate on the importance of the findings. Organizations long for retaining top talent and reducing turnover since employee's expertise and keen skills are quite irreplaceable at times. The route to departing one's job begins with the intention of leaving an unpleasant work experience and embarking on a new career journey that they perceive as more suitable. However, through the process of wanting to depart the job and search for an alternative, organizations are spending training costs on individuals who plan to exert their knowledge elsewhere; this not only costs businesses thousands of dollars but also handling poor productivity and replacement costs are unfavorable (Mitchell et al., 2001). Concerning this issue, our objective in this research is to increase and maintain job satisfaction by studying the advantages of implementing transformational leadership.

1.4 Theoretical framework

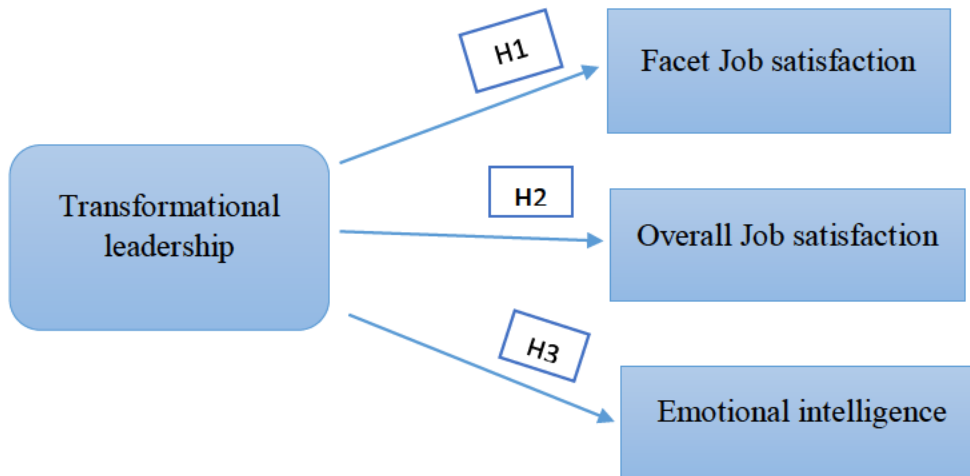


Figure 1. Theoretical framework

Hypotheses are drawn in the figure to illustrate how the variables will be studied. Hypothesis 1 will be testing the impact of transformational leadership on facet job satisfaction and whether leaders who execute this style can influence the dependent variable. Hypothesis 2 will examine whether transformational leadership positively affects overall job satisfaction. In addition, hypothesis 3 will be analyzing whether there exists a positive correlation between transformational leadership and emotional intelligence. Once we prove these hypotheses, then we can make statements on how these variables are vital for organizations who want to optimize employee job satisfaction.

Chapter Two

Literature Review

2.1 Transformational leadership

2.1.1 Transformational Leadership: historical background

Years ago, approximately during the 19th century, Thomas Carlyle introduced the ‘Great man theory’ to explain that great men were brought to earth by the Gods to enlighten and influence people through their heroic capabilities (Spector, 2016). Although many theorists used to claim that leaders are born and not made, however, as time passed and knowledge expanded, many contradicted and debunked such beliefs. Psychologist Ralph Melvin Stodgill came to a conclusion after conducting two surveys that challenged the trait-theory, and discovered that a great leader acquires certain characteristics which are not enough if the leader wouldn’t apply these traits efficiently in specific situations (Stogdill, 1948). Later on, Hersey and Blanchard (1969) demonstrated the situational leadership theory model to explain the significance of choosing the right leadership style to the most appropriate situation. Many debates have occurred in the past on which leadership theory has proved to be more beneficial than others and whether leadership traits are innate or can be developed as a skill. Furthermore, a leader’s behavior towards their followers determines the majority of the success of any leadership style, because every employees’ needs differ and require professional addressing (Salehzadeh, 2017).

2.1.2 Leadership styles

Several leadership styles exist in the meantime, but for now three main styles will be mentioned in this research; transactional, transformational, and laissez-fair. While transactional leadership focuses on goals and the execution of effort through punishment and reward, transformational leadership was brought on to deliver a vision to the followers and achieve intrinsic motivation; on the contrary, laissez-faire leadership is an approach where followers are their own leaders, meaning there is freedom to not address problems nor any responsibility (Quintana et al., 2015). House (1971) introduced the path-goal theory which advocated the transactional leadership theory that indicates how leaders must guide followers to performing tasks according to expectations so that they receive rewards for their efforts. Although contingent rewards could be a factor of motivation however, transactional leadership lacks the necessary mentoring and performance assessments (Antonakis & House, 2014). Dai et al. (2013) claimed that culture was a crucial factor in determining which leadership style is more favored, for instance, in China transformational leadership was stronger in attaining organizational commitment than transactional leadership since Asians appreciate a family-oriented work environment where trust and respect is mutual rather than only being compensated for their accomplishments. A great leader is one that knows when to apply transactional leadership and transformational leadership based on the situation and distributes contingent rewards for the motivation they recognize employees need; psychological or materialistic (Breevaart et al., 2014). According to Bass et al. (1987) a transformational leader focuses on building emotional trust with the subordinates and boosting their confidence to improve their skills. Moreover, Podsakoff et al. (1990), demonstrated their own view on transformational leadership by introducing their own measure

called transformational leadership inventory (TLI). This measure discussed six dimensions that help identify transformational leadership behavior; (Mutlucan, 2017), (Podsakoff et al. 1990):

- Identifying and articulating a vision: leaders emphasize on the importance of achieving future goals
- Providing an appropriate model: leaders thoroughly explain necessary values to the employees.
- Fostering the acceptance of group goals: leader's responsibility to motivate employees to work together and be a team.
- High performance expectations: leaders consistently expect great performance from their subordinates.
- Providing individual support: leaders show compassion and empathy towards their subordinate's feelings and emotions.
- Intellectual stimulation: leaders challenge their subordinates to think creatively and independently when doing their daily tasks.

2.1.3 Transformational leadership and personality

Implicit leadership theory (ILT) indicates that every individual has their own perception of how a leader's behavior and characteristics ought to be, and these unique beliefs are a source of cognitive functioning that allows people to make a clearer understanding of the world around them (Nichols & Erakovich, 2013). Delivering effective transformational leadership is a two-way street that requires both the effort of the leader and their followers, because if one implements and the other won't obey, then chances for company success goes awry. Felfe and Schyns (2004) justified in their article that when followers' personalities are similar to their

leaders', the more they're committed and accepting of them, and the stronger the bond between them. There are certain stable personality traits according to the Big Five model (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism), that portray a significant part in predicting behavior and employee perception of their leader; moreover, it had been studied that conscientiousness is one of the traits that is linked the most to emotional commitment (Pospisil & Meixner, 2021). Aydogmus et al. (2018) studied the relationship of transformational leadership and job satisfaction with the mediating effect of conscientiousness and discovered that when conscientiousness is high, the relationship of the two variables is shown to be more positively correlated with the possible influence of Pygmalion and Galatea effect. Rosenthal and Jacobson (1968) analyzed the Pygmalion effect of a classroom where teachers expected their students to deliver good performance and then students lived up to those expectations because of the gained confidence and motivation. On the other hand, Galatea effect is one's belief in their own capabilities to achieve desired goals, similar to self-efficacy, an individual boosts motivation through themselves, which can be a very powerful tool (Eden & Zuk, 1995).

2.1.4 Transformational leadership's strength

Bass and Riggio (2010) introduced transformational leadership's four famous elements; intellectual stimulation, individual consideration, idealized influence and inspirational motivation; where each element contributes to the success of achieving high performance. Meanwhile, when leaders provide intrinsic motivation such as task support, perpetual guidance and a well-communicated vision, not only would employees build an emotional attachment with

the company but also, their creativity and innovation abilities expands which produces a competitive advantage in the company (Gumusluoglu & Ilsev, 2009).

