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“Transformational Leadership affects employee’s job satisfaction and performance in the Greek retail market”

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Abstract

This Dissertation aims to help Greek businesses in the retail market understand if and the level at which transformational leadership influences the employee's job satisfaction and performance. The majority of studies that focus on transformational leadership indicate that the transformational leader can affect the employee's job satisfaction and performance. The key characteristics of a transformational leader are the force for improving the employee's job satisfaction and performance. Periods of instability, like financial crisis and COVID issues, increase uncertainty, insecurity, and anxiety. These changes affect the profitability of companies and influence the employees in the Greek retail market. The retail market is a vital sector of the Greek economy. In general, the turnover index in the Greek retail market during the first quarter of 2020 presents an increase of 3.4% whereas the Wholesale trade decrease at -2.2% during the same period (Hellenic Statistical Authority, 2021). Consequently, by investigating the relationship among the three variables the companies can understand if cultivating transformational characteristics can enhance job performance and satisfaction. This survey took part 227 employees who work in a Greek retail company. The results show that employees find that their supervisors have characteristics of transformational leadership. More specifically, most of the leaders re-examine critical assumptions, talk with enthusiasm about what needs to be accomplished and display a sense of power and confidence. These characteristics of leaders have a positive relationship with job satisfaction and performance.

Keywords: Transformational leadership, employee job satisfaction, employee performance.

Περίληψη

Ο στόχος αυτής της Διπλωματικής εργασίας είναι να βοηθήσει τις ελληνικές επιχειρήσεις στο χώρο του λιανεμπορίου να κατανοήσουν εάν το μετασχηματιστικό μοντέλο ηγεσίας επηρεάζει την επαγγελματική ικανοποίηση και απόδοση του εργαζομένου καθώς και το βαθμό τον οποίο επιδρά. Οι πλειονότητα των ερευνών που εστιάζουν στο μετασχηματιστικό μοντέλο ηγεσίας παρουσιάζουν ότι αυτό το στυλ ηγεσίας επιδρά στην επαγγελματική ικανοποίηση και απόδοση των εργαζομένων. Τα κύρια χαρακτηριστικά που παρουσιάζει ο μετασχηματιστικός ηγέτης είναι αυτά που βελτιώνουν και την επαγγελματική ικανοποίηση και απόδοση του εργαζομένου. Οι περίοδοι αστάθειας που διανύουμε, λόγω της οικονομικής κρίσης και του Κορωνιού, αυξάνουν την αβεβαιότητα, την ανασφάλεια και το άγχος. Αυτές οι αλλαγές έχουν ως αντίκτυπο να επηρεάζουν την κερδοφορία των εταιρειών και τους εργαζόμενους στο ελληνικό χώρο του λιανεμπορίου. Το λιανεμπόριο είναι ένας σημαντικός τομέας της ελληνικής οικονομίας. Γενικά, ο δείκτης κύκλου εργασιών στον λιανεμπόριο παρουσίασε αύξηση 3.4% το πρώτο τρίμηνο του 2020 ενώ το εμπόριο χονδρικής μειώθηκε στο -2.2% την ίδια χρονική περίοδο (Ελληνική Στατιστική Υπηρεσία, 2021). Κατά συνέπεια, διερευνώντας τη σχέση μεταξύ των τριών μεταβλητών μπορεί να βοηθήσει τις ελληνικές επιχειρήσεις να κατανοήσουν εάν καλλιεργώντας στοιχεία μετασχηματιστικής ηγεσίας μπορούν να ενισχύσουν την επαγγελματική ικανοποίηση και απόδοση των εργαζομένων. Σε αυτή την έρευνα συμμετείχαν 227 εργαζόμενοι στο ελληνικό λιανεμπόριο. Τα αποτελέσματα έδειξαν ότι οι προϊστάμενοι παρουσιάζουν χαρακτηριστικά του μετασχηματιστικού ηγέτη. Ειδικότερα, οι προϊστάμενοι επανεξετάζουν με κριτική σκέψη όλες τις υποθέσεις, επικοινωνούν με ενθουσιασμό ότι πρέπει να επιτευχθεί κι έχουν μία αίσθηση δύναμης και αυτοπεποίθησης. Αυτά τα χαρακτηριστικά του μετασχηματιστικού ηγέτη παρουσιάζουν θετική σχέση με την επαγγελματική ικανοποίηση και απόδοση. Ωστόσο, το επίπεδο συσχέτισης μεταξύ του μετασχηματιστικού ηγέτη και απόδοσης του εργαζομένου είναι χαμηλό.

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Table of Contents

Chapter 1.Introduction.....6

1.1 Introduction.....6

1.2 Research aim and objectives.....7

1.3 Research approach.....8

1.4 The rationale for the study and the contribution to the field.....8

1.5 Dissertation outline.....8

Chapter 2. Literature Review.....10

2.1 Basic leadership theories.....10

2.2 Leadership styles..... 11

2.3 Transformational leadership.....12

Transformational Leadership Theory.....12

The role of Transformational Leader.....14

Characteristics of transformational Leader.....15

Principles of Transformational Leader.....18

Communication of Employees and Transformational leader.....19

Effectiveness of Transformational Leadership in Organization20

Effectiveness of Transformational Leadership in Employees22

2.4 Employee’s Job Satisfaction..... 25

Basic Theories of Employee’s Job Satisfaction.....26

Factors Affecting Employee’s Job Satisfaction.....26

Relationship between Transformational Leadership and Employee’s Job Satisfaction.....28

2.5 Employee’s performance.....30

Basic theories of employee performance.....31

Factors Affecting employee Performance.....33

Relationship between Transformational Leadership& Employee Performance.....34

2.6 Relationship between Transformational Leadership & Employee Satisfaction & Performance.....35

Chapter 3. Methods and Methodology.....36

3.1	Introduction.....	36
3.2	Research Design.....	36
3.3	Sample.....	36
3.4	Data Collection Process.....	37
3.5	Instrument	37
Chapter 4. Findings.....		40
4.1	Descriptive Statistics.....	40
4.2	Cronbach’s alpha.....	43
4.3	Correlation	44
4.4	Regression.....	45
Chapter 5. Summary, Conclusions, and Recommendations		48
5.1	Summary of the dissertation.....	48
5.2	Theoretical and Practical Implications	49
5.3	Research contributions.....	49
5.4	Future research and development	49
References.....		50
Appendix I		57
Appendix II.....		62

Chapter 1.Introduction

1.1 Introduction

Organizational success has become increasingly important in today’s market environment in order for businesses to success against their competitors. As a result, several studies have look into factors that affect the success of business. The majority of these readings results have focused on employee behaviour.

Employee work satisfaction is one of the most significant factor that influence organizational success.Furthermore, Cesário & Chambel, 2017 have recognized that employees performance is an additional factor of business success. The organizational goal can be achieved when employees are satisfied and performed in higher level. As a result, several studies have focus on determining the factors that influence work satisfaction. Transformational leadership has a discrete place in influencing job satisfaction and performance. The basis for this connection is that in the workplace, managers are the most direct source of variation in events that affect employees positively. Furthermore, transformational leadership has been one of the most powerful factors among other leadership styles. Since transformational leadership, as a modern and more popular paradigm within

existing leadership models, provides an opportunity to enrich the cooperation between the leader and the followers, as well as the success of both.

Increasing attention to the human factor realized many researches about the relationship either among transformational leadership and job performance or transformational leadership and employee performance. Numbers of studies, also, have attempted to focus on the connection between leadership style, employee performance and job satisfaction using different approaches in this relationship. More specifically, the relationship among leadership, satisfaction and performance have approached with direct or indirect way. Many researches have discussed, also, that commitment, engagement and motivation have a mediating role in this relationship. Moreover, many empirical studies have been observed this relationship in dissimilar sectors such as public sector, education in many countries (Bayram, H., Dinc, S., 2015).

In case of Greece readings have explored the relationship among the transformational leadership and job satisfaction mainly in education (Kouni, Z., Koutsoukos, M., Panta, D., 2018). In Greek retail market, which has a significant role in Greek economy, have been less studies on the relationship between these three variables. As a result, this dissertation aims to fill this gap. Knowing the value of the transformational leader the Greek retail market might take the required steps to encourage this leadership style among its executives and keep their employees pleased and productive. The COVID period, also, pushed the need for investigation this problem because of the crisis in retail market globally.

Choosing a Greek retailer, such as Marks and Spencer, this dissertation has investigated if the transformational leadership affects the employee job satisfaction and job performance. Marks and Spencer is a major British multinational retailer and has established in Greece during the 1991. Is a company, which specializes in selling clothing, home products and foods. In M&S culture is promoted the diversity, inclusivity, personal growth and appreciation for each employee and is secured a healthy working atmosphere for workers (Marks and Spencer, 2019).

To sum up, in this dissertation is focused if the transformational affects employee's job satisfaction and performance in Greek retail market. In order to examine this relationship quantitative research is implemented, using a structure questionnaire as the main research tool.

1.2 Research aim and objectives

This dissertation aims to investigate if Transformational Leadership affects employee Job satisfaction and performance in the Greek retail market. More specifically, the main research questions are:

- If Transformational Leadership affects employee job satisfaction?
- If Transformational Leadership affects the employee job performance?

Many studies have been conducted on issues of transformational leadership in different sectors. Some researches support the transformational leader has a variety of mechanisms that enhance motivation, employee satisfaction, and performance focusing on positive change in the followers. Therefore, there are they who underpin the difficulty of determination of mechanisms and possesses by which transformational leaders exert their effect on their employees' motivation and performance (Avolio, Zhu, Koh & Bhatia, 2004). In general, the transformational leader seems to influence job satisfaction and promote values that are related to goal accomplishment, and emphasizes the affection of the employees' performance. This study uses the Greek retail market and tries to investigate the degree up to which job satisfaction and employee performance have been affected by transformational leadership.

1.3 Research approach

An extended study of current literature through academic articles, books, and reliable network sources was the first and perhaps one of the most significant sections of the dissertation. For the creation of the research hypotheses and the description of the variables to be tested, the knowledge gained from them was crucial. For the execution of this study, the quantitative method used and questionnaire constructed according to the variables listed in the hypothesis. The questionnaire was distributed to the retail market workers in Greece and the collected data processed with help of appropriate statistical tools.

1.4 The rationale for the study and the contribution to the field

It is important to present the main characteristics, roles, techniques, virtues, skills of the transformational leaders to be clear who the transformational leader is. This serves as an evaluation of their action. If the organizations had an insight into the transformational leadership style that can have the highest levels of employee job satisfaction and employee performance. Knowing the effectiveness of the transformational leader the Greek retail market could take the necessary actions to encourage this style for its leaders and keep their employees

satisfied and high performed. This study benefits the Greek retail market with the insight of identifying and developing the transformational leadership that maximizes employee satisfaction and performance in addition to adding a body of knowledge for further research.

1.5 Dissertation outline

In the first chapter, there is introductory information about the dissertation for the reader to understand the rationale of the topic. More specifically, the aim of the dissertation and the significance of this topic can incline the reader towards what is following.

In the second chapter, the theoretical background is developed. More specifically, the topic begins with the general information about leadership and continues with the analytic information about transformational leadership. This chapter is included 6 subchapters.

