



**NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION**

**EXAMINING THE EFFECT OF TRANSFORMATIONAL
LEADERSHIP STYLE ON EMPLOYEE SATISFACTION AND
EMPLOYEE PERFORMANCE IN LIBERIA WATER AND SEWER
CORPORATION**

MASTER THESIS

MARK CASSELL

**Nicosia
January, 2023**

**EXAMINING THE EFFECT OF TRANSFORMATIONAL
LEADERSHIP STYLE ON EMPLOYEE SATISFACTION AND
EMPLOYEE PERFORMANCE IN LIBERIA WATER AND SEWER
CORPORATION**

**MARK
CASSELL**

MASTER THESIS

2023

**NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF INTERNATIONAL BUSINESS**

**EXAMINING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP
STYLE ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE
IN LIBERIA WATER AND SEWER CORPORATION**

MASTER THESIS

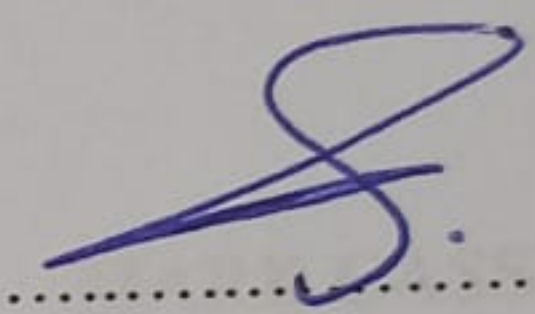
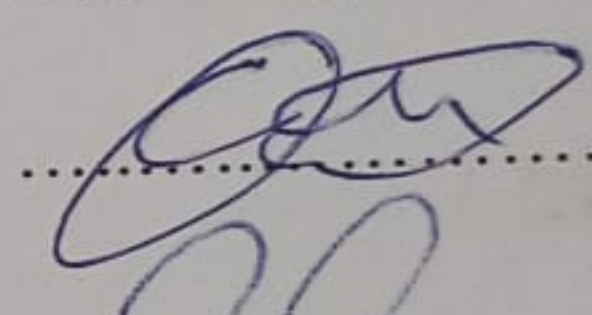
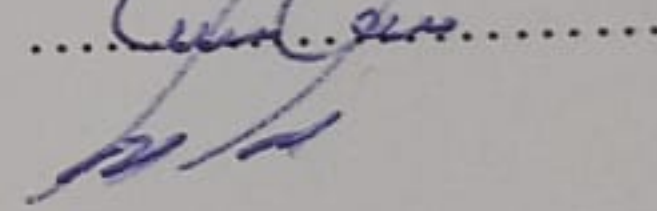
MARK CASSELL

**Supervisor
Dr. Laith Tashtoush**

**Nicosia
January, 2023**

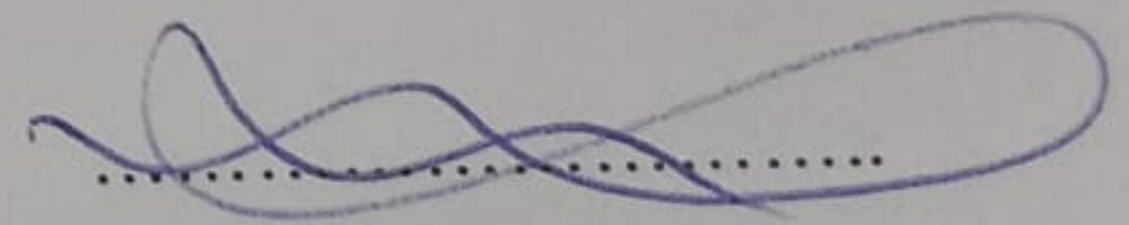
Approval

We certify that we have read the thesis submitted by **MARK CASSELL** titled **EXAMINING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE IN LIBERIA WATER AND SEWER CORPORATION** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Educational Sciences.

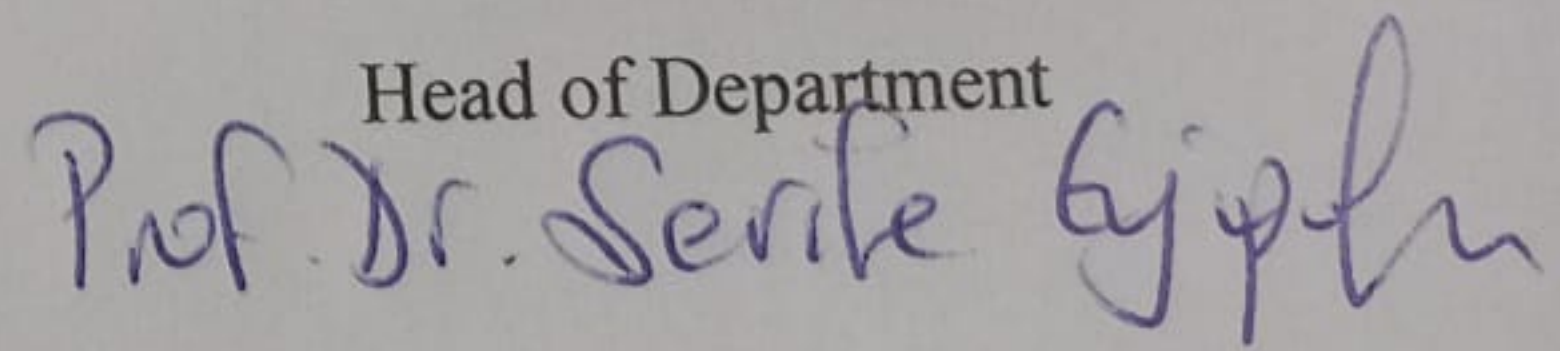
Examining Committee	Name-Surname	Signature
Head of the Committee:	Assist. Prof. Dr. Tijen Zeybek	
Committee Member :	Assist. Prof. Dr. Ayşe Gözde Karaatmaca	
Supervisor:	Dr. Laith Tashtoush	

Approved by the Head of the Department

30 / 11 / 2023



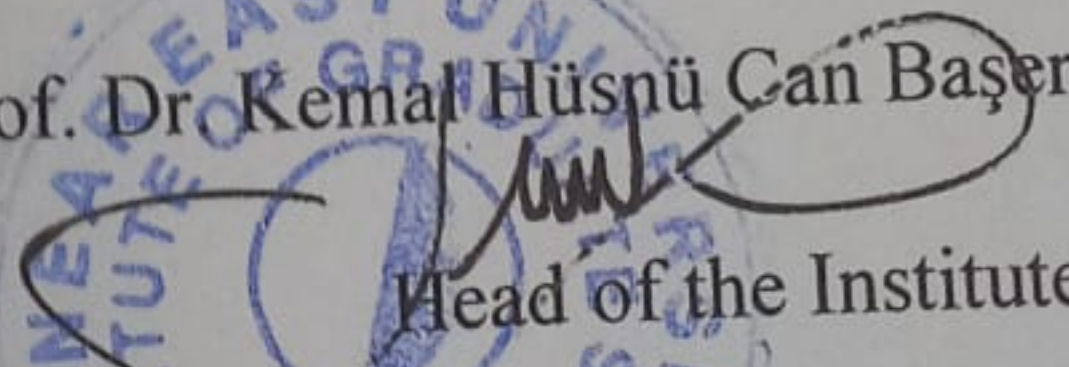
Head of Department

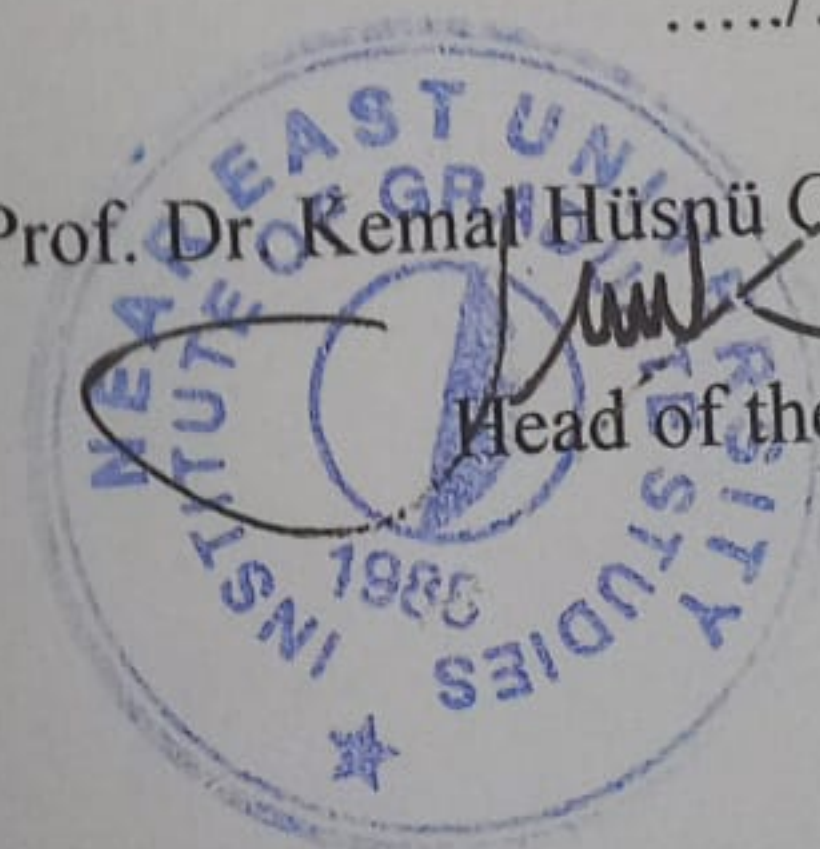


Approved by the Institute of Graduate Studies

...../...../20....