Psychological empowerment goes hand in hand with transformational leadership and was found to be another aspect of intrinsic motivation which allows employees to gain freedom and independence over their work and that specific feeling of power undeniably creates a better working environment (Pradhan et al., 2017). Leaders motivate employees by inspiring and energizing them to get creative with their work, increasing innovation and knowledge-sharing behavior which reveals the depth of mutual trust within the workplace and the degree of autonomy in decision making (Masood & Afsar, 2017). Not only does transformational leadership improve creativity, but it also promotes self-confidence amongst employees and strengthens their ability to create unique ways of performing their work (Mittal & Dhar, 2015). Although confidence is an admired and beneficial quality, however, for it to emerge, one must gain trust within themselves.

Self-efficacy stems from self-beliefs about one's ability to reach success; individuals who possess high self-efficacy are shown to be more driven and enthusiastic towards their goals because they tackle self-doubt and focus on mastering their skills (Bandura & Wessels, 1994). Jaiswal and Dhar (2015) discovered that in order to effectively promote a positive and innovative work environment where creativity is flourished, employees must acquire high creative self-efficacy. Supervisors tend to influence employee's well-being and work satisfaction because of their direct relationship; in addition Liu et al. (2010)'s research acknowledged that one of the crucial reasons for emotional burnout was the poor choice of leadership style and that transformational leadership along with self-efficacy can substantially hinder work stress and job

dissatisfaction. The implementation of transformational leadership becomes fruitful when employees' efforts are reciprocated towards the approach; otherwise, its impact stagnates. Caillier (2015) stated in his research that transformational leadership restricts the occurrence of whistle-blowing since the strengthened bond between employees and leaders promotes the openness to communicate the issues witnessed at work.

Organizations and individuals maintain their relationship with employees through social-exchange theory where individuals get rewarded based on good behavior and performance, although leader-member exchange theory is a form of SET; however, it differs in the way it focuses more on an emotional exchange like trust and compassion between leaders and their followers (Chernyak-Hai & Rabenu, 2018). When employees receive kind and engaging treatment from their leaders, they work harder to reciprocate their leaders' dedicated effort (Martin et al., 2016). Leader-member exchange is more effective when integrated with transformational leadership because results show high organizational commitment when leaders exhibit ongoing recognition and support towards their subordinates' tasks (Keskes et al., 2018). When leaders explain to their employees the importance of mastering their skills for achieving organizational goals, they will be motivating them to perform better and enhancing their work engagement (Ehrnrooth et al., 2021).

Transformational leadership, like any other process, requires vigilant experts to implement it, or else it becomes futile and burdensome to the company. Yücel (2021) made a study that included Turkish healthcare professionals and their response to transformational leadership during the COVID-19 pandemic and found that not only did leaders who implemented transformational leadership decrease turnover intentions, but employees' performance exceeded normal

expectations. What was dumbfounding for the researcher was the powerful effect of transformational leadership in the most emotionally exhausting and strenuous year the hospital has witnessed, where most nurses experienced a downfall in their mental well-being. Transformational leadership tends to empower and influence team-work and individualism; moreover, empowerment greatly benefits healthcare employees since it makes them gain autonomy and a sense of ownership and freedom of decision-making at their job (Choi et al., 2016). Urging employees to work hard is not adequate when there's a lack of feedback and promotion opportunities; for that matter, supervisors ought to provide continuous and sufficient feedback to employees to manage their workplace stressors and improve their adaptation to new challenges (Lin et al., 2020).

2.1.5 Transformational leadership's drawback

Transformational leadership has the potential to execute outstanding results to many organizations; however, if it's not dealt with professionally, its unpleasant dark side manifests. The basic foundation to effective transformational leadership is *charisma*, which is required to inspire and influence followers; nonetheless, past research claimed that some charismatic leaders possess narcissistic behavior that enables them to manipulate employees for their own self-centered needs (Bass & Steidlmeier, 1999). Although transformational and pseudo transformational leaders have similar tactics for inspiring employees; however, the latter abuses their power through unethical and manipulative behavior by limiting employee intellectual ability and creativity since employee dependency is a vital tool for fulfilling their self-serving interests (Christie et al., 2011). Barling et al. (2007) elaborated in their research certain behaviors that can help companies identify pseudo transformational leaders in the workplace such as, a

display of fear and dependency on the leader, overwhelming supervision, and controlling behavior that prompts high job instability.

The word stress causes our mind to think of something negative and awful; however, sometimes there's a silver lining in all the chaos, and that is the opportunity to challenge ourselves to face battles that will later help expand our knowledge. As stated previously, the Pygmalion effect can remarkably influence employee's behavior and performance; but unfortunately, its benefits can go awry when followers continuously stress themselves out to achieve expected performance and skill demands; nevertheless, a study in Saudi Arabia revealed that although stress often leads to emotional and physical burnout of employees, but with transformational leadership, job stress was less evident and organizational commitment was increased (Parveen & Adeinat, 2019). Furthermore, a familiar research study conducted in five-star hotels in Egypt discovered that transformational leadership was the most effective among front-line workers who dealt with demanding guests for prolonged hours with minimal breaks and vacation time; albeit the strenuous work that puts hospitality workers on the brink of a mental breakdown, leaders who practice and maintain proper transformational leadership can successfully prevent and decrease job stress that inevitably accompanies hotelier work (Salem, 2015). Stress can affect leaders the same way it does to followers due to the idea that emotions and bad moods are contagious; however, when leaders deal with tremendous stress, their ability to engage in transformational leadership is highly impaired by the lack of focus and heavy task overload (Diebig et al., 2017). It's important to regulate stress among leaders since it's vital to consider their psychological capacity towards stressful events, especially when they continuously portray positive thinking and motivation in the workplace. Organizations can aid the efficiency of transformational leadership by creating a safe environment where leaders obtain stable employment in which they

don't experience emotional exhaustion and a lack of focus when performing activities (Qian et al., 2020). On the contrary, negative emotions are helpful for an individual to discover their true feelings behind them and to confidently address their problems to their leader since particular emotions (such as, anger, shame or guilt) receive higher empathy than positive ones (Chauhan et al., 2021).

2.2 Emotional intelligence

2.2.1 Emotional Intelligence: historical overview

Emotions are very natural for humans; they feel pleasure and pain, but it's necessary to acknowledge, control, and master emotions instead of being ashamed of projecting true feelings (Spinoza, 1883). Throughout the years we were taught to follow our 'gut feeling' or our intuition for decision making because several ancient philosophers and current psychotherapists value the understanding of emotions in given circumstances.

Nevertheless, emotional suppression is as detrimental as emotional ignorance because when humans prevent their real emotions from surfacing, they may develop a self-destructive pattern that later manifests into unflattering behavior (Payne, 1985). Not many individuals are familiar with the concept of emotional intelligence since only recently have experts begun to discover the multiple types of intelligence humans possess but unfortunately lack the knowledge to recognize (Mayer et al., 2008). In 1995, psychologist and best-selling renowned author Daniel Goleman, emphasized the importance of emotional intelligence and focused on delivering its vital components to the public. Goleman (2001) elaborated on the importance of recognizing our and others' emotions to enhance our relationships and self-awareness; moreover, he stated that

emotional intelligence consists of personal and social skills that can be learned and improved over time.

Many theories throughout history tried to claim whether emotional intelligence is innate or possibly learned. In this study, only notable researchers and their models will be discussed and which have helped in determining the above hypotheses.

2.2.2 The evolution of emotional intelligence and its models

Goleman (2001) presented the EQ framework in which he believed that emotional intelligence competencies are learned skills that enhance work performance and productivity; moreover, he split four main components (dimensions) in his conducted model to specify the importance of regulating and recognizing emotions for social and personal improvement.