- In subchapter one is presented the theories about leadership. Many factors affect leadership theories and academics present a different definition of leadership according to each point of view. The main idea is that leadership is a dynamic concept where the leader affects the followers.
- Subchapter two is underlined the main leadership styles such as autocratic, democratic, free- Rain and transactional style.
- Subchapter three is developed transformational leadership which is the main topic of the dissertation. The reader can realize the role of the transformational leader, the characteristics, the principles, the communication among transformational leaders and followers, and the affection of this kind of leadership to the organization and the employee. In the theoretical background, the transformational leader has 4 components which are as follows: the idealized influence (attributes & behaviors), the inspirational motivation, the individual consideration, and intellectual stimulation.
- In subchapter four, job satisfaction is the main issue. The employee's efficacy and productivity are related to job satisfaction. Many different factors affect the employee's job satisfaction one of these factors is the kind of leadership. The bottom line of studies is that these two variables correlate with each other positively.
- In subchapter five the employee's job performance is analyzed. Employee's performance reveals how successfully one performs his duties as well as the consequences resulting from the effort made to complete the task.

- In subchapter six the relationship among the three main ideas delineate. In particular, are presented how transformational leadership, employees' job satisfaction, and performance are linked.

In the three chapters begins the presentation of the survey. This survey was completed with questionnaires, which be answered by the employees in the retail market. Also, the sample, the instrument, and the research design are presented in this section. Then it moves on to the fourth chapter where the results of the survey are analyzed using the descriptive analysis, Cronbach's alpha, correlations, and regressions. Finally, in the fifth chapter, the reader can have the necessary conclusions of this survey, the limitations, and the future developments.

Chapter 2. Literature review

2.1 Basic leadership theories

Globalization has changed the face of the world today and the contemporary sociocultural, economic, and political environment evolve the leadership theories. Leadership definitions that appeared in the first three decades of the 20th century highlighted the dominance and centralization of power with a general domination theme. Into 21st-century leadership academics agreed on one thing after decades of dissonance: They can not come up with a common concept for leadership. Debate persisted as to whether leadership and management was different mechanisms, while others emphasized leadership's attributes, ability, or relational aspects. Northouse (2013) noted that the bottom line is that leadership is a dynamic idea for which a definitive concept can be in flux for a long time.

Leadership is a social influence activity in which the leader seeks the voluntary participation of subordinates to achieve organization goals, a process in which one exerts influence in social level to the other members of a team targeting in achievement (Bunmi, 2007). It is a rational concept in which the leader, the follower, and the situation are involved. The organizational goal is possible to achieve using effective leadership (Mihiotis, 2005).

In GLOBE's study defined the leadership as the aptitude of an individual to influence, motivate, and encourage others to donate toward the effectiveness and success of the company

in which they are members (Muenich & Williams, 2013). Between all the writings and thoughts about leadership, three main aspects could stand out such as people, influence, and goals. Leadership exists among people, influence, and goals. Influence as assigned that the relationship between people is not passive. Furthermore, influence targets to achieve a goal. Consequently, leadership is the ability to influence people toward the attainment of targets. Daft (2010), also, defined leadership as a "people" activity, distinct from administrative paper shuffling or problem-solving activities. In this case, leadership is defined as influencing others to do what needs to be done, in particular those things the leader believes need to be accomplished. Manion underlined the importance of leadership in 2005 using a dynamic definition according to the leadership consists a pivotal force behind effective organizations. To make really and viable organizations, leadership is essential to assistance organizations develop a new vision of what they can be, then activate the organization to change toward the new vision.

The leadership is not work but a performance that focuses on achieve outcomes and get needed results. Mobilizing interest, energy, and commitment of all employees at all levels of the organization can be implied as characteristics of leadership. Warren Bennis, one of the pioneers of modern leadership studies marked in his book *An Interval Life: Reflections on Leadership and Change*: "A leader is not simply someone who experiences the personal exhilaration of being in charge. A leader is someone whose actions have the most profound consequences on other people's lives, for better or for worse, sometimes forever and ever".

Today the chances and actions for leaders are constant, as are the experiments. Difficulties for today's leaders are different and have consequences for those seeking to lead others. The more a leader recognizes these problems the more likely to find the strength and courage required to meet the challenge posed by the difficulties. Challenges can be the rapidity of change, workforce shortages, the increase of the free-agent attitude, the diversity in the workforce, current organizational structures, and turbulent businesses (Manion, 2005). As the main source that can inspire individuals and get the team to work together with the organization's goal, leadership is the key factor for the organization's success in sharing its values (Pamfilie, Petcu & Draghici, 2012).

Northhouse, (2013), defined that among the various economic and organizational factors which the organization needs to consider for success, leadership, also, is important because affects organizational continuity. Moreover, the leadership tries within the institution to motivate and influence positively the employees in order, together, they achieve an organization's goals (Bass, 1990).

To sum up, there are many interpretations of leadership. Additionally, in any definition, the words that users could be separately analysed too. Moreover, there are various levels of power, different reasons for leadership, and different styles of leadership. The significant point to be remembered, however, is that if anyone wishes a group of people to achieve a shared objective, they must have an appropriate style of leadership for the group.

2.2 Leadership Styles

Leadership style study was an outgrowth, with few expectations study for leader's characteristics. Numerous style types was listed according to different parameters and characterized by multi-dimensions of personality. The significance of style is known as just one component of the leadership practise. The role of the leader and the essence of the condition affect the qualitative and definitive style. Therefore, the organization's climate depends on the leadership style because of his values, attributes, skills, and priorities (Mihiotis, 2005). Leaders need to understand the basic concepts of personnel management to have desired results. Basic leadership's styles are the following:

1. Autocratic leadership style: it is the most common approach in hierarchical firms. There is one autocratic leader who has unlimited authority, strict, and monitoring the followers using rewards and punishments. Therefore, this kind of leader is characterized as dogmatic (Mihiotis, 2005).
2. Democratic leadership style: In this approach, there is open communication with subordinates and subordinates can contribute to decision making. The leader has the responsibility for the outcome and encourages the rest of the team to be creative and be an active member of the organization.
3. Free- Rain leadership style: in this approach the employee has more autonomy in the decision making and the control is at a low level. The leader has to delegate tasks to the team but he doesn't participate in the process of decision making.
4. Transactional leadership: The exchanges are the main characters in this style. This exchange affects the followers' fulfillment for their self-interests. They clarify employee's tasks, their performance goals, and their tasks must be accomplished (Sadeghi & Akmaliah, 2012).

The transformation leadership produces an increasing effect in the variance accounted for the other approaches in diverse and significant organizational variables. Depending on the situation and the leader's characteristics, they may use different behaviors (Molero, Cuadrado, Navas, & Morales, 2007).

2.3 Transformational Leadership

Transformational Leadership Theory

Transformational leadership theory was analysed recently in the field of management initiatives. According to Clegg (2013), transformational leadership is portion of the «New Leadership» that attentions on charismatic and affective elements of leadership. Moreover, Antonakis (2012) found that not only in traditional fields such as management and social psychology but in other fields like nursing, tutoring, and manufacturing engineering the number of papers and citations has grown at an increasing rate. Downton (as cited in Northouse, 2013) invented for the first time the term transformational leadership in 1973.

Theorists provided significant thought and attention to this kind of leadership. It has been 20 years since Burns (as cited in Northouse, 2013) (1978) tried to compare «transforming» and «transactional» leadership. Transactional leadership is associated with an exchange relationship among leaders and followers. Followers perform as leader's wishes and then they receive wages or prestige. Transactional leadership encompass a potential reward and management by expectation. On the other side, transformational leader's encourage followers to achieve performance beyond expectations by transforming employee's attitudes, approaches, beliefs and values as opposed to simply gaining compliance. Bass (1998) coined the term pseudo transformational leadership to distinguish leaders such as Adolf Hitler and Saddam Hussein. This term refers to exploitative leaders, self-consumed and power-oriented, with moral principles that was distorted (Northouse, 2013).

House and Howell (1992) distinguished the exceptional leaders who can influence their followers in organizations and characterized them as "transformational", "inspirational" and "charismatic". Charismatic leadership is received a great deal of interest from academics. It is regularly described in approaches that make it like, if not the same, transformational leadership. Academics supported an important belief in the value of charisma as part of transformational leadership. Deitterick (2008) claimed that charismatic leaders are characterized by a discerning influence on their supporters. These leaders can motivate followers and have a feeling of self-efficacy.

Changes in the marketplace and workforce over the two decades created a new need for more transformational leaders and less transactional ones. After the Cold War created a premium on the flexibility of employees, teams, and organizations. Jobs for the less educated

have been automated or exported to the Third World. Better education and training require for those jobs which remained. In the flattering organizational hierarchy, the responsibility is moved downward. Educated teams have become popular. Professionals have gradually treated themselves as colleagues rather than superior-subordinate. Transformational leadership, which encourages autonomy and challenges, has become increasingly important for the employees' satisfaction (Bass, 1999).

The role of Transformational Leader

Transformational leadership is concerned with enhancing the performance of fans and promoting fans to their deepest potential (Bass & Avolio, 1992). People who use transformational leadership frequently have a durable set of internal values and ideals, and they are effective when motivating followers to act in ways that care for the greater good rather than their self-interests. There are many sub-dimensions of transformational leadership such as charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Rafferty & Griffin, 2004). At this point, it is important to underpin that idealized influence consists of two forms the idealized influence attribute and behaviour (Sadeghi & Akmaliah, 2012). These factors mean the four basic components or 'I' of transformational leadership.

By **idealized influence**, transformational leaders go beyond replacing contractual agreements for desired performance by enthusiastically engaging followers' value systems. They deliver philosophical explanations that relate the identities of followers to their organization's collective identity, thus they raise follower's intrinsic motivation (rather than just providing extrinsic motivation) to perform their job. They, also, have a strong vision and sense of mission and help the followers understand the significance and values associated with desired outcomes. Visioning helps leaders to respond to environmental changes. Konorti (2008) proposed that visioning allows the supervisors to understand what the future will look like. They have to create a clear strategic planning tool about the future course for the organization. Friedman and Langbert (2000) underpinned that the aspiration of the leader creates the organization's vision which will convince employees to make major changes. In this way, the transformational leader focuses on energies and resources that need to be achieved for the desired goal (Konorti, 2008).

Moreover, the role of a transformational leader is to raise follower's performance expectations and boost their willingness to go beyond their self-interests for the collective

entity. The transformational leader develops respect, trust, and confidence. Leaders who demonstrate idealized influence will obtain additional effort from followers to achieve optimum levels of growth and efficiency. Leaders focus on diagnosing follower's needs and capabilities. At this dimension Bass underpinned that attaining charisma in the eyes of the follower is a potential transformational leader (Jung, Chow, & Wu, 2003).

They analyse follower's needs and attend to them individually (individual consideration). Leaders provide advice and feedback to each of their followers using delegation and coaching. They, also, encourage the followers to take higher levels of responsibility and develop their confidence. Followers accept the challenge, and they take greater responsibility for their improvement. Besides, transformational leaders try to find a new look at the old methods /problems promoting creativity, rethinking, and re-examination of assumptions underpinning problems.

Intellectual stimulation means that the leader uses more formal logic to manage the problems and empower followers to solve the problems using their own unique and innovative perspectives. They encourage the followers to think out of the box and adopt reproductive and exploratory thinking processes. Followers become more results with and without the leader's cooperation. Additionally, they encourage their followers to solve problems using their values, beliefs, and traditions. They become role models and increase the employee's commitment to long-term goals (Jung et., 2003; McGuire and Hutchings, 2007). They stimulate inspiration (inspirational motivation) to followers in the order to accomplish higher levels of development and performance (Bass & Avolio, 1992). Their vision, also, generates energy to achieve higher performance and development. Framing the "message" in meaningful ways they inspire followers. McGuire & Hutchings, 2007 support that framing consists of a significant aspect of how transformational leaders use language to give meaning which translates into an ability to motivate people to work together for change.

