

The Impact of Transformational Leadership on Employee Job Satisfaction

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Abstract: *This study investigates the relationship between transformational leadership and work satisfaction among employees in India. There were found to be positive correlations between employee perceptions and the way managers' use of transformational leadership and employee job satisfaction. The report offers suggestions for enhancing staff retention to managers and owners/operators of hospitality businesses. The aim of this research is to investigate the potential impact of empowerment and transformational leadership on job satisfaction among employees in the Indian hospitality sector.*

Keywords: Transformational Leadership, Work satisfaction, Hospitality industry, Employee perception

I. INTRODUCTION

India is renowned across the globe for being an enigmatic and ancient civilization. With more than a billion people living there, India is the second most populous nation in the world, after China. The global tourist and leisure travel industry is growing, which is driving up revenue for the Indian hospitality sector. Furthermore, India's economy is among the fastest-growing in the world, which has caused a significant upswing in the service sector. The hotel and tourist sector in India likewise exhibits this optimistic viewpoint.

However, because of increased employee turnover brought on by dissatisfied jobs, owners and operators of hospitality businesses in India are encountering difficulties. Indian food and beverage workers had the highest employee turnover, according to a study by Umashankar and Kulkarni states that looked at a number of industries. The low regard that Indian workers have for their jobs is one of the things that contributes to their discontent. It is not surprising to learn from Indian cultural history that respect is accorded to the position rather than the individual carrying out a particular activity. The hospitality sector in India is a clear example of this. For instance, in India, those employed at the houseman level are perceived as persons who occupy those roles since they are incapable of doing or deserving of anything more. However, Umashankar and Kulkarni point out that it is regrettable that in Western countries, being a houseman is viewed as a job, and occasionally as a career. As a result, in Western cultures, being a housekeeper is regarded with appropriate deference as a vocation on occasion. High power distance, collectivism, and affective reciprocity are among the main cultural values of Indian workers, according to research on Indian workplace culture. India has a rather high-power distance ranking, as has been widely established over several decades.

In the Indian hospitality sector, this large power distance causes job unhappiness among employees. Job discontent among employees leads to issues with organizational performance, including low productivity, excessive labor expenses, and subpar customer service. If customer retention is reliant on service quality, which is reliant on employee job (dis)satisfaction, then enhancing employee contentment is equivalent to boosting customer retention. The best methods for raising employee work satisfaction have been shown to be empowerment and transformational leadership.

Objective:

To understand the effect of transformational leadership on employee job satisfaction

II. RESEARCH METHODOLOGY

The research is completed by referring to the secondary data. Referred to various articles, peer-reviewed journals, magazines, periodicals, and websites.

III. LITERATURE REVIEW

Author Bass extended and operationalized transformational leadership as “leadership and performance beyond expectations.” In this study, transformational leadership is defined as “the process of influencing major changes in the attitudes and assumptions of organization members and building commitment towards (an) organization’s mission and objectives”.

In spite of the fact that Herzberg et al. developed the seminal Dual-Factor, or "Hygiene-Motivator," theory at the turn of the 20th century, very little research has been done on the impact of transformational leadership and employee job satisfaction. In two or more ways, this study adds to the body of knowledge on transformative leadership, empowerment, and work happiness. Firstly, it closes the knowledge gap created by the paucity of research on Indian hospitality companies, which are often labor-intensive in producing quality and customer value. Because transformational leadership and empowerment may ameliorate these issues, it has been demonstrated that they hold considerable promise for improving the caliber of service firms in Western cultures. This study examines the effects and relationships between transformational leadership and empowerment on customer contact service employees (CCSEs) in the Indian hospitality industry, where cultural differences with Western cultures may limit their effectiveness. Transformational leadership and empowerment hold great promise for improving employee job satisfaction in the service industry. Second, while the correlation between empowerment and job satisfaction and between transformational leadership and job satisfaction has been examined, the relative effects of empowerment and transformational leadership on job satisfaction have seldom, if ever, been examined in connection with one another, especially in the Indian hospitality sector. Therefore, by confirming the connections between empowerment and transformative leadership, this study contributes meaningfully to the current paradigm.

According to this study's definition, job satisfaction is the enjoyable emotional state that arises from believing that one's work either achieves or helps one's job values. The multilingual work environment that Indian CCSEs must contend with on a daily basis is fraught with unanticipated workload peaks, which have a detrimental effect on job satisfaction. Enhancing subordinate contentment is possible with the help of transformational leadership. The capacity of employees to comprehend the aims and purposes of the company is another factor that contributes to job happiness. Employees who receive transformational leadership have a clearer understanding of the organization's mission, goals, and objectives. This helps to lessen the stress that comes with everyday responsibilities for CCSEs and ultimately boosts their job satisfaction.

The management's implementation of an effective leadership style is crucial in overseeing and upholding service consistency. According to research conducted by Clark, Hartline, and Jones (2009), "managers' leadership style plays an important role in creating an environment that increases employee commitment to service quality." "Hotel managers that understand the importance of emotional intelligence are in a position to identify the needs and feelings of their subordinates, to actually express their interest and work collectively," according to Vasilogos, Polychroniou, and Maroudas (2017). They may be able to uncover and analyze problems with workers' behavior, workloads, working conditions, and hotel service delivery with the help of the practice. It is believed that transformational leadership is the best kind of leadership. Transformational leaders are perceived as having superior performance outcomes in terms of overall organizational, task, and followers' performance, according to Brown and Arendt (2010). The leader may be able to keep hotel delivery standards and organize and oversee the service operation with the help of the best leadership technique. Furthermore, according to Nyberg's (2010) research, a lot of companies are worried about gauging employee job satisfaction in an effort to predict significant behaviors like quitting the firm. According to Cotton and Tuttle (1986), an employee with an assessed probability of leaving their firm is said to have a turnover intention. Altarawmneh & Al-Kilani (2010) define turnover intention as the possibility of anything happening either intentionally or involuntarily.

IV. CONCLUSION

This study clearly demonstrates that employee-perceived empowerment and managers' use of perceived transformational leadership enhance employee-reported job happiness. The extent to which supervisors comprehend the effects of delegation. The extent to which managers comprehend the relationship between employee job happiness and performance. How much do managers comprehend how much their employees want to be given more authority? The

extent of managers' comprehension of the outcomes of transformative leadership. The proportional significance of workers' perceptions of managerial transformational leadership and workers' perceptions of employee empowerment, as well as additional elements influencing how satisfied workers feel about their jobs. The impact of several factors, including perceived work happiness, on employee performance.

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