Table 1. Goleman's (2001) Emotional intelligence competencies framework

	Self (personal competence)	Other (social competence)
Recognition	<ul style="list-style-type: none"> Self-awareness Emotional self-awareness Accurate self-assessment Self-confidence	<ul style="list-style-type: none"> Social awareness Empathy Service orientation Organizational awareness

Regulation	<ul style="list-style-type: none"> • Self-management 	<ul style="list-style-type: none"> • Relationship management
	Self-control Trustworthiness Conscientiousness Adaptability Achievement drive initiative	Developing others Influence Communication Conflict management Visionary leadership Change catalyst Building bonds Team work

Before Daniel Goleman expanded the EI model, Mayer and Salovey presented their own framework to the world. Mayer et al. (2008) provided an upfront and logical overview of emotional intelligence through a four branch model where they defined EI as the ability to monitor, express and reason our emotions to interpret our thoughts and behavior. Figure two below shows an illustration of the model.

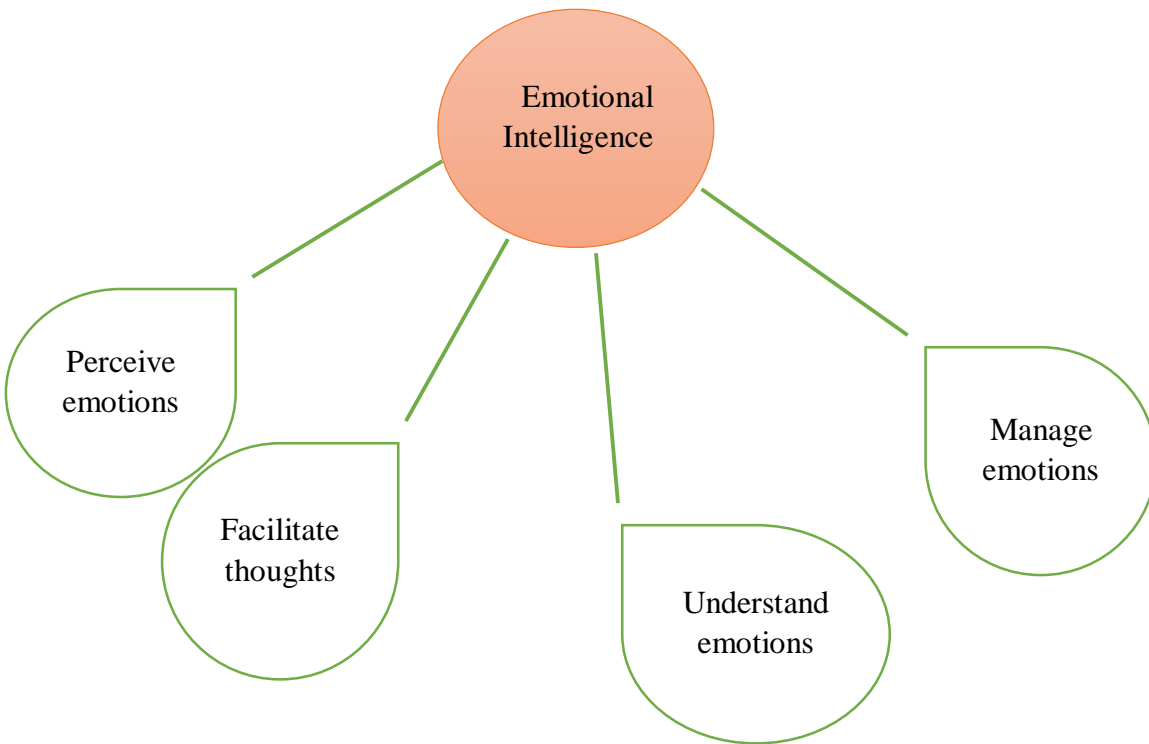


Figure 2. Mayer and Salovey's four branch model

For this research, we have used Wong and Law emotional intelligence scale (WLEIS) because of its proven high reliability and validity across many countries internationally. The WLEIS scale was developed in 2002 based on Mayer and Salovey's four branch model in which it gained remarkable significance for its division of emotional intelligence into two segments; Trait EI the primary focus on personality traits, and Ability EI the cognitive awareness of one's and other's emotions (Iliceto & Fino, 2017). In their study, Wong and Law (2002), declared that emotional intelligence was highly correlated with job performance and job satisfaction. Later on, Wong and Law introduced their popular emotional intelligence scale since other instruments lacked validity or did not cover the variable's dimensions. The WLEIS mentions four EI dimensions which are

beneficial for this kind of research since they unravel EI's effect on leadership and employee work experience.

Table 2. Wong and Law EI Dimensions

(SEA) Self-emotional appraisal	Understanding and recognizing one's emotions.
(OEA) Other's emotional appraisal	Understanding and recognizing other's emotions.
(ROA) Regulation of emotions	Being able to control one's emotions during stressful occasions.
(UOE) Use of emotion	Utilizing emotions to achieve personal and career goals.

2.2.3 Emotional intelligence and transformational leadership

Wang et al. (2018) Conducted a study consisting of 535 Chinese nurses and discovered that transformational leadership had a significant positive relationship with the nurses' emotional intelligence and intention to stay; moreover, the study revealed that transformational leadership can be very useful in improving employees' emotional intelligence in that they become more tactful in navigating their negative feelings. This study could bring an insight in considering the importance of regulating emotions especially when problems at work could lead to high turnover. Furthermore, Mandell and Pherwani (2003) also elaborated in their article that leaders who implemented transformational leadership acquired high emotional intelligence scores. This

brings the motive to examine transformational leadership direct effect on employee's emotional intelligence.

Chen et al. (2015) explored the impact of transformational leadership on employee emotional intelligence and found out that when moderated, transformational leadership positively influences emotional intelligence relationship with job performance. In addition, emotional intelligence is a crucial attribute for leaders who practice transformational leadership since it allows them to connect with employees emotionally; for instance, Ugoani et al. (2015)'s study showed that transformational leadership positively correlates with emotional intelligence.

Nevertheless, leaders who engage in transformational leadership behavior are shown to have high levels of emotional intelligence (Valeriu, 2017). Such research findings are beneficial for human resources since it can help them discover future leaders by evaluating their EI scores. One of the main objectives of this research is to distinguish the effect of transformational leadership on emotional intelligence especially when employees spend a lot of their time being trained, inspired and mentored by their supervisors. Therefore, if skills can be learned and enhanced, we can assume the same for emotional intelligence.

2.3 Job satisfaction

2.3.1: Job satisfaction: An Overview

Locke defined job satisfaction in 1976, as a positive feeling one experiences concerning their work; it could result from compensation, co-workers, a good boss and etc. Job satisfaction is a broad concept that stems from overall psychological, physiological and environmental situations (Zhu, 2013). Edwin Locke, famous for introducing the affect theory, contradicted Herzberg's two-factor theory by indicating that job satisfaction happens when employees' expectations and

desires are met with reality and not by treating the mind and the body as separate entities (Tietjen & Myers, 1998). Meanwhile, Herzberg's two-factor theory concept of job satisfaction consists of motivation and hygiene factors where one leads to satisfaction and the other with dissatisfaction (Alshmemri et al., 2017).

Although most job satisfaction theories gained well-recognition and value especially for understanding management, however they also faced criticism and backlash. For instance, Maslow's hierarchy of needs (the pyramid) stated that employees are motivated when their physiological, safety, love, esteem and self-actualization needs are met, but critics of this theory argued that Maslow over-generalized employee's needs and assumed that one solution fits all (Kaur, 2013). According to Maslow and Lewis (1987), in order to move up the pyramid, one must fulfill all needs at the bottom before reaching the top:

- ❖ Physiological (bottom): provide employees with basic needs such as; shelter, food and clothes.
- ❖ Safety and security: employees need to feel safe and secure in their job with accessible health insurance and stable employment.
- ❖ Love and belonging: humans cherish intimacy and connection and seek to find them in the workplace.
- ❖ Self-esteem: respect and confidence are needs that give employees a better image of their self-worth.
- ❖ Self-actualization (top): employees need to discover their potential and utmost creativity to achieve what they envision themselves to be.