Characteristics of transformational Leader

The transformational leader needs more than a vision to enact change. They must have strong abilities to transform abstract and intangible approaches of a broad vision into recognizable and detailed aims for action with which the followers can understand and associate (McGuire et. al. 2007). According to Javidan and Waldman (2003), the transformational leader needs to have a set of values and beliefs that resonate with followers. Moreover, they focus on the significance of what he defines as the "visioning process" because they believe this process is one of the most vital functions of leadership (McGuire et. el 2007).

Moreover, the transformational leader is characterized by self-transcendence that combines universalism and benevolence value types. In other words, they are interested because they need to be of service to others. Such personalities are friendly, truthful, understanding, appreciative, and are high on tolerance (Singh & Krishnan, 2014). According to Roccas (2003) they those characterized by self-transcendence turn to identify actively with all groups, irrespective of the group's social status. That reveals a preference for social fairness and tolerance. They give, also, greater priority to collectivistic values such as “world at peace” as compared to values that create personal benefits. Hood (2003) noted that transformational leaders have a broad-mindedness. They combine power, achievement, and hedonism values and this dimension called self-enhancement. Those who are characterized by self-enhancement can be more motivated to attain increasing social status and create control over people and resources. Singh et al. (2014) supported that transformational leaders don't interesting in merely personal mileage. They, also, can be characterized by high inhibition (self-control).

One more characteristic of this kind of leaders is that they also believe in the hope for change. They are hopeful leaders and believe that they can develop strategies bringing positive changes to their organizations. Those who are less adept at facing the new opportunities of change can be less successful. The hopeful leader can overcome the adversity and consequently more readily experience positive emotion and are less possible to respond to negative feedback with ruminations and self-doubt. They feel confident about their ability to effect change meeting organizational goals. The hopeful leader can imagine a variety of pathways to respond to any scenario or employee state. Clarity is a strong characteristic that transformational leaders use to communicate the goals to the followers (Peterson, Walumbwa, Byron & Myrowitz, 2008).

They are optimistic and portray a positive future to their followers. Their vision, which creates positive feelings about something good will happen, can also foster their belief that change is possible. Under the difficult and stressful circumstances, they remain upbeat and enthusiastic and seek out more pleasant scenarios and overlook negative stimulations. It is more likely when the leader is optimistic and has a positive outlook uses active and creative approaches for solving problems. Transformational leaders are resilient leaders and can manage inevitable setbacks and failures better than others. That not only cultivate optimistic emotions in themselves but also creates positive feelings in closer others. Moreover, the others can be inspired and motivated because of the spreading of resilience (Peterson et. al. 2008). Tugade & Fredrickson (2004) support that more resilient leaders have higher well-being. Additionally,

they can guide employees to manage failures and setbacks. Transformational leaders are characterized by flexibility allowing them to adaptively respond to their followers.

Burns (as cited in Konorti, 2008) supported that transformational leader is characterized by charisma, inspiration, intellectual stimulation, and individual consideration. They possess self-confidence and self-direction and they avoid internal conflicts. Konorti (2008) noted “Transformational leadership was positively related to self-confidence...pragmatism and nurturance” and stated that they have a high purpose in life. In this competitive environment, they bring a set of values such as honesty, integrity, and morality creating company’s which are more profitable and providing a more pleasant work environment for their followers (Avolio, Bass& Jung, 1999).

They are insightful and understand employees’ s needs. Besides, they are motivational, sensitive, determined, and able to support the organization's vision. The previous experiences are directive and effective communicators apply these experiences to future interactions with others. Although the difficulties, they can realize their mistakes and they act differently the next time. Transformational leaders communicate with empathy, optimism and avoid sarcasm (Smith, 2011). Moreover, transformational leaders act with altruism, conscientiousness, sportsmanship, courtesy, and civic virtue and imbue their followers with these same values and display more citizenship behaviors in general (Bass, 1999).

Courage is characterized by Merriam-Webster as a mental strength to resist opposition, struggle, and risk. With terms such as spirit, determination, and tenacity, bravery is connected. Some of the better-known transformational leaders at all times embodied courage. For instance, Friedman and Langbert (2000) wrote that the biblical Abraham was a leader of the transformation who had courage as well as charisma, vision, and empathy for others. Abraham was compared by Friedman and Langber (2000) to today's transformative leaders, including Bill Gates, Michael Dell, Jack Welch, Lou Gerstner, and Jeff Bezos.

A critical aspect of the transformational leader is trustworthiness. Trust, whether personal or work-related, is the cornerstone of a healthy relationship. Broken trust results among one's followers in disorganization, chaos, and fear. This is why leaders of transformation must gain their employees' trust. For the transformational leader, the creation and preservation of trust should be a top priority. The fundamental basis of confidence, including honesty, bravery, and stability, is composed of distinct and concrete fundamental elements (Smith, 2011).

Principles of Transformational Leadership

Transformative leader follows key principles. These principles are useful and helpful for leaders to create and obtain a harmonious work atmosphere. The theory of transformational leadership goes a step further than just explaining what it is, but it explains how leaders should bring into practice this style of leadership.

Principle of Simplification: Effective management starts with a dream that represents the common purpose. The ability to express a straightforward, realistic, revolutionary vision which answers the question: “Where are we headed?”. More specifically, the strategy for each action and plan should include more than what is necessary to be done at the moment. The wanted result need also be clearly announced so followers know where they and the strategy are heading. This principle can help the leaders and followers to eliminate misunderstanding and miscommunication. Without clarity, there is the likelihood the expectations don't be followed. With clarity and focus are creating new insights, strategies, and new behaviors that move employees and organizations forward in unprecedented ways (Blane, 2017).

Principle of Motivation: Once the transformational leader can offer the company synergy, he has to use different methods to motivate the employees. Challenging them, offering enough opportunities to the creative process, and giving them recognition is a common way to inspire others. Employees need motivation in the order to do the best. Giving the motivation the leader gains the agreement and commitment that is necessary for achieving the vision. When the leader knows what is the employees’ enjoys and hates then he recognizes what motivates and what doesn’t (Rees, 2010).

Principles of Facilitation: This principle is related with the ability to promote the learning of people, teams, and other credible and trustworthy tools effectively. In this principle, the key role of leadership now is to promote other people’s learning. The inborne staff quest to learn more and more becomes the highest strength of leaders to overcome organizational challenges. Transformational leaders have been given the basic confidence to be guardians of the knowledge assets of their workers (Garcia-Morales, Llorens-Montes & Verdu-Jover, 2008) .

Principle of Innovation: The skill to promote prayerful change confidently when desired. An organization that is successful and productive needs members to expect change and not fear it. Leaders must quickly initiate and respond to change. Team memberships effectively effect others to assimilate change because transformative leaders have created trust and fostered collaboration. In other words, the transformative leader shows to the employee why the change is needed, how it will benefit them and the company and how to embrace it (Blane, 2017).

Principle of Mobilization: This principle base on the skill to conscript, equip and inspire others to achieve their dream. Transformational leaders searches for willing members who have formal leadership responsibilities and also among people who have not. They want leadership at all levels, so they find ways to request and spark all levels of leadership.

Principle of Preparation: They want to learn continuously about themselves with and without others' support. Rick Warren said that “Leaders are Learners”. In other words, this principle presents those transformation leaders are infinite students. Transformational leaders know that the change they are seeking is a result of their spiritual.

Principle of Determination: This principle presents that it is important to finish their actions. The duties of a leader are often challenging and their journey is sometimes difficult. Leaders depend on their endurance, courage, and strength to finish their duties. Since their attention is not only on raising their leadership, but the development of others, the most rigorous and humbling of all human activities, transformational leaders are experiencing periods of self –doubt, sorrow, and tiredness. To maintain their high degree of dedication to their cause, transformational leaders must build moral, emotional, and physical disciplines (Rees, 2010).

Communication between Employees and Transformational Leader

As a sub-area of public relations, internal communication, also called employee communication, has been known as the foundation of modern organizations. Internal contact is a crucial mechanism for work-sharing data, building relationships, making sense, and building organizational culture and values (Men 2014). Men believed that one of the most significant ones is internal communication since it helps employees and groups coordinate activities to achieve goals and is vital in processes of socialization, decision-making, problem-solving and change management". Many researches have shown that good communication plays a critical role in the creation of positive attitudes towards employees, such as work satisfaction (Gray & Laidlaw, 2004), organizational identification (Smidts, Pruyn, & van Riel, 2001). Moreover, Jo and Smith (2005) underpinned the critical role of trust in communication with management level since employees are more likely to be motivated.

Transformational leadership has been acquired among these leadership models, due to its relationship-oriented existence and the rich empirical proof of its positive impact on employee approaches and behavior, the most critical scholarly attention across disciplines. Leadership primarily carries out by contact because the leader shares the organizational vision via communication. Visions can, also, influence how the employee interprets and react to organizational events (Holladay & Coombs, 1993). Hackman and

Johnson (2004) observed that interactive, compassionate, visionary, inspiring, and empowering communication activity characterizes transformational leadership. Via an innovative procedure of thinking out of the box, transformational leaders create changes, such as being open to various views and listening to their follower's opinions. Transformational leaders truly care for their followers' well-being and emotions. Consequently, such leaders also communicate well and closely with workers to consider and meet their higher-order needs (Men, 2014).

Among the most critical actions of transformational leaders is to express a desirable, empowering, and attainable vision. Such a dream gives supporters a sense of inside the organization of significance and thereby increases their emotional dedication to the organization. Connection with transformational leadership is also encouraging: Transformational leaders seek followers' views and encourage them to engage freely in the decision-making process (Men, 2014). Transformational leader uses the primary intrinsic characteristics of symmetrical communication, such as transparency, listening, feedback, two-way dialogue, engagement, and accountability. Provided the fact that transformational leadership arguably acts as an outlet for symmetrical collaboration in the enterprise, communicating with workers regularly (Men, 2014).

Effectiveness of Transformational Leadership in Organization

Transformational leaders create a essence of trust, enabling transmission and give the example of sharing knowledge. The knowledge is useful mainly in the areas in which there is uncertainty. Additionally, the sense of information slack increases the probability that the new knowledge resembles existing information and consequently the possibility of internalizing information successfully. Organizations assimilate new information easily when their prior knowledge is related to the new information. The basic abilities and absorptive capacity in the firms increase due to the knowledge slack and the leader's perception that the exploitation of knowledge will be useful in the future. Thus, the absorptive capacity creates a clear division of roles and responsibilities, as well as the competencies necessary for the resulting absorption of tacit and explicit knowledge. In particular, tacit knowledge is more strategic than explicit generating sustainable competitive advantage and increasing organizations' wealth. Therefore, tacit knowledge affects strategic variables such as organizational learning. That affects the organizational performance and allows the firm to adapt to environmental changes. Organizations with a higher level of innovation can achieve a better response from the

environment quickly. Technological and scientific advances, also, can be achieved due to the greater absorptive capacity and innovative conduct. Moreover, there is a higher probability for new products and services because of innovation, the knowledge that transformational leaders promote (Garcia-Morales et al. 2008).

Cultural change is a significant part of the transformational leadership procedure. When the culture itself becomes transformational, then it will create a workforce for more effective organizational growth. The new culture promotes a sense of purpose, long-term commitments, and mutual interests. Three cultural areas are influenced by the transformational leader: a) the internal mindset of the employees in the organization b) the culture among the humans in the firm's c) the culture beyond the people of the organization. The emphases in culture and values in an organization influence productivity. For instance, appreciating, attending, and serving people influence growth and outcome (Tucker et al. 2004).

There are, also, several researches argued that that transformational leadership boosts the risk-taking tendency of a firm. Significant empirical literature also argued that transformational leadership enhances a company's risk-taking potential. For example, Yang (2008) found a positive association of risk-taking with transformative leadership. Also, Yang supported a positive relationship between leader and firm's proactivity. Few types of research linked transformational leadership with financial and quantitative measures performance. Avolio (1988) has shown the relation between transformational leadership and an organization's profits in a dynamic game played by MBA.