Prof. Dr. Kemal Hüsnü Can Başer


Head of the Institute



Declaration

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

MARK CASSELL

/ /2023

Acknowledgments

I would first like to thank my supervisor, Dr. Laith Tashtoush, whose expertise was invaluable in formulating the research questions and methodology. Your insightful feedback pushed me to sharpen my thinking and brought my work to a higher level.

Thank you so much, and may God continue to bless you all.

MARK CASSELL

Abstract**EXAMINING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP
STYLE ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE
IN LIBERIA WATER AND SEWER CORPORATION****Cassell, Mark****Supervisor, Dr. Laith Tashtoush****MA, Department of Business Administration****January, 2023, 83 pages**

In order to create a culture of mission fulfilment and stability, leadership is a critical functional mechanism in a company. Employees and leaders have a strong relationship, and LS guides and supports employees to achieve company goals. This research seeks to examine the effects of transformational leadership style on employee performance by taking the employee satisfaction as a mediator in Liberia with a specific focus on the Liberia Water and Sewer Corporation. The overall number of employees in Liberia Water and Sewer Corporation was 550, according to the annual report of Liberia Water and Sewer Corporation for 2021. The ideal sample size was 300. The findings of this research shows that transformational leadership has positive and significant impact on Employee Satisfaction. The leader will warn employees who break the rules by giving necessary rewards and punishment. Besides that, the leader is also able to make employees become innovative in doing their job well. Employees are motivated to express and share their new ideas in discussion and meetings. Also, transformational leadership has positive and significant impact on employee performance. It is shows that employees have shown sincere contribution in the company. They are willing to contribute their ideas for the very best of the company. Besides that, they have completed the job perfectly and done the job according to the required quantity. Moreover, transformational leadership can enhance and motivate employees individually so that they can develop themselves to reach the expected performance. Finally, Transformational leaders use to empower the employees to be innovative and creative in doing the jobs. By doing so, it will make better employee contributions to Liberia Water and Sewer Corporation. Therefore, it is suggested to

residential managers to encourage employees individually to follow their job requirements. Besides, managers should care about employees' problems and needs in the workplace and provide them related trainings to increase their performance.

Keywords: Transformational Leadership style, Employee Performance, Employee Satisfaction, Liberia Water and Sewer Corporation, Liberia.

ÖZ**EXAMINING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP
STYLE ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE
IN LIBERIA WATER AND SEWER CORPORATION****Cassell, Mark****Supervisor, Dr. Laith Tashtoush****MA, Department of Business Administration****January, 2023, 83 pages**

Bir misyon gerçekleştirme ve istikrar kültürü yaratmak için liderlik, bir şirkette kritik bir işlevsel mekanizmadır. Çalışanlar ve liderlerin güçlü bir ilişkisi vardır ve LS, çalışanları şirket hedeflerine ulaşmaları için yönlendirir ve destekler. Bu araştırma, Liberya Su ve Kanalizasyon Şirketi özelinde Liberya'da çalışan memnuniyetini arabulucu olarak alarak dönüşümcü liderlik tarzının çalışan performansı üzerindeki etkilerini incelemeyi amaçlamaktadır. Liberya Su ve Kanalizasyon Şirketi'nin 2021 yılı yıllık raporuna göre Liberya Su ve Kanalizasyon Şirketi'ndeki toplam çalışan sayısı 550'dir. İdeal örneklem büyüklüğü 300'dür. Bu araştırmanın bulguları dönüşümcü liderliğin olumlu ve önemli bir etkisi olduğunu göstermektedir. İş tatmini üzerine. Lider, kuralları çiğneyen çalışanları gerekli ödül ve cezaları vererek uyarır. Bunun yanı sıra lider, çalışanların işlerini iyi yapmaları konusunda yenilikçi olmalarını da sağlayabilir. Çalışanlar, tartışmalar ve toplantılarda yeni fikirlerini ifade etmeye ve paylaşmaya motive olurlar. Ayrıca, dönüşümcü liderliğin çalışan performansı üzerinde olumlu ve önemli bir etkisi vardır. Çalışanların şirkete samimi bir katkı sergilediğini gösterir. Şirketin en iyisi için fikirlerine katkıda bulunmaya isteklidirler. Bunun yanında işi mükemmel bir şekilde tamamlamışlar ve işi istenilen miktara göre yapmışlardır. Ayrıca, dönüşümcü liderlik, çalışanları beklenen performansa ulaşmak için kendilerini geliştirebilmeleri için bireysel olarak geliştirebilir ve motive edebilir. Son olarak, Dönüşümcü liderler, çalışanların işlerini yaparken yenilikçi ve yaratıcı olmalarını sağlamak için kullanır. Bunu yaparak, Liberya Water and Sewer Corporation'a çalışan katkılarını daha iyi yapacaktır. Bu nedenle, konut yöneticilerine, çalışanları bireysel olarak iş gereksinimlerini takip etmeye teşvik etmeleri

önerilir. Ayrıca yöneticiler, çalışanların iş yerindeki sorunları ve ihtiyaçları ile ilgilenmeli ve performanslarını artırmak için onlara ilgili eğitimler vermelidir.

Anahtar kelimeler: Dönüşümsel Liderlik Tarzı, Çalışan Performansı, Çalışan Memnuniyeti, Liberya Su ve Kanalizasyon Şirketi, Liberya.

Table of Contents

Approval.....	i
Declaration	ii
Acknowledgments.....	iii
Abstract	iv
ÖZ	vi
Table of Contents	viii
LIST OF FIGURES	xii
LIST OF TABLES	xii
CHAPTER I	1
Introduction.....	1
Research Problem.....	5
Research Significant.....	6
Research Questions	7
Definition of Terms	7
CHAPTER II.....	9
Literature Review and Hypotheses Development.....	9
Leadership Styles	9
Transformational Leadership.....	10

Transactional Leadership.....	15
Employee Satisfaction.....	18
Employee Performance	22
Hypotheses Deployment.....	24
The Relationship between Transformational Leadership style and Employee Performance.....	24
The Relationship between Transformational Leadership style and Employee Satisfaction.....	26
Employee Satisfaction mediate the Relationship Transformational Leadership style and Employee Performance.....	29
The Relationship between Employee Satisfaction and Employee Performance	30
CHAPTER III	33
Research Methodology	33
Research Design	33
Sampling & Sample.....	33
Data Collection Procedures	34
Study Variables and Instrument	34
Demographic Information.....	34
TL Scale.....	35
ES Scale	35
EP Scale	35

Data Analysis Procedures.....36

CHAPTER IV37

Research Results37

 Descriptive Statistics37

 Transformational Leadership38

 Employee Satisfaction39

 Employee Performance39

 Demographical information40

 GENDER40

 Age.....40

 Educational Level41

 Years of Experience.....42

Correlation Analysis.....43

Hypotheses Testing43

 The Relationship between Transformational leadership and Employee Performance
 44

 The relationship between Leadership Styles and Employee Satisfaction.....45

 Employee Satisfaction mediate the relationship between Leadership Styles and
 Organizational Performance46

 The relationship between Employee Satisfaction and Organizational Performance 47

Overview of Hypotheses Testing48

CHAPTER V.....	49
Discussion and Conclusion	49
Discussion	49
Conclusion.....	50
Limitation and Future Research	50
Reference	52
Appendix X.....	63
Questionnaire	63
TURNITIN SIMILARITY REPORT	68
ETHICAL COMMITTEE APPROVAL.....	69

LIST OF FIGURES

Figure 1. Research Model	32
---------------------------------------	----

LIST OF TABLES

Table 1 The Cronbach's Alpha for Research Variables	35
Table 2 The Degree of Approval of the Questionnaire Paragraphs	37
Table 3 the mean scores for the Transformational Leadership	38
Table 4 the mean scores for the ES items.....	39
Table 5 the mean scores for EP items	39
Table 6 Sample Distribution by Gender	40
Table 7 Sample Distribution by Age	41
Table 8 Sample Distribution by Educational Level	41
Table 9 Sample Distribution by Years of Experience	42
Table 10 Correlation Analysis.....	43
Table 11 the regression analysis between TL and EP	44
Table 12 the regression analysis between TL and ES	45
Table 13 Mediation analysis of ES between TL and EP	46
Table 14 the regression analysis between ES and EP	47
Table 16 Overview of Hypotheses Testing	48

CHAPTER I

Introduction

There are plethora of theoretical and empirical research works that have been conducted on the effects of leadership styles (LS) on employee performance (EP) all around the world. For a long time, academics and entrepreneurs have concerned themselves with how LS impacts EP (Babalola, 2016). Several academics and research scholars have proposed that an EP is strongly correlated with a particular style of leadership (Rowe, 2005). Some research scholars argue that to achieve greatly the desired goals of organizations or business enterprises and ensuring high performance among employees, the style of leadership adopted by managers is of degree significance (Guterresa, 2018).