2.3.2 The importance of job satisfaction

Companies around the world battle the consequences of poor job satisfaction and try to prevent factors that trigger turnover intention. A study in Finland showed that employees are more likely to postpone their retirement when they're satisfied in their work since their level of motivation and productivity remains high (Kautonen et al., 2012). Moreover, dental hygienists were found to be more satisfied with their work when they were less stressed and overwhelmed during their career trajectory (Patel et al., 2021).

Recently, the UK has introduced the four-week workday plan that prompts employees to work fewer hours with no alterations on their salary. Coote et al. (2021) explained in their article that shorter work hours allowed employees more leisure time which resulted in improved quality of work and a reduced rate in turnover.

On the other hand, individuals may become their own enemy and self-destruct their happiness; introducing the concept of imposter syndrome. Employees who suffer from imposter syndrome, focus on the negative feedback and neglect positive ones because of their intense self-doubting beliefs (Gadsby, 2021). Therefore, it's crucial for organizations to monitor employees' self-perception and to teach them to practice self-efficacy to overcome mental barriers. Job satisfaction is a two-way street that requires the attention of both, the employee and the organization.

The benefits of job satisfaction have been regarded with great concern for business men around the world because it serves a significant purpose in maintaining employee engagement and motivation. A recent study discovered that millennial nurses are more likely to stay in organizations with supportive leaders who promote positive environment and constructive

feedback in the workplace (Waltz et al., 2020). Furthermore, bank workers at different hierarchical levels in India experience job satisfaction and work engagement more from intrinsic than extrinsic motivators, which supports the idea that organizations can retain their employees through internal rewards (Garg et al., 2018). On the contrary, demanding jobs that induce pressure on the employees make it difficult for companies to gain organizational commitment even when their staff is satisfied (Wen et al., 2019). Suffice it to say, job satisfaction is not always equivalent to organizational commitment.

Albeit its complexity, job satisfaction is a high indicator for organizational performance, but organizational performance is not an indicator of the variable since employees will perform their tasks regardless of the lack of compensation (Bakotić, 2016).

2.3.3 Job satisfaction and transformational leadership

According to Khan et al. (2020) transformational leadership dimensions (idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation and individual consideration) have an effect on job satisfaction and stated that all the dimensions along with overall transformational leadership show a significant positive correlation with the dependent variable. Moreover, 320 teachers were surveyed for a study to examine the influence of principal's transformational leadership behavior on teacher's job satisfaction and results revealed that there exists a moderate positive correlation between the variables, especially the significant effects of idealized attributes and inspirational motivation (Tesfaw, 2014). Similarly, Hussain and Khayat (2021) wanted to investigate the effects of transformational leadership on job satisfaction in healthcare facilities and found that not only does transformational leadership improve job satisfaction but it also increases organizational commitment since a happier staff show more appreciation and loyalty to the company. On the contrary, however, Pratama et al.

(2021) conducted a recent study and found out through a regression analysis that there exists no effect of transformational leadership on job satisfaction.

Likewise, Boamah et al. (2018)'s study in Ontario showed that when leaders exhibit transformational leadership behavior, employee satisfaction increases since leaders are continuously inspiring and motivating the employees thus, creating a more positive and supportive work environment. Similarly, Munir et al. (2012)'s study claimed that transformational leadership is a vital aspect in predicting job satisfaction and that company owners must invest in such leadership style if they wish to attain employee commitment and retention. According to Omar and Hussin (2013), intellectual stimulation showed the highest positive correlation with job satisfaction, compared to the other transformational leadership dimensions. When employees are driven and inspired to be creative and innovative, they become more pleased and motivated in their job.

Chapter Three

Research Methodology

3.1 Research Design

This section of this study aims to discuss the selected methods and instruments used in this research and to analyze the relationship of TL, EI and JS. Although previous research examined these variables under different circumstances, however the importance of this study is to reveal the significance influence of leader's transformational leadership approach on job satisfaction, overall job satisfaction and emotional intelligence. The researcher's purpose in this study is to expand knowledge in this area to help organizations tackle low job satisfaction by providing a valid statistical analysis and scores of each variable tested.

Since my goal was to obtain numerical data from a large sample and to test hypotheses, I chose the quantitative research method. Not only quantitative research helps in justifying attitudes and behavior, but it also measures the cause and effect of certain variables (Sukamolson, 2007). In order to gather people's opinions, I conducted a questionnaire targeting employed or previously employed individuals from the age range of 18-65 and made sure to guarantee complete confidentiality and anonymity. Participants had to fill the first section of the survey by answering the question that indicated they agreed to participate in this study. Moreover, the questionnaire was revised and approved by the IRB (institutional revision board) before it was circulated.

3.2 Survey

The questionnaire consisted of five sections, where the first two were about the participants and their willingness to provide their input and general information such as age, gender, marital status, level of education and position at the company. All items were evaluated using a five-point likert-type scale where individuals rated whether they (strongly disagree, disagree, neutral, agree or strongly agree) with the questions given.

- For transformational leadership I used MacKenzie's shortened version of Podsakoff et al. (1990)'s questionnaire. It consisted of 14 questions that covered four dimensions of transformational leadership; core transformational leadership behavior, performance expectations, individual support and intellectual stimulation. Participants had to answer work-related questions such as, "My supervisor/manager articulates a vision" and "My supervisor/manager shows respect for my personal feelings".
- The fourth section of the survey covered emotional intelligence and was measured using Wong and Law (2002) 16-item questionnaire which consisted of EI's dimensions (SEA, OEA, UOE and ROE).
- The last section held two job satisfaction questionnaires. The aim of the study was to test the variables effects on faceted-job satisfaction so that the research provides detailed information and findings. I used Spector (1997) 36 item questionnaire to cover the participants' attitudes regarding salary, promotion, coworkers, supervisors, benefits, rewards, operation and work itself. However in this research I only used 32 items and excluded the communication facet. The second one comprised of the overall satisfaction Cammann et al. (1979) Michigan organizational assessment questionnaire where participants answered 3 questions about how they generally feel towards their job.

The survey did not include the name of the questionnaires in the title of the sections in order to deter biased opinions and invalid data.

3.3 Data collection and analysis

125 surveys out of 150 were collected from Lebanese individuals and imported to IBM SPSS version 24 for analysis since a quantitative approach was appropriate for this type of study. The survey was circulated amongst Lebanese individuals who worked in private or public sectors.

The survey was sent through phone messages where participants filled the questionnaire at their own free will. Moreover, hard copies of the survey were distributed in a human resources master's class at the Lebanese American University. Responses were recoded to numbers; for instance, strongly disagree= 1, disagree= 2, neutral= 3, agree= 4 and strongly agree= 5.

However, the questionnaire contained negative questions which the authors advised to recode once conducting the analysis. Therefore, for those specific items, reverse coding was implemented. For analyzing how transformational leadership impacted job satisfaction, overall job satisfaction and emotional intelligence, the study included; Spearman's rank order correlation coefficient (since the data was not normally distributed as per kurtosis and skewness scores), descriptive statistics of the findings, linear regression analysis to determine the relationship of the independent and dependent variable, and Cronbach's alpha to test the reliability of the instruments used.

Chapter Four

Results

4.1 Descriptive statistics

Of the 125 respondents that participated in this research, 57 (45.6%) were male and 68 (54.4%) were female. The majority age-range of the respondents were in 25-34years old (40%), (25.6%) were aged 18-24 years old, (19.2%) of the respondents were aged between 35-44 years old and only (15.2%) belonged to the age range of 45-65years old. Moreover, 72 (57.6%) of the respondents reported to being single while 46 (36.8%) were married, 6 (4.8%) were divorced and only 1 (0.8) claimed to be widowed.

