

Examining the Effect of Transactional and Transformational Leadership Styles on Employee Satisfaction in Conglomerate Companies

Thilageswary Arumugam, Amira Rahman, Mazuwin Maideen, Shamini Arumugam

Abstract: *Employee satisfaction has been one of the key issues discussed in behavioural science. Many research has studied into the effective leadership approach by managers in organisation leads to organizational performance. However, leadership has an effect on employee satisfaction towards employee job performance. Employee satisfaction plays a crucial role in determining employee performance. Employee satisfaction depends upon the leadership style of managers. The purpose of this study was to determine the relationship between leadership styles and job satisfaction among employees in the private organisations. A cross-sectional study using web survey distributed among 377 conglomerate employees through the simple random sampling method. This study includes an analysis of two independent variable which is Transformational leadership and Transactional leadership and job satisfaction as dependant variable. The findings of the study indicate that transformational leadership and transactional leadership were significant positively correlated to employee job satisfaction. Thus, all hypothesis were accepted. This implies that employees with high job satisfaction tend to perform better with the existence of high involvement of transactional and transformational leadership. Besides, it is important that both the leadership styles are essential to employee satisfaction at job which can lead to organizational performance collectively.*

Keyword: *transactional leadership, transformational leadership, employee satisfaction*

I. INTRODUCTION

Many literatures has shown that employee job satisfaction relies largely on the leader's style of leadership which will reduce employees turnover rate, work load, and increased the productivity level of both employee and the entire organisation (Tnay, Othman, Siong, & Lim, 2013). As suggested by the Metwally & El-bishbishy (2014), according to the researcher on job satisfaction, employees job satisfaction refers to the attitudes of employees towards their jobs and the organisation, which employs them by Mosadegh Rad & Yarmohammadian (2006). Employees that has ability to have a clear understanding of the objective and the goals of the organisation is also considered as effective element of job satisfaction.

II. REVIEW OF LITERATURE

As it was mentioned above, job satisfaction is a crucial factor for the function of an organisation and it is likely to be affected by the organisations leadership and internal culture. Locke (1976) defined job satisfaction as "a positive emotional state that is achieved by one's job or job experiences". Follow by a simplify definitions by Spector (1997), job satisfaction as the feeling of satisfaction or dissatisfaction of people toward their job. Based on previous study that carried out by Bushra et al. (2011), job satisfaction can be describe as the emotional responses of individuals towards their work or workplace and these emerge from employee's experiences.

However, some researchers also claim that job satisfaction is affected by factors such as absenteeism, high turnover, and participation in decisions-making, grievance expression, tardiness, low morale and quality improvements (Lee & Ahmad, 2009). As suggested by the Mberia & Midigo (2016), according to the researcher on job satisfaction, the factors that might contribute to the job satisfaction of an employees are through the wages, benefits, accomplishments, acknowledgement, communication, working job conditions, job importance, independence, co-workers,

Manuscript published on 30 January 2019.

*Correspondence Author(s)

Thilageswary Arumugam, Asia Pacific University of Technology and Innovation, Malaysia.

Amira Rahman, Asia Pacific University of Technology and Innovation, Malaysia.

Mazuwin Maideen, Asia Pacific University of Technology and Innovation, Malaysia.

Shamini Arumugam, Asia Pacific University of Technology and Innovation, Malaysia

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](http://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC-BY-NC-ND license <http://creativecommons.org/licenses/by-nc-nd/4.0/>

professionalism, relationship, organisational climate, relationships, working for a reputable agency, positive, job security, workplace flexibility team environment, supervisor support, and genetic factors by Mosadegh Rad & Yarmohammadian (2006). Furthermore, Sulieman Ibraheem et al., (2011) also claim that the leadership style is the main factors that determine employees' job satisfaction.

Transformational leadership is a style of leadership where a leader works with the rest of the staff members to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group (Northouse, 2015). Previous study argued that, transformational leaders bring positive and valuable changes in employees (Ali, Syed & Arshad, 2012). Leaders who are able to apply this kind of leadership are more focused on transforming their subordinates to help each other, to encourage and be harmonious, and to pay attention to organisation as a whole.

