

# The Relationship Between Transformational Leadership, Job Satisfaction And Organizational Commitment In The Aviation Industry

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## Abstract

The service sector plays an important role in growing the economic life of a country. In Jordan, the service sector contributes 80% to the gross domestic product. This study aimed to investigate the link between transformational leadership, job satisfaction, and organizational commitment in a service aviation industry, which was not studied before in a developing country like Jordan. Adopting a quantitative research design, data were collected from 286 employees working in Jordanian airline companies, using a self-structured questionnaire. Data were analyzed through descriptive statistical methods with mean, standard deviation, percentage, Pearson correlation coefficient, T-test, and regression performed by SPSS. The analysis results showed that transformational leadership has a positive relationship with job satisfaction and organizational commitment. The findings of this study serve as a guide for leaders and policymakers to better understand the relationship between transformational leadership, job satisfaction, and organizational commitment. Hence, practitioners can design good policies for adopting transformational leadership to enhance the satisfaction and commitment of employees. Finally, the results of this study were extracted based on data collected from the aviation industry, which cannot be generalized across a broader range of industries.

Keywords: Transformational Leadership, Job Satisfaction, Organizational Commitment, Private Airlines Companies, Jordan

## Introduction

Since today's business environment is more challenging and competitive than ever, organizations must adapt promptly to maintain positive performance (Cai, 2019). Talented employees are the most essential asset in a firm's success and survival because they can support it to generate serious growth and stay survive (Cherif, 2020). So, to have good

employees who are capable of contributing positively to the firm, we should have a good leader who can build trust in the employees and inspire them to give their best performance (Akhtar et al., 2021; Rawashdeh et al., 2022). Transformational leadership is a type of leadership in which leaders motivate, encourage and inspire employees to innovate and develop new ways to grow and generate the change required to form the organization's future success (Top et al., 2015). Eliyana, & Ma'arif (2019) suggested that transformational leadership is very important for the success of organizations, as it helps with the support of satisfaction and commitment of employees through providing inspiration and motivation. Because of the great significance of job satisfaction, commitment, and transformational leadership, some studies were achieved on this topic but there is a sparse literature available concerning this topic in the Jordan setting, particularly the aviation industry.

Job satisfaction reflects the feeling of employees about their job or work. The success of any firm greatly depends on its human resources (Boamah et al., 2018). More delighted and satisfied individuals at work can mean they're more likely to work beyond expectations (Dappa et al., 2019). Job satisfaction enables a generation of positive employee behavior, raises their morals, increases their performance, and strengthens their bonds to the firm. The employee who is happy and satisfied with his job tends to do better work that helps the firm to meet its objectives, respond positively to market changes, and thus support the firm to enjoy a high level of performance (Alshehhi et al., 2019).

One of the valuable engines to support transformational leadership implementation is to increase employee commitment (Luu & Phan, 2020, Rawashdeh et al., 2020). Scholars have reached that individual who is happy with their manager and feel that he is being valued and appreciated for their contributions by management feel more attachment to their firm (Almutairi, 2016, Rawashdeh & Tamimi, 2020); (Puspa et al., 2017). Nguni et al. (2016) described organizational commitment as an employee's involvement with his work and firm. Employee commitment has been determined by tremendous issues including; strong belief and a high sense of belonging to the organization's values and objectives, willingness to go above and beyond expectations as well as a high tendency to stay at the firm (Top et al., 2015). Lack of commitment ultimately leads to some negative consequences such as low performance, a decline in productivity, poor employee retention, and a high turnover rate (Akhtar et al., 2021).

Based on the aforementioned discussion the objective of this study is to examine the effect of transformational leadership on job satisfaction and organizational commitment in Jordanian private aviation companies.