Approximately 62 (49.6%) of the respondents in this study hold a bachelor's degree while 40 (32%) have a master's degree. 16 (12.8%) have a high school diploma and only 6 (4.8%) hold a PhD degree. However, only 1 (0.8%) chose not to mention their educational level. Furthermore, 50 (40%) of the sample worked as junior staff and 29 (23.2%) as middle managers. 14 (11.2%) respondents were supervisors at the company while 13 (10.4%) held an administrative position. In addition, 11 (8.8%) claimed their positions as senior managers.

Table 3. Sample characteristics

	n(%)
Gender	
Female	57(45.6)
Male	68(54.4)
Age	
18-24years	32(25.6)
25-34years	50(40)
35-44years	24(19.2)

45-65years	19(15.2)
Marital status	
Singe	72(57.6)
Married	46(36.8)
Divorced	6(4.80)
widowed	1(0.8)
Education	
High school diploma	16(12.8)
Bachelor's degree	62(49.6)
Master's degree	40(32)
Ph.d degree	6(4.8)
Prefer not to say	1(0.8)
Position	
Middle management	29(24.8)
Administration	13(11.1)
Supervisor	14(12)
Junior staff	50(42.7)
Senior management	11(9.4)

4.2 Reliability

For testing the data's reliability and consistency, I have used the IBM SPSS version 24 program which is known for its impeccable statistical results. Cronbach's alpha was used to determine and assess the variables' reliability scores. Reliability coefficient score for transformational leadership was 0.82, emotional intelligence score was 0.8, facet job satisfaction score was 0.9 and the overall job satisfaction was 0.7. I can conclude that all scales that were measured in this research obtained an acceptable reliability score.

Table 4. Reliability scores.

Variable	Cronbach's Alpha
Transformational leadership	0.822
Emotional intelligence	0.828
Job satisfaction	0.900
Overall job satisfaction	0.776

Each scale mentioned had a 5-point Likert scale, (1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree), although some had to be reverse coded since questions were negatively worded and creators of the scale advised on the importance of re-coding. For instance 1 became 5, 2 became 4, 3 stayed the same, 4 became 2 and 5 became 1. Furthermore, “My supervisor treats me without considering my feelings” was one of the negatively worded questions that had to be reverse coded. I conducted normality testing for the variables to determine whether normal distribution occurred in the variables. Shapiro-Wilk test was utilized to provide normality assumptions and results showed that the data was not normally distributed for transformational leadership ($p < 0.05$), job satisfaction, ($p < 0.05$) and overall job satisfaction ($p < 0.05$), but on the contrary, emotional intelligence was normally distributed ($p > 0.05$).

In addition, transformational leadership was the only variable that strayed away from obtaining a normal distribution since it scored -1.337 on skewness and 3.735 on kurtosis.

For that matter, Spearman's rho, non-parametric analysis was used to study the relationship of the variables and test the hypotheses. The spearman correlation is best suited to determine a monotonic relationship between the variables and whether they affect one another positively or negatively.

4.3 Hypotheses testing

H1: There exists a positive relationship between transformational leadership and facet job satisfaction.

H2: There exists a positive relationship between transformational leadership and Overall job satisfaction

H3: There exists a positive relationship between transformational leadership and emotional intelligence.

The below table discreetly shows the results for H1.

Table 5. Spearman's correlation for transformational leadership and Facet job satisfaction.

<i>Correlations</i>		
		JS
TL	Correlation Coefficient	.426**
	Sig. (2-tailed)	<0.001*

Note: TL, transformational leadership; JS, job satisfaction

*statistical significance

There exists a positive correlation between transformational leadership and facet job satisfaction since the p-value is positive and less than 0.01. The above table revealed that the variables have a moderate positive correlation ($r_s = .426$). In addition, this concludes that Hypothesis 1 is proven to be true.

Table 6. Spearman's correlation of Transformational leadership and Overall job satisfaction

<i>Correlations</i>		
		OJS
TL	Correlation Coefficient	.380**
	Sig. (2-tailed)	.000

		N		
	OJS	Correlation Coefficient	.380**	1.000
		Sig. (2-tailed)	.000	.

Note: TL, transformational leadership; OJS, job satisfaction.

*statistical significance

Similar to the above analysis, table 6 displayed a positive and moderate correlation between the two variables (transformational leadership and overall job satisfaction). P value < 0.01, rs= .380, which proves the second hypothesis that when transformational leadership increases, so does overall job satisfaction.

Table 7. Spearman's correlation for transformational leadership and emotional intelligence

Correlations

			TL	EI
Spearman's rho	TL	Correlation Coefficient	1.000	.190*
		Sig. (2-tailed)	.	.043
	EI	Correlation Coefficient	.190*	1.000
		Sig. (2-tailed)	.043	.

Note: TL, transformational leadership; EI, emotional intelligence

*statistical significance

The results showed that there exists a very slight correlation between transformational leadership and emotional intelligence, $P < 0.05$, rs= .190.

However, the Spearman correlation coefficient does not exactly measure whether there exists a linear relationship between the variables, therefore, in this study we also conducted linear

regression analysis to further understand the nature of the relationship between the independent and dependent variable.

Linear regression assumptions and findings are revealed below. The Model summary and coefficients model were used to provide a proper analysis of the variables. Table 8 explains the relationship between transformational leadership and facet job satisfaction.

Table 8. Model summary for Transformational leadership and Facet job satisfaction.

<i>Model Summary</i>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.512 ^a	.262	.255	14.133	.262	37.569	1	106	.000

a. Predictors: (Constant), Transformational leadership_score

R is equal to .512 while R² is .262 which states that transformational leadership explains 26.2% of job satisfaction (dependent variable), leaving approximately 73.8% chance that different factors influence job satisfaction.

Table 9. Coefficient Model for Transformational leadership and Facet job satisfaction.

<i>Coefficients^a</i>							
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B
	B	Std. Error	Beta				Lower Bound Upper Bound
TL_score	1.181	.193	.512		6.129	.000	.799 1.563

a. Dependent Variable: Job satisfaction_score

The above table illustrates that there exists a significant linear relationship between the independent variable (transformational leadership) and the dependent variable (facet job

satisfaction), $P\text{-value} < 0.01$, $B = .512$, meaning that with every unit increase of the independent variable, it is predicted that the dependent variable (job satisfaction) changes by 0.51.

Overall job satisfaction was tested to measure how employees feel towards their job generally, unlike facet job satisfaction which assessed different factors that contribute to work satisfaction. In this research, both scales were analyzed to get a more detailed study on how transformational leadership influences them. Table 10 and table 11 show the model summary and coefficient model of overall satisfaction and transformational leadership.

Table 10. Model summary of transformational leadership and overall job satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.440 ^a	.193	.186	1.564	.193	26.825	1	112	.000

a. Predictors: (Constant), Transformational leadership_score

Results indicated that R value is .440 and R squared is .193, meaning that transformational leadership explains 19.3% of the variability of overall job satisfaction, and 80.7% other factors influence the dependent variable.

The below table summarizes the findings of the linear regression of the two variables.

Table 11. Coefficients model for transformational leadership and overall job satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
TL_score	.107	.021	.440		5.179	.000	.066	.147

a. Dependent Variable: Overall job satisfaction_score

The table shows that transformational leadership significantly predicts the dependent variable (overall job satisfaction), $p < 0.01$, $B = .440$. Suffice it to say, there exists a linear relationship between the variables.

In this research, the aim was to discover whether there exists a relationship between transformational leadership and emotional intelligence. When conducting Spearman correlation, results showed that the variables are related but it did not explain whether that relationship was linear (when transformational leadership increases, emotional intelligences increases simultaneously). Table 12 reveals whether the two variables are positively related through a linear regression analysis.

