

# Effect of Transformational Leadership on Job Satisfaction, Innovative Behavior, and Work Performance: A Conceptual Review

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## Abstract

This study reviews how transformational leadership is applied around the world. It seeks to establish the style and behavior of leaders under the age of 30 years so that private and public sectors can prepare such leaders in their organizations. Transformational leadership encourages employees to achieve goals that improve their work performance. It focuses on changing employees' attitude toward work, enabling them to cope the pressure in the workplace, and encouraging them to deliver. This study reviews and discusses the effects of transformational leadership on job satisfaction, innovative behavior, and work performance. To achieve the objectives, this study conducts an extensive review of the relevant literature. The results show that transformational leadership, as the primary variable, affects job satisfaction, innovative behavior, and work performance, the dependent variable. By influencing job satisfaction and innovative behavior, transformational leaders can influence work performance. The results also reveal that transformational leadership, job satisfaction, and innovative behavior independently impact work performance.

**Keywords:** transformational leadership, job satisfaction, innovative behavior, work performance

## 1. Introduction

The first study on transformational leadership was undertaken by James MacGregor Burns, who proposed the transformational and transactional leadership theories, which state that supportive leadership assists followers and motivates them to achieve a common goal (Burns, 1978). In their meta-analysis, Judge and Piccolo (2004) examined 626 relationships from 87 sources and focused on transformational, transactional, and laissez-faire leadership characteristics.

As an alternative, transformational leadership seeks to encourage employees to achieve goals such as increased work performance under high expectations; the focus is on changing employees' attitude toward a more positive one (Bass, 1985; Yukl, 1999). Moreover, there is plenty of evidence demonstrating that leadership behavior has the power to mold followers and support them in achieving specific objectives and goals; in theory, such behavior also prepares them for innovation activities and subsequently increases productivity for the benefit of successful organizations.

The transformational leadership theory has four components: (1) idealized influence, (2) inspirational motivation, (3) intellectual stimulation, and (4) individual consideration. These components form the characteristics of a transformational leader who influences an employee's behavior to achieve a goal with a new conception (Bass, 1985a). While charisma accepts expanded inspection and censure, it is generally irreconcilable with the concept of transformational leadership as charisma focuses on the full range of leadership models and, in due course, changes into an idealized influence (Barbuto, 1997; Hunt, 1999). Transformational leadership is an improvement from classical to contemporary techniques, thus supporting all organizational situations with new technology. A leader's potential is reflected in the way subordinates are monitored and priorities are outlined in decision making for addressing problems involving employees. However, with a strategic plan, transformational leadership prepares employees for new techniques that follow innovative solutions created to clarify employees' behavior toward other employees or group members.

Furthermore, according to the transformational leadership theory, the main leader activity involves encouraging interpersonal relations between employees and other persons; communication between the leader and employee

increases the degree of encouragement and propriety (Antunes et al., 2016). Additionally, genuine and fake qualities are two functions in transformational leadership that are used to predict the ethics of genuine transformational leadership (Martin, 2017). Moreover, transformational leadership requires a strategy to improve employee quality and avoid deficiencies, and the strategy should cover benefits that will provide employees with many choices. This increases their dimensions and enthusiasm for pursuing new and recurrent goals (Morris & Marie, 2019).

In this study, we examine the advantage of transformational leadership in supporting employees to achieve the goals that impact their behavior. In other words, we examine how an organization can use transformational leadership to develop its staff.