## Literature Review

### A. Transformational leadership and job satisfaction

Transformational Leadership focuses on creating a vision for employees, encouraging them to innovate and create the change necessary to shape the future success of the organization (Akhtar et al.,2021). Transformational leadership is designed to inspire people to look ahead and achieve success that can benefit them and their organization. It also gives employees more room to be creative, think outside the box, and find better ways to meet the predetermined objectives (Eliyana & Ma'arif, 2019) Transformational leadership is a management philosophy that focuses on the benefit value as a base for development, tolerance, and sustainability, gives close attention to the optimization of employees and the achievement of organizational mission and vision (Nguni et al.,2016). Indeed, a transformational leader is an individual in a leadership position who has a profound and tremendous influence on employees and inspires them in ways to perform beyond expectations (Boamah et al.,2018). In addition to significant influence on followers' efficiency (Puspa et al.,2017).leader with a transformational approach gives focus and emphasizes employees' personal needs, changes their awareness of a problem by supporting them to see it in new ways, and inspires them to achieve unexpected remarkable results( Lan et al.,2019).

Transformational leadership differs from other leadership styles as it involves features of idealized influence, individual consideration, intellectual stimulation, and inspirational motivation( Almutairi,2016). Idealized influence reflects the employees' outlook on their leader in terms of charisma characteristics, power, self-confidence, trust in others, consistency, and ideals to influence his employees, which employees pay efforts to imitate. The leader is considered, trusted, and respected (Luu & Phan, 2020).

Individual consideration is the degree to which leaders can associate employees' needs with the organizational function. They pay special attention to employees' requirements for development and succession (Avolio and Bass, 2002). They support improving their staff competencies towards positive levels of growth. Leaders should recognize their staff's differences in terms of needs and interests. They should maintain a steady flow of communication between themselves and their staff (Avolio and Bass, 2002; Bass, 1998). Effective leaders can increase trust and commitment in their staff by delegating specific tasks to them. Further, the significant influence of individualized consideration and transformational behaviors lies in empowering employees (Top et al,2015, Rawashdeh et al.,2021). Which leads to greater creativity, better productivity, and a more content workforce.

Inspiration motivation. Leaders present an example for their staff. They communicate their vision with staff, support hard work, and set essential objectives clearly (Bass, 1994). Transformational leader induces employees the opportunity to take on new tasks that tend to be challenging (Avolio and Bass, 2002). Transformational leaders need to

create connections with their staff through effective link which serves as a cultural and social obligation between them. This may produce a change in the values across the firm toward shared interest or opinion (Boamah et al., 2018). The leaders lead staff towards a more positive vision for the future and the essential role each individual can play in attaining their shared goals. This dimension is measured by the leaders' ability, confidence in their values, and vision to bring about (Fatima et al., 2011).

Intellectual stimulation. Transformational leadership inspires employees to be creative and come up with new ideas that may help in finding early solutions for problems (Avolio and Bass, 2002). However, it highlights rationality and new ways for staff to take into consideration. It also reassesses the exciting values, beliefs, and expectations and considers challenges as problems that should be talked and finds effective resolutions to these problems (Nguni et al., 2016). Transformational leadership does not criticize staff in public for their mistakes. Rather, it focuses on setting challenging tasks for them and stimulates them to overcome these challenges the way they think (Dappa et al., 2019).

The four dimensions of transformational leadership – inspirational motivation, intellectual stimulation, individual consideration, and idealized influence are positively related to job satisfaction (Suliman et al., 2011), as well as the conclusion reached by (Fatima, et al., 2011). Omar & Hussin (2013) reported a positive relationship between intellectual stimulation and inspirational motivation with job satisfaction, while individual consideration was negatively related. Choi et al., (2014) show that only one of the four transformational leadership characteristics is found to have a significant relationship with job satisfaction. Characteristics of individualized consideration are found to be contributed most to job satisfaction. Accordingly, the following hypothesis was proposed.