Table 12. Model summary of transformational leadership and emotional intelligence.

<i>Model Summary</i>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.149 ^a	.022	.013	6.577	.022	2.545	1	112	.113

a. Predictors: (Constant), Transformational leadership_score

The above table shows the R value is .149 and the R squared is .022. In other words, transformational leadership only explains 2.2% of the variability of emotional intelligence, while 97.8% other factors influence it.

Table 13. Coefficient model for transformational leadership and emotional intelligence.

<i>Coefficients^a</i>								
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound

TL_score	.138	.086	.149	1.595	.113	-.033	.309
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a. Dependent Variable: Emotional intelligence_score

The linear regression analysis revealed that there was no significant relationship between transformational leadership and emotional intelligence, $p > 0.05$, $B = .149$. Although Spearman correlation indicated that there was a positive correlation between the two variables, however, Spearman, a non-parametric measure, does not determine what kind of relationship exists, and since this study aims to discover how transformational leadership influences emotional intelligence, I can conclude that there was no palpable evidence to prove the hypothesis.

Moreover, since the purpose of this study was to provide a detailed observation of how transformational leadership influences job satisfaction, it was essential for me to display the magnitude of the correlation, therefore, the subscales of transformational leadership along with the subscales of facet job satisfaction were analyzed separately.

4.4 Analysis and results for variables' dimensions

Podsakoff et al. (1990), listed four important subscales in the questionnaire that determine the strength of the variable and they are; core transformational leadership behavior, performance expectations, individual support and intellectual stimulation. Moreover, I've used eight subscales from Spector's facet job satisfaction questionnaire (pay, promotion, supervision, benefits, rewards, operating procedures, coworkers and work itself) that involves different factors that affect the individual's feelings about their work.

The analysis was conducted using Spearman correlation and results showed which subscale significantly influenced the other. The below table provides a summary of the findings.

Table 14. Correlation for TL and Facet JS subscales (pay, promotion and supervision).

<i>Spearman's Correlation</i>		CR ¹	PE ²	ISP ³	INST ⁴	PAY ⁵	PMT ⁶	SPV ⁷
CR ¹	Correlation Coefficient	1.000	.148	.399**	.479**	.221*	.203*	.345**
	Sig. (2-tailed)	.	.109	.000	.000	.015	.026	.000
PE ²	Correlation Coefficient	.148	1.000	-.182*	.190*	.011	.212*	-.020
	Sig. (2-tailed)	.109	.	.047	.038	.907	.020	.826
ISP ³	Correlation Coefficient	.399**	-.182*	1.000	.256**	.379**	.168	.621**
	Sig. (2-tailed)	.000	.047	.	.005	.000	.066	.000
INST ⁴	Correlation Coefficient	.479**	.190*	.256**	1.000	.242**	.306**	.411**
	Sig. (2-tailed)	.000	.038	.005	.	.008	.001	.000
PAY ⁵	Correlation Coefficient	.221*	.011	.379**	.242**	1.000	.543**	.421**
	Sig. (2-tailed)	.015	.907	.000	.008	.	.000	.000
PMT ⁶	Correlation Coefficient	.203*	.212*	.168	.306**	.543**	1.000	.344**
	Sig. (2-tailed)	.026	.020	.066	.001	.000	.	.000
SPV ⁷	Correlation Coefficient	.345**	-.020	.621**	.411**	.421**	.344**	1.000
	Sig. (2-tailed)	.000	.826	.000	.000	.000	.000	.

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

*. Correlation is significant at the 0.05 level (2-tailed).

CR¹: core transformational leadership behavior

PE²: Performance expectation

ISP³: individual support

INST⁴: intellectual stimulation

PAY⁵: pay

PMT⁶: promotion

SPV⁷: supervision

As shown on the table above, the four subscales of transformational leadership had an impact on pay, promotion and supervision. Core transformational leadership had a moderate correlation with pay (rs= .221), promotion (rs= .203) and supervision (rs=.345). Moreover, performance

expectation showed no relationship with pay nor supervision but had a moderate positive correlation with promotion. On the other hand, individual support, had the highest correlation with supervision (rs=.621) and pay (rs=.242) but showed no relationship with promotion. Furthermore, intellectual stimulation had the second highest correlation with supervision (rs=.411) and promotion (rs= .306) but only showed a moderate correlation with pay (rs=.242).

Table 15. Correlation for TL and Facet job satisfaction subscales.

<i>Spearman's Correlation</i>		CR ¹	PE ²	ISP ³	INST ⁴	BEN ⁵	REW ⁶	OP ⁷	CWK ⁸	WRK ⁹
CR ¹	Correlation	1.000	.148	.399**	.479**	.101	.214*	-.068	.183*	.319**
	Sig. (2-tailed)	.	.109	.000	.000	.269	.018	.460	.045	.000
PE ²	Correlation	.148	1.000	-.182*	.190*	-.075	-.052	-.123	.021	.083
	Sig. (2-tailed)	.109	.	.047	.038	.414	.573	.184	.823	.371
ISP ³	Correlation	.399**	-	1.000	.256**	.195*	.441**	.207*	.522**	.266**
	Sig. (2-tailed)	.000	.182*	.	.005	.031	.000	.023	.000	.003
INST ⁴	Correlation	.479**	.190*	.256**	1.000	.133	.265**	-.169	.272**	.202*
	Sig. (2-tailed)	.000	.038	.005	.	.147	.003	.064	.003	.027
BEN ⁵	Correlation	.101	-.075	.195*	.133	1.000	.607**	.150	.165	.191*
	Sig. (2-tailed)	.269	.414	.031	.147	.	.000	.101	.071	.036

REW ⁶	Correlation	.214*	-.052	.441**	.265**	.607**	1.000	.237**	.402**	.330**
	Coefficient									
	Sig. (2-tailed)	.018	.573	.000	.003	.000	.	.009	.000	.000
OP ⁷	Correlation	-.068	-.123	.207*	-.169	.150	.237**	1.000	.234*	.101
	Coefficient									
	Sig. (2-tailed)	.460	.184	.023	.064	.101	.009	.	.011	.276
CWK ⁸	Correlation	.183*	.021	.522**	.272**	.165	.402**	.234*	1.000	.426**
	Coefficient									
	Sig. (2-tailed)	.045	.823	.000	.003	.071	.000	.011	.	.000
WRK ⁹	Correlation	.319**	.083	.266**	.202*	.191*	.330**	.101	.426**	1.000
	Coefficient									
	Sig. (2-tailed)	.000	.371	.003	.027	.036	.000	.276	.000	.

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

*. Correlation is significant at the 0.05 level (2-tailed).

BEN⁵: benefits

REW⁶: rewards

OP⁷: operating procedures

CWK⁸: coworkers

WRK⁹: work itself

Table 15 illustrates transformational leadership subscales impact on the other facets of job satisfaction like; benefits, rewards, operating procedures, coworkers and work itself. The study revealed that individual support was the only factor that could slightly positively correlate with benefits ($r_s = .195$) and operating procedures ($r_s = .207$). While intellectual stimulation was moderately correlated to rewards ($r_s = .214$), however, individual support showed the highest

correlation towards rewards ($r_s = .441$) and coworkers ($r_s = .522$). In addition, results showed that core leadership behavior had a moderate positive correlation with work itself ($r_s = .319$).

Table 16. Correlation for overall Transformational leadership and job satisfaction subscale.

