

RESEARCH ARTICLE

Impact of Transformational Leadership Style on Employees' Job Commitment and Job Satisfaction

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Abstract: The objective of research study was to analyze and examine the impact of transformational leadership style on employees' job commitment and job satisfaction level at Jamshoro Joint Venture Limited (JJVL) and to assess which dimension of transformational style of leadership impacts on employees' job commitment and job satisfaction. Data were collected from 392 respondents by using quantitative research method. The simple random technique was used for sampling the population of Jamshoro Joint Venture Limited. The data were collected from the departments of Production, Instrument & Electrical, Mechanical, Reliability, Quality Health Safety & Security Environment, Administration, Accounts, Human Resource, with different ages, gender, and salary to know their responses. The findings revealed that transformational leadership style presence at JJVL increases employees' job commitment & job satisfaction. Employees believe that they have strong desire to stay long with organization; they found existing workplace is better option to continue their jobs and they also feel secure at their work place. Due to transformational style of leadership which intact them to stay loyal with the organization. Results revealed that implementations of transformational style of leadership style effects positively and significantly toward success of both organization and its associated employees.

Keywords: Transformational Leadership Style, Job Commitment, Job Satisfaction, Jamshoro Joint Venture Limited.

JEL Classification Codes: M12, J28

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1 Introduction

It is a need of time to adopt such as a style of leadership that ensures and retains talent in the organizations. Transformational style of Leadership promotes trust and confidence between leaders and their followers. Out of various leadership styles, few are significant. The exchange of relationship between leaders and their assistants is classified as leadership of transactional style. Whereas leadership of transformational style broadly emphasizes not only on the prosperity of organizations but also focuses on the well being of leaders and their subordinates (Bozdoğan and Aksoy, 2020).

Success and failure of organizations depends on the style of leadership. Successful organizations are always crowned by their leaders with their farsighted and committed approach. It is a leader who directs organizations to achieve milestones and enable organizations to compete with competitors. Existed organizations have to accept the great necessity to explore the contemporary style of leadership that guarantees the success of organization and their associated employees (Thamrin, 2012).

Job commitment level and satisfaction among employees could be achieved only by adopting a right style of leadership at workplace. Implementing, leadership of transformational style since past two decades in various organizations that results motivating, inspiring, stimulating, and encouraging followers to accomplish landmarks (Kishen et al., 2020).

Several organizations required to setup different approaches to keep employees' commitment at par-excellence. The brilliance of both employees and organizations toward achieving commitment and efficiency respectively required in organizations. A giant and committed leadership skill guarantees zenith of both employees and organizations. It is obvious to everyone that manager thinks about prevailing issues, whereas, leaders think about future and always having visionary eyes to sort out issues prior their occurrence. Therefore, it has been proved and acknowledged by researchers that transformational leadership found appropriate style of leadership (Sarwar et al., 2015).

It is transformational leadership in which leader extends his assurance of success and trust upon their subordinates and organizations. Through this leadership style, employees are committed towards their job; they offer their support beyond leaders' expectations. They take ownership of persisting problems as their own problems and solve them. They always engage with their leaders to do more than leader's and organization's expectations. Transformational leadership approach having characteristics of comprehensive leadership attributes as leaders and subordinates mutually work together that assures to achieve desired results with all their dedication and commitment. (Fatima et.al, 2011). Commitment is crucial for an organization' growth and development and this factor develops bond between workforces and employer to gain strength over mission and help to reach an organization' vision (Thuy et al., 2020).

Through literature review as studied and observed that many organizations working in Pakistan are not fully aware of transformational leadership style particularly in private sector setups. It is very essential to understand the importance of transformational leadership style as various researchers have endorsed its positive impact on employee's job commitment and satisfaction and organizations' performance. In Pakistan there is a huge gap to fully understand and implement all dimensions of transformational leadership style and how to get the maximum out of this leadership style.

The proposed research study was conducted to assess what leadership style is being observed with the perspective of multination company working here in Pakistan. Jamshoro

Joint venture Limited - JJVL LPG/NGL plant was designed and operated by Houston based Exterran Services (UK) Limited and it is very important to assess and gauge the commitment and satisfaction level of employees working at the plant. The purpose to select the Jamshoro Joint Venture Limited for research was as huge diverse workforce is employed at the plant and to assess and examine what leadership style is being practiced. The objective of proposed research study to examine and analyze the impact of Transformational Leadership on employee commitment and to examine and analyze the impact of Transformational Leadership on employee job satisfaction.