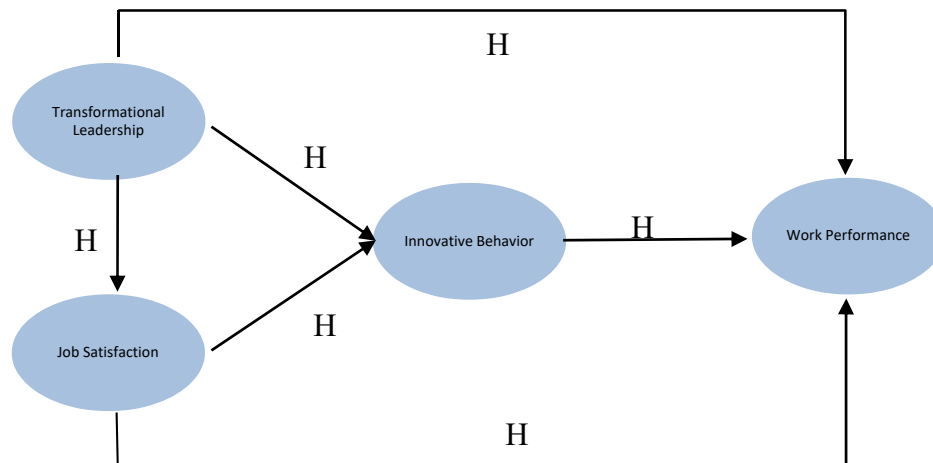


Figure 1. Conceptual framework

## 2. Literature Review

### 2.1 Transformational Leadership

Transformational leadership is the act of cooperating in pursuit of a common goal through an intention exchange between a leader and followers (Burns, 1978a). Transformational leadership encourages followers to progress in their job and achieve preternatural goals and self-realization that can be used to progress at job levels or for alternative work during interpersonal exchanges between the leader and the follower (Bass, Avolio & Goodheim, 1987). A transformational leader refers to an individual who stresses self-forfeiture for the long-term benefit of the organization (Bass, 1985, 1997, 1998; Howell & Avolio, 1992). Such leader prioritizes change and innovation, focusing on the visual sense and quality of transformation in the organization (Tichy & Devanna, 1986, p. 4).

As a skill, transformational leadership involves guiding another person through exchanges, improvements, and leadership (Northouse, 2001). Therefore, an individual with this skill can be described as follows: “He or she spends time listening, summarizing, integrating, and guiding what is being said, making key interventions, and summoning images, ideas, and values that help those involved to make sense of the situation with which they are dealing” (Morgan, 1997, p. 184).

In this study, transformational leadership is defined as the ability of a leader to change strategic plans and complete a mission. This definition is used to determine whether followers accurately evaluated the leader’s actions as constituting a high degree of commitment to the institution or the organization to achieve a goal.

### 2.2 Job Satisfaction

Job satisfaction results from a person’s attitude, taking from stability and conclusion to focus on the similarities and dissimilarities that are experienced in relation to a job (Bullock, 1952). Furthermore, job satisfaction relates to the views one has about work–life balance (Srivastava, 1974), in which the organization’s efficiency plays a significant role. Job satisfaction is also similar to an enjoyable or favorable spiritual encounter that results in a positive evaluation of the job experience (Locke, 1976). For employees, it is a favorable feeling of success in all

facets of their work environment (Vroom, 1978).

Followers use the following sentiments to evaluate job satisfaction: the work experience relates to important skills, new experiences, and transitions for the future (Kidd, 2006). Job satisfaction has also been referred to as the happiness of followers with their jobs (Eracleous & Chamorro-Premuzic, 2009). Therefore, job satisfaction can be defined as followers' emotional reception and individual attitudes toward all situations in their job—a positive feeling resulting from an evaluation of their work experience.

### *2.3 Innovative Behavior*

Many scholars define innovation differently. For example, Schumpeter (1934) defined innovation as the emergence of new thinking or know-how, capital, materials, or other variables. Additionally, Zaltman (1973, p. 10) defined innovation as a concept, operation, or equipment that is recognized as a new idea related to a processing unit. Innovation has also been assumed to refer to the creation of new ideas for the development of products (Anderson et al., 2014, p. 1298). Innovation combines ideas or processing during execution (Rosing et al., 2018).

Followers need innovative behavior to generate new concepts, achieve progress, and gain new knowledge, including the ability to seek and discover novel opportunities and solutions, promote the formulation of new concepts, retain support from sponsors, generate ideas, and carry out feasibility tests (Kanter, 1988). Innovative behavior is the intentional generation, realization, and promotion of novel ideas in a role, group, or organization, thereby gaining a performance advantage for the group or organization (Scott & Bruce, 1994; Woodman et al., 1993). Innovative behavior is defined as the generation and evaluation of novel concepts within a group (Scott and Bruce, 1994a).

Innovative behaviors determine the following traits for the organization: type of product, quality of administration, effectiveness of employment energy, company relationships, and competitiveness (Mulkey, 2019). Overall, innovative behavior is the deliberate exploration of individual behavior to generate, promote, and implement new concepts at any organizational level.