H1. There is a significant relationship between transformational leadership and job satisfaction

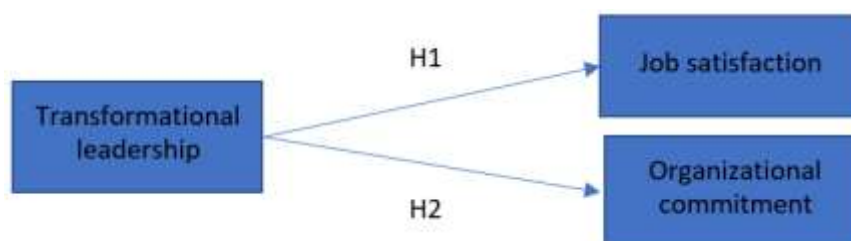
#### B. Transformational Leadership and organizational commitment

Organizational commitment is positively correlated with the leadership competencies that make employees feel recognized and appreciated (Puspa et al., 2017). Leadership also helps create a commitment culture by aligning employee desires and interests with firm objectives and goals (Almutairi, 2016; Rawashdeh et al., 2022). Generally speaking, the growth of business firms has stayed on various internal and external elements, and human resources is assured as the most valuable source of firms' competitive advantage (Akhtar et al., 2021). Organizational commitment is very important for firms to attract and retain talented employees, as only committed ones will be willing to maintain their work for the firm and exert great effort toward attaining its goals (Dappa et al., 2019). Committed employees enjoy higher job satisfaction and are more likely to stay with the organization (Nguni et al., 2016). Many studies examined the

relationship between transformational leadership and organizational commitment for example, Fatima et al.,(2011) conducted a study in Pakistan's banking sector and found a positive that transformational leadership positively affects job satisfaction and organizational commitment of employees. Ayhan et al.,(2013) conducted research in Turkey and concluded that transformational leadership style affected the job satisfaction and organizational commitment of teachers in a positive way. In their study, Indonesia, Eliyana & Ma'arif (2019) found that transformational leadership has a direct significant effect on job satisfaction and organizational commitment. Accordingly, the following hypothesis was proposed.

H2. There is a significant relationship between transformational leadership and organizational commitment

**Fig.1. conceptual framework**



### Methodology

Primary data was the main source of data collection. A self-structured questionnaire was adopted to collect data from the research sample. All measurement questions were obtained from past studies scales to ensure the reliability and content validity of latent variables. Transformational leadership was measured with 16 items taken from Fatima et al.,(2011); Almutairi (2016); Alshehhi et al.,(2019); Eliyana & Ma'arif (2019), it included sample items like, leader help followers develop themselves. Job satisfaction was measured with 8 items adopted from Boamah et al., (2018). Rawashdeh et al.,(2020) included sample items like, I 'am extremely satisfied with my Job. While organizational commitment was measured with 9 items taken from Puspa et al.,(2017), and Rawashdeh & Tamimi(2019) it included sample items like, I feel very little loyalty to this company. The population of this research involves all employees working at the twelfth private airline companies located in the capital Amman, Jordan, which counts more than 2100 according to their human resource departments. A convenience sampling technique was used in this study. Participants were informed to rate their answers based on a 5-point Likert Scale where 5 indicated strong agreement and 1 indicated strong disagreement. A total of 450 questionnaires were distributed, and 344 questionnaires were collected, out of which 286 were found to be useable for further analysis with a response rate of 64 percent. Data were analyzed through descriptive statistical methods with mean, standard

deviation, percentage, Pearson correlation coefficient, T-test, and regression performed by SPSS. Cronbach's Alpha was used to test the internal consistency of the instrument. The independent variable for this study is transformational leadership, while, job satisfaction and organizational commitment are the dependent variables.

Regarding the respondents' profile, the majority were male (n 232, 81%), and female (n54, 19%). As for age, less than 25 years (n 19, 7 %), 25 and less than 30 years (n 102, 36%), 30 and less and less than 50 years (n 129, 45%), and above 50 years (n36, 12 %). For education, the majority of respondents holding a diploma or less (n 158, 55%), undergraduates (n 120, 42%), and (n8, 3%) graduates. The respondents' experience was also varied; 26 (9%) were less than 5 years of experience, 5 and less than 15 years of experience 189(66%), and 71 (25%) were above 15 years.