1.1 Conceptual framework

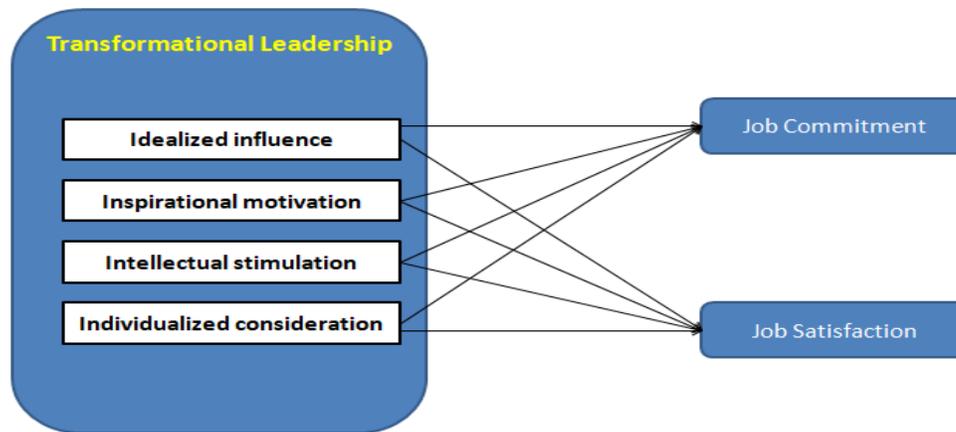


Figure 1: Conceptual Framework

2 Literature Review

2.1 Transformational Leadership on Organizational Commitment

A leader who strategically guides an organization gets edge over others competitors. In this regard, [Batool \(2013\)](#) conducted the research study to measure the impact of leadership of transformational style on the organizational commitment at the -National Bank (NBP) of Pakistan. The target population of research was the staffs of National Bank of Pakistan. Survey questionnaire was developed. Simple random sampling technique was used. Total 100 questionnaires were distributed and received response remained 95 questionnaires and respondent's rate were 95%. To assess the transformational leadership style multifactor leadership questionnaires (MLQ) consisting of 17 items were used. To assess the organizational commitment affective commitment questionnaire contained 6 questions were adapted. Cronbach's alpha analysis result was up to 0.802. Regression analysis, Correlation coefficient (r), ANOVA, Unstandardized Coefficients, Standardized Coefficients, t test was used. Result of this research showed strong and significant association between the variables.

2.2 Transformational Leadership Citizenship Behavior

The vast researches conducted on the leadership of transformational style and its impact on organizations, corporations, companies, institutions, universities scientific laboratories, banking sector, and agricultural etc. The few studies have been conducted on the leadership of transformational style in the medical field. In this regard, [Lin and Hsiao \(2014\)](#) conducted a research in medical institution. They targeted nurses of medical institution based in Taiwan to cover their maximum participants so that results could be analyzed and to gauge what leadership style really fit at there. The purposes of research work were to measure association among the leadership of transformational style, sharing of knowledge, trust and organizational citizenship behavior in medical institution in Taiwan. Total "710" sample responses from nurses were received and "565" accepted and others were considered invalid. The questionnaire was designed based on previous field-tested related instruments to examine transformational leadership, trust, knowledge sharing, and OCB. To ensure authenticity of conducted research pilot study was done to identify possible potentials errors/problems. In conducted research work, all hypotheses were supported through the use of correlation analysis and structural equation modeling. Not only knowledge sharing, transformational leadership was related to trust. Study showed that the leadership of transformational style and subordinates' intention in sharing knowledge was found interrelated and positively significant. Transformational leadership found effective to share knowledge with subordinates. Moreover, Transformational leadership plays pivotal role on subordinates trust towards their associated supervisors/managers. Likewise, subordinates trust in managers/supervisors ultimately has effect on organizational citizenship behavior (OCB).

2.3 Transformational style of Leadership Affective Organizational Commitment

[Pradhan and Pradhan \(2015\)](#) conducted research on the transformational style of leadership with the context of affective organizational commitment and employees' performance. The research objectives were to assess the impact of transformational style of leadership (TL) on the employee's job outcomes, affective organizational commitment (AOC) and to investigate how affective organizational commitment (AOC) influences contextual performance (CP). Quantitative questionnaires were used to gather data from desired employees. The collected data were analyzed through Statistical Packages for Social Sciences (18.0) AMOS 16. The survey questionnaires were distributed through Human Resource (HR) Manager among all IT software professionals and received back "564" filled- questionnaires out of "900" survey questionnaires. Received incomplete questionnaires were rejected and accepted survey questionnaires were "480" with response rate 53.33%. Regression analysis, Pearson correlation, descriptive statistics, kurtosis skewness, used to analyze data. The results confirmed that transformational style of leadership has positive and significant influence on the employee's job commitment and performance.

2.4 Transformational Leadership Relationship with Job Commitment

[Wahab et al. \(2014\)](#) did research work in Malaysia to assess the Headmasters' transformational style of Leadership and its relationship with teachers' job satisfaction and teachers' commitments. The research was based on survey questionnaire consisted 8 primary

schools of district Temerloh, and total population was 240 primary school teachers. 170 respondents as sample were selected to identify teachers' perspective to assess headmasters' transformational style of leadership style and teacher's job satisfaction commitment. In Temerloh district implemented transformational style of leadership at high extent. As showed mean value, practicing transformational leadership was high in degree.