### *2.4 Work Performance*

The definition of work performance is related to job output or the employment of all personal skills to achieve a goal (Williams & Anderson, 1991). Moreover, employee performance is defined as the realization of benefits or non-benefits; thus, it can lead to self-realization among employees, which may directly or indirectly lead to organizational success (Motowildo & Borman, 1993). Furthermore, work performance can be evaluated on the basis of employees' completion of the work within the specified duration (Bernardin & Russel, 1993, p. 378). Nayyar (1994) defined work performance as the number of personnel required to deliver the quality expected by the organization's founder. Moreover, an employee's ability to develop the organization's resources, achieve goals, and propose new ideas to challenge existing ones helps in the organization's strategic implementation and evaluation.

Additionally, skillful employees can reduce the time and costs of operation and increase benefits for an organization; in this case, employees are at the midpoint between the organization and its customers, and they may increase their productivity through high work performance. Work performance factors responsible for an organization's output productivity include efficiency and effectiveness (Gomes, 1995). Overall, work performance is a person's ability to carry out activities and produce outcomes related to the work function, which contributes directly and indirectly to achieving workplace goals.

## **3. Hypothesis development**

### *3.1 Transformational Leadership and Job Satisfaction*

Transformational leadership is the nature of being highly committed to the organization and dedicated to achieving a goal (Leithwood and Jantzi 2006). Meanwhile, job satisfaction is important in shaping follower behavior and is one thing the organization must seek to achieve (While & Barriball, 2005). A significant number of studies have proved a positive relationship between transformational leadership and job satisfaction (Givens, 2008; Nguni, Slegers, Denessen, 2006; Rafferty Griffin, 2004; Walumbwa & Lawler, 2003; Walumbwa et al., 2004; Walumbwa et al., 2007; Walumbwa, Orwa, Wang, & Lawler, 2005).

Transformational leadership reduces stress in the workplace and encourages followers to be happy because it emphasizes job satisfaction (Castro et al., 2008) and empowers followers to pursue job satisfaction (Braun, Peus, Weisweiler, & Frey, 2013; Judge & Piccolo, 2004a; Podsakoff, MacKenzie, & Bommer, 1996). According to empirical research, transformational leadership has an impact on job satisfaction (Braun et al., 2013). Mesut and

Toby (2020) demonstrated a relationship between transformational leadership and follower attitudes, engagement, commitment, emotional intelligence, and job satisfaction. Transformational leadership also helps employees increase their performance and reduces the weak point of leaders to achieve objectives. Considering the above discussion, this study proposes the following hypothesis:

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

### *3.2 Transformational Leadership and Innovative Behavior*

According to Mumford and Licuanan (2004), transformational leadership is related to innovation (McMurray, Islam, Sarros, & Pirola-Merlo, 2013). Generally, however, there is little research about the effects of transformational leadership on employee innovation behavior (Afsar, Bilal, Masood, & Mariam, 2018). For example, transformational leadership has been used in hotels to provide suitable evidence to clarify the role of leaders who change techniques and motivate their followers with innovations focused on service delivery (Mehmetoglu, 2015; Wang et al., 2014); with transformational leadership, participants reported successful work performance and happiness (Brown & Arendt, 2010; Kara et al., 2013).

As a leader's behavior, transformational leadership pushes an employee toward innovation. In an empirical study of a non-profit organization in Australia, transformational leadership was found to be a significant factor in increasing innovation in the workplace (McMurray et al., 2013). On several occasions, the skills of a leader have been found to encourage followers to create new ideas and innovate to increase productivity (Denti & Hemlin, 2012; Rosing et al., 2011). Byrne et al. (2009) referred to the relationship between psychological mechanisms and individual innovation. Innovative behavior can be described to be related to employees' knowledge and ability to create new ideas for changed services or products in the organization; thus, a brave leader would be interested in innovation to support the organization's success.

**H2:** There is a statistically significant relationship between transformational leadership and innovative behavior.

### *3.3 Transformational Leadership and Work Performance*

Transformational leadership seeks to motivate and support employees in achieving certain goals (Bass & Riggio, 2006). Another study found that transformational leadership encourages followers' job commitment and is fundamental to building stronger performance (Podsakoff et al., 1996). According to a meta-analysis of Wang et al. (2011), transitions are explained by transformational leadership's ability to relate to work performance, which can potentially increase work growth (Wang et al., 2017; Judge & Piccolo, 2004b; Lowe, Kroeck & Sivasubramaniam, 1996). The increase or decrease in work performance depends on employees' change of behavior toward a new conception or technology that will be adopted in an organization under transition.

