

Chapter One

General Framework

1.1 Background

In today's dynamic organizational environment, effective leadership plays a crucial role in motivating employees to achieve organizational goals and success. Analyzing job satisfaction is vital within organizations, as it significantly affects employee behavior and work attitude, serving as a key efficiency metric (Jalal R. M. Hanaysha, 2012). Job satisfaction is inherently subjective, with individuals experiencing varying levels of contentment in their roles. Greater alignment between job aspects and individual desires leads to higher job satisfaction, while mismatched aspects lead to lower satisfaction levels.

Among various leadership styles, such as transformational (visionary), transactional, delegative, democratic, and autocratic. In this study, the concentration will be on transformational leadership and its impact on job satisfaction in private universities in Jordan. Transformational leadership is one of the most popular leadership styles, it encourages and motivates individuals or groups of individuals to innovate and foster significant change. It's known to enhance job satisfaction among academic staff in universities by prioritizing aspects of satisfaction associated with feelings and factors of inspiration (Alaa S. Jameel, 2019). Moreover, it's a leadership model that relies on team encouragement to realize overall success. Transformational leadership seeks to encourage employees to achieve goals such as increased work performance under high expectations; the focus is on changing employees' attitudes toward a more positive one (Bass, 1985; Yokl, 1999). A transformational leader refers to an individual who stresses self-forfeiture for the long-term benefit of the organization (Bass, 1985, 1997, 1998; Howell).

There are four key components of transformational leadership, Intellectual stimulation, Individual consideration, Inspirational motivation, and Idealized influence. Increasing focus is

being directed toward the influence of transformational leadership and its four dimensions on job satisfaction. Researchers and scholars have increasingly focused on leadership styles, particularly transformational leadership, across various countries and sectors. However, research suggests that there has been a limited amount of investigation into the impact of transformational leadership on job satisfaction within the educational sector, more specifically in private universities in Jordan.

1.2 Problem statement:

One of the main problems that a college institute faces is how much increasingly hard it is to find a morally good academic leader who helps to maintain a satisfied workforce that achieves the organizational outcomes successfully. Two types of leadership can be articulated. The concept of “dysfunctional leadership” has been used in traditional university management and it’s construed to the negative behaviors and self-serving ends that a leader possesses, that would in fact lead to harmful ramifications on subordinates ranging from negatively affecting their mental health to psychological to work performance. (Hussein et al., 2018:32). A plethora of research, one of which is (PwC, 2020) confirmed that insurmountable consequences of unethical leadership cause more harm than good on the overall image of the organization and its stakeholders. A study conducted by Bullis and Reed (2003) at the U.S. Army War College reported a handful of toxic leaders who tend to abuse their power and status quo to coercively control, blame and manipulate the well-being of their employees to achieve their personal interests. Conversely, to solve the problem, transformational leadership is totally the opposite of toxic leadership and it’s the type of contemporary leadership that every academic employee aspires to have since it plays a crucial role in involving him in the decision-making process and shaping the employee’s well-being and commitment in the organization. Due to its impact on personal and organizational outcomes, transformational leadership has been explored by many researchers and is being needed in all organizations (Udin,2020), (Sahu and Kumar,2018).

During times of organizational change, it's mandatory for academic employees to feel intrinsically motivated to participate in idea generation and to feel that their requirements are being met by their supervisor. (Widyaputra,2018). From a survey conducted by the researcher Omar, he proved a positive association of transformational leadership components and their impact on job satisfaction. Moreover, He concluded that employees are perceived to be more willing to contribute, meet the work needs and listen to their supervisor when they are being run and encouraged by a transformative leader. Many studies have reported that implementing transformational leadership is ought to resolve and reduce the levels of job dissatisfaction, turnover rates and distress of employees in various relevant fields (Worthy, Dawson, & Tavakoli, 2020), (Sun & Wang, 2017). In this study, we will explore how the transformational leadership has any relevance or effect on employees' job satisfaction and loyalty in multiple universities in Jordan. Consequently, understanding transformational leadership and its significant impact on the academic staff's satisfaction and engagement will help us resolve any impediments or “toxic” behaviors that may hinder their work morale and performance.

1.3 Study Questions

The current study problem was addressed by answering the following main and sub-questions:

1. What is the impact of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on job satisfaction in Universities in Jordan?

1.1. What is the impact of idealized influence on job satisfaction in universities in Jordan?

1.2. What is the impact of inspirational motivation on job satisfaction in universities in Jordan?

1.3. What is the impact of intellectual stimulation on job satisfaction in universities in Jordan?

1.4. What is the impact of individualized consideration on job satisfaction in universities in Jordan?

1.4 Study purpose and objectives

1. To define transformational leadership theory and its 4 dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and their relationship to job satisfaction.
2. To examine the main factors that affect the job satisfaction and commitment for college employees.
3. To analyze and investigate literature review that supports the influence of transformational leadership on academic staff morale, behaviors and satisfaction.
4. To collect data and assess it based on the impact of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on academic employees' satisfaction in various college institutions.
5. To provide private Jordanian universities with recommendations regarding the importance of transformational leadership and its impact on achieving employee satisfaction and loyalty.

1.5 Study significance

Examining the effects of transformational leadership on employees within Jordanian universities is crucial for grasping organizational dynamics and enhancing employee performance. Transformational leadership, defined by its visionary, inspirational, intellectually stimulating, and individually considerate nature, has consistently yielded positive results across different contexts. Given the unique cultural and societal influences within Jordanian universities, delving into how transformational leadership techniques impact employee motivation, satisfaction, and commitment can offer valuable guidance for tailoring effective leadership strategies to suit this particular environment.

Additionally, the outcomes of this study hold practical implications for organizational management and leadership development in Jordanian universities. By pinpointing the facets

of transformational leadership that deeply connect with employees and bolster their professional advancement and welfare, institutions can refine their leadership approaches to boost overall organizational efficiency and student achievements. Ultimately, this research not only enriches academic understanding but also fosters advancements in leadership methodologies and organizational efficacy within Jordanian higher education settings.