2.5 The effect of transformational leadership on job satisfaction

Dappa et al. (2019) conducted research on improving and understandings of the association between leadership of transformational style and employees' job satisfaction, in the North Cyprus banking sector employees. Self-completed questionnaires among bank sector employees in various districts of North Cyprus were distributed randomly. Around 400 respondents returned their questionnaires the regression technique was used as per results it showed positive & significant relationship between leadership of transformational style and employees' satisfaction.

2.6 Transformational Leadership and Job Satisfaction

Zahari and Shurbagi (2012) added some significant addition in the existing literature and further elaborated transformational leadership relationship with employees' job satisfaction in National Oil Company (NOC) in Libya. To measure the employees Job Satisfaction Survey (JSS) as developed by Spector (1997) out of 36 items 20 items were used in this research to assess the job satisfaction in Libyan National Oil Company. Collected data were analyzed through descriptive statistical methods, Pearson Correlation Coefficient, and T-test. Furthermore, the relationship between transformational leadership, organizational culture and job satisfaction found significant positive relationship.

2.7 Leadership of Transformational style and employee satisfaction

Sanders (2019) studied and involved employees from various organizations and companies without focusing their organizations and companies in a particular field. The core aim of research was to examine the leadership of transformational style produce satisfaction for those staff working both in Germany and Bosnia & Herzegovina; to assess the transformational leadership style in relation to the leadership of transactional and charismatic styles. The result of this research work showed that the employees' satisfaction was significantly correlated with the leadership of transformational style related to the leadership of transactional and charismatic style.

2.8 The Influence of Transformational Leadership on Job Satisfaction

Atmojo (2015) focused on the leadership style and its influence on employee's job commitment and satisfaction. The research aim was examining the impact of leadership of transformational style towards employee's job satisfaction, organizational commitment, employee's job performance, at the state-owned enterprise in Indonesia. The results of conducted research were found significant and positive impact of the leadership of transformational style on employees' job commitment satisfaction, at PTPNV.

2.9 Transformational Leadership

According to Robbins and Judge (2007), transformational style of leaders inspires their followers to transcend their self-interests for the good of the organization. Wahab et al. (2014) explained a term transformational leadership works to develop to inspire and encourage change; it also empowers associates to reach at the zenith of success.

2.10 Job Commitment

Robbins and Judge (2007) defined organizational commitment as the place at which employees are attached with particular organization and shows intentions to stay long with the same organization.

2.11 Job Satisfaction

Robbins and Judge (2007) defined job satisfaction as when employee feels positive about his job that results from assessment of his job characteristics.

2.12 Jamshoro Joint Venture Limited

In the energy sector of Pakistan, Jamshoro Joint Venture Limited (JJVL) is one of the major gas processing sectors located in Hyderabad/Jamshoro Sindh. It's state-of-the-art plant with capacity to process in millions 325, i.e. standard cubic feet per day (mmscfd). The Liquefied Petroleum gas extraction plant was started in March 2005 however second plant with gas processing facility was commissioned in October 2014. JJVL is characterized by largest investment in the LPG sectors of Pakistan. Its final financial worth is up to "one hundred fifty million US dollars". In the LPG producing sectors in Pakistan JJVL is highlighted as the first producer to purchase and utilize patented Ortloff technology that ensures the largest propane recovery rate. The Liquefied Petroleum gas plants of JJVL were structured, manufactured, and operated by Houston based Exterran Services (UK) Limited. This group is also listed in the stock exchange of New York – USA. To meet the energy requirements of gas consumers across the Pakistan, Liquefied Petroleum gas production plants at JJVL provide gas facility up to 3 million people. The Oil & Gas Regulatory Authority is issuing authority of licensing in Pakistan. However, it is sold by SSGCL, i.e. Sui Southern Gas Company Limited to the Liquefied Petroleum gas marketing companies.

2.13 Hypotheses

H1. Transformational style of Leadership is positively associated with employees' job commitment.

H1a. Idealized Influence (II) is positively associated with employee' job commitment.

H1b. Inspirational Motivation (IM) is positively associated with employee' job commitment.

H1c. Intellectual Stimulation (IS) is positively associated with employee' job commitment.

H1d. Individualized Consideration (IC) is positively associated with employee' job commitment.

H2. Transformational Leadership is positively associated with employee Job Satisfaction.

H2a. Idealized influence (II) is positively associated with employee Job Satisfaction.

H2b. Inspirational Motivation (IM) is positively associated with employee Job Satisfaction.

H2c. Intellectual Stimulation (IS) is positively associated with employee Job Satisfaction.

H2d. Individualized Consideration (IC) is positively associated with employee Job Satisfaction.