A previous study by Ling et al. (2008), following the collection of primary and secondary data in an organization, found that a CEO's transformational leadership impacts work performance (Zhu et al., 2005). Yukl (2006) stated that transformational leadership increases performance by relating to followers' cognition. Thus, transformational leadership impacts employee performance and increases employee value (Yang et al., 2010). This argument was supported by Mittal and Dhar (2016), who found that transformational leadership impacts behavioral outcomes, such as work performance, organizational citizenship behavior, voice behavior, and service behavior (Judge & Piccolo, 2004c). Transformational leadership provides a model pathway for followers to move forward and supports them in reaching their goals. Thus, we propose the following hypothesis:

**H3:** There is a statistically significant relationship between transformational leadership and work performance.

### *3.4 Job Satisfaction and Innovative Behavior*

In theory, job satisfaction could be a central factor in influencing optional innovation behavior, which, in turn, impacts job perception and the work environment (Nerkar, McGrath, & MacMillan, 1996; Scott & Bruce, 1994b). Some researchers have suggested that job satisfaction does not directly impact creativity; however, most studies have shown a relationship between supervision and follower creativity. For example, Shalley et al. (2004) and Podsakoff et al. (1996) showed that job satisfaction is related to follower creativity.

According to a study that considered job satisfaction as the mediator, organizational learning relates to organizational innovation (Hussein, Mohamad, Noordin & Ishak, 2014; Park, Hoon, Won & Kim, 2013). Other researchers have also provided evidence that job satisfaction impacts innovation (Hussian et al., 2014; Tien & Choa, 2012). Furthermore, Spanjol, Tam, and Tam (2014) considered a transitive adaptation to the environment to investigate the effect of the relationship between job satisfaction and innovation performance while a management research explained that job satisfaction is related to innovation (Woisetschlager et al., 2016; Rai & Hornyak, 2013; Cheng et al., 2010). Thus, we propose the following hypothesis:

**H4:** There is a statistically significant relationship between job satisfaction and innovative behavior.

### 3.5 Job Satisfaction and Work Performance

A study in organizational marketing postulated that job satisfaction (the role of the salesperson) impacts work performance (Brown, Steven, Peterson, & Robert, 1994; Yang & Jen-Te, 2010). Several other researchers have confirmed that job satisfaction is related to work performance (Awang et al., 2010; Chen et al., 2001; Chen et al., 2012; Chen & Kao, 2012). Studies on job satisfaction typically focus on four workplace functions: overall satisfaction with labor, the relationship between employee satisfaction and payment, organizational culture and well-being, and employee faithfulness (Antoncic and Antoncic, 2011).

Ziegler et al. (2012) and Rast, Sadegh, Tourani, and Azadeh (2012) proved that job satisfaction significantly impacts work performance. In Sri Lanka, Perera et al. (2014) used structural equation modeling to reveal the relationship between job satisfaction and work performance. Job satisfaction refers to employee attitude that impacts employee behavior to benefit an organization (Pawirosumarto et al., 2017); hence, job satisfaction influences work performance (Zaraket, Wael, Saber & Farouk, 2017). Several studies have proposed the advantages of motivation in increasing employee satisfaction, which will help the organization increase productivity and work efficiency (Anwar & Budi, 2018; Hardiyanto et al., 2019; Normi & Siti, 2020). Thus, the following hypothesis is proposed:

**H5:** There is a statistically significant relationship between job satisfaction and work performance.

### 3.6 Innovative Behavior and Work Performance

Studies have suggested that work performance is an eventual result of employee innovation behavior (Rank et al., 2004). Janssen and Van Yperen (2004) confirmed that innovation behavior affects work performance. Employee behavior is a change in attitude because of support for an employee's job. Employee behavior, as the main characteristic of employees (Bharadwaj & Menon, 2000), can be combined with employee motivation to lead to innovation (Mostafa, 2005). According to Yilmaz et al. (2005) and Hagedoorn and Cloodt (2003), innovation behavior ultimately leads to good results for an organization (Antoncic & Hisrich, 2001; Barringer & Bluedorn, 1999; Hornsby et al., 2002; Narver & Slater, 1990; von Wettberg et al., 2018; Zou, Guangyu, Yilmaz & Levent, 2011).

Innovation behavior can prove successful for organizations that focus on competition and profitability (Roberts, 1999; Roberts & Amit, 2003). Innovation behavior is basic enterprising behavior related to work performance (Covin et al., 2000; Miller, 1983; Naman and Slevin, 1993; Zahra and Covin, 1995). It reduces the time and cost required for a new product and hence increases work performance (Tidd et al., 2005). According to Fuentes et al. (2004), innovation behavior leads to the design of new products that reduces cost expenses, meets customer needs, and increases product quality (Prajogo & Sohal, 2003).