**Table 1. Scale determines the relative importance of the mean**

The level of the effect	The Mean
Low	2.33 and less
Medium	2.34 - 3.67
High	3.68 - 5

**Table 2. Means and standard deviations for survey Items**

No.	Domains	Mean	St. deviation	Degree of agreeing
1	Transformational leadership	3.024	.552	Medium
2	Job satisfaction	3.567	.724	Medium
3	Organizational commitment	3.343	.818	Medium

**Table. 3. Regression Analysis**

Variable	R	R Square	F	Sig	B
TL → JS	.84	.41	81.472	0.000	0.988
TL → OC	.62	.18	28.226	0.000	0.702

## Results and Discussion

Table 2 shows the mean values of transformational leadership, job satisfaction, and organizational commitment. The mean score for transformational leadership is (3.024), which reflects the respondents' opinions about a visionary and team-oriented leadership approach of the managers. Scores indicate that individuals had a positive attitude toward their managers. Based on respondents' replies, leaders have been getting them to think creatively and respected their feelings before putting decisions into action. 3.567 is the mean score for job satisfaction, which explains the satisfaction of individuals with multiple aspects of their work. The scores reflect valuable feelings of individuals towards their job which implies that individuals were happy with their job. Finally, 3.343 is the mean score for organizational commitment, which reflects the emotional bond level of employees towards their company. The scores indicate that individuals are somewhat feeling a sense of belonging in the workplace, living the values of their company, and taking pride in their work.

Regarding the hypotheses testing, Table 3 indicates the findings of regression analysis, which show the effect of the independent variable (transformational leadership) and independent variables (job satisfaction and organizational commitment). The value of  $R^2$  reflects how much the (independent variable transformational leadership) explains the variance of the dependent variables (job satisfaction and organizational commitment) upon this idea, transformational leadership explains 41 % of the variance of job satisfaction while the remaining 59 % is the unexplained variability, for organizational commitment transformational leadership explains 18 % of the variance while remaining 82% is the unexplained variability. To test hypothesis one, the  $f$  value (81.47) indicates that there is a significant relationship between transformational leadership and job satisfaction as the value of the significance level (0.000) related to the  $f$  value was less than 0.05, suggesting the presence of the relationship. Thus, this result support hypothesis one and confirm that implementing a transformational leadership approach can lead to a high level of job satisfaction. If individuals are pleased with their jobs they will pay effort beyond expectation which will help the company to stay competitive. In a similar vein, happier employees are more likely to show better performance at the workplace. Satisfied employees also work harder, are more productive, and have lower turnover intentions. The above-mentioned result is in congruence with other scholars' (Suliman et al., 2011; Fatima, et.al., 2011; Omar & Hussin, 2013; Choi et al., 2014 Rawashdeh et al., 2021) results. To test hypothesis two, the  $f$  value (28.22) indicates that there is a significant relationship between transformational leadership and job satisfaction as the value of the significance level (0.000) related to the  $f$  value was less than 0.05, suggesting the presence of the relationship. Thus, this result supports hypothesis two and confirms that implementing a transformational leadership approach can lead to a high level of organizational commitment. This result explains that transformational leaders encouraged employees to feel attached to the company. Committed employees enjoy higher job satisfaction and are more likely to stay with their organization. Employees are more likely to be productive when they are achieving positive ponds to their work. This result also is in congruence with other scholars Fatima et al., 2011; Ayhan et al., 2013; Eliyana & Ma'arif 2019) results.

### **Conclusion, Limitations, and Recommendations**

The competitiveness and performance of companies relied largely on the job satisfaction and organizational commitment of their individuals. Transformational leadership is a process that encourages interpersonal relationships among leaders and followers, an approach to increase employees' satisfaction and commitment levels. This study has evaluated the relationship between transformational leadership, job satisfaction, and organizational commitment in Jordanian aviation companies. Previous studies concluded a positive relationship between transformational leadership, job satisfaction, and organizational

commitment, and this study empirically confirmed the findings of past studies. The findings of this study serve as a guide for leaders and policymakers in better understanding the relationship between transformational leadership, job satisfaction, and organizational commitment. Hence, company management can design good policies for adopting transformational leadership to enhance the satisfaction and commitment of employees. Finally, the results of this study were extracted based on data collected from the aviation industry, which cannot be generalized across a broader range of industries.

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