3 Research Methodology

3.1 Instrument of Data Collection

The questionnaires were used to collect the primary data. MLQ 5X i.e. multifactor leadership questionnaire adopted to assess the transformational style of leadership and its impact on employee satisfaction. Closed-ended questionnaire based on 5-point Likert scale i.e. from Strongly Disagree (1) to Strongly Agree (5) were used. The aim to use said questionnaire was to study "The Impact of Transformational Leadership Style on Employee's Job Commitment and Satisfaction at Jamshoro Joint venture Limited (JJVL).

3.2 Sampling Size and Technique

The proposed research study for sampling used simple random technique to select the sample of total workforces in the first largest privately owned LPG/NGL producer in Pakistan at Jamshoro Joint Venture Limited (JJVL). JJVL comprises- Exterran Services (UK) Limited, & Associated Group the owner & custodian of the plants having 4000 employees in number working around Pakistan including Gilgit Baltistan. To calculate the sample size, used the formula $n = \frac{N}{1 + N(e)^2}$ where 'N' shows total population, 'n' shows sample size, & 'e' shows error. After putting values in formula and calculation, the sample size included 392 respondents.

3.3 Method of Data Collection

At the plant facility and Karachi office the questionnaires were distributed to all the employees having permanent positions i.e. Operation Manager, Plant Manager, Assistant Plant Managers, senior supervisors, Junior Supervisors, Lead Specialist senior, Lead specialist junior, senior technicians, and junior technicians. The respondents were asked to carefully read questionnaire and also help was offered to employees to understand the term transformational leadership' and its attributes i.e. four dimensions with their meaning & definition to assure the proper understandings of questionnaire. Data were collected from locations of JJVL plant facility, Karachi office and its associated offices Islamabad, and Lahore.

3.4 Data Analysis Tools

SPSS-22 was used for the analysis of data. The proposed research study was based mainly on primary data collection through the respondents. Through this software, all the data were sorted out and included. Statistical techniques were used for the purpose of analysis.

3.5 Description of variables

To achieve proposed research objectives, transformational leadership was referred an independent variable whereas employee's job commitment and satisfaction were taken as dependent variables. Transformational style of leadership dimensions, inspirational motivation idealized influence, individualized consideration, and intellectual stimulation, were used to study and examine effect of each factor on job commitment and satisfaction at Jamshoro Joint venture Limited (JJVL).

4 Findings

Internal consistency of components used in the questionnaire The rule of thumb for reliability is at least 70% or greater than this value [Becker et al. \(2012\)](#).

4.1 Cronbach's Alpha Analysis

Table 1: Cronbach's Alpha Analysis

S #	Dimensions	No. of Items	Cronbach's Alpha
1	Idealized Influence (II)	4	0.84
2	Inspirational Motivation (IM)	4	0.79
3	Intellectual Stimulation (IS)	4	0.75
4	Individualized Consideration (IC)	4	0.82
5	Job Commitment (JC)	6	0.88
6	Job Satisfaction (JC)	4	0.89

Table 1 The first dimension idealized influence included four components showed 84% internal consistency and is highly significant. The inspirational motivation includes four components and showed 79% internal consistency among four components and is significant. The Intellectual stimulation includes four components and showed 75% internal consistency among four components and is significant. The individualized consideration includes four components and showed 82% internal consistency and is highly significant. All the four dimensions of the independent variable i.e. transformational leadership showed significant Cronbach's alpha values, which means responses of the respondents showed significant internal consistency. In addition dependent variable i.e. job commitment includes six components showed 88% internal consistency among components and is highly significant and job satisfaction has 4 components, showed 89% internal consistency among components and is highly significant.

4.2 Descriptive Statistics

Standard deviation & Mean analysis of six components of Job Commitment and four components Job satisfaction measured to know the average responses on each component and the degree of deviation from the standard value. The results are discussed below.

Table 2: Descriptive Statistics

	N	Mean	Std. Deviation
I would be glad to stay in this organization the rest of my career.	392	3.8723	0.94915
I take the ownership and consider prevailing issues of this organization' are my own.	392	3.9894	1.01707
At present to staying with organization not only my need but desire to.	392	3.7872	0.88686
It seems right now I have not enough options to quit from existing organization.	392	3.383	0.82756
Even If there are some advantages for me, right now I don't take decision to leave my organization.	392	3.6383	1.16705
My existing organization is capable to garner my loyalty.	392	4.2447	0.76849

Table 2 showed mean and standard deviation analysis of dependent variable i.e. Job Commitment. This table comprises of six components of employees' job commitment, the first component showed mean value of 3.87 refers most of the employees agreed on the question "I would be glad to stay in this organization the rest of my career.". The standard deviation result shows value of 0.94, indicating that respondents are not much divisive in their perception towards this item.

The second component showed mean value of 3.98 refers most of the employees agreed on the question "I take the ownership and consider prevailing issues of this organization' are my own. ". The standard deviation result shows value of 0.88, indicating that respondents are not much divisive in their perception towards this item.

