

Impact of Transformational Leadership on Job Satisfaction in Public Sector Institutions of Pakistan

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Abstract:

The role of leadership in the positive attitudes of employees, such as the satisfaction of the organizations, has been intensively studied in the past decade. Although there are many theories for studying the different management styles, the transformational management framework has been supported by significant research. This study aims to study the role of transformational leadership on job satisfaction on employees of public institutions. Transformational leaders trust and respect their subordinates and have the ability to influence the behavior of their subordinates in a way that leads more to the work of positive and organizational outcomes. Like private institutions the employees of public institution have also same mind set. There is just need of a right strategy to get 100% out of them. Transformational leader make them inspire to feel them that reduce the rigidness of employees of public institution and their tendency to resist change get reduce. This would increase their self-confidence and their self-actualization need would get satisfied by this. They feel that they are performing something which is crystal clear and they are involved in this. So on the base of analysis of literature it is being proved that transformational leadership plays a role in job satisfaction of employees and it should be adapted to get more positive outcomes.

Keywords: Transformational leadership, job satisfaction, public institutions.

1. Background

The role of leadership in the positive attitudes of employees, such as the satisfaction of the organizations, has been intensively studied in the past decade (Lutans, 2002; Adler et al, 2008; Amadeo, 2008; Garcia - Morales et al., 2008). Madalo, 2008, long and others., 2010, bubuta et.al, 2011). These studies concluded that leadership has a significant impact on job satisfaction. Among the different leadership styles, the transformational leadership paid considerable attention to organizational researchers and scientists.

2. Introduction

Leadership has a very strong influence on employees' attitudes. The role of the organization's leaders has changed almost and today the success of any organization leads the style leader. minttsbergis (2010), the true leaders of the world surrounding them have experience and modesty, because they have their own work, which is not only an individual profit, it starts.

Although there are many theories for studying the different management styles, the transformational management framework has been supported by significant research (Bass and Aviol, 1993). Leadership studies mainly lead the transformation leadership and indicate that transformational leadership affects more employees' satisfaction than other leadership styles.

Leadership is one of the factors that influence organizational policies (Ferris, Rus and Pandti, 1989; and Perisa Kakmar, 1992; Kakmar and Baron, 1999), which ultimately gives employees pleasure. One of the goals of leadership is to perceive the organizational policies of managers that affect their performance (Ram & Prabhakar, 2010). Effective leaders with a good management style are able to modify or measure perceptions about organizational policy, thereby increasing job satisfaction. Accordingly, the leadership style and organizational policy are both important factors that can affect employee satisfaction for their work.

Purpose:

This study aims to study the role of transformational leadership on job satisfaction on employees of public institutions.

Literature Review

Transformational Leadership

More than two people who have foot on the ground, the issue is raised, which will lead us and give instructions and those who follow. The Northhouse (2007) said: "The leadership process, through which the individual is influenced by a group of people to achieve common goals." Leaders now do not rely only on their authority and influence on individuals, but they are interested in interacting with their subordinates or to raise and spread the interests of subordinates (Northhouse 2007). Since 1990, the transformational leadership approach is presented by (Burns, 1978; Bass, 1985) is the most important and most frequently used and tested leadership studies. According to him, Byrnes (1978) notified the transformational leadership when leaders call their subordinates to

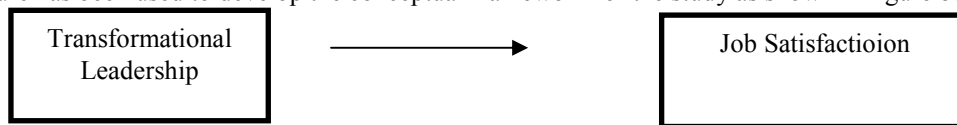
increase their faith, morality, perception, motivation and the goals of the coalition. Transformational leadership Both involvement and inspiring attitude leaders and subordinates that allow subordinates to seriously examine the existing assumptions and inspire them to think of new directions (Krishnan 2012) and lead subordinates to loyalty, obedience and trust their leaders and set tasks without testing IUKL, 2006). Transformational leaders trust and respect their subordinates and have the ability to influence the behavior of their subordinates in a way that leads more to the work of positive and organizational outcomes (citation, 2008). Their subordinates should be productive, innovative and creative and adjusted to various environmental conditions within the organization (Furkan, Kara, Tascan, and Avshalom, 2010) and try to avoid the odds related problems (Berson & Avolio, 2004).

Job Saisfaction

Wicker (2011) defined by the pleasure of service is to offer pride and inner work when a particular job is achieved. In her book Hoppock (1935), the idea of satisfaction with work was as a theoretical construction as any mental, physiological and environmental situation that facilitated the fulfillment of their occupation by the person. This is a positive psychological state that occurs when people evaluate their work (Poon JM, 2003). According to Spector, (1997) The performance of the work is something that the individual cares or dislikes or dislikes his work, the satisfaction that shows satisfaction or hatred for employees' dissatisfaction. Literature shows that job satisfaction is influenced by various factors. Spector (1997) will develop a "workload of satisfaction" to assess the level of employee satisfaction in his work involving various factors such as payments, fees, controls; Promotion, work of staff and employees. If employees receive salaries, benefits, promotion, working nature, supervision, they want to be more satisfied and want to stay in the organization.

3. Conceptual Framework and Research

The literature has been used to develop the conceptual framework for the study as shown in figure below.



Discussion

The above literature analysis shows that not only private sectors but also public institutions are getting affected by transformational leadership. Although the way of working and working conditions in private institution and public institution is totally different. In today's age individuals are getting affected by the way their boss deals them. The private institutions are not doing something extraordinary to satisfy their employees. It is their structure that makes them feel valuable. The employees of public institution also get affected by the way they are getting treated. Transformational leader cause a huge role in institution progress and make employees satisfied also. It is good to get employees involve in decision making. It creates a feeling of worthiness and belongingness in employees. They feel that they are meant to be for this organization and they should do their best to make their organization progress in every aspect. This is the feelings of prides that makes employees satisfied with their work and give them mental peace. This peace would get increase their attention toward the work.

Like private institutions the employees of public institution have also same mind set. There is just need of a right strategy to get 100% out of them. Transformational leader make them inspire to feel them that reduce the rigidness of employees of public institution and their tendency to resist change get reduce. This would increase their self-confidence and their self-actualization need would get satisfied by this. They feel that they are performing something which is crystal clear and they are involved in this.

They trust on their leader and an informal relationship gets developed between employees and the leader. This relationship get enhanced the trust and respect among leader and employees, a level of understanding would get developed among them. This level of understanding keeps the employees satisfied that they can openly share their ideas and it is acceptable if the idea click to the minds of other.

The feeling that they are under to someone get diminished by this. This would make the employees satisfied and they would feel that they are working for their own people and like they are giving him importance so we should also perform their best and keep coming with something innovative that lead them and us on the ladder of progress. As the job satisfaction make them with one team with alike mind thinking but with different creative ideas.

Conclusion

Leadership has a significant impact on job satisfaction. The true leaders of the world surrounding them have experience and modesty, because they have their own work, which is not only an individual profit. . In today's age individuals are getting affected by the way their boss deals them. The private institutions are not doing something extraordinary to satisfy their employees. It is their structure that makes them feel valuable. The

employees of public institution also get affected by the way they are getting treated. So on the base of analysis of literature it is being proved that transformational leadership plays a role in job satisfaction of employees and it should be adapted to get more positive outcomes.

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