**H6:** There is a statistically significant relationship between innovative behavior and work performance.

## 4. Previous Research

Transformational leadership is developed as a strategic plan to increase leaders' performance and achieve organizational goals. Table 1 summarizes the previous research used in the conceptual analysis.

Table 1a. Previous research on the effects of transformational leadership on job satisfaction and work performance

Authors	Investigation	Sample Size	Methods	Results
Ariyabuddhiphongs and Kahn (2017)	Explored the transformational leadership style of a manager, which is expected to reduce turnover intention through a focus on employees' trustworthiness and the recognition of their work performance.	N = 187	Quantitative analysis	Transformational leadership reduces the turnover intention and serves as an organizational advantage. Improvement programs may inspire transformational leadership style while promoting managers.
Atolagbe et al. (2018)	Involved input dataset on transformational leadership, employee satisfaction, and engagement for a fast moving consumer goods company in Nigeria	N = 359	Quantitative analysis and SEM	Consistent intellectual stimulation and charisma are described as compelling aspects of transformational leadership, increasing company satisfaction and engagement.

Abuzaid et al. (2019)	Focused on the effect of transformational leadership on the strategic decision effectiveness of a Jordanian microfinance company	N = 190	Quantitative analysis	Transformational leadership exerts a positive impact on strategic decision effectiveness.
Boamah et al. (2018)	Investigated whether the transformational leadership behavior of nursing managers impacts job satisfaction and patient safety outcomes	N = 378	Quantitative and SEM	Transformational leadership can enable managers to increase creativity in the organization, which is essential in promoting better safety for patients and nurses.
Bastari et al. (2020)	Investigated how transformational leadership impacts employee performance, with employee motivation as the intervening variable	N = 285	Quantitative analysis	Transformational leadership impacts employee performance and job motivation.
Chandrasekara (2019)	Investigated whether leadership style impacts employee satisfaction and job performance in ABC manufacturing in Sri Lanka	N = 70	Quantitative analysis	Leaders should build transformational leadership to increase employee satisfaction and job performance.

Table 1b. Previous research on the effects of transformational leadership on job satisfaction and work performance (Continued...)

Authors	Investigation	Sample Size	Methods	Results
Choi et al. (2016)	Specified the relationship between transformational leadership, job satisfaction, and empowerment for nurses and medical assistants in private and public hospitals in Malaysia	N=200	Quantitative analysis and SEM	Transformational leadership impacts nursing staff's satisfaction, with empowerment as the mediator.
Eliyana and Ma'arif (2019)	Investigated whether transformational leadership impacts job satisfaction and organizational commitment toward employee performance	N = 30 respondents as 75% of the population	Quantitative analysis and SEM	Transformational leadership positively impacts organizational commitment and job satisfaction.
Jensen et al. (2020)	Used secondary data on the relationship between CEOs' transformational leadership and work performance	N = 42 CEO	Mixed methods analysis	The positive relationship between inspirational motivation and intellectual stimulation reflects financial performance.
Jiang et al. (2017)	Investigated whether transformational leadership impacts employee performance	N = 500	Quantitative analysis and SEM	Transformational leadership influences sustainable employee performance.
Jyoti and Bhau (2015)	Investigated whether transformational leadership is related to work performance	N = 206	Quantitative analysis and CFA	Transformational leadership is related to work performance, with the leader-member exchange and leader's satisfaction as mediators.
Klaic et al. (2018)	Explored the relationship of transformational leadership with well-being in teams of scientists, including person-supervisor and needs-supplies relationships, with the team as the mediator	N = 134	Quantitative analysis	Transformational leadership impacts job satisfaction, but it has a negative relationship with work-related strain.
Kala'Lembang et al. (2015).	Explored the effect of transformational leadership and organizational culture on work performance and forward organizational commitment	N = 300	Quantitative analysis	Transformational leadership and organizational culture indirectly impact work performance and forward organizational commitment.
Muslichah and Asrori (2018)	Investigated the direct and indirect impact of transformational leadership on job satisfaction	N = 170	Quantitative analysis	Transformational leadership directly impacts job satisfaction; trust in the leader also impacts job satisfaction, with trust as the mediator of both

variables.