In order to create a culture of mission fulfilment and stability, leadership is a critical functional mechanism in a company. Employees and leaders have a strong relationship, and LS guides and supports employees to achieve company goals (Elhajj, 2013). Leadership is critical in political, corporate, and military organizations to ensure effective functions and mission completion. As a result, the term "leadership" has a variety of definitions, indicating its importance in diverse industries to achieve goals and double productivity (Levine, 2000). Leadership, according to Hester (2013), is a source of keeping organizational functions running even during emergencies. Strategic and vigorous leadership can help deal with day-to-day issues in today's dangerous and unpredictable climate. For this reason, Hao and Yazdanifard (2015) emphasize the importance of influential and strong leaders in overcoming organizational challenges in order to support their commerce as commerce owners around the world, and leadership as the most important determinant of capacity creation and trade development. As Iwata et al. (2017) and Muhaisen et al. (2020) have demonstrated, effective leadership is generous in involving their subordinates. Employees follow leaders to achieve company goals because they have good attributes and characteristics that set them apart from others. Integrity, compassion, compatibility, teamwork, and other people are only a few of the key characteristics that ensure that the mission's objectives are met. In general, Schuetz (2017) identifies three viable leadership options: I developing a solid relationship between

leaders and employees; (ii) strategic planning and motivating squad members to voice their opinions.

Several studies have linked goal achievement to good leadership, which possesses certain characteristics that focus on all elements of achieving the organization's objectives. In this regard, Leonard (2018) views employee satisfaction (ES) to be one of the most important variables in achieving predetermined goals. Existing research on organizational development leadership recognizes diverse LS as a crucial avenue to achieving desired goals for this purpose. As varied styles are assumed as practical and beneficial to comprehend the issue, facilitate the employees, and improve the working environment, broad theories on leadership assume diverse styles as practical and useful (Diaz & Mazuera, 2015). Transactional Leadership style (TR) and the Transformational Leadership style (TL), for example, is credited with generating new ideas, encouraging teamwork, sharing opinions, and effectively dealing with crises. TL is more adaptable, motivating, and believes in employee opinions than pragmatic leadership (Moradi Korejan & Shahbazi, 2016). So, in today's environment, when the entire world is dealing with the Covid-19 global healthcare crisis, many people see TL as a beneficial tool for resuming organizational activities by assisting employees and maintaining business strategies (Khalid & Ali, 2020; Salloum et al., 2019). Because the task gets more complex during crises, requiring disproportionately more effort, communication barriers also obstruct activities, which only TL can overcome. Significantly, TL behavior affects employees' trust and job happiness when institutions are closed and work is disrupted, such as during Covid-19. As the concept goes, TL traits are very strategic, facilitating employees on all levels and assisting them in overcoming all potential barriers to overcoming existing issues (Ahmad & Sarah, 2019). As a result, by considering existing organizational difficulties during Covid-19 (Laszcz-Davis, 2020), as well as the potential features of transformative leadership (Karaca et al., 2013).

ES, according to Robbins (2017), is described as an individual's overall attitude toward his or her job. ES is a multidimensional phenomenon influenced by internal and external factors such as personal values, life principles, personality, as well as expectations of the nature of work, career opportunities, salary and remuneration, LS, and other related

factors, according to numerous studies and research (Belial 2014). ES is influenced by a mix of job characteristics, work environment, and organizational features, according to past studies. Recent research, however, has identified social elements such as moral worth, organizational commitment, and corporate social responsibility as factors that influence ES (Rahman, 2016). The word "ES" relates to people's attitudes and sentiments toward their jobs. ES is shown by positive and favorable views toward the job (Armstrong, 2006). ES is a sensation that arises as a result of one's work (Aziri, 2011). Various research has confirmed the link between organizational commitment, ES, and job performance, but the degree of the link varies. The majority of research identified a link between organizational commitment and job performance, with stronger commitment leading to better results (Abdul Rashid et al., 2003; Rotenberry & Moberg, 2007; Fu & Deshpande, 2014). The topic of ES is inextricably linked to the elements that influence it, particularly the factors that exist in an active work environment. These factors include superiors' LS toward their subordinates. This aligns with Robbins' (2018) definition of leadership as "the process and ability to influence a group toward achieving the vision, setting and attending to common goals in the context of the group," and "leadership as the ability to influence a group of members to work toward goals and objectives." The LS will have an immediate impact.

The notion of EP can be simply explained as a cumulative output of all the organization's performed activities. It also entails an accrual of multidimensional constructs which are impacted by various organizational strategies and activities. Superior performance is reliant on the "fit" quality between the strategic orientation of the organization and the resources that it possesses (Masa'deh et al., 2016). It is also reliant on the capacity of the organization in being good at innovation, in safeguarding its intangible knowledge assets, as well as in using these assets (Luxmi, 2014). EP is viewed as the organization's capacity in accessing and handling a variety of organizational resources for the attainment of its goals and objectives (Smriti and Das, 2018). Scholars generally agree that a system of performance measurement is necessary for organizations since it makes available to the organization the information regarding their operation quality, assists in the strategic plans development, and assesses the fulfillment of organizational goals (Obeidat and Otibi, 2015).

Different factors cause organizations to undergo speedy changes. Research shows that parts of the factors are that lead to the rapid changes organizations and business enterprises undergo which are external can be likened to competition, trends in global market and advancement in technologies. Also, some of the rapid changes which internally occur in organizations are but not limited to: employee motivation, innovation, human resource strength and organizational culture (Jeremy, M. & Meline, 2015) where is the year for this reference. Jeremy and Meline (2015) argue strongly that all these affect the management and performance of organizations. The duo posited that of all these, one important factor or variable that has a huge potential to impact EP is the LS adopted by managers.

It cannot be gainsaid or over emphasized that the delicate role leaders play in to ensure excellent management and performance of organizations is of importance. No joke, the important role plays by managers or leaders within organizations or businesses will obviously determine a suitable work environment, adequate motivation of employees, compensation, efficient communication between managers and their subordinates in the organizations or companies as to achieving and promoting the goals of the organization (Rijal, 2010). There has been argument among scholars and researchers on the key problems impacting organizations' management and performance. Some argued insisting that in business or scores of other institutions poor attitude among employees in the work environment, inefficiency and ineffectiveness of leaders and managers are the key problems that affect EP whilst others argue differently (Bennett, 2017). The LS practiced by leaders and managers in an organization has either a negative or positive effect when it comes to organizational success.

One of the most important aspects of an organization's LS is how it motivates and inspires its employees (Mansaray, 2011). Performance is still a major concern for researchers in the field of organizational behaviour, and employees are guaranteed to perform well if they're properly managed (Adebayo, 2018). Organizational overall performance, according to Turner and Muller (2010), is the ability of a company to achieve its goals by utilizing resources in an environmentally friendly and effective manner. Ricardo & Wade (2001), define EP as the employee ability to meet its goals and objectives. Organizational theorists argue that effective leadership is a crucial component of achieving average

organizational success (Harwati, 2017). In the last half-century, a number of management theories have been proposed that are said to have contributed to the overall success of businesses where they were implemented. It's critical for businesses to implement management practices that allow them to thrive in a constantly changing environment in an increasingly competitive world (Brenner, 2015). In the absence of management, there is a greater likelihood of mistakes being made, and fewer opportunities for success will be available. A pacesetter's role is critical to an organization's long-term success and growth. There are numerous studies that show the importance of management in the success of an organization, including (Yuzuf, 2014). Many argue that businesses are not just there for the sake of survival, but also for the sake of improving their overall performance. As a result of the highly competitive nature of today's markets, businesses must constantly improve overall performance by adopting the right management style. Any agency's success or failure depends heavily on the style of leadership employed by its leaders (Atan, 2019). In addition to directing and inspiring others to fulfil their specific duties, leaders also act as a source of encouragement for those under their authority. According to research, a company's overall performance can't be achieved without a strong executive team. According to some studies, the role of strong management in boosting EP is mixed (Adeyemi, 2001). This research seeks to examine the effects of TL and EP by taking the ES as a mediator in Liberia with a specific focus on the Liberia Water and Sewer Corporation.

Research Problem

Managerial LS is essential to the success of any business or organization the world over. The extent or degree of subordinates' participation in decision-making and the administrative structure of an organization are determined or hinged on the LS adopted. Leaders that are pompous or too bossy are often found to be underperforming in organizations. They are solely responsible for making decisions. People are more likely to contribute to collective goals and take responsibility for them when they are more actively included in the decision-making process (Chruden and Sherman, 2018).