<i>Spearman's Correlation</i>		TL	PAY ¹	PMT ²	SPV ³	BEN ⁴	REW ⁵	OP ⁶	CWK ⁷	WRK ⁸
TL	Correlation Coefficient	1.000	.340**	.321**	.572**	.163	.377**	.025	.414**	.340**
	Sig. (2-tailed)	.	.000	.000	.000	.081	.000	.791	.000	.000
PAY ¹	Correlation Coefficient	.340**	1.000	.543**	.421**	.590**	.700**	.190*	.245**	.294**
	Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.039	.007	.001
PMT ²	Correlation Coefficient	.321**	.543**	1.000	.344**	.320**	.433**	.029	.180*	.283**
	Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.755	.050	.002
SPV ³	Correlation Coefficient	.572**	.421**	.344**	1.000	.327**	.571**	.163	.617**	.349**
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.075	.000	.000
BEN ⁴	Correlation Coefficient	.163	.590**	.320**	.327**	1.000	.607**	.150	.165	.191*
	Sig. (2-tailed)	.081	.000	.000	.000	.	.000	.101	.071	.036
REW ⁵	Correlation Coefficient	.377**	.700**	.433**	.571**	.607**	1.000	.237**	.402**	.330**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.009	.000	.000
OP ⁶	Correlation Coefficient	.025	.190*	.029	.163	.150	.237**	1.000	.234*	.101
	Sig. (2-tailed)	.791	.039	.755	.075	.101	.009	.	.011	.276

CWK ⁷	Correlation	.414**	.245**	.180*	.617**	.165	.402**	.234*	1.000	.426**
	Coefficient									
	Sig. (2-tailed)	.000	.007	.050	.000	.071	.000	.011	.	.000
WRK ⁸	Correlation	.340**	.294**	.283**	.349**	.191*	.330**	.101	.426**	1.000
	Coefficient									
	Sig. (2-tailed)	.000	.001	.002	.000	.036	.000	.276	.000	.

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

*. Correlation is significant at the 0.05 level (2-tailed).

PAY¹: pay

PMT²: promotion

SPV³: supervision

BEN⁴: benefits

REW⁵: rewards

OP⁶: operating procedures

CWK⁷: coworkers

WRK⁸: work itself

Table 16 shows overall transformational leadership's effect on facet job satisfaction. Correlation was highest and significant in supervision ($r = .572$), coworkers ($r = .414$), rewards ($r = .377$), work itself ($r = .340$), pay ($r = .340$) and promotion ($r = .321$). However, there exists no correlation between transformational leadership, benefits and pay.

For clarification purposes, table 17 provides the summary of the tests conducted and the variables' findings.

Table 17. Summary relationships table.

Variables	Direction	Statistic test	result	significance
Transformational leadership and facet job satisfaction	positive	Spearman correlation	$R = .426$	Significant
Transformational leadership and facet job satisfaction	positive	Regression	$B = .512$	Significant
Transformational leadership and overall job satisfaction	positive	Spearman correlation	$R = .380$	Significant
Transformational leadership and overall job satisfaction	positive	regression	$B = .440$	Significant
Transformational leadership and emotional intelligence	positive	Spearman correlation	$R = .190$	Significant

Transformational leadership and emotional intelligence	No relationship	regression	B= .149	Not significant
Core behavior leadership and pay	Positive	Spearman correlation	R= .221	Significant
Core behavior leadership and promotion	positive	Spearman correlation	R= .203	Significant
Core behavior leadership and supervision	Positive	Spearman correlation	R= .345	Significant
Core behavior leadership and benefits	No relationship	Spearman correlation	-	Not significant
Core behavior leadership and rewards	positive	Spearman correlation	R= .214	Significant
Core behavior leadership and operating procedures	No relationship	Spearman correlation	-	Not significant
Core behavior leadership and coworkers	positive	Spearman correlation	R= .183	Significant
Core behavior leadership and work itself	Positive	Spearman correlation	R= .319	Significant
Performance expectations and promotion	positive	Spearman correlation	R= .212	Significant
Individual support and pay	positive	Spearman correlation	R= .379	Significant
Individual support and promotion	No relationship	Spearman correlation	-	Not significant
Individual support and supervision	positive	Spearman correlation	R= .621	Significant

Individual support and benefits	positive	Spearman correlation	R= .195	Significant
Individual support and rewards	positive	Spearman correlation	R= .441	Significant
Individual support and operating procedures	Positive	Spearman correlation	R= .207	Significant
Individual support and coworkers	Positive	Spearman correlation	R= .522	Significant
Individual support and work itself	positive	Spearman correlation	R= .266	Significant
Intellectual stimulation and pay	positive	Spearman correlation	R= .242	Significant
Intellectual stimulation and promotion	positive	Spearman correlation	R= .306	Significant
Intellectual stimulation and supervision	positive	Spearman correlation	R= .411	significant
Intellectual stimulation and benefits	No relationship	Spearman correlation	-	Not significant
Intellectual stimulation and rewards	Positive	Spearman correlation	R= .265	Significant
Intellectual stimulation and operating procedures	No relationship	Spearman correlation	-	Not significant
Intellectual stimulation and coworkers	Positive	Spearman correlation	R= .272	Significant
Intellectual stimulation and work itself	positive	Spearman correlation	R= .202	Significant

Transformational leadership and supervision	Positive	Spearman correlation	R= .575	Significant
Transformational leadership and coworkers	Positive	Spearman correlation	R= .414	Significant
Transformational leadership and rewards	positive	Spearman correlation	R= .377	Significant
Transformational leadership and work itself	positive	Spearman correlation	R= .340	Significant
Transformational leadership and benefits	No relationship	Spearman correlation	-	Not significant
Transformational leadership and pay	Positive	Spearman correlation	R= .340	Significant
Transformational leadership and promotion	positive	Spearman correlation	R= .321	Significant
Transformational leadership and operating procedures	No relationship	Spearman correlation	-	Not significant

Chapter Five

Discussion, limitations and recommendations

5.1 Discussion

The findings in this study revealed that transformational leadership had a significant positive correlation with facet job satisfaction and overall job satisfaction. Supervision, coworkers and rewards showed the highest correlation with transformational leadership. In other words, when leaders portray transformational leadership behavior towards employees, this will result in an improved relationship with their team-mates and supervisors. Moreover, since rewards was also positively correlated with transformational leadership, I can conclude that employees are more satisfied with their rewards when they're given praise and recognition for their work. However, transformational leadership showed no effect on benefits and operating procedures, meaning that although employees are satisfied with their rewards, that does not necessarily indicate that they are pleased with the benefits they receive nor does it affect the difficulty of performing their job. In addition, transformational leadership did not show to have a positive influence on emotional intelligence in this study. The cause could be from external or internal factors, like Lebanon's unstable economy or the sample size not being large enough.

Meanwhile, when analyzing the subscales of transformational leadership to further determine how they affect the facets of job satisfaction, results showed that individual support had the highest correlation with almost all the facets. This study helped discover the importance of portraying individual support by respecting and considering employees' feelings. When leaders are more empathetic towards their employees and regard their feelings as top priority, this leads

to employees having a higher satisfaction with their pay, their chances for promotion, their supervisor, their benefits, their rewards, their tasks and their colleagues. This result was consistent with Podsakoff et al. (1996)'s study who also stated that individual support increased supervisor trust and job satisfaction. According to Hilton et al. (2021)'s research individualized support was the most effective dimension in achieving job satisfaction and organizational performance; however, the least effective dimension was intellectual stimulation. On the other hand, a study in Indonesia revealed that intellectual stimulation did not have direct impact on job satisfaction in teaching institutions (Siswanto & Yuliana, 2022).

Studying and analyzing individually the dimensions of the transformational leadership scale helped in diagnosing what factor requires the most attention. For instance, performance expectation did not have any significant correlation with job satisfaction, except for being slightly correlated with promotion. Moreover, when overall transformational leadership showed no evidence that it affects benefits or operating procedures, individual support subscale revealed that there is a correlation but requires more than individual support for it to be significant with job satisfaction.