The third component showed mean value of 3.78 refers most of the employees agreed on the question "At present to staying with organization not only my need but desire to.". The standard deviation result shows value of 1.10, indicating that respondents are not much divisive in their perception towards this item.

The fourth component showed mean value of 3.38 refers most of the employees agreed on the question "It seems right now I have not enough options to quit from existing organization". The standard deviation result shows value of 0.82, indicating that respondents are not much divisive in their perception towards this item.

The fifth component showed mean value of 3.63 refers most of the employees agreed on the question "Even If there are some advantages for me, right now I don't take decision to leave my organization". The standard deviation result shows value of 1.16, indicating that respondents are not much divisive in their perception towards this item.

The sixth component showed mean value of 4.24 refers most of the employees agreed on the question “My existing organization is capable to garner my loyalty”. The standard deviation result shows value of 0.76, indicating that respondents are not much divisive in their perception towards this item.

Table 3: Descriptive Statistics

	N	Mean	Std. Deviation
The received benefits I get, similar benefits are offered by other organizations too.	392	3.6702	0.96204
On the whole, I am pleased with my Job.	392	4.0745	0.81631
In general, I like working here.	392	4.1064	0.73706
Mainly, I don't like my Job.	392	1.6702	0.70633

Table 3. Showed mean & standard deviation analysis of dependent variable i.e. Job Satisfaction. This table comprises 4 components of employees job satisfaction, the first component showed mean value of 3.67 refers most of the employees agreed on the question “The received benefits I get, similar benefits are offered by other organizations too”. The standard deviation result shows value of 0.96, indicating that respondents are not much divisive in their perception towards this item.

The second component showed mean value of 4.07 refers most of the employees agreed on the question “On the whole, I am pleased with my Job”. The standard deviation result shows value of 0.81, indicating that respondents are not much divisive in their perception towards this item.

The third component showed mean value of 4.10 refers most of the employees agreed on the question “In general, I like working here”. The standard deviation result shows value of 0.73, indicating that respondents are not much divisive in their perception towards this item. The fourth component was put in reversed order to examine the attentiveness of respondents while responding the questionnaires distributed to them, it showed mean value of 1.67 refers most of the employees Disagreed on the question “Mainly, I don't like my Job”. The standard deviation result shows value of 0.70, indicating that respondents are not much divisive in their perception towards this item.

4.3 Regression Analysis of the Dimensions of Transformational style of leadership with Job Commitment.

The regression analysis of independent variable and dependent variable was measured, Summarize results of analysis are discussed below.

Model-1 Regression Estimates: The components of TL and Job Commitment

Table 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
dimension 1	.908 ^a	0.824	0.817	0.075	0.824	104.474	4	89	0	1.985

a. Predictors: (Constant), TLICAV, TLIMAV, TLISAV, TLIIAV

b. Dependent Variable: TLJCAV

Table 4 discussed model summary of relationship between predictor variables leadership of transformational style with dependent variable job commitment. The model summary shows adjusted R square value .817 means 81% of the variance explained by the predictor in the dependent variable. The 81% adjusted R square explains that all observed points were found very close to the mean value.

Table 5: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.575	4	0.894	42.855	.000a
	Residual	8.07	387	0.021		
	Total	11.645	391			

a. Predictors: (Constant), TLICAV, TLIMAV, TLISAV, TLIIAV

b. Dependent Variable: TLJCAV

Table 5 shows analysis of variance of leadership of transformational style and job commitment. The result of ANOVA on F statistics 42.855 is .000 p value. The rule of thumb for significant p value is <0.05, results show that model is best fit.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.561	0.066		8.494	0		
TLIIAV	0.287	0.071	0.29	4.064	0	0.352	2.839
TLIMAV	0.28	0.059	0.284	4.729	0	0.496	2.018
TLISAV	0.155	0.059	0.185	2.635	0.01	0.362	2.763
TLICAV	0.144	0.061	0.194	2.372	0.02	0.268	3.738

a. Dependent Variable: TLJCAV

Table 6 shows coefficient values of all dimensions related to leadership of transformational style with dependent variable job commitment. The coefficients of idealized influence with job commitment showed significant p value .000 refers that first Alternate hypothesis Idealized influence (II) is positively associated with employee job commitment, is accepted.

The coefficients of Second dimension, i.e. inspirational motivation with job commitment showed significant p value .000 refers that second Alternate hypothesis Inspirational Motivation (IM) is positively associated with employee job commitment, is accepted.

The coefficients of Third dimension, i.e. intellectual stimulation with job commitment showed significant p value .000 refers that third Alternate hypothesis Intellectual Stimulation (IS) is positively associated with employee job commitment, is accepted. The coefficients of Fourth dimension i.e. Individualized Consideration with job commitment showed insignificant p value .018 refers that fourth Alternate hypothesis Individualized Consideration (IC) is positively associated with employee job commitment, is accepted.