In an article written by Bass and Riggio (2006), there were four dimensions of transformational leadership. These are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Idealized influence is the dimension which refers to leaders who act as strong role models for their subordinates due to their exceptional abilities and high principle of ethical and moral conduct. Inspirational motivation includes the development and communication of an appealing vision, using symbols and images to focus the efforts of subordinates. Moreover, intellectual stimulation refers to the type of dimensions relates to motivating and inspiring followers to work in achieving organisation's goals. While, individualized consideration is the behavior includes the provision of support, encouragement, coaching, delegation, advice and feedback for use in the followers' personal development.

Transactional leadership style is defined as comprising motivation and directing to achieving followers self-interest through rewards and punishment for the exchange. In view of this exchange philosophy, transactional leadership is the setting standards that individual followers are expected to follow in order to measure their satisfaction against set standards (Baah & Ampofo, 2016). However, according to Riaz & Haider (2010), rewards should be desirable enough to inspire followers because positive rewards come with concrete success for employees in terms of their compensation, career development and their supervisors satisfaction. Avolio et al. (1991) there were three dimensions of transactional leadership: contingent reward, active management by exception, passive management by exception.

Herzberg's two factor theory is the theory that introduces by Frederick Herzberg (1959). This theory is based on the belief that a satisfied employee is a productive employee. The two factors are classified into hygiene factors and motivational factors. Hygiene factors are known as the factors that characterize the context or environment of a person's work. It can be a cause of job dissatisfaction unless appropriately applied by an organisation. For instances, quality of supervision, pay, company policies, working conditions and job security. Motivational factors are known as satisfiers and they are more concerned towards factors

involved in performing the job such as recognition, promotion and achievement. When applying the theory in this study, organisations can seek a long-term relationship with employees and at the same time expect the concern to be reciprocated. With the norm of reciprocity, employees will engage themselves and effective commitment in response to organisation and create an employee-organisation relationship. Hence, the theory did explain the link between employment relationship and it will affect the job satisfaction.

A. Relationship between Transformational leadership and Job Satisfaction

Several empirical studies have proven that the positive relationship between transformational leadership and job satisfaction. A study done by Sulieman Ibraheem, et al. (2011) showed that there are relationship between transformational leadership and job satisfaction. Similarly Bateh & Heyliger (2014) argued that, there was relationship between transformational leadership style and employees satisfaction. Therefore, it important for transformational leaders to encourage and motivates their employees to think in a creative way and innovation way.

In other words, transformational leadership can lead to higher levels of employee satisfaction than those who are either indifferent or unconcerned with their subordinates (Metwally & El-bishbishy, 2014). The researchers also suggested that leadership that is concerned only with the output of the employees and do not take into consideration the feelings of its follower failed to attain best effort of the employee (Cumming et al., 2010). Hence, transformational leadership should be adopted to improve employee's satisfaction. However, Givens (2008) argued that, transformational leaders inspire employees to work harder and providing them with the idea of a common vision related to their personal evolvment and completion. Therefore, majority of the previous studies had highlighted that transformational leadership give a positive impact on job satisfaction. Hypothesis 1 (H1) is proposed as follows: H1: There is a relationship between Transformational leadership style and job satisfaction.

B. Relationship between Transactional leadership and Job Satisfaction

The study on transactional leadership has been increase to include as variables. Past researches have investigated the relationship between transactional leadership and job satisfaction. A study done by Hongnou et al. (2014) proven that there is a significant and positive relationship between transactional leadership and job satisfaction. It influenced by factors of achievement, recognition, salary, advancement, working conditions and relationship with others. Based on previous study done by Rizzi et al. (2013) argued that, there was a positive relationship between transactional leadership and job satisfaction. However, some researchers also claim that employee job satisfaction is not dependent upon the transactional leadership style. According to Ali et al. (2013),

there was no significant relationship between job satisfaction and transactional leadership style. Voon et al. (2011) also conducted a research in public sector organisations in Malaysia in order to examine the influence of leadership styles on job satisfaction. Specifically, the results indicated that there was no significant relationship

between transactional leadership and job satisfaction. Therefore, as majority of the studies have shown that transactional leadership has a positive influence on job satisfaction, hypothesis 2 (H2) is proposed as follows: H2: There is a relationship between Transactional leadership style and job satisfaction.