It is quite interesting the relationship between transformational leadership effectiveness and firms' performance for start-up organizations and established. More specifically, there is a stronger connection between transformational leadership and start-up firms than the established. Bass underpinned that transformational leaders are possible to find more ready acceptance in firms in which there is a receptive to change and propensity to take the risk that can be found in more newly established firms. Miller and Toulouse (1986) concerned that the relationship between transformational leader personality and firm's characteristics is stronger in smaller firms and dynamic environments in comparison with larger and more static environments (Peterson & et al., 2008).

Effectiveness of Transformational Leadership in Employees

The transformational leader helps their supporters to change upward on Maslow's hierarchy from the basic needs such as the need for safety and security to need for achievement and self-actualization. These ascending processes focus on employee development (Bass, 1995).

Thus, it is revealed that transformative leadership significantly affects followers on several levels and in different ways.

- Bandura (as cited in Pillai&Williams,2014) suggested that self-efficacy is perceived as "beliefs in one's capabilities to organize and execute courses of action required in managing prospective situations. Efficacy beliefs influence how people think, feel, motivate themselves, and act". Several studies have shown that self-efficacy enhances the efficiency in the organizational context (Pillai & Williams, 2004). The employee's efficacy is influenced by enactive mastery (achievements), modeling (the vicarious interactions that public models have), verbal and social persuasion, and psychological stimulation. These four main bases are used in the latest news of self-efficacy. These factors are included in the transformational leader features. More specifically, role modeling, verbal persuading, and emotional arousal are the core characteristics of a transformational leader. Consequently, a transformational leader enhances the employee's efficacy (Liu, Siu & Shi, 2009).
- Transformational leaders promote faith and respect. In this situation, employees may perform beyond expectations trying to accomplish high work objectives. Consequently, this kind of leadership encourages new, creative ideas by allowing challenges and energizing for new approaches in their jobs. The stimulation of higher levels of creativity can be achieved with new work projects, which the leader delegates to employees. Giving the discretion to satisfy follower's developmental needs leader enhances feelings of the provision of enriched opportunities to test work capabilities. Followers give more than they can base on their self-interest because the leader focuses on member's efforts (Cheung & Wong, 2011).
- Transformational leadership affects the employee commitment to the organization via empowerment. More specifically, empowerment consists of a central mechanism of building commitment. The leaders enhance the level of self-efficacy, confidence, meaning, and self-determination of employees building team spirit through their enthusiasm. Those four characteristics define empowerment and reflect the individual's orientation to his or her work role. Followers feel more comfortable and empower to do their activities when the leaders exhibit an increased level of moral standards and expectations, integrity, positive outlook. The empowered followers feel more capable and give more meaningful way in their job. Those who give a greater sense of meaning

from their work are more committed to their organization (Avolio, Zhu, Koh, & Bhatia, 2004).

- The transformational leader encourages the employee to perform beyond expectations. Consequently, it is reasonable to assume if that can increase the employee's stress because of the increased demands. In other words, employees identify with the transformational leader, and then they spent more time with work-related behaviors than with recreational attitudes for example relaxation. Burnout symptoms and stress symptoms were negatively linked to transformational leadership. Sosik and Godshalk (2000) documented negative associations between transformational leadership and job-related stress, while no associations were shown by contingent reward. Giving the sense of purpose the stressful experiences are reframed (Rowold & Schlotz, 2009). Followers view these leaders as a significant source of success and accomplishment because of trustworthiness. Due to the psychosocial support followers are enhanced to undertake calculated risks and improve their career (Sosic & Godshalk, 2000).
- Lim and Ployhart (2004) noted “Leadership may have its most important consequences for teams and thus a focus on the team is also important”. More specifically, cooperation among members of a team is an important component, which is promoted by the transformational leader. Disagreements that arise can be solved without hurting team performance (Podsakoff, MacKenzie & Bommer, 1996). Moreover, the level of heterogeneity of team members' attributes creates a more complicated environment and their interaction difficult. A leader with a transformative style will shift the impact of diversity and promote this principle to the team. Thus, the team focus on the organizational vision rather than on different individual attributes (Kim, 2017).

Transformational leadership in general is a multiple-level phenomenon. The affection of this kind of leadership happens among not only leaders and their followers but between leaders and teams and even between multiple levels & teams in an organization. The leader can affect, also, several plausible levels. Many kinds of research have absorbed on the consequences of transformational leadership at an individual level. More specifically, individual perceptions of supervisors' transformational leadership related surely to employee satisfaction in investigations (Braun, 2013). Naeem and Khanzada (2018) highlighted that job performance is mostly dependent upon leadership style during this competitive era. Therefore, the main midpoint of attention of this dissertation will be to define transformational leadership relation with employee's job performance and employee's satisfaction.

2.4 Employee's Satisfaction

Basic Theories of Employee's Job Satisfaction

Organizations are social systems where the most critical variables for efficacy and productivity are human capital. To accomplish their goals, corporations need productive executives and workers. Without their worker's contributions and dedication, organizations cannot succeed. Employment satisfaction for workers is an attitude that people have about their

work and the organization in which they perform these jobs. Work satisfaction characterizes as the affective response of an employee to a job, based on a contrast between actual results and desired results. Job satisfaction recognizes as a multifaceted construct involving feelings of workers about several elements of both intrinsic and extrinsic (Rad & Yarmohammadian, 2006). Job satisfaction is a phenomenon of intense interest between practitioners and researchers for several decades. Many different definitions focus on the job itself and there are, also, many factors related to the job. Researchers and practitioners have presented satisfaction as positives feelings and destructive responses. Zahari and Shurbagi (2012) considered job satisfaction as a cluster of evaluative feelings about the job.

The company must maintain good employees to achieve consistent growth. During periods of financial crisis within the company, due to payroll cuts and layoffs, many workers plan to leave the organization. Despite such a crisis, the company should devote its attention to responding appropriately on a selective basis to enhance the employees' job satisfaction for retention. If this does not achieve, the company will lost top talented individuals and that creates more crises. It might be recalled that the managerial staff can optimize the ability, innovative skills, and abilities of the workforce, resulting in the organization's competitive advantage. The organization's wellbeing depends on satisfied workers and it is find that by keeping employees involved in their jobs, a higher degree of job satisfaction is achieved. The organization's success depends on employee's job satisfaction. It not only affects the full staff but also dramatically increases the sense of morale and loyalty among the workers to the company. These motivational feelings of the staff's constructive disposition are proactive. A guiding force in their current organization for personal and professional career growth without dreaming of leaving the organization elsewhere create better prospects. The need for job satisfaction does not only links with employee efficiency but also it is a great contribution to the stability of employees to the sustainability of achieving the objectives of the organization. It further decreases the worker's stresses were caused by disputes and jobs. Furthermore, job satisfaction is strongly and explicitly correlated with organizational dedication (Rane, 2011).

When employees are satisfied with their job, it is not necessary they feel happy with all parts of their jobs. The Harvard Professional Group (2005) supported that the employee's job satisfaction can be enhanced by incorporating the below evidence, which characterizes the environment:

- Flexible work environment
- Opportunities for knowledge and training
- Challenges that allow the employee to think out of the box and solve the problem

- Changes for actions with responsibility
- Job security
- Supported environment and open manager who provide an accurate feedback
- Benefits
- Important and competitive salaries and opportunities for advancement careers (Scheers & Botha, 2014).

Factors affecting Employee Job Satisfaction

In the literature presented, that employee's job satisfaction can be influenced by many factors. Worrell (2004) classified these issues into three main categories: the demographic data that includes age, gender, and race; the basic factors which are related to achievement, recognition, work, bond, and growth; and the last category is the extrinsic factors such as company policy & culture, relationship with the leader, work circumstances, relationship with colleagues and pay.

According to Herzberg (as cited in Sypniewska, 2013) and the two-factor theory, two groups of determinants influence job satisfaction with work. The first category is related to outside factors (hygiene factors). Supervisors, working conditions, wages, and safety are included in the external factors. The second category is related to the internal factors (motivators). Recognition for others, job performance, accountability, and development are included in the internal factors. If the first group of factors is assessed as positive, it doesn't guarantee job satisfaction and the absence of them is felt discouraging. While the internal factors contribute to the rise of job satisfaction (Sypniewska, 2013).

Ting (1997) categorized the factors in three sets of variables that affect employee job satisfaction such as the Job characteristics, Organizational characteristics, and Individual Characteristics.

Job characteristics:

- Pay satisfaction. The salary can attract, retain and motivate the employees. However, the satisfaction can be transformed temporarily. The money motivates employees to seek further rewards and in the process, it can weaken their intrinsic attention in their job. Moreover, there are bi-polar researches that assess if money may or may not motivate. Moreover, the contingency theories support that workers from different countries, ages, income, career, and cultural backgrounds arrange the desire for increasing salary differently (Tan, Teck & Amna, 2011).

- Task clarity links with the degree of which job duties are communicated clearly to employees. That can be resulted in job satisfaction because of minimizing the risk and reducing uncertainty (Ting, 1997). Jansen, Kerkstra, Abu-Saad & Van Der Zee (1996), supported the positive relationship between job satisfaction and duty clarity, skill variety, possibilities for further growth, and feedback.
- Skill utilization is perceived as a strong factor in employee satisfaction. The employees desire to feel that the work allows them to use their abilities (Morrison, Cordery, Girardi & Payne, 2005)
- Task significance can affect the employee's job satisfaction since allows them to fulfill their higher needs, namely self-actualization and self-esteem. The organization gives the signals that the employee can contribute to the business performance (Wright & Kims, 2004).

Organizational Characteristics:

- Several researchers revealed that job satisfaction and organizational promise are correlate with each other. However, organizational commitment refers to emotional attachments, whereas satisfaction is linked with the amount to which staffs are satisfied or not with their job. Most of the theories examine the association between the two variables. Organizational commitment affects job satisfaction or vice versa (Rusu, 2013).
- The relationship with Co-Workers and Supervisors has been well recognized and testified frequently. Leadership has been cited to be one significant impact on job satisfaction (Hunt, 2013).

Individual Characteristics:

- Employees are more satisfied when their values fit with organizational characteristics (Ting,1997). Moreover, the employees age and education level are important factors for employees job satisfaction.
- Sauser & York (1978) highlighted the correlation between sex differences and job satisfaction. More specifically, they presented that some of studies have supported that males are more satisfied, some support women are more satisfied and some found no sex differences in work satisfaction. The results of their study have marked that several factors modify sex-job satisfaction.

Relationship between Employee Satisfaction & Transformational Leadership

There are studies that the employee's job satisfaction has been deliberate as a result of leadership styles. Generally, in the organizations in which the employees' reward and communication are promoted the employees are more satisfied. Belias and Koustelios (2014) noted, also, that transformational leadership is related with job satisfaction positively. Some findings have supported that once the quality of transformational leadership is higher the job satisfaction is higher (Atmojo, 2012). Some studies, also, have presented that structural empowerment is associated with four organizational structures such as the information, support, resources, and opportunities. When employees have access to the organization's information can be more effective in their jobs. In other words, when employees know organizational goals, values, organization's strategic, technical knowledge, and expertise they work more efficiently. They have guidance, feedback, and opportunities for growth and mobility. Structural empowerment consists an important factor for higher job satisfaction. Researchers have revealed that transformational leadership increases structural empowerment and consequently the job satisfaction (Boamah, Laschinger, Wong & Clarke 2018).