Most organizations are plagued by a lack of democracy in the relationship between their executives and their subordinates. As a matter of fact, the broader majority of

organizations are run by authoritarian Chief Executive Officers (CEOs). They set the tone or pace and are in charge of the organization's day-to-day operations. It's not only a fad to have subordinates participate in decision-making. Throughout the world free men's culture, it is a fundamental human desire. Additionally, small big organizations are plagued by the inability of their executives to perform. The majority of their appointments are ill-fitting in most circumstances.

The result of such an organization is the presence of capable leaders who are unable to employ the proper LS in order to guide their team toward the achievement of established goals or objectives. Rather than "round pegs in round holes," these organizations tend to have "round pegs in square holes." There are utterances in these leaders' behavior or administration that affect the organization's aims when this situation happens.

Research Significant

Currently, the West African nation Liberia has rapid increase in a number of organizations. These organizations' successes and high performance is hinged significantly on the on the LS adopted by their leaders and the relationship between leaders and their subordinates. Most organizations in Liberia are failing to achieve or attain their goals or perform remarkably because there is poor LS adopted in the management or running of most organizations in Liberia. Henceforth, this study or research will shed light by providing scores of policy recommendations to small, medium-sized and top-level businesses and organizations in Liberia. The research will expose the underlying relationship between organization performance and leadership and what types of LSs leaders and top managers are required to adopt to ensure the survival and success of businesses and organizations. The study will also be relevant and beneficiary to students who are pursuing studies in business administration and management and who would endeavor to end up becoming top managers, public bureaucrats and social entrepreneurs. Also, this study will be very helpful to leaders and mangers in revealing suggestions on how to motivate their subordinates or employees to in terms of employees' productivity. Lastly, it will be helpful to future researchers and academics who will be interested in the area of LS and EP and management.

Research Questions

This research aims to answer the following research questions:

1. What extent is the effects of TL on ES and EP in Liberia Water and Sewer Corporation?
2. What extent is the relationship between TL and EP in Liberia Water and Sewer Corporation?
3. What extent does TL enhance ES in Liberia Water and Sewer Corporation?
4. How could the ES affect EP?

Definition of Terms

Corporate Image: Croft and Dalton (2003) explain that a company's "corporate image" is a representation of the values and characteristics that the public associates with the company. An organization's "brand" could also be described as its "identity."

Employee: Term used to describe the individual who is being employed (supplier of labor).

Leadership: There is no singular definition of leadership because the meaning might change depending on what is being discussed. The following are Taffinder's (2006) definitions of leadership: What leadership is about is encouraging people to do things they've never dreamed of doing, don't believe are feasible, or simply don't want to do. He described leadership as "the action of committing employees to devote their best to the mission of the business."

Management: Management can be described as the act of guiding and controlling people in order to coordinate and harmonize the group and achieve the desired goal(s) within and beyond the capacity of the individuals being directed (Dubrin, 2007).

Motivation: Individuals who may not normally be willing to push themselves outside their comfort zones can be motivated to do so by a conscious act, according to Efkliides HW DO (2001).

Organization Environment: According to Dubrin (2007), organizational behavior is the microenvironment that affects an EP. The public and small businesses are all included in this.

Employee Performance: According to Stankard (2002), EP is the sum of all the interactions that take place inside an organization, not just the performance of individual components or units within that organization.

CHAPTER II

Literature Review and Hypotheses Development

Leadership Styles

According to Siagian (2014), leadership is defined as a person's ability to influence others, in this example his employees, in such a way that others want to do the leader's will even if it is not popular. According to Robbins and Timothy (2018), leadership is defined as the ability to persuade a group of people to cooperate toward a common goal. LS refers to how a leader gives guidance, implements plans, and motivates others. LS, according to Ranupandojo and Husnan (2002), is a pattern of conduct that is designed to integrate organizational goals with individual goals in order to attain a certain purpose. In the study of leadership, research and leadership theories can be classed as approaches to behavior, behavior, and contingency. According to Thoha (2013), a person's LS is the standard of behavior he or she employs when attempting to influence the behavior of others. According to Rivai (2014), LS is a set of characteristics utilized by leaders to persuade subordinates to achieve the organization's goals, or it can also be defined as a pattern of behavior and methods that a leader enjoys and employs frequently. Some leadership skills could be tested in the selection of managers and cultivated in the training of managers to carry out future tasks. Effective leadership, in essence, is leadership that delegated authority.

Leadership theory and organizational theory have become critical tools for executing operations in organizations (Stogdill, 1974). Regardless of the organization's aim and mission, all internal members must take responsibility for leadership. As a result, a company or organization needs a leader who can set an example for other personnel. Leadership is a technique for influencing existing activities, primarily in the context of guiding organizations and groups toward long-term goals (Mitchell & Scott, 1987). Pigors defines leadership as "a motivational process that directs human usability in pursuing shared goals through the successful interplay of diverse individual variants" in his book "Leadership and Domination" (Pigors, 1933). Organizational theory is a field of study concerned with the systematic cooperation of various people in order to accomplish

predetermined goals (Lewis & Abdul-Hamid, 2006). According to historical records, the concept of organization has grown at a rapid pace up until the contemporary era. The structure of relationships, authority, goal, and role, as well as the communication involved in cooperation, are the classic definitions of an organization (Schwartz, 2018). The delegation of rigid and non-innovative centralized, specialized, and structural responsibilities is remarkable in traditional organizational philosophy (Lamond, 2003; Spender & Kijne, 2012). In neo-classical organizational theory, the psychological and social aspects of employees as members of workgroups are stressed. In neo-classical organizational theory, the emphasis on each internal member of the organization's participation point in decision-making, job enlargement, and the opportunity for junior members to participate stands out (Nguyen et al., 2019). The organizational theory then advances to a more recent organizational theory, which asserts that all components of the organization are interdependent and united (Kammerhoff, Lauenstein, & Schütz, 2019).

Transformational Leadership

According to Bass (1985), a transformational leader's action is motivated by the leader's personal values and beliefs, and motivates subordinates to go above and beyond what is expected (Obiwuru, Okwu, Akpa & Nwankwere, 2011). The TL method stresses the growth of followers and taking into account their demands. Managers who focus on TL are mostly concerned with developing the total value system of their employees, which encompasses skill development, motivation, and morality (Ebrahim, 2018). According to Robbins and Judge (2015), leadership is the ability to persuade a group to reach a common goal or vision. In order to attain optimum efficiency, any firm needs a strong level of leadership as well as skilled management. Today's executives fight to create a future vision and motivate their workforce. Furthermore, the leadership has a role to play in enhancing the atmosphere of the organization in order to make it more efficient and professional (Paais, 2020). The basic concept of TL was proposed by Burns (1978), who defined it as a process characterized by interaction between leaders and followers in order to promote one another to higher levels of morality and motivation. This strategy comprises taking a fresh look at old problems, with the leaders urging more tries than usual. Followers are also encouraged to think bigger than their individual goals and interests, focusing on wider

team, corporate, and national objectives. The clear future vision offered ensures the leaders' power in a way that assumes the worst-case scenario. According to Yammarino and Bass (1990), transformational leaders must describe a realistic future vision and motivate subordinates. In addition, following the introduction of Burns' theory, Bass (Yukl, 2006) performed an empirical study that examined the differences between transformational and TR learning. Furthermore, behavioral components were identified for both types, suggesting the influence of leaders and followers on one another. Transformational leadership stresses followers exhibiting trust, adoration, loyalty, and respect for their leaders, as well as a desire to go above and beyond expectations. By recognizing this leadership technique as an integrated activity involving both practice and behavior (Abu-Tineh, et al., 2008; Sun & Henderson, 2017; Arif & Akram, 2018; Widodo et al., 2017). In addition, Chen et al. (2012) discovered that the TL style's strategic flexibility and environmental dynamics variables have an impact on company success. According to Garc'a-Morales et al. (2008), organizations should encourage this type of management because the leaders involved are expected to be involved in the development of the company's followers. TL's success, according to Bass and Riggio (2006), Barling and Kelloway (2001), and Shafi et al., (2020), was due to an emphasis on intrinsic motivation and development. This is particularly visible in companies whose members carry out activities in accordance with administrative expectations, inspired and enabled to succeed in difficult circumstances. The charismatic, bureaucratic, and transactional LS and OP have a negative relationship, according to Al Khajeh's (2018) findings. On the other side, the transformative, autocratic, and democratic personality types have a favorable association. Benefits are transmitted through organizational innovation and creativity in the transformative form (Nguyen et al., 2019; Samad, 2012; Arif & Akram, 2018; Minh-Duc & HuuLam, 2018; Doan et al., 2020).

The subordinates in TL have complete trust, admiration, and dedication for the leader. Furthermore, they feel driven to go above and beyond what was expected of them at the start (Obiwuru et al. 2011). The transformational leader then inspires his or her subordinates by emphasizing the importance of task results from the start, forcing them to prioritize the organization's interests over their own, and activating their higher-order needs. The leader generates intellectual stimulation by encouraging followers to think

critically and seek novel ways to approach their professions, according to Bass & Avolio (1994). According to Podsakoff, MacKenzie, and Bommer, TL style leads to higher levels of performance, happiness, and dedication to an organization's goals (1996). The four components of TL, according to Bass (1990), are charm, inspirational motivation, intellectual stimulation, and individual consideration (Obiwuru et al., 2011).