4.4 Regression Analysis of Transformational leadership and Job Commitment

The regression analysis leadership of transformational style and job commitment was conducted. Summarize results of analysis are discussed below.

Model-3. Regression estimates: TL and Job Commitment

Table 7: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
dimension-.797 ^a	0.635	0.634	0.380	0.57	0.635	677.987	1	389	0	1.621

a. Predictors: (Constant), TL

b. Dependent Variable: JC

Table 7 discussed model summary of relationship between predictor variables transformational style of leadership with job commitment as a dependent variable. The model summary shows adjusted R square value .634 means 63% of the variance is explained by the predictor in the dependent variable. The 63% adjusted R square explains that all observed points were found are very close to the mean value.

Table 8: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
3	Regression	98.196	1	98.196	677.987	.000a
	Residual	56.482	390	0.145		
	Total	154.678	391			

a. Predictors: (Constant), TL

b. Dependent Variable: JC

Table 8 shows analysis of variance leadership of transformational style and job commitment. The result of ANOVA on F statistics 677.987 was .000 p value. The rule of thumb for significant p value is <0.05, results show that model is best fit.

Table 9: Coefficients^a

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	2T	Sig.
		B		Beta		
3	(Constant)	1.158	0.238		4.87	0
	TL	0.707	0.056	0.797	12.6	0

a. Dependent Variable: JC

Table 9 shows coefficient values of leadership of transformational style with job commitment. The coefficients of leadership of transformational style with job commitment showed significant p value .000 refers that Alternate hypothesis "leadership of transformational style (TL) is positively associated with employee job commitment", is accepted.

4.5 Regression Analysis of Four Dimensions of Transformational leadership with Job Satisfaction

The regression analysis of leadership of transformational style & job satisfaction is measured. Summarize results of analysis are discussed below.

Model-2. Regression Estimates: The components of TL and Job Satisfaction

Table 10: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson
					F Change	Sig. F Change	df1	df2	
dimension-0.834a	0.696	0.682	0.682	0.09868	50.943	0	4	89	2.12

- a. Predictors: (Constant), TLICAV, TLIMAV, TLISAV, TLIIAV
- b. Dependent Variable: TLJSAV

Table 10 discussed model summary of relationship between Predictor variables leadership of transformational style with dependent variable job satisfaction. The model summary shows adjusted R square value .682 means 68% of the variance is explained by the predictor in the dependent variable. The 68% adjusted R square explains that all observed points were found very close to the mean value.

Table 11: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
2	Regression	1.583	4	0.396	22.482	.000a
	Residual	6.811	387	0.018		
	Total	8.394	391			

- a. Predictors: (Constant), TLICAV, TLIMAV, TLISAV, TLIIAV
- b. Dependent Variable: TLJSAV

Table 11 showed analysis of variance for leadership of transformational style and job commitment. The result of ANOVA on F statistics 42.855 is .000 p value. The rule of thumb for significant p value is <0.05, results show that model is best fit.

Table 12: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
2	(Constant)	0.869	0.061		14.331	0		
	TLIIAV	0.05	0.013	0.283	3.714	0	0.589	1.697
	TLIMAV	0.049	0.054	0.059	0.904	0.37	0.496	2.018
	TLISAV	0.155	0.017	0.63	9.115	0	0.715	1.398
	TLICAV	0.307	0.056	0.487	5.505	0	0.268	3.738

- a. Dependent Variable: TLJSAV

Table 12 showed coefficients values of leadership of transformational style with its four

dimensions with job satisfaction. Coefficients of idealized influence with job satisfaction showed significant p value .000 refers that first Alternate hypothesis Idealized Influence (II) is positively associated with employee job satisfaction, is accepted.

The coefficients of Second dimension i.e. inspirational motivation with job satisfaction showed insignificant p value .367 refers that second Alternate hypothesis Inspirational Motivation (IM) is positively associated with employee satisfaction, is rejected.

The coefficients of Third dimension i.e. intellectual stimulation with job satisfaction showed significant p value .000 refers that third Alternate hypothesis Intellectual Stimulation (IS) is positively associated with employee satisfaction, is accepted.

The coefficients of Fourth dimension i.e. Individualized Consideration with job satisfaction showed significant p value .000 refers that fourth Alternate hypothesis Individualized Consideration (IC) is positively associated with employee satisfaction, is accepted.

4.6 Regression Analysis of Transformational leadership and Job Satisfaction

Model-4. Regression estimates: TL and Job Satisfaction

Table 13: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
dimension-818a 04	0.669	0.668	0.35594	0.669	787.142	1	389	0	1.928

a. Predictors: (Constant), TL.

b. Dependent Variable: JS

Table 13 discussed model summary of relationship between predictor variables leadership of transformational style with dependent variable job satisfaction. The model summary shows adjusted R square value .668 means 66% of the variance is explained by the predictor in the job satisfaction. The 66% adjusted R square explains that all the observed points were found very close to the mean value.