III. METHOD & MATERIALS

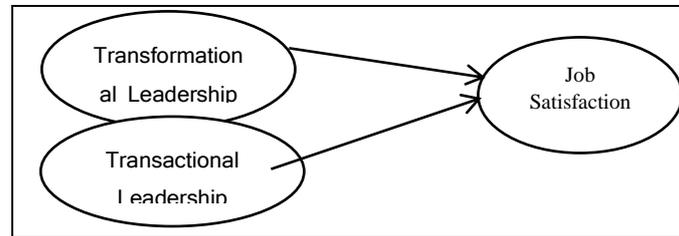


Figure 1: Research Framework -The relationship between Leadership styles and Job satisfaction among employees in the Malaysian Private Organisations

Table 1 Research Hypothesis

No.	Hypothesis Statements	Types of Hypothesis
H1	There is a relationship between Transformational leadership style and job satisfaction	Pearson Moment Correlation Test
H2	There is a relationship between Transactional leadership style and job satisfaction	Pearson Moment Correlation Test

In this research, primary data collection will be through distributing the questionnaire to the respondents. The questionnaires are adopted from previous studies and questionnaire will be distributed physically to the respondents. To collect data from this study, 377 questionnaires were delivered to the respondents in the Conglomerate Company by using a Simple Random Sampling. In simple random sampling, the researcher develops an accurate sampling frame, selects samples from sampling frame according to mathematically random procedure, then locates the exact sample that was selected for inclusion in the sample. After numbering all samples in a sampling frame, the researcher uses a list of random numbers to decide which sample to be selected.

In addition, the secondary data collection will be collected through the literature review of the past researchers. According to Saunders et al. (2012), secondary data is data that have already been collected for some other purpose, perhaps processed and subsequently stored. This study was measured using an adopted version of the Multifactor Leadership Questionnaire (MLQ) developed by Avolio, Bass & Jung (1997) as cited in Loganathan 2013, scale to measure the transformational leadership (18 items) and transactional leadership (11 item) among employees in the Malaysian Private Organisations, using five-point Likert scale. A total of 18 statements was read to the respondents to find out their opinion whether they agree or disagree.

For analytical purposes, those who scored below the mean score was categorized as “low” group while those who scored above mean score was categorized as “high” group. Lastly, the assessment of transactional leadership scale with 11 statements will be show in Table 3.3.

This study was measured using an adopted version of the Minnesota Satisfaction Questionnaire (MSQ) (20 items), developed by Weiss, Dawis, England & Lofquist (1967) (Loganathan, 2013), scale to measure the job satisfaction among employees in the Malaysian Private Organisations, using five-point Likert scale.

The total numbers of 377 questionnaires distributed as sample size based on Raosoft software calculation. However 118 respondents collected without error. The sampling method chosen was simple random sampling method. The reliability of measure based on Cronbach’s alpha, reliability coefficient that indicates how well the items in a set are positively correlated to each other (Sekaran, 2003). Then, the researchers will test the hypothesis by inferential testing, Pearson Moment Correlation test, which help to identify the relationship between job satisfaction, transformational leadership and transactional leadership. These analyses will bring about the analysis of variables against the selected sample to fulfil the research objectives.

IV. RESULTS

Demographic characteristic of this study would present the basic information of respondents. Demographic information about each of the respondents consists of several items, namely: gender, marital status, age, job title and years of service. To collect data from this study, 377 questionnaires were delivered to the respondents in the Conglomerate Company, where 118 respondents provided information about themselves.

Examining the effect of transactional and transformational leadership styles on employee satisfaction in conglomerate companies

The results of the demographic data are presented below in Table 2.

Table 2: Demographic profile

Variables	Frequency (n)	Percentage (%)	Cumulative Percentage (%)
Gender			
Male	52	44.1	44.1
Female	66	55.9	100.0
Marital Status			
Married	76	64.4	64.4
Not-Married	42	35.6	100.0
Age			
18-22	14	11.9	11.9
23-27	32	27.1	39.0
28-32	24	20.3	59.3
33-37	25	21.2	80.5
38 and above	23	19.5	100.0
Job Title			
Executive	18	15.3	15.3
Officer	63	53.4	68.6
Others	37	31.4	100.0
Years of service			
0-5	43	36.4	36.4
5-10	32	27.1	63.6
10-15	19	16.1	79.7
15-20	7	5.9	85.6
20-25	8	6.8	92.4
25-30	6	5.1	97.5
30-35	3	2.5	100.0

Gender summary of the respondents from the questionnaire provided for research. The overall total of 118 respondents, there were 52 male respondents (44.1%) and 66 female respondents (55.9%). The proportion of gender is relatively balanced. The marital status of 118 respondents. According to the pie chart, 76 respondents are married (64.4%) and 42 respondents are not married (35.6%). It shows that most of the respondents that participate in this study were married.