According to Humphreys and Einstein, the first is charisma, or idealized influence, which is defined by vision and a sense of aim, generating pride in and among the group, and establishing respect and trust (2003). Employees are induced to put the team first, providing assurance that obstacles will be overcome, and promoting confidence and certainty in the achievement and execution influence (Conger & Kanungo, 1987; Howell & Frost, 1989), and followers place an excessive amount of confidence and trust in charismatic leaders (Conger & Kanungo, 1987; Howell & Frost, 1989), and followers place an excessive amount of confidence and trust in charismatic leaders (Conger & Kanungo, 1987; Howell & Frost (Howell & Avolio 1993). A transformative leader's idealized and behavioral charisma, according to Jyoti & Bhau (2015), compels people to relate with him. The customized relationship of a transformational leader generates an environment in which employees are happy and satisfied. As a result, their overall performance improves, leading to higher production.

The second sort of motivation is inspiring motivation, which is generally related with charm and is concerned with a leader setting higher standards and thus becoming a symbol of reference, according to Obiwuru et al. (2011). Followers look up to their inspirational leader, according to Bass (1985), as someone who can appeal to their emotions in order to raise awareness and knowledge of mutually acceptable goals (Obiwuru et al. 2011). This can be evident in the plain expression of important goals and the conveying of high expectations. The boss is always optimistic about the future, speculating on an enthralling vision and exuding an enthralling sense of organizational development (Bass & Avolio 1994). Individual and team spirit are sparked, as well as enthusiasm and hope, according to Bass (1990). According to Bass (1990), motivation develops when followers are given meaning and challenges in their job. As a result, individual and team spirit are sparked, as well as excitement and optimism. (Obiwuru et al. 2011, Obiwuru et al., Obiwuru et al.,

The leader encourages his or her followers to envision positive future scenarios for the organization and for themselves.

According to Bass, intellectual stimulation provides followers with challenging new ideas and inspires them to break out from old thinking patterns (1985). (Obiwuru et al. 2011, Obiwuru et al., Obiwuru et al., The perfect leader fosters intelligence, logical thinking, rigorous problem-solving, and systematic talents. According to Bass & Avolio (1994), the characteristics include seeking out different points of view while solving problems, providing fresh ways of evaluating how to do activities, and fostering re-thinking of previously accepted concepts (Obiwuru et al. 2011). Subordinates are encouraged to be inquisitive by challenging assumptions and creative by rephrasing problems and approaching old situations in new ways.

Individual consideration is the fourth and final component of TL. It comprises coaching and mentoring to help people become better followers (Obiwuru et al. 2011). The leader is a mentor to the followers, paying great attention to their inter-individual differences. The leader guides and assists others in finding and developing their strengths, as well as carefully listening to others' problems (Bass & Avolio 1994). Bass (1985) underlined the need of treating followers as individuals in order to increase their maturity levels and improve their ability to effectively address their goals and difficulties (Obiwuru et al. 2011).

The TL displays a strong bond between followers and leaders, which leads to a better understanding of motivation, values, and interests. TL, according to Bass & Avolio (1994), possesses exceptional leadership ability. TL occurs when a leader piques his or her employees' interest by encouraging them to see beyond their own self-interest. For a multitude of reasons, transformational leaders are effective and productive, including their charismatic ability to motivate colleagues, their ability to satisfy employees' emotional needs, and their capacity to intellectually excite staff (Bass and Avolio, 1994).

Wang, Oh, Courtright, and Colbert (2011) identified a connection between TL and individual-level follower performance in a study. The study also found a positive link between TL and team performance at the organizational level. Performance, according to

Xu and Wang (2008), is a result of knowledge, motivation, skills, and talents that are oriented toward a prescribed activity. According to their findings, TL promotes the followers' overall development. TL devotees identify with a self-defining and rewarding relationship with a person or group. Jyoti and Bhau (2015) discovered that TL and EP had a good relationship. According to Sofi & Devanadhen (2015), TL has a substantial impact on an EP. They used statistical methods such as Statistical Package for the Social Sciences (SPSS) to perform a study on banking companies and found that TL has a direct favorable impact on EP.

Several studies have shown that TL is the favored style of an organization's personnel. Burns (1978) found that the TL style links a position's authority to its followers' needs and obligations. The leader's vision and perception must be appropriately transmitted to the followers. Because of the necessity for enterprises to develop in the globalized world, the TL style is becoming increasingly important. Transformational leaders, according to Hoy and Miskel (2008), must proactively raise subordinates' knowledge of the importance of motivating group interests, and leaders are expected to guide people to achieve maximum achievements. An employee's ES is determined by LS (Al-Ababneh, 2013). According to Cumming et al., (2010), companies where leaders do not take responsibility for their followers' sentiments will see fewer efforts from their followers in their jobs. "A process whereby leaders stimulate the motivation of their followers to pursue and realize higher goals in the collective interest of the group," according to Burns (1978). Transformational leaders, according to Bass (1997), work cooperatively with employees by attending to their critical needs and encouraging them to advance in a specific direction. The majority of TL research has concentrated on defining distinguishing TL features rather than investigating the manner or communications between leaders and their staff. The precise elements of TL classified by Avolio and Bass (2002), according to Abdalla (2010), are as follows:

1. Leaders with idealized influence are those who are admired and revered by their employees. Leaders can use this power by putting their subordinates' needs ahead of their own. The leader should consider the value of his or her subordinates and act

morally in this regard. Leaders who use the TL style inspire, appreciate, and respect their subordinates, motivating them to do better at work.

2. Inspiring, motivating, and forward-thinking motivation can be achieved through implementing a vision that is inspiring, motivating, and forward-thinking. Transformational leaders motivate and inspire their employees to perform at a higher level by setting goals for them.

3. Leaders create opportunities for their subordinates to deviate from standard methods in order to complete tasks with greater enthusiasm, a process known as intellectual stimulation. This assists leaders in pushing subordinates to take on new challenges, allowing them to be more engaged in their work.

4. Individualized attention: allows leaders to coach and mentor their subordinates in order to help them achieve their full potential and improve their work performance. Because transformational leaders focus on the specific needs of their subordinates for success and growth, employees with low confidence and problem-solving skills receive training from their leaders.

Transactional Leadership

Transactional leaders, according to Uchenwamgbe (2013), are those who are constantly eager to give something in return, such as a wage raise, promotion, new duties, performance reviews, and welfare packages. The expectation is the main issue with this LS. TR is defined by Ojokuku, Odetayo, and Sajuyigbe (2012) as the interchange of goals and rewards between management and staff.

According to a study conducted by Longe (2014), TR style has a good impact on the EP. Longe (2014) went on to say that the TR style aids in the creation and maintenance of a setting in which organizational and human capacities are maximized by allowing employees to attain both tangible and intangible rewards. This LS primarily results in the creation of a performance-enhancing environment, as well as articulates a compelling vision that improves the overall EP (Longe, 2014). According to Sofi & Devanadhen (2015), TR did not have a direct impact on the EP. They came to the conclusion that the

TR approach does not encourage employees to be creative or innovative, and as a result, employees do not meet the organization's goals. According to Obiwuru et al. (2011), TR entails an exchange process that ends in followers' consent to leaders' requests, but does not promise to produce excitement or dedication to the task's goal. According to Boehnke, Bontis, Distefano, and Distefano (2003), the leader concentrates on ensuring that internal actors do the duties necessary for the organization to achieve its desired outcomes (Obiwuru et al. 2011). The transactional leader's purpose is to guarantee that the path to goal achievement is well understood by internal actors, to remove any potential barriers inside the system, and to inspire the team to accomplish the planned goals and tasks (House & Aditya 1997).

TR leaders, according to Obiwuru et al. (2011), engage in both constructive and corrective behaviors. Corrective conduct imbibes management by exception, while constructive behavior involves contingent reward. The simplification of the work required to get rewards, as well as the use of welfare systems and contingent reward to exercise influence, are all examples of contingent reward. It takes into account the wishes of its followers and rewards them when their objectives are met. People and groups should reach expected levels of performance, according to Bass (1985). Clarification of goals and objectives, as well as provision of acknowledgment after goals are met, should result in individuals and groups attaining expected levels of performance, according to Bass (1985). (Obiwuru et al. 2011). According to Obiwuru et al. (2011), active management by exception entails the leader establishing compliance criteria as well as defining what constitutes ineffective performance, as well as penalizing followers who fail to meet those standards. As a result, this LS necessitates constant monitoring for deviations, faults, and errors, as well as taking corrective action as needed.

TR has piqued the interest of numerous scholars in recent years. TR was oriented on leader follower interchange, according to Bassey (2005). Followers carry out the will and direction of their leaders, and leaders reward their efforts positively. The baseline is reward, which can be negative, such as punitive action, if followers fail to comply, or positive, such as praise and recognition, if subordinates follow the leader's aim and guidance and achieve the goal. Through regular economic and social transactions that

achieve defined goals for both the leaders and their followers, TR tries to maintain stability rather than promote change within an organization. It is based on the premise that subordinates work in order to be compensated (Micheal, 2005). Contingent rewards, active management by exception, passive management by exception, and laissez-faire are four essential features of TR, according to Philip (2000).