Table 1c. Previous research on the effects of transformational leadership on job satisfaction and work performance (Continued)

Authors	Investigation	Sample Size	Methods	Results
Murphy and Anderson (2020)	Investigated transformational leadership as the crucial attitude that increases performance and is used to test the behavior of a leader (TL), the attitude of a salesperson, the behavior of a salesperson, and the model of performance	N = 313	Quantitative analysis and SEM	Sales managers' transformational leadership impacts the attitude of salespeople.
Patiar and Wang (2016)	Investigated the effects of both transformational leadership and organizational commitment on a hotel department's performance	N = 146	Quantitative analysis	The progress of transformational leadership and organizational commitment impact the hotel department's positively.
Pan and Lin (2015)	Investigated the association of behavior mechanisms and transformational leadership with a follower's task performance as a barrier to demand	N = 239	Quantitative analysis and CFA	A relationship exists between transformational leadership and followers' task performance, with feedback-seeking behavior as the mediator. Moreover, the low and high processing of dyadic tenure is related to efficacy as the mediator.
Siswanto et al. (2020)	Aimed toward transformational leadership influencing a soldier's trust, employee engagement, and job satisfaction (Objectives 1-3); discussed a soldier's trust influencing employee engagement and job satisfaction (Objectives 4-5); explored employee engagement influencing job satisfaction (Objective 6)	N = 370	Quantitative analysis and SEM	The results pertaining to the proposed six hypotheses were significant.
Yıldız and Şimşek (2016)	Investigated the impact of transformational leadership on employee trust; satisfaction in the community, including the leader of the organization; and trust in the leader, including self-efficacy.	N = 252	Quantitative analysis	Transformational leadership is related to job satisfaction, with trust and self-efficacy as the mediators.

According to Table 1, transformational leadership, as the primary variable, affects job satisfaction and work performance and is reflected in the actions of followers in each organization. Thus, leaders must improve followers' knowledge and share their experiences with them to achieve their goals. Employee satisfaction relates to employees' ability to implement a strategic plan. Employee ability can be observed through work performance, which may be low or high; thus, the leader can use observed performance to analyze an employee's behavior in performing their job.

## 5. Discussion

The traditional leadership style has changed over time. Transformational leadership is a new strategy to improve creativity and motivate followers to achieve goals. Specifically, transformational leadership can improve follower performance and job satisfaction through innovative behavior to increase productivity. In addition, employee ability can help increase productivity when they collaborate with the organization to implement a master plan. Generally, employees look to their leaders for organizational success; thus, leaders must use a strategic plan to influence employee behavior.

Burns (1978b) proposed the transformational leadership theory as the best way to help leaders improve their abilities and create new ideas to challenge competitors. Leaders must plan to motivate employees as they always look up to good leadership for support in creating new concepts. This leads to employee satisfaction and positive results for low- or high-performing organizations. Employee behavior can change depending on employees'

happiness in the organization; thus, a comprehensive leader can help followers increase their performance through motivation and support.

## 6. Conclusion

In investigating the effect of transformational leadership on job satisfaction, innovative behavior and work performance, we found that a weak leadership leads to decreased employee performance, which results from low job satisfaction. In other words, employee satisfaction increases productivity and creativity. Moreover, as employees expect good leaders to support their activities and improve new concepts, leaders should develop a relationship between transformational leadership and motivation to exert an idealized influence on employees. Work performance only improves depending on employee satisfaction; thus, followers who are happy with their jobs will deliver good results.

Leaders must also observe employees' behavior to inculcate change if they are not interested in innovation, which is the main factor in improving the organization. Therefore, this conceptual review fills the research gap regarding the impact of transformational leadership on job satisfaction, innovative behavior, and work performance.

Organizations increase leaders' productivity and reputation. Leaders must help their followers reduce their stress while fulfilling their responsibilities. Transformational leadership is a new solution that helps traditional leaders change their skills and manage their followers. Furthermore, leaders should join employees to generate innovative ideas and thereby increase benefits for the organization. For the development of employees, leaders must prepare a strategic plan to increase their performance; therefore, considering their situation, intelligent leaders will choose a transformational leadership style.

Most employees will be receptive to implementing a strategic plan that a good leader prepares. Employee satisfaction is related to leaders who encourage employee behavior that increases work performance, productivity, and reputation. Therefore, transformational leadership helps leaders and employees improve their abilities and knowledge, motivates them, and prevents them from leaving their jobs. Transformational leadership can help or destroy an organization depending on the leader's ability to change the situation from bad to good.

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