As shown in the table above, the respondents aged between 23-27 have the highest percentage (27.1%). Whereas, respondents between 33-37 have the second higher percentage (21.2%) and followed by respondents aged between 28-32 (20.3%) and respondents of 38 and

above. The lowest percentage of respondents in this study is aged between 18-22 (11.9%).

In terms of job title, out of 118 respondents, 18 respondents were executive level (15.3%), 63 respondents were officer level (53.4%) and 37 respondents were others level (31.4%). It showed that the majority of the respondents that participated in this study were officer level.

The figure above indicates the years of service of the respondents. As indicated, the highest percentage with 43 respondents from 0-5 years (36.4%), while the second highest percentage with 32 respondents for 5-10 years (27.1%). The remaining respondents with 19, 8, 7, 6, 3 of them for more than 10-15 years (16.1%), 20-25 years (6.8%), 15-20 years (5.9%), 25-30 years (5.1%) and 30-35 years (2.5%), respectively.

Table 3: Descriptive analysis of variables

	Descriptive Statistics								
	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
JobSatisfaction	118	2.50	2.50	5.00	456.25	3.8665	.05150	.55946	.313
TransformationalLeadership	118	3.50	1.28	4.78	426.17	3.6116	.06019	.65386	.428
TransactionalLeadership	118	3.18	1.64	4.82	414.73	3.5146	.06338	.68848	.474

The table 3 indicates that job satisfaction has the highest mean score which is $M=3.8665$ and $SD=0.55946$, and the lowest mean score is transactional leadership which is $M=3.5146$ and $SD=0.68848$, then followed by transformational leadership which is $M=3.6116$ and $SD=0.65386$. Therefore, all the variables including

independent and dependent variables have moderate mean scores.

As shown in table 4 below, job satisfaction and transformational leadership cronbach's alpha value greater than 0.90 so, it had been recommended while transactional leadership cronbach's alpha value greater than 0.8. So, it is consider good.

Table 4: Correlating Reliability of Job Satisfaction with Selected Variables

No.	Variables	Number of Items	Cronbach's Alpha
1.	Job Satisfaction	20	0.932
2.	Transformational Leadership	18	0.936
3.	Transactional Leadership	11	0.876

Normality test checked whether the data collected will regularly appropriated. In addition, the skewness value it shows that -0.512 and this value is in between $-3.29 < x < 3.29$, while the kurtosis value is -0.459 . So, this data is normal. However, there are two outliers (respondent's data) was deleted in this research. Therefore, the total number of respondents was 118.

The Pearson product-moment correlation coefficient is usually designed for continuous variables. Hence, in this research Pearson Product- Moment Correlation Coefficient

is used by the researcher in order to measure of the degree of linear relationship between two variables. According to Hair et al. (2006) and Sekaran (2003), the correlation value should in the range of -1.0 and $+1.0$, in which -1.0 represents excellent negative or the negative relationship, 0.0 denotes no relationship, and $+1.0$ indicates excellent positive or the positive relationship. Table 4.8 underneath demonstrates scope of Pearson Correlation value and relative signs.

Table 5: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.543	.535	.38154

Predictors: (Constant), Transactional Leadership, Transformational Leadership

The table 5 shows the Model Summary, which is the first table in the Multiple Regression Analysis. According to Pallant (2005), the table of Model Summary provides goodness of fit measures between the variables. The table start with R value that represents the simple correlation. In this study R value indicates a good degree of correlation with the value of 0.737.

In addition, R Square in the Model Summary indicates how much the dependent variable can be explained by the independent variables. Hence, in this research the Coefficient determination of R Square is 0.543. It indicates that, model which includes Transformational Leadership and Transactional Leadership contributed only 54.3 percent of variance towards Job Satisfaction among employees in the Malaysian Private Organisations.