Transformational bests help as an inspiration to their supporters by attractive inefficient discussion that promotes trust, determination, and therefore higher renege (Abelha, Carneiro, Cavazotte, 2018). Leadership skills and styles can increase job satisfaction and facilitate the retention of workers in companies. Thus, appropriate leadership and managerial styles that improve the employee's enthusiasm and morale can enhance the retention and success of staff in organizations. The transformational leader offers a purpose that promotes a higher long term intrinsic. They use the motivation to guide their employees to perform to the best of their ability and to increase their confidence and trust levels through constant support (Maaitah, 2018). Transformational leadership cultivate autonomy and the work become a challenge and thus the employee's job satisfaction is affected (Bass, 1999)

Mujkic, Rahimic, Sehic & Jusic (2014) supported that the transformational leadership has a positive relationship with employee's job satisfaction. In their study Bycio, Hackett & Allen (1995), also, found these two variables are positively correlated with each other. Bycio et al. presented that transformational leadership consists a dominant predictor of employee satisfaction. When the leaders adopt the transformational leadership style they can improve the employee's job revenge by 42 % (Bushra, & et. al., 2011). Trust, recommendation,

acknowledgment, and encouragement are characteristics of transformational leadership and that can affect the employees. Therefore, the employees' opinion about the work influences the level of job satisfaction. In case that the employee's opinion can alter to get a higher level of job satisfaction, it will be presented on the effective organizational level. For this reason, transformational leaders try to cultivate their capabilities in altering the opinions of their followers about the work using inspirational and intellectual stimulation (Mujkic et al., 2014).

Moreover, there are some empirical supports, which focused on a optimistic relationship among work engagement and employee job satisfaction. Transformational leadership has a direct affection to the level of employee work engagement. Consequently, when transformational leader increases the employee's psychological meaningfulness and safety pushes the employee's engagement and job satisfaction too (Zhu, Avolio & Walumbwa, 2009).

2.5 Employee's Job Performance

Basic theories of Employee Job Performance

As far as employee performance is defines as the behavior of employees which is observed during their work. It should be remembered that these attitudes are not always consistent with the object of work. Performance has to do with how well employee does the job assigned to them. Employee performance is also determined by the level of which one performs his duties as well as the outcomes from the effort made to complete the assignment. Nafai (2005) supported that this variable is one of the business's capabilities that is quite useful to achieve its goals. While according to Miller and Broamiley (as cited in Nafei 2015) employee performance represents the ability of an employee to achieve the objectives that the employee has set. It is a

critical issue for the organization the effective management of employee's performance. The term "employee performance" means an individual's job accomplishment after necessary effort during the work that is linked through getting a significant work, engaged character and sympathetic colloques around (Pradhan & Jena, 2016).

There are three types of employee performance data available. The first category includes qualitative data such as customer complaints and the number of errors or qualitative for example, customers served and units produced. The second type measures the time such as the absences, lost working time if the employee late, and failures to meet deadlines. The last one category includes the financial indicators, which consists of a large array of possibilities. These three types of performance need to be collected to measure employee performance. It is easy to see that workplace performance is a very complicated area and relies on several factors that influence the environment, the workforce, and the work itself (Shaukat, Ashraf & Ghafoor, 2015).

Borman (1987) presented that supervisors and leaders take into account the following dimensions about the assessment of employee's job performance: (1) hard work and initiatives, (2) the level of adulthood and accountability, (3) organization, (4) technical ability according to the nature of the job, (5) assertive leadership, (6) helpful leadership. All these dimensions are based more on universal traits and broadly task areas than the task behaviors and attitudes. Too many new reasoning models of the performance appraiser have supported Borman's findings (Milkovich & Wigdor, 1991).

Many researchers presented that the success of the employee performance itself comes primarily from the exercise of certain tasks, the result depends on the following four factors: the working atmosphere and climate, the employees motivate/reward, the employee's skills and competencies, and how well the employee has understood the contribution of his or her job. When the employee's performance is high that can affect the levels of the corporate productivity and consequently will increase the company's profit. The employees who have their performance be influenced by the workplace environments are those who usually have complaints on the dissatisfaction at the workplace (Naharuddin, Sadegi, (2013).

Factors affecting Employee's performance

When the jobs in organization are structured or programed and the employees are they who know their duties better than all the others the contribution of full-motivated work force will be imperfect. In this text the employees can not use the abilities and skills in new and better

ways of performing their roles (Shaukat, Ashraf & Ghofoor, 2015) . Many research have done about employee efficiency during the years. The hierarchical model supported that there are eight performance factors:

- (1) Management
- (2) Supervision
- (3) Ability to perform in a specific work
- (4) Communication written and oral
- (5) Professional specialization
- (6) Demonstrating effort mainly the employees commitment to job tasks
- (7) Maintaining personal discipline
- (8) How the employee help and support colleagues and teams (Motowidlo & Kell,

2012).

Furthermore, Borman and Motowidlo (1997) supported that to accomplish a great level of organizational effectiveness it is necessary to have two types of behavior claim it. The first is related to employee performance, a behavior inextricably linked to the output of the goods and services of the organization, and the second type of behavior is related to performance. It should be remembered at this point that the success of workers often requires tasks that are not officially an integral part of the job.

Job performance is affected by five key factors which are the following :

1. Transformational leadership is an important element that can guide and encourage the employees to achieve the best possible outcomes and results about the expected and to link the personal goals with the organization's vision. Consequently, the leadership should, also, deal with the employees' needs and create an environment that inspires employees and highlight new skills (Darto, Setyadi, Riadi & Hariyadi, 2015).
2. Organizational justice is connected to the view of workers on the fair treatment they should have in the business. The percentage and quality of work increases with the better division of work. In other words, the employee's performance is likely to affect by fair treatment. At this point, it is necessary to underpin that the organizational justice climate affects the interpersonal relations between employees. Too much research have found a strong relationship between social capital and firm performance (Mahajan. & Benson, 2013).

3. Commitment to work indicates that all workers are committed to their work and make full use of their ability to physically and emotionally carry out the work assigned to them. Human Resources should therefore have strength, commitment and be absorbed and happy with their work. When the employee's values and professional goals are aligned with the organization, goals are more possible to adopt a positive behavior. So, the organizational commitment is a critical predictor of the organization's effectiveness and a significant promoter of individual work achievement (Cesário & Chambel, 2017).
4. Employee's training helps to increase employee motivation and performance by activating employee's motives. That can be affected and enhanced intrinsic motivation by giving opportunities for job improvement and job rotation and can rise extrinsic motivation, for instance seeking out promotion because of newly acquired skills (Thaler, Spraul, Helmig & Franzke, 2016).
5. Workers use new technologies and high-tech networks today to increase the organization's competitiveness and improve the organization's everyday activities. When the task productivity is dependent on knowing how to use a new technologically improved system or equipment, employees' abilities are related to their job performance. Technologically skillful employees are more effective when they communicate competently, listen skillfully and talk about the new computer system (Papa & Tracky, 1988).

Relationship between Transformational Leadership & Employee's performances

New ideas and innovations become probable when the employees get motivated. The credit of motivation of employees goes to leaders who shoulder the authority of leading and management of human resources effectively and efficiently. Innovations can be achieved when the organization's employees are motivated. The leader's role is an important part of such a scenario. Leaders are they who maintain and keep a quality workforce adopting important skills and abilities. In organizations, there are various leadership styles but for management of change, transformative leadership is most common. Transformational leader characterized as a role model that it gets positive and precious changes among their followers by motivating and showing grave concern for each employee (Atlaf, Khan, Jawad, & Khan, 2020).

Studies and researches have emphasized many ways for improvement of employees job performance. Among the different leadership styles, transformational is one that adopts a

supportive and dynamic environment and can result in improved job performance. Influencing, motivating, and molding the attitude of the followers facilitate the achievement of the organization's objectives and goals. Moreover, in the literature was demonstrated a positive connection among transformational leadership and employee job performance (Anwar & Ahmad, 2012). Howell and Avolio (1993), also, have presented that the transformative leader in an organization enhances the innovative capabilities of the followers, which in turn results in enhanced employees' job performance and improve productivity.

Transformational leaders can expect to have fans who have adopted the same leader's values and targets, consequently induce employees-followers to transcend to surpass the immediate context in pursuit of the leader's vision and goals. Moreover, Bass (1985) supported that transformational leaders could have a better impact on followers' performance in firms operating in more turbulent, unstable external environment than in organizations operating more routine since they tackle fast changing environments. Giving, also, the change of self-improvement and more learning in the organization transformation leaders affect and enhance the employee performance. The environment where employees achieve their goals characterizes by mutual trust and harmony. The leaders transform the employee's behaviors, attitudes, beliefs, and motivation. They coach vision and emotive relationships in their employees. Employee's needs, desires, and abilities can be involved since the transformational leaders focus on each employee individually (Atlaf, et al. , 2020).

Leaders act as role models and provide individualized considerations, behave as coaches and mentors and that can improve employees' performance (Shah., Majid, Samo & Memon, 2016). That reflects an employee's self-growth using cognitive, emotional, and motivational processes. In other words, this kind of leadership gives opportunities for knowledge and thinking out of the box. Also, employees with a strong personality identity try to find ways that can lead to the differentiation from others (Tse & Chiu, 2014).

2.6 Relationship between Transformational Leadership & Employee's Job Satisfaction & Employee's performance

The employee's performance can be increased by job satisfaction. When employees feel better with their work and more committed they tend to perform more successful and beyond the companies' expectations. Additionally, Naeem and Khanzada noted that when employees feel more satisfied with their job, their interest to achieve their assigned tasks also is enhanced. Furthermore, in case of employees are contented with their job, they are more possible to take

part in decision making and problem-solving more effectively. Fisher (2003) underlined that happy employees are more productive than the employees with lower job contentment who will have lower performance. That happens because unhappier employees have less enthusiasm to perform their job and they don't effort for the best results (Naeem & Khanzada, 2018). Satisfied employees follow and obey companies' regulations better than the dissatisfied employees (Adreani & Petric ,2016).

Leadership style is one of significant factors influencing job satisfaction. The employees dissatisfaction can increase the level of turnover. That can be happen because leaders do not empower the employees to take part in managerial. These leaders are not objective to their employees. In contrast with this, transformational leaders transforms a vision into daily work and motivates employees to tranced their personal interests for the organizations good. Listening the individuals' needs and interests' transformational leader can strengthen their abilities (Adreani et. al.2016). Some researches carried out in various countries pointed out that transformational leadership is correlated with job satisfaction that eventually has an output in the outline of higher employee performance. In other words, researches have shown that transformational leadership helps to enhance job satisfaction and then the employees perform better. Moreover, employee job satisfaction has a mediating role between transformational leadership and employee performance (Naeem & Khanzada, 2018).

Job satisfaction can cultivate employees' confidence, self-control, and performance when appropriate leadership style is adopted. In other words, successful leaders can stimulate employee performance via the resulting impact of job satisfaction. The transformational leaders focus on subordinates and their needs are a priority. When these needs are satisfied leaders can be influence and increase their performance and consequently, they will exert effort beyond expectations. Braun, Peus, Weisweiler & Frey (2013) have supported that transformational leadership is a strong interpreter of employee performance. In the same line, Rawashdeh, Elayan, Shamout & Saleh (2020) have noted the significant effect of transformational leadership on employees' performance via job satisfaction. Adreani and Petric (2016), also, underpinned the positive direction and be influenced the effect of job contented in the relationship between transformational leadership and employee performance.



Figure 1: The mediating role of Job Satisfaction (Adreani & Petric ,2016)

Chapter 3. Methods and Methodology

3.1 Introduction

This section involves the research method, including the research design, sample, instrument, data collection process, measurements analysis of findings, and validity and reliability. In particular, this chapter delivers an overview of the quantitative method research design that is used. How transformational leadership affects the employee's job satisfaction and performance in the retail market is the main purpose of this study. In other words, the reader can

gain knowledge of the effectiveness of transformational leadership on employee's job fulfilment in the Greek retail market and can understand the affection on employee's performance. Consequently, this study centers on the promising association with leadership and job satisfaction and performance.