In his socio-economic concerns of the organization, Max Weber was the first to mention the notion of TR (Nikezic et al., 2012). This idea arose in the context of a marketplace of quick, simple transactions with several leaders and followers, each of whom was traveling from transaction to transaction in pursuit of fulfillment (McCleskey, 2014). TR is built on leader-follower exchanges (or transactions) in which followers perform according to the leaders' will and direction, with the leaders rewarding the efforts positively (Riaz and Haider, 2010). If followers fail to fulfill the goals, the reward might be negative, such as punishment or corrective action, or positive, such as acclaim and recognition, if followers meet the goals (Riaz and Haider, 2010). Because the activities associated with this type of leadership are maintaining the status quo and defining the conditions for rewarding followers (Oduber and Ifeanyi, 2013), it is mostly passive. Leader-follower exchanges, according to McCleskey (2014), allow leaders to achieve their performance objectives, focus on improving the efficiency of their organization, complete essential tasks, avoid unnecessary risks, preserve the current organizational situation, emphasize extrinsic rewards, motivate followers through contractual agreements, and direct their behaviors toward achieving established goals. TR leaders, on the other hand, do not want to influence the future; instead, they seek to maintain the status quo (Oduber and Ifeanyi, 2013). The TR style is also popular in situations where the focus is on management, control, organization, and short-term planning (Nikezic et al., 2012). These leaders, according to Odumeru and Ifeanyi (2013), are directive, action-oriented, and think outside the box when solving problems, and they are extrinsic motivators who get minimum cooperation from their followers. Finally, short-term exchange relationships between followers and leaders tend to be shallow, ephemeral exchanges of fulfillment, which frequently lead to animosity among the participants (McCleskey, 2014). The most recent version of the theory incorporates three dimensions of TR, despite the fact that it has undergone several alterations (Judge and Piccolo, 2004). Management-by-exception

active, management-by-exception passive, and contingent reward are the three dimensions (Sadeghi and Pixie, 2012). Management-by-exception (active) refers to leaders who monitor their subordinates' performance and take remedial action before they make mistakes in order to ensure that objectives are met (German, 2009). Leaders intervene only when objectives are not accomplished and problems have already occurred in management-by-exception (passive) (Bono and Judge, 2004). The extent to which the leader chooses rewards in exchange for followers' efforts is referred to as contingent reward, and it involves clarity of the labor necessary and the use of incentives to affect motivation (Sadeghi and Pixie, 2012).

The appropriate and successful utilization of a leader's behaviors can lead to increased ES, dedication, and productivity, which can boost both the leader's and the organization's effectiveness (Pixie, 2012, 2008). However, a critical challenge for academic leadership is the need to develop leaders and leadership (McCleskey, 2014), because managers use a variety of leadership behaviors in the workplace, and these behaviors have a direct impact on employee outcomes (Pixie, 2012, 2008). The existing leadership literature provides minimal guidance on the development of TR, which may be due to the fact that most leaders do not require development to interact with their followers transactionally (McCleskey, 2014). According to Sundi (2013), TR style can have a beneficial or negative impact on EP. According to him, a positive effect can occur when employees rate TR positively, while a negative effect can occur when employees rate TR negatively.

Employee Satisfaction

ES is a topic that both researchers and people who work in organizations are interested in. This subject has been linked to a variety of organizational factors such as leadership, performance, attitude, morale, and so on. Many scholars have sought to classify the many parts of ES and investigate the effects these elements have on EP and organizational commitment. Ellickson and Logsdon (2002) defined ES as the level of satisfaction with one's work. According to Parvin & Kabir (2011), several scholars have indicated that ES is an element of need fulfillment. ES, according to Schermerhorn (1993), is a practical or emotional reaction to several aspects of an employee's work. ES is also defined as an

emotional response to one's obligations and working conditions, as well as the degree to which one's expectations are met (Kreitner & Kinicki, 2009).

The degree to which employees enjoy their work, or ES, has remained a key notion in the organizational study of employees' reactions to their ES. The impact of ES on employee devotion to the organization, absenteeism, and attrition has piqued concern recently (Brooke & Price, 1989; Michaels & Spector, 1982; Steers & Rhodes, 1978). ES remains one of the most researched ideas in organizational research, despite the relevance of ES in influencing these organizational behaviors (Nicholson, Brown, & Chadwick-Jones, 1976). ES was described by Porter, Steers, Mowday, and Boulian (1974) as an employee's feelings about his or her job in terms of remuneration, promotion, supervision, and the work itself. Gallos (2006) indicated that a monetary prize could be appealing to many employees. He went on to say that if employees believe their awards are linked to their level of performance, the company is more likely to succeed and get more of that performance. High levels of ES have been linked to lower stress, enhanced empowerment, increased productivity, organizational growth, and increased employee motivation (Sledge, Miles, & Coppage, 2008). ES is linked to important job attitudes, practices, and outcomes, as well as organizational effectiveness, including as organizational commitment, turnover, performance, and behavior (Sinclair, 2011). Employees that are happy in their professions are more likely to be dedicated, productive, and settled. Because of its centrality and association with other organizational outcomes as well as EP, the ES concept has been extensively researched (Gu, Wang, Sun, & Xu, 2010).

ES has long been a focus of industrial and organizational psychologists' research. Some people enjoy working and consider it to be a vital aspect of their lives. Some people, on the other hand, despise their jobs and only work because they have to. ES measures how much people enjoy their work. Anwar (2001) claims that ES is the most researched area in organizational behavior (2017). For a variety of reasons, knowing one's degree of ES is critical, and the findings of the ES studies have an impact on both workers and organizations. From the perspective of the workers, it is self-evident that people prefer to be treated properly. It could be a reflection of good treatment if employees feel respected and satisfied at work. In the eyes of the organization, good ES can lead to better worker

performance, which affects the company's results (Smith et al. 2020). Staff satisfaction is widely regarded as a key factor in employee retention and productivity. ES is a prerequisite for increased productivity, responsiveness, quality, and recognition. Intrinsic and extrinsic motivational factors, the quality of supervision, social interactions with the work group, and whether individuals succeed or fail in their work all influence the level of ES. Employees who are well motivated and feel dedicated to the organization, as well as when the job provides them with a high level of satisfaction, are thought to be more inclined to engage in conduct that aids the firm's success (Paais, M., & Pattiruhu, 2020). Career prospects, workplace impact, teamwork, and job challenge are all major elements determining ES, according to the research (Riyadi, 2020).

To achieve their goals, successful firms rely on their employees' outstanding performance. Their staff must perform at a high level in order to fulfill their strategic goals and maintain their competitive edge (Lado and Wilson, 1994; Dressler, 2011). Philosophers of organizational behavior argue that having the proper personnel for the right positions is also critical (Kristof-Brown et al., 2005). The person-job fit is critical because it affects whether or not an employee is well-suited for the job (Zheng et al., 2010) and whether or not the employee will be devoted and productive to the company (Rousseau and McLean Parks, 1992). Job performance as a notion can be examined in a variety of ways, including an employee's ability to meet their goals and organizational standards (Eysenck, 1998; Mathis and Jackson, 2000; Blander et al., 2001). "Performance" is "synonymous with conduct, which is something that a person actually performs and can be witnessed," according to Campbell (1993). Employees are employed to perform with efficiency and effectiveness, according to Campbell (1990). (Aziri, 2011). Organizations must recognize that employees have their own needs and personal preferences that must be taken into account. This can help evaluate whether the employee has a positive or bad impression of the company and how they should be treated (Schermerhorn, 2010). The degree to which an employee is content with his or her employment is determined by their values and motivations (Siddika, 2012). Previous studies looked into a variety of factors that can influence job success. Employee dedication, as demonstrated by Jaramilloa et al. (2005) and Al Ahmadi (2009), is a critical factor. There is also a substantial link between ES and performance (Gu and Chi, 2009). Sarmiento and Beale (2007) and Al Ahmadi (2009)

investigated the relationship between education and work performance and discovered an unexpected result: a negative relationship. According to Ng and Feldman (2009), education has a beneficial impact on job performance. Other research, such as those conducted by Karatepea et al. (2006) and DAmato and Zijlstra (2008), indicated that a person's self-motivation and efficiency have a beneficial impact on job performance. According to Kilchyk (2009), "supply-values fit" refers to "either the supplemental vs complementary view or demands-abilities versus requires supplies view." Muchinsky and Monahan (1987) said that work can be separated into two categories, the first of which is "supplementary versus complementary," and the second of which is "demand-abilities vs needs-supplies." It is a supplemental fit when a person's distinctive characteristics are similar to their organizational environment (Sekiguchi, 2003). When an individual's characteristics fill the void or emptiness in an organization, the fit is complementary, broadening the organization's capabilities (Muchinsky and Monahan, 1987). In the 1990s, research concentrated on the person-job fit in terms of employee preferences (employee-related) and organizational mandates (job related). Employees having a good person-job fit yield superior performance, according to Edwards (1991). In 1990s studies (Caldwell and O'Reilly, 1990; Edwards, 1996), a number of characteristics for person-job fit were discovered, including commitment to the job (Behery, 2009; Kristoff - Brown et al., 2005), ES (Erdogan and Bauer, 2005; Kristoff - Brown et al., 2005), performance, and personality (Erdogan and Bauer, 2005). Employing and retaining high-performing individuals is critical for organizations to achieve their strategic goals and gain a competitive advantage (Lado and Wilson, 1994; Dressler, 2011). The number of high-performing persons in SMEs is smaller since many of their employees lack the necessary skills (Saleh and Ndubuisi, 2006) and capacity to perform at a high level (Aris, 2007). Successful companies make certain that the individual and the work are a good match (Kristof-Brown et al., 2005). Employee production tends to be lower in SMEs. It may be required to determine whether an individual is not a suitable match for the position or whether there are other factors, such as a lack of appropriate abilities, that are causing poor performance (Edwards, 1991). According to Lawrence (2004), the correct person-job fit can also be linked to the employee's knowledge and skill set. Employee involvement may be hampered by a lack of appropriate skills.