Table 6: Results of Hypothesis Testing

Hypothesis Statements	Pearson Moment Correlation Results	Decision
H1 There is a relationship between Transformational leadership style and job satisfaction	$p=0.000; p<0.05$	Hypothesis accepted
H2 There is a relationship between Transactional leadership style and job satisfaction	$p=0.000; p<0.05$	Hypothesis accepted

Table 6 shows the summary results of hypothesis testing for current research. According to Pallant (2005), in order to accept the hypothesis the p value should be less than 0.05 ($p<0.05$).Based on the table above, it shows that the H1 and H2 were accepted since p value of both hypothesis were less than 0.05 ($p<0.05$). Thus, it is indicates that Transformational leadership style and Transactional leadership style have significant relationship with Job Satisfaction.

V. CONCLUSION AND RECOMMENDATION

According to the analysis from the previous chapters, it indicates that there are more female respondents that answered the survey questionnaire, which are 66 compared to 52 respondents. Besides that, most of the respondents weremarried in this study.



Examining the effect of transactional and transformational leadership styles on employee satisfaction in conglomerate companies

Moreover, most of the respondents are aged between 23 to 27 years old. Furthermore, the majority of the respondents are officer level. Additionally, the majority of respondents have been working for 0 to 5 years.

Based on the results generated it indicates that the result of the distribution of dependent variable for job satisfaction normality test is normal. The skewness value it shows that -0.512 and this value is in between $-3.29 < x < 3.29$, while the kurtosis value is -0.459 .

Based on the results generated, it is proven that the independent variables used in this survey, namely, transformational leadership and transactional leadership are significant. The job satisfaction has the highest mean score ($M= 3.8665$, $SD= 0.55946$), and the lowest mean score is transactional leadership ($M= 3.5146$, $SD= 0.68848$), then followed by transformational leadership ($M= 3.6116$, $SD=0.65386$). Therefore, all the variables including independent and dependent variables have moderate mean scores. As per shown in , a Pearson's r data analysis shows that the correlation (r) between transformational leadership and job satisfaction is $+0.733$, this shows that there is a high correlation with respect to the job satisfaction. The correlation (r) between transactional leadership and job satisfaction is $+0.637$, which indicates a high correlation with respect to the job satisfaction. Overall, all this analysis data proves that Transformational leadership has the strongest influence on job satisfaction among employees in the Malaysian Private Organisations, whereas transactional leadership is the second.

The research has also passed the multiple regression analysis, as all the independent variables in this research are proven to have influence to the dependent variable, job satisfaction. Besides, according to the ANOVA test in this research, it is also shows that the overall model fits the data properly. Based on the results, transformational leadership has the strongest positive influence on the job satisfaction, as the beta value of standardised coefficient is the highest, while transactional leadership has the lower influence on the job satisfaction. Furthermore, it shows that the H1 and H2 were accepted since p value of both hypothesis were less than 0.05 ($p < 0.05$). Thus, it indicates that Transformational leadership style and transactional leadership style have significant relationship with job satisfaction.

The output of this research has a few implications that would benefit the consumer, management and also for the academic use. The results show that the job satisfaction can be measured by transformational leadership and transactional leadership. Enhancing the relationship with the employees will bring benefits as the employee is considered as an asset to the company.

As referring to the findings of this research, it is found that the most influential factor that would affect the job satisfaction is transformational leadership. For this reason, it is suggested that the transformational leadership can be the focus of conglomerate organisations to enhance its job satisfaction. For instances, giving constructive feedback, as well as inducing additional effort with the aim of reaching organisational goals can be used to interact with the employees.

In addition, this research can benefit all the organisations for by making improvement in their performance through managing its employee relationship in a better way. This research provides a clear understanding of different factors that can affect the job satisfaction in organisations. By determining the factor that would affect the employees job satisfaction helps the management to understand their employees better and hopefully they are able to use this research as a guideline to retain their employees. Furthermore, the findings and results of this study can be used as a secondary data or part of the literature for future research. Besides, the results of this study can also be used to support the other researchers.