Core behavior leadership had the highest correlation with work itself, meaning that when employees are being directed efficiently towards their goals and the organization's, they feel more pride in their work. Furthermore, the study also revealed that transformational leadership had a significant relationship with overall job satisfaction. Participants were in general, satisfied with their job. Unlike facet job satisfaction and overall job satisfaction, transformational leadership did not show any relationship with emotional intelligence. Although spearman correlation indicated a very slight correlation between the two, however it does not entirely show what kind of relationship exists, therefore, linear regression analysis was implemented.

In addition, these findings were consistent with Wang et al. (2012)'s study which discovered that high transformational leadership scores lead to high job satisfaction among employees.

Moreover, Top et al. (2013) research results also discovered the importance of transformational leadership in predicting job satisfaction when trust and commitment is involved. Fuller et al. (1999)'s previous study shared the same results of transformational leadership being positively related to job satisfaction. Furthermore Yusof (1998), critically examined in his research how practicing transformational leadership can improve engagement and job satisfaction in athletes and coaches. Additionally, transformational leadership showed a significant impact on job satisfaction among medical health care staff and although this leadership style had been previously researched too much; however, it does not change the fact that results are continuously proving its efficiency (Hussain & Khayat, 2021).

A study in the hospitality sector in Ghana analyzed the impact of transformational leadership on job satisfaction and discovered that transformational leadership can predict job satisfaction since the leader exhibits certain characteristics that help motivate employees to perform at a high level (Day et al., 2022). Likewise, this study was also able to determine how Lebanese employees are more satisfied in their job when their leader shows concern and respect for their feelings. These findings were consistent with Hilton et al. (2021)'s study in Ghana that emphasized the importance of individualized consideration on employee job satisfaction. It is crucial to state that the following research provided new knowledge on how leaders can heavily influence employees and that organizations must not jeopardize this advantage.

5.2 Limitations and recommendations

The targeted audience in this study were mainly Lebanese individuals working in private and public sectors. Unfortunately today Lebanon faces one of its worst monetary crisis with high inflation affecting bank transparency and a once stable economy (Bitar, 2021). Ever since the Lebanese currency has lost its value amid the crisis, many organizations struggle to compensate their employees properly. Furthermore Farran (2021)'s study stated that millions of Lebanese citizens were struggling with depression and poor mental health because of the prolonged and stressful economic downfall. Since job satisfaction is affected by external factors which can highly impact one's feelings about their work, I recommend studying the relationship of these variables in different circumstances where external threats are limited.

This study only analyzed transformational leadership and no other leadership style. In other words, this research lacked the possibility of discovering different variables that may have affected job satisfaction as well. For instance, transactional and laissez-faire leadership were excluded in this study. Transformational leadership only explains 18.6% of overall job satisfaction and 26.2% of facet job satisfaction, meaning that there are other factors that influence the dependent variable. Moreover, facet job satisfaction was measured with its eight subscales (pay, promotion, supervision, benefits, rewards, operating procedures, coworkers and work itself), leaving out communication, therefore, for future research I suggest including the missing subscale in the analysis. However data collection included 125 participants, but I'd recommend a larger sample for this study and a new culture to be explored.

The questionnaires for the variables were filled by the employees themselves and not by their leaders, raising the possibility of response bias, therefore, future research should be aware of such issue and reduce its occurrence.

5.3 Conclusion

The aim of this study was to explore the impact of transformational leadership on job satisfaction and emotional intelligence. Moreover, the purpose of this research was also to fill the gap in understanding this type of leadership style's effect on facet job satisfaction subscales such as; pay, promotion, supervision, benefits, rewards, operating procedures, coworkers and work itself. For a more detailed approach, I included overall job satisfaction to obtain new results for literature purposes that could help many businesses tackle the issues that arise from inappropriate managing. Furthermore, this study aims to provide beneficial information for human resource management by evidently showing how empathetic and humane acts towards employees could bring remarkable and sustainable results. It is crucial for companies that wish to maintain talent and retention to comprehend how essential transformational leadership is to secure job satisfaction in the workplace. This research was conducted in the hopes of bringing new insight and knowledge to managers that are eager to implement leadership styles that benefit their companies and employees. The findings of this study are not only beneficial to organizations that want to gain new perspective about leadership, but they also provide awareness on how a great leader could bring great changes to a company.

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Appendix A

Questionnaires and likert-scale used in the Thesis.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Questionnaire for Transformational leadership 14-item scale. Mackenzie's shortened version of (Podsakoff et al. 1990)'s TLI.

My Supervisor/Manager....

1. Articulates a vision
2. Provides an appropriate model
3. Facilitates the acceptance of group goals
4. Makes it clear that he/she expects a lot from us all of the time
5. Insists on only the best performance
6. Will not settle for second best
7. Acts without considering my feelings
8. Shows respect for my personal feelings
9. Treats me without considering my personal feelings
10. Considers my personal feelings before acting
11. Challenges me to think about old problems in new ways
12. Asks questions that prompt me to rethink the way I do things
13. Has stimulated me to rethink the way I do things
14. Has ideas that have challenged me to re-examine some of my basic assumptions about my work.

Questionnaire for Emotional Intelligence 16-item scale (Wong & Law, 2002).

1. I have a good sense of why I feel certain feelings most of the time
2. I have a good understanding of my own emotions
3. I really understand what I feel
4. I always know whether I am happy or not
5. I always know my friend's emotions from their behavior

6. I am a good observer of others' emotions
7. I am sensitive to the feelings and emotions of others
8. I have a good understanding of the emotions of people around me.
9. I always set goals for myself and then try my best to achieve them.
10. I always tell myself I am a competent person
11. I am a self-motivating person
12. I would always encourage myself to try my best.
13. I am able to control my temper so that I can handle difficulties rationally.
14. I am quite capable of controlling my own emotions.
15. I can always calm down quickly when I am very angry
16. I have good control of my emotions.

Questionnaire for Job satisfaction 36-item scale (Spector 1997).

Pay

1. I feel I am being paid a fair amount for the work I do
2. Raises are too far and few between. (Pay raises are not frequent).
3. I am unappreciated by the organization when I think about what they pay me
4. I feel satisfied with my chance for salary increases.

Promotion

1. There is really too little chance for promotion on my job.
2. Those that do well on the job stand a fair chance of being promoted.
3. People get ahead as fast here as they do in other places.
4. I am satisfied with my chances for promotion

Supervision

1. My supervisor is quite competent in doing his/her job.
2. My supervisor is unfair to me
3. My supervisor shows too little interest in the feelings of subordinates
4. I like my supervisor

Benefits

1. I am not satisfied with the benefits I receive.
2. The benefits we receive are as good as most other organizations offer.
3. The benefit package we have is equitable.
4. There are benefits we do not have which we should have

Rewards

1. When I do a good job, I receive the recognition for it that I should receive.
2. I do not feel that the work I do is appreciated.
3. There are few rewards for this who work here.
4. I don't feel my efforts are rewarded the way they should be.

Operating procedures

1. Many of our rules and procedures make doing a good job difficult
2. My efforts to do a good job are seldom blocked by red tape.
3. I have too much to do at work.
4. I have too much paperwork.

Coworkers

1. I like the people I work with
2. I find I have to work harder to my job than I should because of the incompetence of people I work with.
3. I enjoy my co-workers
4. There is too much fighting and bickering at work

Work itself

1. I sometimes feel my job is meaningless
2. I like doing the things I do at work
3. I feel a sense of pride in doing my job
4. My job is enjoyable

Communication

1. Communications seems good within the organization
2. The goals of this organization are not clear to me
3. I often feel that I do not know what is going on with the organization
4. Work assignments are sometimes not fully explained

Questionnaire for Overall Job satisfaction 3-item scale (Cammann, 1979).

1. All in all I am satisfied with my job
2. In general, I don't like my job
3. In general, I like working here