3.2 Research Design

In this research is used a quantitative methodology in combination with statistical analysis to interpret the survey data. Questions that is included reveal the level to which transformational leadership and job satisfaction correlate using a quantitative analysis. With the same logic, transformational leadership and job performance are investigated. Thus, the present research is based on the collection of primary data, which is realized via the use of a questionnaire.

3.3 Sample

The sampling method was “Voluntary response sample” since the members was requested as a population to join the sample and employees decided if or not be in the sample. Participants for this study were 227 staff in the retail market employed by a large international company in Greece. E-mail was sent to 250 employees. The response rate of this survey is 91%. In general, in this company work, 590 employees whereas only the management teams in stores have e-mail and the support office. The management teams in stores are 170 employees. In total, there are 26 stores in Greece 14 of which are located in Athens. In support office work 80 employees. Finally, since the sample from the survey was large enough ($N=227$, $N>3$) and the Central Limit Theorem was satisfied, the variables were assumed to have an approximately normal distribution during the data analysis (Benerson, 2014).

3.4 Data Collection Process

The following were the steps in the data collection plan for this study:

1. I sent participants an e-mail invitation to participate in the study from SurveyMonkey.com, along with an online informed consent form. The questionnaire was available to employees via e-mail where they was encouraged to complete it. The questionnaire was sent on 01 March to 250 employees. The survey was available for four weeks and in the middle of this period a reminder was sent to all employees.

2. The MLQ, the Overall Job Satisfaction, and the Overall Job Performance were used to collect participants' response data through a web-based survey via the Survey.Monkey .com. Following the collection of response data from the expected participants, the sample size was determined.
3. I downloaded the excel with responses and then I introduced them into the SPSS version 27.0 software application to edit the responses.

3.5 Instrument

For measuring transformational leadership, Job satisfaction and job performance was used 3 questionnaires. Moreover, the responders speak the Greek Language consequently, the questions were translated by English teacher. More specifically, each of the question analyzed and translated with accuracy and detailing. Then, the translations was controlled by the Researcher and the latest format was agreed. The questionnaire packet contained four sections.

Section A

The first part of the questionnaire was made up of demographic questions that could help us to categorize the sample population by gender, age, marital status, number of children, and work department.

Section B'

The second part was called “**Transformational Leadership**” and the responders should answer 20 questions. Transformational leadership was measured using the Multifactor Leadership Questionnaire (Form 5X – Rater) which was constructed by Avolio and Bass. More specifically, The MLQ consists of 9 scales that measure three leadership styles: Transformational Leadership, Transactional, and Passive Avoidant Behavior. A five-point Likert response scale range for all items in the MLQ from 1 (Not at all) until 5 (Frequently). This survey was measured Transformational Leadership through 5 sub-scales (20 items). The subscales in this questionnaire was Intellectual Stimulation (in which included 4 items such as “Re-examines critical assumptions to question whether they are appropriate”), Inspirational Motivation (in which included 4 items such as “Talks optimistically about he future”), Individual Consideration (in which included 4 items such as “Treats me as an individual rather than just as a member of a group”) , Idealized Attributes (in which included 4 items such as “ Displays a sense of power and confidence”) , and Idealized Behaviors (in which included 4

items such as “I specify the importance of having a strong sense of purpose”). According to the theory, the last two subscales consist of the Idealized Influenced. Each of these subscales has 4 questions.

Validity refers to the precision and veracity of the findings, whereas reliability refers to the measurement tool’s consistency. To take advantage of the benefits and ensure the survey’s instruments’ s reliability, the questionnaire was kept short in order to avoid fatigue and increase the likelihood of a higher rate of return. Furthermore, in order to avoid bias, it was straightforward and explicit (Bryman, 2008). For research to be valid, reliability is a necessary but not sufficient criterion. In quantitative research, reliability refers to the consistency , stability and repeatability of outcomes; hence, a researcher’s result is regarded dependable if consistent have been obtained in similar but different contexts (Mohajan, 2017). Cronbach’s alpha (α) is the most common internal consistency measure. The results of Cronbach’s alpha are up to 0.80 and thus we consider it is acceptable.

The degree to which any measuring instrument measures what it is intended to measure is known as validity in quantitative research. It’s the degree to which the outcomes are accurate. As a result, a research instrument , namely questionnaire, is required to precisely quantify the topics under investigation. The researcher can specify relevant tactics, such as triangulation, extended contact, member checks and impregnation, in order to ensure it. External validity indicates if the study’ s findings are transferable to other target groups. External validity can be increased by a) employing tactics such as random selection to create the population b) using heterogeneous groups, c) using non- reactive measurements d) providing accurate description to enable for study replication or reduplicate studies across other populations (Mohajan, 2017).

Section C

The questionnaire’s third part focused on “**Employee’s Job Satisfaction**”. To measure the level of job satisfaction was used the single-question. A single-question measure would usually ask a question like “Overall, how satisfied are you with your job?”. Nagy (2002) supported that this 5-point scale is the best global rating of job satisfaction. Moreover, the multiple-item facet scales can create misleading conclusions about the employee's overall satisfaction. The single item measure can assess facets with only one question. Additionally, the administrator can approve a short survey more easily and the employee can complete the survey more easily. However, many researchers supported that a single item measure of job

satisfaction cannot estimate the internal consistency and that can be a sufficient reason to limit or avoid their use (Oshagbemi, 2015).

Section D'

In the final part of the questionnaire was asked for the "**Employee's Job Performance**". To measure the Job Performance was used The Work Performance Questionnaire (HPQ). The HPQ uses a two-part approach to performance assessment. The first section starts with a sequences of Likert scale questions that ask respondents about the quality and quantity of work and the second part has memory –priming questions which are followed by 10 point rating scale from 1 ("worst performance") to 10 ("top performance") (Koopmans, Bernaards & Hildebrandt, 2014; Scuffham, Vecchio & Whiteford, 2013).

Data analysis

Descriptive and inferential statistics have used to achieve the research goals and objectives of this study. Frequencies and mean values have been measured to examine perceptions for transformational leadership, Job Satisfaction, and Job Performance. The relationship between the aforementioned variables have investigated using inferential statistics. Since all variables were continuous, the Pearson correlation coefficient was an appropriate indicator to use when looking for a possible relationship. Additionally, Cronbach's alpha could reveal the internal consistency among Transformational leadership's subscales. Moreover, to be investigated if perceptions concerning transformational leadership has impacted Job Satisfaction and Job Performance significantly, multiple linear regressions were conducted, setting as dependent variables Job Satisfaction and Job Performance.

Chapter 4. Findings

4.1 Descriptive Statistics

Participants were asked five demographic questions in the first section of the survey. These questions were chosen to get a deeper understanding of the sample that would be surveyed for this study.

Gender

As illustrated in table 1 the last data was composed of 41 males (18.1%), 185 females (81.5%), while one participant preferred not to answer. As we can see, there is a big difference between males and females, since their participation percentage differs only 63.4%. This can be explained because in the stores with clothes, home products are usually occupied women's. At this point it is interesting to present that the mean of transformational leadership is evaluated at 3,84 by females whereas at 3.57 by males. In Kark's , Waismel-Manor and Shamir's survey ,2012 was presented that transformational leadership was evaluated at 3.62 by females and 3.46 by males.

Table 1

<i>Frequencies and percentages of demographics – Gender</i>		
Gender	n	%
Male	41	18.1
Female	185	81.5
Prefer not to answer	1	<1

Note. Because of rounding errors, not all percentages can equal 100

Age

The ages were separated into 4 categories. The first one concluded participants 18-30 years old, the second one from 31-40, the third one from 41-50, and the last one 51- 60 years old. From Table 2 descriptive statistics revealed that 114 employees belong to the age 31-40, 63 of them belong to 41- 50 and 33 of them belong to 18-30. Also, 17 participants belong to 51-60. It could be assumed that, because of the COVID period and financial crisis, this company has not recruited new workers during this period and has chosen to retain employees in the middle years, who could be assumed as the end of their productive years. Furthermore, workers in this age group would be more likely to engage in such a survey, expressing their views on work performance and potential proposals.

Table 2

<i>Descriptive Statistics of Continuous Variables</i>		
Age	n	%
18-30	33	14.5
31-40	114	50.2
41-50	63	27.8

51-60	17	7.5
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Marital Status

The choices given for the marital status were two. The first choice was the Married/In relative and the second choice was Other. In table 3 the reader understands that from the total of the participants, 180 of them was married/in relative and 45 of them had the status of "other". Accounting for the percentage of females and males, where 82% was women, we could assume that this large company has occupied married women whereas they could avoid incurring costs when a woman stays pregnant.

Table 3

Descriptive Statistics of Marital Status

Marital Status	n	%
Married /in relative	180	79.3
Other	45	19.8
Prefer not to answer	1	<1

Number of Children

The choices given for the number of children were four. The first choice meant that the responder did not have a child, the second choice was 1 number of the child the third choice was two children and the fourth choice was 3 children. Most of the responders did not have children (46.7%). The next category revealed that 67 responders had 2 children (29.5%), 41 responders had 1 child (18.1%) and only 13 participants had 3 children (5.7%).

Table 4

Descriptive Statistics of number of children

Number of Children	n	%
0	106	46.7
1	41	18.1
2	67	29.5
3	13	5.7

Work Department

In this question, there were two possible responses. The responder could choose the work department, namely in store and support office. The 151 participants of the 227 worked at the store (66%) and the 76 participants worked at the support office (34%). The response rate of the stores was 88% and the response rate of the support office was 95%. The difference among the percentages is 32%. It was a rational difference since most employees worked at stores.

Table 5

<i>Descriptive Statistics of Work Department</i>		
Work Department	n	%
Stores	151	66.5
Support Office	76	33.5

Descriptive Statistics of Transformational Leadership

In general, motivation had we can say that the average of responses reveals that the leaders in this retail company have characteristics of transformational leadership. All the subscales have rated positively. The higher mean is the Inspirational Motivation whereas the lower mean is the Individual Consideration (Table 7). In Mujkic et al. (2014) survey the means of the sub dimension of transformational leadership revealed that they transformational leaders used more intellectual stimulation and individual consideration characteristics.

Table 6

<i>Descriptive Statistics of Transformational Leadership</i>	
Mean	3.78
Mode	4
Standard Deviation	0.94
Minimum	1
Maximum	5

	Mean	Median	Standard Deviation	Range	Minimum	Maximum
<u>Intellectual Stimulation</u>	3.77	4	0.84	4	1	5
<u>Inspirational Motivation</u>	3.85	4	0.93	4	1	5
<u>Individual Consideration</u>	3.72	4	0.96	4	1	5
<u>Idealized Attributes</u>	3.80	4	1.04	4	1	5
<u>Idealized Behaviors</u>	3.78	4	0.94	4	1	5

Descriptive Statistics of Job Satisfaction

As far as the Job Satisfaction, the mean value is 4.01 (Table 8) . Therefore, participants are in general satisfied.

Table 7

<i>Descriptive Statistics of Employee's Job Satisfaction</i>	
Mean	4.01
Mode	4
Standard Deviation	0.85
Minimum	1
Maximum	5

Descriptive Statistics of Job Performance

As far as the Job Performance, the mean value is 7.97. In general, the participants believe that their performance in Job is good to a high level on average.