Based on the research limitation discussed before, there are some recommendations that could be helpful to the future researches in their research. There are many ways of improvement in this field of study, and it can be done by conducting more research. There should be more future researchers done in this field in order to discover about what are the other factors that would affect the job satisfaction. The future researchers can explore more factors that would affect the job satisfaction, as this research only focus on two factors which are transformational leadership and transactional leadership. There are more factors that are neglected that would influence the job satisfaction. Therefore, the results of study will be more reliable if more factors are included in future researches.

In addition, the sample size of this study is small that it may not be able to represent the whole population and it results in insufficient to be used as an indicative of all the Malaysian Private Organisations. Thus, it is recommended that the future researchers can come out with a research with a larger sample size in order to achieve a more valid results and findings. Moreover, this research should be not restricted to private organisations, but also public organisations can use this research to be knowledge about their employees.

Furthermore, explanatory sequential mix method should be implemented by the researcher in order to get perfect results. The results obtained through quantitative research can be further validated using qualitative method. Hence, this method will provide better depth in findings. In a nutshell, by exploring more factors that would affect the job satisfaction, increasing the sample size and used mix method, it could possibly increase the quality of future research.

In conclusion, the overall aims and objectives of this research has been achieved. The findings of the study indicate that transformational leadership and transactional leadership were significantly positively related to the job satisfaction. All these two independent variables were found to significantly positively contribute to the prediction of job satisfaction, and this made all the hypothesis formed are accepted. It is proven that all two factors and studied in this research, namely transformational leadership and transactional are correlated and have a significantly relationship with the job satisfaction.

The objective of this research is to study the relationship between leadership styles and job satisfaction among employees in the Malaysian Private Organisations had been achieved. The implications of the study are provided for the employers in managing its relationship with the employees. Useful recommendations are also given to the future researchers to help them to provide a better quality project.