Employee Performance

Through deliberate interventions, EP improves both the effectiveness of an organization and the well-being of its members. When many of the organization's development efforts are focused on enhancing organizational learning, with the goal of influencing EP, this is one of the three important aspects that will lead to EP (Jon & Randy, 2009). EP was referring to an organization's actual output or performance as compared to its intended outputs, goals, and objectives (Jon & Randy, 2009). Human resource outcomes, organizational outcomes, financial accounting outcomes, and capital market outcomes are the four types of EP measures available. ES, turnover, and absenteeism were among the human resource outcomes associated to changes in employee behavior. Labor productivity, customer contentment, and product service quality are all examples of organizational outcomes. Returns on assets, return on equity, and profitability were among the financial accounting outcomes. The three indications of stock price, growth rate of stock price, and market returns show how the market views a business in capital markets (Dyer & Reeves, 1995). In terms of corporate image, competencies, and financial performance, EP can be defined as the outcome that indicates or reflects the organization's efficiency or inefficiencies (Khedekar & Sharma, 2006). Work performance refers to how well employees do their jobs. An employer evaluates an employee's performance during a job performance review, taking into consideration factors such as leadership skills and productivity to assess each employee individually. Annual performance reviews can determine whether or not an employee is eligible for a raise, whether or not they are a good candidate for promotion, and even whether or not they should be dismissed (Rowold, 2011). There were numerous methods for assessing employee work performance. According to Rowold (2011), high-performance work systems and practices are essential for achieving company objectives and increasing organizational effectiveness. There is no consensus on the ideal structure or combination of such systems and processes. According to the rationale, high-performance work systems affect and connect employees' attitudes and behaviors with the organization's strategic goals, resulting in increased employee commitment and, as a result, EP. Work performance, according to Campbell (1990) (quoted in Xinyan, Jianqiao, & Degen, 2010), includes not just task but also contextual aspects such as interpersonal and motivational components, all of which contribute to a

two-dimensional performance construct. Schermehorm, Hunt, and Osborn, Schermehorm, Hunt, and Osborn, Schermehorm, Hunt (2005) Locke and a colleague have created a thorough framework that connects goals to performance. The model incorporated parts of expectation theory to assist elucidate the impact of goal setting on performance while accounting for moderating factors like ability and task competency.

Performance assessment, according to Schermerhom et al. (2005), is a systematic method of analyzing performance and providing feedback on which performance modifications can be made. In terms of evaluation, performance appraisal tells people where they are in relation to goals and standards. As a result, performance appraisal is used to inform decisions about awards and other aspects of the organization's employees. Performance appraisal assists implementing decisions linked to planning for and achieving commitment to continuing training and personal development of subordinates from a counseling standpoint. Peter is a man of many talents (2005) Historically, company performance has been linked to increasing shareholder value. However, performance can also be measured in terms of reduced environmental impact, enhanced workplace health and safety, and increased customer satisfaction. According to Sriwan (2004), a company's performance should be measured against a specified goal to determine whether the goal has been met. Without a goal, the corporation has no way of deciding between different investment methods and initiatives. For example, if a company's goal is to maximize its return on investment, it can strive to accomplish so by investing in assets with higher return-on-investment ratios than the company's current average return on investment ratio. If the company's goal was to maximize accounting profits, it would make any investment that would result in a positive accounting profit, even if it meant lowering the company's present average return on investment ratio. Performance monitoring is critical for keeping a business on track to meet its goals.

EP is the ultimate dependent variable of interest for researchers concerned in any part of management. Over the last two decades, one of the most prominent international trends in public administration has been the introduction of measurement methodologies (Pollitt, 2006). Performance is also defined as an organization's success or failure in carrying out

major responsibilities and functions in order to meet stated goals, objectives, vision, and mission. Accomplishments over a period of time is another term for this.

Cropanzano et al. (2002) defined EP as the process of converting inputs into outputs in order to achieve a given goal. Based on content, this provides information on the relationship between minimal and effective (economic) costs, effective costs and realized outputs (efficiency), and outputs and results obtained (effectiveness). A company's performance can be used as a standard for assessing the collective ability to achieve goals. Furthermore, one of the most important variables is the measurement used, because the technique assesses the level of objective success. This controls whether or not a change from the original plan or schedule is possible during implementation. At the individual level, Wang et al. (2011) identified a link between the TL and follower performance. The study discovered a relationship between team performance and organizational success at the organizational level. This adds to the growing body of data indicating there is a substantial correlation between the two (Jyoti & Bhau, 2015; Do et al., 2020).

Hypotheses Deployment

The Relationship between Transformational Leadership style and Employee Performance

According to Sun (2001), stronger transformative and highly TL or highly thoughtful and structured LSs bring in better leadership performances. According to Chiang (2008), TL and EPs are highly connected. According to Huang (2009), charismatic teachings, spiritual inspirations, intellectual stimuli, and individual concerns all have a major impact on work performance in the setting of TL. The most effective among them are charismatic teachings. The TL has a significant influence on EP. The LS has an impact on the organization's culture, which in turn has an impact on the EP. Klien et al (2013) used four element theories of leadership, as well as data from 2,662 employees in 311 firms, to demonstrate this point. The sort of TL has an impact on the corporate culture and EP (Klein, et al., 2013).

The TL approach emphasizes the development of followers and consideration of their needs. Managers who focus on TL pay special attention to growing their employees' total value system, moralities, abilities, and motivation levels. The TL serves as a strong link between followers and leaders, facilitating clear communication about motivational levels, values, and interests. According to Bass and Avolio (1994), TL exhibits outstanding leadership abilities. According to Bass and Avolio (1994), the TL arises when leaders broaden or raise the employees' interests. Transformational leaders are those who urge their staff to think beyond their own self-interest. Transformational leaders are effective for a variety of reasons, including their charismatic ability to inspire colleagues, their ability to address the emotional needs of employees, and their ability to intellectually excite employees (Bass & Avolio, 1994). The TL and individual-level follower performance are favorably connected, according to Wang et al (2011). Furthermore, the transformational study found that leadership and team performance at the organizational level are favorably linked. Performance, according to Xu and Wang (2010), is a function of skills, talents, knowledge, and desire that is oriented toward a prescribed activity. According to the study completed by the aforementioned scientists, TL improves the overall growth of followers. A self-defining and rewarding relationship with an individual or group is associated with TL followers. Transformational leaders' idealistic and behavioral charisma inspires their followers to identify with them (Jyoti & Bhau, 2015). A transformational leader's customized relationship creates an environment in which employees are satisfied, and so their total performance improves. As a result, TL and EP can be said to be favorably related (Jyoti & Bhau, 2015). According to Sofi and Devanadhen (2015), the TL has a major impact on the organization's success. They used statistical methods such as SEM and SPSS to conduct research on banking companies and came to the conclusion that TL has a direct positive impact on the EP.

If a leader is constantly willing to provide something in return, he or she is described as a transactional leader (Uchenwamgbe, 2013). Promotions, wage raises, performance reviews, additional duties, and so on are all examples of this. The expectation is the main issue with this sort of leadership. As a result, TR can be defined as the management and staff exchange of goals and rewards (Ojokuku, et al., 2012). According to a study by Longe (2014), TR style has a favorable impact on the EP. The TR style aids in the creation

and maintenance of an environment that maximizes organizational and human potential by allowing employees to attain both tangible and intangible rewards. This TL aids in the creation of a performance-enhancing environment and also articulates a compelling vision that improves overall EP (Longe, 2014). According to the research conducted by Sofi and Devanadhen (2015), TL has no direct impact on the EP. This TL does not inspire employees to be creative or innovative, and as a result, employees do not meet the organization's goals.