Table 8

<i>Descriptive Statistics of Employee's Job Satisfaction</i>	
Mean	7.97
Mode	8
Standard Deviation	1.61
Minimum	1
Maximum	10

4.2 Cronbach's alpha

Cronbach's alpha coefficient is one of the most widely used measures of internal consistency in the Reliability coefficient. The alpha coefficient for the five items about the Intellectual Stimulation is 0.84, for the Inspirational Motivation is 0.88, for the Individual Consideration is 0.86 for the Idealized Attributes is 0.91, for the Idealized Behaviors is 0.87. All these results reveal that there is internal consistency. In other words, each set of items are closely related as a group. These results are higher than the minimum value of Cronbach's alpha coefficient, which is equal to 0.80, this result is very promising for the reliability.

Table 9

Cronbach's alpha	
IS=Intellectual Stimulation	0.84
IM=Inspirational Motivation	0.88
IC=Individual Consideration	0.86
IA=Idealized Attributes	0.91
IB= Idealized Behaviors	0.87

4.3 Correlations among study's variables

In this section, the aim is to present correlations between variables. In particular, a correlation matrix as we can see below is a table that shows the correlation between two variables. It is

useful to summarize all data. The line with 1.00 gives us the information that each variable always correlates with itself perfectly. As the table below shows, the correlation among Job Satisfaction and Job Performance is very low. In general, the correlation among the Job Satisfaction and Transformational subscales are higher than the correlation among Job Performance and Transformational subscales. More specifically, the coefficient between Job satisfaction and subscale Idealized Behaviors is the higher correlation in the matrix table (0.61) whereas the lower is with Inspirational Motivation (0.577). In addition, the correlation between the variables Job Performance and Individual Consideration is 0.33 whereas the lower is with Idealized Attributes 0.26. It is rational that the correlation among the subscales of Transformational leadership, namely Intellectual Stimulation, Inspirational Motivation, Individual Consideration, Idealized Attributes & Idealized Behaviors is high as we expected since these subscales refer to the same variable.

Table 10

Correlation		Job Satisfaction	Job Performance	Stimulation	Motivation	Consideration	Attributes	Behaviors
Job Satisfaction	Pearson Correlation	1	0.244**	0.606**	0.577**	0.608**	0.598**	0.617**
	Sig. (2-tailed)		<0.01	<0.01	<0.01	<0.01	<0.01	<0.01
	N	227	227	227	227	225	226	227
Job Performance	Pearson Correlation	0.244**	1	0.331**	0.28**	0.334**	0.269**	0.289**
	Sig. (2-tailed)	0.01		<0.01	<0.01	<0.01	<0.01	<0.01
	N	227	227	227	227	225	226	227
Stimulation	Pearson Correlation	0.606**	0.331**	1	0.778**	0.838**	0.773**	0.834**
	Sig. (2-tailed)	<0.01	<0.01		<0.01	<0.01	<0.01	<0.01
	N	227	227	227	227	225	226	227
Motivation	Pearson Correlation	0.577**	0.28**	0.778**	1	0.774**	0.821**	0.845**
	Sig. (2-tailed)	<0.01	<0.01	<0.01		<0.01	<0.01	<0.01
	N	227	227	227	227	225	226	227
Consideration	Pearson Correlation	0.608**	0.334**	0.838**	0.774**	1	0.873**	0.856**
	Sig. (2-tailed)	<0.01	<0.01	<0.01	<0.01		<0.01	<0.01
	N	225	225	225	225	225	224	225
Attributes	Pearson Correlation	0.598**	0.269**	0.773**	0.821**	0.873**	1	0.883**
	Sig. (2-tailed)	<0.01	<0.01	<0.01	<0.01	<0.01		<0.01
	N	226	226	226	226	224	226	226
Behaviors	Pearson Correlation	0.617**	0.289**	0.834**	0.845**	0.856**	0.883**	1
	Sig. (2-tailed)	<0.01	<0.01	<0.01	<0.01	<0.01	<0.01	
	N	227	227	227	227	225	226	227

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

4.4 Regression

Relationship of Job Satisfaction and Transformational Leadership

The current section studies the multiple linear relationships between Job Satisfaction and subscales of Transformational Leadership. The company's Satisfaction is the response variable (Y) while the Stimulation, Motivation, Consideration, Attributes & Behaviors are used as the predictor variables.

As can be seen from the table above in our model R^2 value (coefficient of determination) is 0.418 which means that 41.8% of the dependent variable can be predicted from the independent variables. Generally, this value is considered moderate. Additionally, all the independent variables have a positive relationship with the Job Satisfaction since the coefficients have positive values (Stimulation=0.2, Motivation=0.08, Consideration=0.13, Attributes=0.08 and Behaviors=0.14). The statistically significant coefficient ($p < 0.1$) is Stimulation. This means that there was found a significant positive connection between Job Satisfaction and Stimulation. Bayram et. al (2015) found in his study that there was a significant evidence to support the transformational leadership can increase the employee's job satisfaction. Regression analysis of Bushra et al (2011) survey revealed that the 37% change in overall job satisfaction was due to the transformational leadership whereas the rest amount is the unexplained variability. The 42% change in overall job satisfaction is affected by transformational leadership.

Table 11

Model Summary					
	R	R Square	Adjusted R		
	0.646	0.417	0.403		

Multiple linear regression (Dependent Variable: Overall Satisfaction, independent variable: Stimulation, Motivation, Consideration, Attributes, Behaviors)					
	Coefficients	Standard Error	Beta	t	Sig.
Intercept	1.59	0.209		7.64	<0.01
Stimulation	0.2	0.109	0.198	1.85	0.065
Motivation	0.08	0.095	0.091	0.87	0.385
Consideration	0.13	0.112	0.151	1.92	0.235
Attributes	0.08	0.107	0.101	0.771	0.441
Behaviors	0.14	0.124	0.154	1.124	0.262

Relationship of Job Performance and Transformational Leadership

The current section studies the multiple linear relationships between Job Performance and subscales of Transformational Leadership. The company's Job Performance is the response

variable (Y) while the Stimulation, Motivation, Consideration, Attributes & Behaviors are used as the predictor variables.

As can be seen from the table above in our model R^2 value (coefficient of determination) is 0.126 which means that 12.6% of the dependent variable can be anticipated from the independent variables. Generally, this value is considered very low (but there is a positive relationship). Moreover, the results of the regressions models were not considered statistically significant because they have very low R^2 values or p values are greater than 0.1 indicating that the models were not appropriate for interpreting the relationship between those variables. This indicates that no significant links between Transformational management and Job Performance. Consequently, we can anticipate that Job Performance is a multidimensional variable and can be affected by many different factors, such as management, ability to perform, communication, personal discipline. Altaf, et al.'s (2020) survey revealed that the autonomous variable, namely transformational leadership, was explained the job performance up to 68%. In other words, the 68% of the job performance's change it happens because of transformational leadership.

Table 12

R	R Square	Adjusted R
0.354	0.126	0.106

Multiple linear regression (Dependent Variable: Overall Performance , independent variable: Stimulation, Motivation, Consideration, Attributes , Behaviors)

	Coefficients	Standard Error	Beta	t	Sig.
Intercept	5.43	0.483		11.25	<0.001
Stimulation	0.37	0.251	0.193	1.474	0.142
Motivation	0.14	0.221	0.082	0.642	0.518
Consideration	0.39	0.259	0.235	1.52	0.13
Attributes	-0.17	0.248	-0.115	-0.714	0.476
Behaviors	-0.58	0.288	-0.034	-0.201	0.841

Moreover, when we add as independent the Job satisfaction the results change by 0.02 (Table 14).

Table 13

R	R Square	Adjusted R
0.354	0.126	0.106
0.457	0.128	0.103

Multiple linear regression (Dependent Variable: Overall Performance , independent variable: Stimulation, Motivation, Consideration, Attributes , Behaviors & Job Satisfaction)

	Coefficients	Standard Error	Beta	t	Sig.
Intercept	5.26	0.54		9.66	<0.001
Stimulation	0.34	0.25	0.18	1.37	0.17

Motivation	0.13	0.22	0.07	0.60	0.54
Consideration	0.38	0.26	0.22	1.45	0.14
Attributes	-0.18	0.24	-0.12	-0.74	0.45
Behaviors	-0.07	0.28	-0.04	-0.25	0.80
Job satisfaction	0.10	0.15	0.05	0.68	0.491

Chapter 5. Summary, Conclusions, and Recommendations

5.1 Summary of the dissertation

The main objective of this dissertation was to investigate if Transformational Leadership affects the employee's Job Satisfaction and Performance. Specifically, the study examined how the main characteristics of transformational leadership affect the employees' s Satisfaction and Performance in the Greek retail market. Adopting characteristics of transformational leadership the leader can improve the employee's Satisfaction and Performance.

Consequently, a questionnaire was developed in Greek and sent to 250 employees working at a greek retail company on the 1st of March 2021. The employees belong to the management team of stores and support office.

To analyze the data, descriptive and inferential statistical techniques were used. As far as the descriptive statistics we can say that most of the sample is participated by women's (81.5%), the most of the employees are 31-40 , married, or in a relationship without a child. Moreover, 66.5% of the sample works at stores. Additionally, leaders have characteristics of transformational leadership since the mean is at 3.78. Moreover, we can anticipate that most of them probably stimulate inspiration to followers, increase excitement and connection with fluency and trust since the subscale motivation has the higher average value. However, in the

subscale individually consideration they have the lower value among subscales. So ,we can anticipate that most of them don't give feedback and advice intensively and regularly. Moreover, the most of employees are satisfied with their Job (M=4.01). In addition, they believe that its performance is high (M= 7.97).

Cronbach's alpha coefficients are above the demanding and that reveals there is internal accuracy of transformational's leadership subscales. Moreover, the correlation among the variables present that the Transformational Leadership have stronger relation with Job Satisfaction (Stimulation and Job Satisfaction= 0.606 , Motivation and Job Satisfaction = 0.577, Consideration and Job Satisfaction= 0.608, Attributes and Job Satisfaction = 0.598 , Behaviors and Job Satisfaction= 0.617) than Job Performance (Stimulation and Job Performance = 0.331, Motivation and Job Performance = 0.028, Consideration and Job Performance = 0.338, Attributes and Job Performance = 0.269 , Behaviors and Job Performance = 0.289) . The correlation between Job Satisfaction and Job Performance is lower 0.244. According to the Naeem& Khanzada (2018) theory, Job Satisfaction has a mediating role between Transformational Leadership and Job Performance. According to Naeem & Khanzada's (2018) research study when they incorporate Job satisfaction as a mediator the R^2 in regression of Transformational leadership and Job Performance increases at 0.112 , which is considerable. In this survey, the R^2 does not present a significant change (from 0.126 to 0.128). However, according to Altaf, et al.'s (2020) survey transformational management has a direct affection for Job performance. In this survey, the Pearson correlation is 0.831.

5.2 Theoretical and Practical Implications

A lot observations were made by researchers that Job Satisfaction and Performance affected by transformational leadership. In this research have improved that there is a positive relationship among Transformational leadership and Job Satisfaction. However, have not approved that Transformational Management affects Employee's Job Performance. This results can affects the retail market since this kind of leadership influence the job satisfaction.

5.3 Research contributions

The most important answers from this study are that Transformational Leadership affects Job Satisfaction. Transformational

leaders should give purpose to the employees and the feeling of meaningfulness consists of the main aspect for greater well-being. Moreover, the leaders need to cultivate autonomy, and this way challenge employee's Job satisfaction. Job satisfaction increases when the leaders adopt the transformational leadership style (Bushra, & et. al., 2011). As far as Job Performance and Transformational Leadership there is a positive connection but the value of correlation is low. Consequently, the Greek retail market to increase the employee's Job performance needs to find specific strategies such as employees training (Thaler, et al., 2016), using new technologies (Papa & Tracky, 1988), and fair treatment (Mahajan & Benson, 2013), cultivating the commitment (Cesário & Chambel, 2017). Job Satisfaction and Job Performance are quite significant since can affect the employee's feelings and productivity respectively and thus will improve the company's profit. Thus, Greek retail companies need to detect the ways to improve these variables to improve their profitability and performance.