REFERENCES

- Ahmad, A. R., Adi, M. N. M., Noor, H. M., Rahman, A. G. A., & Yushuang, T. (2013). The influence of leadership style on job satisfaction among nurses. *Journal of Asian Social Science*, 9(9), pp. 172-178.
- Ali I.C, Syed, A.A., Arshad, Z. (2012) Impact of Transformational and Servant Leadership on Organizational Performance: A comparative Analysis. *Journal of Business Ethics*, 69(3), pp. 237–247
- Ali, A.Y.S., Sidow, M.A. and Guleid, H.S. (2013), "Leadership styles and job satisfaction: empirical evidence from Mogadishu universities". *European Journal of Management Sciences & Economics*, Vol. 1 No. 1, pp. 1-10.
- Avolio, B.J., Waldman, D.A. & Yammarino, F.J. (1991) Leading in the 1990's: The four of transformational leadership. *Journal of European industrial training*, 15(4), pp. 1-8.
- Avolio, B., Bass, B. and Jung, D.I. (1997) A replicated confirmatory factor analysis of the Multifactor Leadership Questionnaire (Form 5x). Redwood City.
- Baah, K. D., & Ampofo, E. (2016) "Carrot and stick" leadership style, Can it predict employees' job satisfaction in a contemporary business organisation?. *African Journal of Economics and Management Studies*, pp. 328-332.
- Bass, B. & Riggio, R. (2006) *Transformational Leadership*, (2nd ed) New Jersey: Lawrence Erlbaum Associate, Inc.
- Bateh, J. & Heyliger, W. (2014) Academic administrator leadership styles and the Impact of faculty job satisfaction, *Journal of leadership education*. DOI 1012806/V13/12/R3
- Bennett, T. (2009) A study of the management leadership style preferred by its subordinates. *Journal of Organizational Culture, Communication, and Conflict*. 12(2), pp. 1–18.
- Bushra, F., Usman, A. & Naveed, A. (2011) "Effect of transformational leadership on Employees' job satisfaction and organisational commitment in banking sector of Lahore (Pakistan)" *International Journal of Business & Social Science*, Vol. 2 No. 18, pp. 261-267.
- Field, A. (2009) *Discovering Statistics Using Spss: Third Edition*. SAGE Publications Inc.
- Givens R. J, (2008) *Transformational Leadership: The Impact on Organizational and Personal Outcomes*. *Emerging Leadership Journeys*, pp. 4-24
- Guildford. (2006) Guildford's suggested Interpretation for Correlation Coefficient Value. [Online] Available at: <http://www.acf.dns.gov/programs/cb/pubs/cw002/appendix/appendix G.html> [Accessed 15 June 2018]
- Hair, J.K., Black, B. R., Babin, H. B., Anderson, P. R., & Tatham, C.R (2006) *Multivariate data analysis*. 6th edition. New Jersey: Pearson Education, Inc.
- Herzberg F, Mausner B & Snyderman B. (1959) *The motivation to work*. New York: Wiley, pp. 157.
- Hongnou, O., Tesaputa, K. and Sri-Ampai, A. (2014) "Principals' leadership and teachers' job satisfaction in Lao P.D.R public completed secondary schools", *Proceedings of the 7th International Conference on Educational Reform, Innovations and Good Practices in Education: Global Perspectives*, pp. 690- 700.
- Locke, E. A. (1976) The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* pp. 1297-1349
- Chicago, IL: Rand McNally. Loganathan, Roland (2013) *The Influence of Leadership Styles on Job Satisfaction at a Cellulose Pulp Mill in Kwazulu-Natal: A Case Study*. Thesis, pp. 1- 128.
- Long, C., & Thean, L. (2011) Relationship between leadership styles, job satisfaction and employees' turnover intention: A literature review. *Research Journal of Business Management*, 50, pp. 91-100.
- Mberia, A., & Midigo, R. (2016) Leadership styles and employees job satisfaction in public service in Kenya: Understanding the gender factor. *International Journal of Academic Research and Reflection*, pp. 45-47.
- Metwally, A. H., & El-bishbishy, N. (2014) The impact of transformational leadership style on employee satisfaction. *The Business & Management Review*, pp. 32-33.
- Mester, C., Visser, D. & Roodt, G. (2003) Leadership style and its relation to employee attitudes and behavior. *SA Journal of Industrial Psychology*, pp.72-82
- Mujkic, A., Sehit, D., Rahimit, Z., & Jusic, J. (2014) Transformational leadership and employees satisfaction. *Econviews*, pp. 259.
- Northouse, P. G. (2015) *Leadership: Theory and practice*. Sage publications.
- Pallant, J. (2005) *SPSS SURVIVAL MANUAL: A step by step guide to data analysis using SPSS for Windows (Version 12)*. Allen & Unwin publications
- Riaz, A. and Haider, M.H. (2010), "Role of transformational and transactional leadership on job satisfaction
- Robson, C., (2002) *Real world research*. 2nd ed. Blackwell: Oxford.
- Saunders, M., Lewis, P. and Thornhill, A. (2012) *Research methods for business students*. Harlow, England: Pearson.
- Sekaran, U., (2003) *Research method for business: A Skill building approach*. 4th edition. New York: John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2016) *Research Methods For Business: A Skill Building Approach*. 7th edition. Hoboken: John Wiley & Sons.
- Spector, P. (1997) *Job Satisfaction*, Sage Publications, Thousand Oaks, CA
- Suliaman Ibraheem, S. M., Hussein, A. A., & Ayat Mohammad, E. B. (2011) The Relationship between Transformational Leadership and Employees' Satisfaction at Jordanian Private Hospitals. *Business and Economic Horizons*, 5(2), pp. 35-46.
- Tnay, E., Othman, A., Siong, H., & Lim, S. (2013) The influences of job satisfaction and organizational commitment on turnover intention. *Social and Behavioural Sciences*, pp. 10-23.
- Voon, M.L., Lo, M.C., Ngui, K.S. and ve Ayob, N.B. (2011) "The influence of leadership styles on employees' job satisfaction in public sector organisations in Malaysia", *International Journal of Business, Management & Social Sciences*, Vol. 2 No. 1, pp. 24-32.
- Weiss, D.J., Dawis, R.V., England, G.W. and Lofquist, L.H. (1967) *Manual for the Minnesota Satisfaction Questionnaire*, University of Minnesota: St Paul, MN, USA.

AUTHORS PROFILE

Thilageswary Arumugam is working as Asia Pacific University of Technology and Innovation, Malaysia.

Amira Rahman is working as Asia Pacific University of Technology and Innovation, Malaysia.

Mazuwin Maideen is working as Asia Pacific University of Technology and Innovation, Malaysia.

Shamini Arumugam is working as Asia Pacific University of Technology and Innovation, Malaysia.