Table 14: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
4	Regression	99.725	1	99.725	787.142	.000a
	Residual	49.408	390	0.127		
	Total	149.133	391			

a. Predictors: (Constant), TL

b. Dependent Variable: JS

Table 14 showed analysis of variance of leadership of transformational style and job satis-

faction. The result of ANOVA on F statistics 787.142 is .000 p value. The rule of thumb for significant p value is <0.05, results show that model is best fit.

Table 15: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
4 (Constant)	2.013	0.07		28.9	0
TL	0.511	0.018	0.818	28.1	0

a. Dependent Variable: JS

Table 15 showed coefficients values of leadership of transformational style with job satisfaction. The coefficients of leadership of transformational style with job satisfaction showed significant p value .000 refers that Alternate hypothesis “leadership of Transformational style (TL) is positively associated with employee job satisfaction”, is accepted.

4.7 Hypotheses Assessment Summary

No	Hypotheses	Acceptance/Rejection
H1	Transformational Leadership (TL) is positively associated with employee commitment.	Accepted
H1a	Idealized influence (II) is positively associated with employee commitment.	Accepted
H1b	Inspirational Motivation (IM) is positively associated with employee commitment.	Accepted
H1c	Intellectual Stimulation (IS) is positively associated with employee commitment.	Accepted
H1d	Individualized Consideration (IC) is positively associated with employee commitment.	Accepted

No	Hypotheses	Acceptance/Rejection
H2	Transformational Leadership (TL) is positively associated with employee satisfaction.	Accepted
H2a	Idealized influence (II) is positively associated with employee satisfaction.	Accepted
H2b	Inspirational Motivation (IM) is positively associated with employee satisfaction.	Rejected
H2c	Intellectual Stimulation (IS) is positively associated with employee satisfaction.	Accepted
H2d	Individualized Consideration (IC) is positively associated with employee satisfaction.	Accepted

5 Discussion and Conclusion

Research findings revealed that transformational leadership style' presence at JJVL increases workforce's job commitment satisfaction level. Employees believe that they have strong desire to stay long with organization; they find their existing organization is better and they also feel secure at their work place. It is the result of that transformational style of leadership which intact them to stay loyal with the organization. Moreover, leadership of transformational style its four dimensions with employee's job commitment are discussed below:

The first dimension of transformational leadership is Idealized Influence that exhibited as most of the employees endorsed, being with their supervisors and their association with, make them proud. These supervisors prefer interest of an individual & team members for the betterment of the group they work with, respect is fully extended toward these individuals and group/team. Supervisor's ways to lead their group/team motivate subordinates to gain their confidence and trust upon supervisors which enhance commitment level in organization. The results showed that a dimension idealized influence of leadership of transformational style is positively and significantly associated with employee job commitment level at JJVL.

Another dimension Inspirational Motivation of transformational style of leadership was examined at JJVL and employees showed discontentment with the top management of JJVL over the unclear vision of the organization. Albeit, most of the respondents displayed that their supervisors direct their group/team to future. Supervisors are passionate that the tasks they set and they also keep their full trust on their subordinates to get those tasks done in due course of time. Inspirational motivation at JJVL stimulates employees to excel in their jobs and further enhances the productivity level of an organization. In this regard, supervisors focusing on subordinates' to align themselves towards the achievement of organizational goals which enhances commitment level an organization. Inspirational Motivation the dimension of leadership of transformational style has positively and significantly associated with employee job commitment level at JJVL.

A dimension Intellectual Stimulation of transformational style of leadership was studied and analyzed at JJVL. Employees working there possess related expertise in their work domain. Through this leadership style supervisors involve subordinates and consider subordinates suggestions with respect and admiration. The occurring issues at JJVL are resolved through different approaches tactics, subordinates are encouraged to resolve problems in different ways, these all factors of transformational style of leadership lead workforces toward job commitment at JJVL. The results showed that Intellectual Stimulation of leadership of transformational style is positively and significantly associated with employee job commitment level at JJVL.

Individualized Consideration the dimension of transformational style of leadership style was studied and examined at JJVL. Most of the subordinates disagreed and responded that their supervisors do not pay attention on job related matters. Employees do not believe that they receive any work appreciation by their supervisors as well as supervisors spend less time with them to achieve assigned objectives. Therefore, the analysis concluded that leadership of transformational' fourth dimension i.e. individualized consideration has positive effect on workforces' job commitment level at JJVL.

Leadership of transformational style and its impact on employee's job commitment level in which four out of four dimensions of leadership of transformational are positively and significantly associated with the employee job commitment level at JJVL. In general, workforces were found satisfied with leadership of transformational style practiced at JJVL.

Likewise, leadership of transformational style and its four dimensions with workforces' job satisfaction are discussed below:

Idealized Influence revealed that, workforce working at JJVL feel pride, respect, and cared by their supervisors. Those supervisors working at JJVL extend their support priority to the interest of their subordinates. Most of the employees agreed that the working environment provided by JJVL is appropriate and suitable for their job satisfaction. They attract organizational culture, as a result, employees are motivated and feel happy to work with JJVL. The results showed that Idealized Influence the dimension of leadership of transformational style is positively and significantly associated with workforce job satisfaction level at JJVL.