5.4 Future research and development

As far as limitations of the study are concerned, due to the COVID period the questionnaire did not complete by the employees who work in stores (sales assistant). In this period, the stores were closed. The people who complete the questionnaire were only the management team and support office. Consequently, the sample was specific. Moreover, the questionnaire of Transformational leadership was one-dimensional and the questions for measuring Job Satisfaction and Job Performance were overall. More specifically, this study has explored only one type of leadership, whereas there are other styles of leadership (transactional and laissez-faire). The overall questions do not reveal areas of strong points or weakness of a

company in terms of aspects of operations that employees enjoy or not or perform well or not. In these overall questions, there is not the opportunity to record stages on particular features of the same Job. In essence, there are some issues of interpretation since the complete levels of Job satisfaction and performance are much more hard to determine (Oshagbemi, T., 2015).

One important development is to expand the study to employees of other retail companies in Greece to understand if data from different companies are related to each other. This will increase the sample and conclude in results that will be more accurate probably. Moreover, it is quite interesting if can investigate the results between employees who work in different regions (for example in Athens or islands). Moreover, another recommendation is relative to the questionnaires. More specifically, the overall questions will be used in complementary with other questionnaires of Job satisfaction and performance.

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Marks and Spencer, 2019. M&S People Principles

Appendix I Questionnaire

Ονομάζομαι Χρυσόχου Σεβαστή και στο πλαίσιο της φοίτησής μου στο Ελληνικό Ανοικτό Πανεπιστήμιο στο μεταπτυχιακό Master in Business Administration διενεργώ ερευνητική εργασία με τίτλο " Πώς το μετασχηματιστικό μοντέλο ηγεσίας επηρεάζει την επαγγελματική ικανοποίηση και απόδοση του εργαζομένου στον ελληνικό χώρο του λιανεμπορίου". Μέσα από την συγκεκριμένη έρευνα αναμένεται να αναδειχθεί εάν η μετασχηματιστική ηγεσία επηρεάζει την επαγγελματική ικανοποίηση του εργαζομένου καθώς και την απόδοσή του. Υπό αυτό το πρίσμα , η συμμετοχής σας στην έρευνα είναι πολύ σημαντική. Οι απαντήσεις που θα δώσετε θα χρησιμοποιηθούν αποκλειστικά και μόνο για ακαδημαϊκούς σκοπούς . Η έρευνα διασφαλίζει την ανωνυμία σας και την ανωνυμία της επιχείρησης στην οποία εργάζεστε. Ο χρόνος συμπλήρωσης του ερωτηματολογίου εκτιμάται στα 2 λεπτά.

Ευχαριστώ εκ των προτέρων

E-mail: std141071@ac.eap.gr

«Το Μετασχηματιστικό μοντέλο ηγεσίας επηρεάζει την επαγγελματική ικανοποίηση και απόδοση του εργαζομένου στο ελληνικό λιανεμπόριο»

Δημογραφικά στοιχεία

Φύλο

- Άντρας
- Γυναίκα

Ηλικία

- 18-30
- 31-40
- 41-50
- 51-60

Οικογενειακή κατάσταση

- Παντρεμένος/ Παντρεμένη
- Άγαμος

Παιδιά

- 0
- 1
- 2
- 3
- 4+

Πεδίο εργασίας

- Κατάστημα
- Κεντρικά γραφεία

Μετασχηματιστικό Μοντέλο Ηγεσίας

	1	2	3	4	5
Επανεξετάζει τις κρίσιμες υποθέσεις για να εξετάσει εάν είναι οι κατάλληλες	1	2	3	4	5
Συζητά για τις πιο σημαντικές αξίες και πεποιθήσεις του	1	2	3	4	5
Αναζητά διαφορετικές πρακτικές κατά την επίλυση προβλημάτων	1	2	3	4	5
Συζητάει με αισιοδοξία για το μέλλον	1	2	3	4	5
Εμπνέει την υπερηφάνεια για το γεγονός ότι συνδέομαι μαζί του /της	1	2	3	4	5
Συζητάει με ενθουσιασμό για το τι πρέπει να επιτευχθεί	1	2	3	4	5
Καθορίζει την σημασία να έχεις την ύπαρξης μιας ισχυρής αίσθησης σκοπού	1	2	3	4	5
Ξοδεύει χρόνο για την διδασκαλία και την καθοδήγηση	1	2	3	4	5
Ξεπερνά το προσωπικό συμφέρον για το καλό της ομάδας	1	2	3	4	5
Με αντιμετωπίζει ως άτομο κι όχι απλώς ως μέλος μία ομάδας	1	2	3	4	5
Δρα με τρόπους που εμπνέει το σεβασμό μου	1	2	3	4	5
Σκέφτεται τις ηθικές και τις δεοντολογικές συνέπειες των αποφάσεων	1	2	3	4	5
Εμφανίζει μία αίσθηση δύναμης και εμπιστοσύνης	1	2	3	4	5
Διατυπώνει ένα δραστικό όραμα για το μέλλον	1	2	3	4	5
Θεωρεί ότι έχω διαφορετικές ανάγκες, ικανότητες και φιλοδοξίες από τους άλλους	1	2	3	4	5
Μου δίνει την ευκαιρία να εξετάζω τα προβλήματα από πολλές διαφορετικές οπτικές γωνίες	1	2	3	4	5
Με βοηθάει να αναπτύξω τα δυνατά μου σημεία	1	2	3	4	5
Προτείνει νέους τρόπους διερεύνησης για την επίλυση εργασιών	1	2	3	4	5
Υπογραμμίζει τη σημασία της συλλογικής αποστολής	1	2	3	4	5
Εκφράζει την πεποίθηση ότι οι στόχοι θα επιτευχθούν	1	2	3	4	5

Σε γενικές γραμμές, πόσο ικανοποιημένοι είστε από τη δουλειά σας

Πολύ δυσανεστημένος	Δυσανεστημένος	Δεν είμαι σίγουρος	Ικανοποιημένος	Πολύ ικανοποιημένος
1	2	3	4	5

Τους τελευταίους 3 μήνες...
Πόσο θα αξιολογούσες την επαγγελματική σου απόδοση τις ημέρες που δούλεψες;

1	2	3	4	5	6	7	8	9	10
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Appendix II-Diagrams of Descriptive statistics

Diagram 1 : Gender

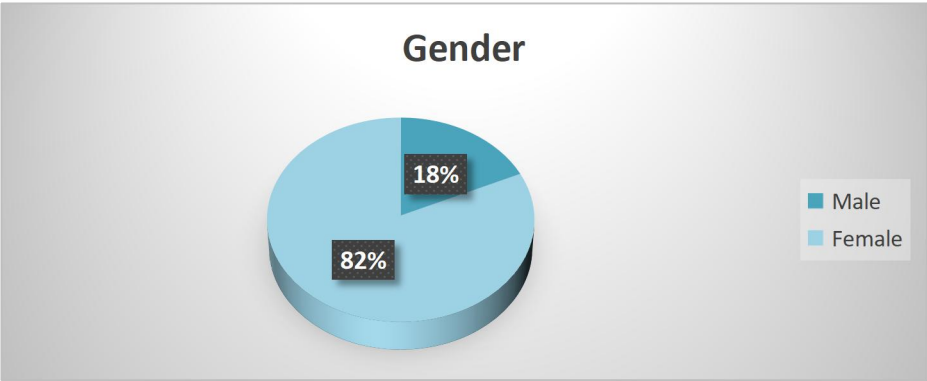


Diagram 2 : Age

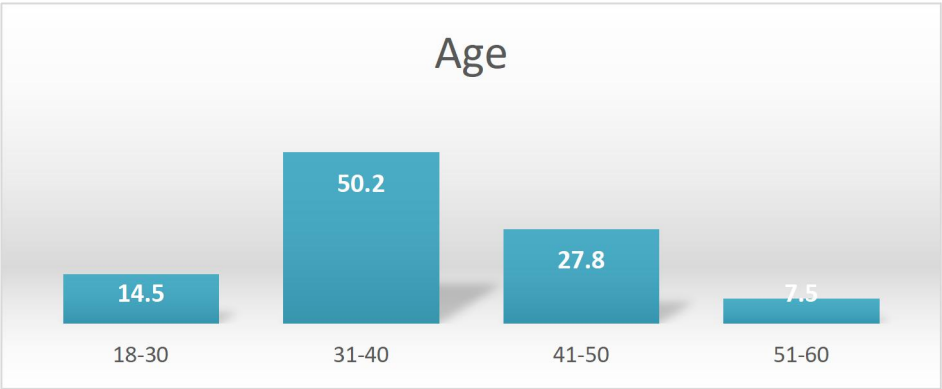


Diagram 3 : Marital Status

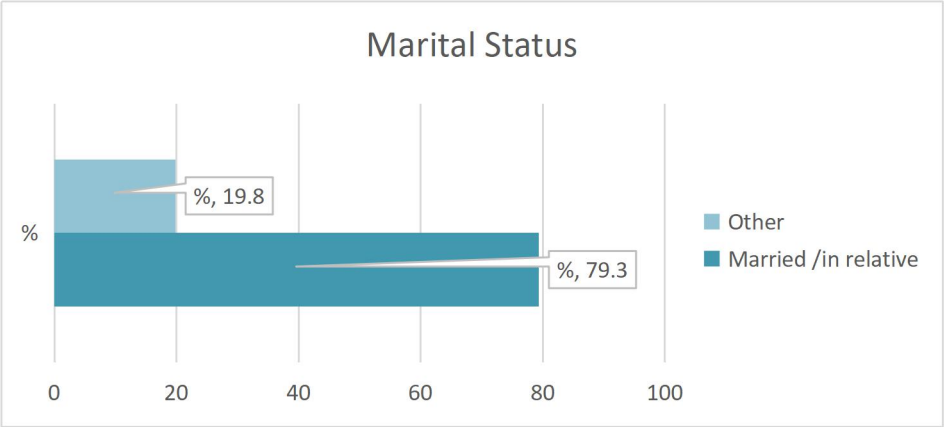


Diagram 4 : Number of children

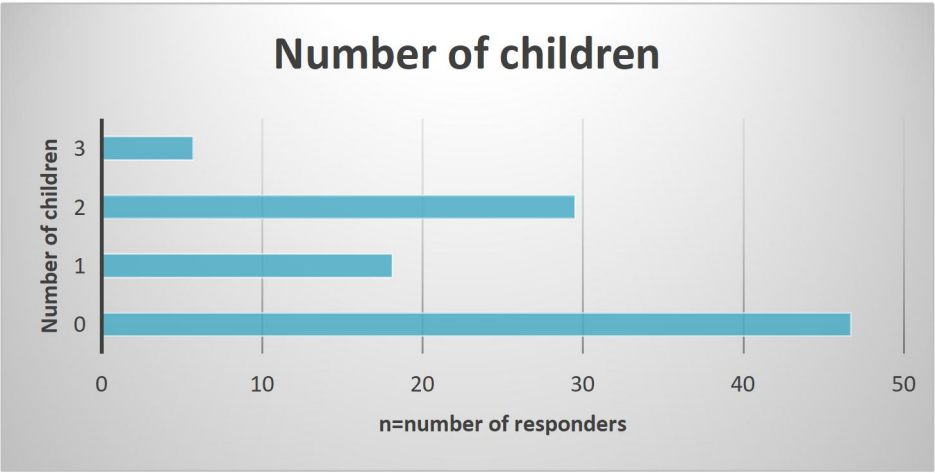


Diagram 5: Work Department