With regard to inspirational motivation as a dimension of leadership of transformational style to know its impact on job satisfaction level of employees at JJVL concluded that most of the employees were not communicated about the organizational vision, supervisors did not support them to pursue their future goals and they were not satisfied with the provision of benefits or rewards. Therefore, it is concluded that inspirational motiva-

tion as the dimension of leadership of transformational has insignificant impact on the job satisfaction level of employees at JJVL.

Intellectual stimulation the third dimension of leadership of transformational style to examine its impact on workforces' job satisfaction level at JJVL the results showed that employees are highly satisfied as supervisors' association with their subordinates are substantial as bilateral exchange of views are fully discussed to solve occurring issues, supervisors encourage their team members to sincerely participate and mitigate problems with different approaches. Therefore, it is concluded that intellectual stimulation as the dimension of leadership of transformational has positive and significant effect on employees' job satisfaction level at JJVL.

The last dimension of leadership of transformational style i.e. individualized consideration showed positive and significant effects on the workforce's job satisfaction level at JJVL. The result showed that employees are being given adequate time to teach, educate, make them capable to handle arising problems, supervisors support their team members to train them to develop their capacity-building and support their group/team to meet their desired targeted results. The results showed that individualized consideration the dimension of leadership of transformational style is positively and significantly associated with workforce job satisfaction level at JJVL.

Moreover, employees working at JJVL are satisfied with their jobs and generally they intend to associate with it and they strongly rejected the reverse coded question i.e. Mainly, I don't like my job.

5.1 Suggestions

It is recommended to the top management of JJVL that should properly communicate the vision of the organization to all its employees working at different job level.

Most of the employees were not known about the transformational leadership style in its meaning and implications. Supervisors and managers should properly guide their subordinates the leadership style being practiced at JJVL.

Despite attractive dimensions of transformational leadership this style of leadership is not fully implemented in practical. Due to fragile economic situation majority of the supervisors/Managers/leaders' are not concentrating to get the maximum profits out of this leadership style. As business managers are bound to manage to meet organizational objectives and are advised to reduce cost in order to show greater profitability to reporting to management.

Prominent organizations constantly trying to retain their commendable personnel especially in the field of technical capabilities. These employees working in said organizations possess human capital- that contains education and related ability. To retain competent employees organizations need emerging trends to adopt to sustain their existence.

5.2 Theoretical and Practical Implications

The findings of this research study can be used by managers, academicians, and researchers to improve their leadership styles in particularly multi-national organizational set-ups.

The researchers are advised to include the factors which assess the impact of leadership of transformational on individual and organizational productivity performance, staff turnover intentions, organizational citizenship behavior, and conflict management etc.

The proposed research study provides the academicians, managers and researchers with a set of guidance regarding the importance and significance of leadership of transformational style its effect on job commitment and satisfaction. The academicians, managers and researchers must have a strong understanding, significance, and its outcome to exercise transformational leadership style in Government, Semi- Government, Private, Autonomous, NGOs, and other organizations specifically in the Pakistan and in the world generally.

The proposed research study was limited in nature and it included only the small size i.e. 392 respondents. Jamshoro Joint Venture Limited (JJVL) it comprises two organizations i.e. Exterr Services (UK) Limited, and Associated Group the owner and the custodian of both plants in Pakistan, the same topic in other organizations within Pakistan with maximum respondents can be involved to assess the transformational leadership style.

As Pakistan has been experiencing poverty, underdeveloped country, pitiable political system, and uncertainty in economy, therefore, it is advised and encouraged other researchers to repeat the study in developed countries; those results may show more significant and positive effects.

A vast research has been conducted on topic that the employees don't leave organizations but their supervisors/managers. Keeping this in view the transformational leadership style is the answer to such responses.

The research data were taken from the plant facility, Karachi, Islamabad, and Lahore regions, other locations were not included.

5.3 Limitations of the Study

The proposed research study only selected JJVL's plant facility in Hyderabad/Jamshoro, Karachi office- branch, Islamabad office, and Main Head office Lahore. There are other organizations dealing with similar business in the country i.e. British Petroleum i.e. BP (Oil and Gas Company), OMV,Eni Pakistan Ltd -Ente Nazionale Idrocarburi., Engro Corporation Food company etc. This study has other limitations as the collected sample used in this research was only permanent employee. It can be considered not utter comparative to represent leadership of transformational style in Oil Gas. It is also advised other scholars to extend the scope of research by studying other aspects with respect to JJVL, for example, employees performance, performance appraisal, financial incentives, employees turnover, and other HR related activities to know detailed study and analysis of human resources at Jamshoro Joint Venture Company.

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