Overstreet, RE (2012) demonstrated a link between TL and firm performance, and the study findings support both direct and indirect influences in fundamental management organizations (bottom line). Furthermore, Dathce & Mukulu (2015) discovered that TL and employee engagement have a significant impact on Kenya's Corporate State. Furthermore, three of the four traits of these leaders, including inspirational motivation (albeit weak), intellectual stimulation, and individual judgment, were found to be substantially associated with employee engagement. According to previous study, leaders should focus more on increasing their employees' openness to adapt. This activity is expected to increase EP, and it also indicated the existence of a positive and significant relationship between transformational style practice and readiness to change (Alharbi, 2018). As a result, Al-Tahitah et al. (2018) proposed that educational leaders should concentrate on and improve this factor in order to assure a successful implementation. Furthermore, managers' engagement was positively correlated with both transformational and transactional LSs. As a result, followers' perceptions of change had a direct, long-term influence, which was beneficial for transformative and negative for TL (Holten and Brenner, 2015). As a result, the following hypothesis was formulated:

H₁: There is a positive impact between Transformational Leadership style and employee performance

The Relationship between Transformational Leadership style and Employee Satisfaction

The importance of TL to the success of an organization cannot be overstated (Bryant, 2003). TL differ by industry and organization (Zahari & Shurbagi, 2012). TL also differ

from one situation to the next (Lok and Crawford, 2004). The majority of executives adjust their TL to the demands and working environment of their organizations (Zahari & Shurbagi, 2012). Transformational leaders provide inspiration and vision to their subordinates while also bringing about change in their organizations (Burns, 1978; Weber, 2009). According to previous study, this TL boosts EP, motivation, and staff morale in a company (Weber, 2009). The "Four I's" devised by Bass and Riggio were used to assess TL style in this study (2006). Following that is a description of the four dimensions of transformational LS. TL leaders encourage and inspire their subordinates to achieve difficult assignments by sharing their vision and tactics with them, according to the inspiring motivation dimension (Bass & Riggio, 2006). TL leaders, according to the idealized influence dimension, impact their subordinates through serving as role models (Bass & Riggio, 2006; Weber, 2009). TL leaders intellectually stimulate their staff to tackle difficult challenges in a creative way, according to the intellectual stimulation dimension. Furthermore, because of the individual concern feature, transformational leaders serve as mentors and facilitators for their subordinates (Bass & Riggio, 2006). Transactional leaders use an exchange mechanism to encourage their employees. Others are punished while subordinates who complete their work duties are praised. As a result, transactional leaders concentrate on motivating staff through the use of punishment and reward. Employees prefer to tolerate the TR style for a short period of time owing of the incentive and punishment factors involved with it, according to previous studies (Naidu & Van der Walt, 2005; Saleem, 2015). The TR style was measured using contingent rewards, management by exception, and laissez-faire leadership in this study. TR leaders set goals for their subordinates and reward them when they achieve them, according to the contingent rewards dimension (Judge & Piccolo, 2004). TR leaders evaluate employees on the basis of realized and expected goals in management by exception (Judge & Piccolo, 2004). Furthermore, transactional leaders are said to delegate power to their staff and only intervene when necessary, according to the laissez-faire leadership component.

According to previous research, the TL has a major impact on ES (Barling et al., 2002). Flexible businesses have a participatory management style, an engaged atmosphere, and a happy staff (Gong, Huang, & Farh, 2009). When it comes to boosting ES, the TL style is really effective (Lok & Crawford, 2004; Medley & Larochelle, 1995). According to

research, TL enhances employee perceptions and dedication to the organization (Ojokuku, Odetayo, & Sajuyigbe, 2012; Barling, Weber, & Kelloway, 1996). ES is said to be affected by both transactional and TL factors (Lok & Crawford, 2004). TL, on the other hand, has a bigger impact on ES than TR (Awamleh & Aldmour, 2004). According to previous study, transformational leaders believe in empowering their staff, which increases their motivation and ES (Herman & Chiu, 2014; Top, Akdere, & Tarcan, 2015).

Rewards and punishments are used in the TR method. The transactional leader recognizes employees who have met their goals (Saleem, 2015). Workers who underperform, on the other hand, are penalized. Promotions and salary increases are examples of rewards. Termination and a reduction in compensation increments are possible punishments (Jansen, Vera, & Crossan, 2009). According to previous studies, this LS may not be appropriate in all settings (Bryant, 2003). Employee incentive is based on transactions in TR (i.e., rewards and punishments). As a result, TR will have a negative impact on long-term EP and ES (Hartog, Muijen, & Koopman, 1997; Hater & Bass, 1988). According to certain research, neither transactional nor transformational LS can improve employee motivation and ES. Employees like the inspiration and consideration components of TL, according to Epitropaki & Martin (2005b). Employees also prefer the notion of TR. On the contrary, some research has revealed that both the LS and EP have a beneficial impact on employee job and career satisfaction (Jansen, Vera, & Crossan, 2009). According to Epitropaki and Martin (2005a), the effectiveness of TR and TL of LS differs depending on the scenario and industry. Prior research has revealed that TR is more effective in the short term than in the long term (Medley & Larochelle, 1995). Individual concern (another TL quality) has a comparable effect. In the near run, leaders who are more considerate tend to improve staff performance (Epitropaki & Martin, 2005). As a result, the following hypothesis was formulated:

H₂: There is a positive impact between Transformational Leadership style and employee satisfaction.

Employee Satisfaction mediate the Relationship Transformational Leadership style and Employee Performance

The ES of employees will be affected by the TL of superiors (Suryawanet al., 2021; Nanjundeswaraswamy and Swamy, 2015). The ES of employees is intrinsically promoted by the superiors' transformational TL (Bass, 1985). Both the intrinsic and extrinsic features of ES are affected by TL (Al-Asadi et al., 2019). For employees, transformational LS are preferable to other TL (Musinguzi et al., 2018). The employee's ES is linked to both transformational and transactional LS (Musinguzi et al., 2018). Employee behavior is positively influenced by transformational LS; nevertheless, transactional LS have little effect on employee behavior (Addo and Dartey-Baah, 2019). The TL and the ES of employees have a good association (Freire and Bettencourt, 2020). In contrast, Ahmad and Umrani's (2019) research found that TL has no direct effect on ES. Nanjundeswaraswamy et al., (2020) discovered a strong link between LS and ES among employees in Indian mechanical manufacturing organizations. According to Goodwin, Wofford, and Whittington (2001), the TL style has a favorable and significant association with followers' commitment, contentment, and EP. Employees can provide higher productivity, work quality, loyalty, and willingness to stay in the organization by improving their motivation and satisfaction. As a result, the manner in which company leaders assist their people to improve motivation and effectiveness is critical (Suhana, Mardhiah, Zuraidah, Norhasniza & Nooririnah, 2014).

As previously stated, ES is the outcome of evaluative remarks (cognitive, emotional, and behavioral) about objects, persons, or events (either positive or negative) (Robbins, 2003). As a result, these attitudes are critical to team success because they influence employees' self-efficacy, task abilities, effort level, and ES (Robbins, 2003). After analyzing the literature on self-efficacy, Spreitzer et al. (1997) concluded that "it makes intuitive sense that people who feel more competent about their work are likely to feel more content with their work." Because self-efficacy and ES are linked, it's worth looking into if self-efficacy acts as a mediator between self-leadership and performance outcomes. Self-mediating efficacy's role in a range of task areas has been studied previously. Kirkpatrick and Locke (1996), for example, discovered that self-efficacy did not moderate the impacts of

visionary and charismatic leader behaviors on performance. In contrast, Prussia et al. (1998) found that self-efficacy fully mediates the influence of self-leadership behaviors on performance when they looked at the mediating effects of self-efficacy on the relationship between self-leadership behaviors (e.g. behavioral-focused strategies, natural reward strategies, and constructive thought pattern strategies). Self-efficacy, on the other hand, is thought to boost intrinsic interest due to feelings of personal causation and satisfaction from earlier accomplishments (Gist, 1987). As a result, ES could be a task-specific mindset that influences team performance through self-leadership tactics.

EP and TL style are inextricably linked. Because good performance means that every person contributes all of their knowledge, skills, abilities, attitudes, and behaviors, as well as the awareness that the company's growth will be made swiftly. ES must be influenced by the leader in order for EP to be maintained. As a leader, he is always in charge of directing and supervising the accomplishment of tasks assigned to his subordinates. If the link between LS and employee motivation is strong, it is possible to conclude that LS might influence EP indirectly by increasing ES, which in turn improves EP. If the link between LS and employee motivation is strong, it is possible to conclude that LS might influence EP indirectly by increasing employee motivation, which in turn improves EP. According to research (Nugroho et al., 2020), ES has a mediating role in the link between TL and EP. Therefore, the following hypotheses was derived:

***H₃:** Employee satisfaction mediating the relationship between Transformational Leadership style and employee performance.*

The Relationship between Employee Satisfaction and Employee Performance

The premise that there is a positive association between employee happiness and EPs was partially supported by Lu (2007). External satisfaction has a positive and significant impact on internal workflow, learning, and growth, whereas internal contentment has a positive and significant impact on financials, customers, internal workflows, learning, and growth. Organizational structures and ES, according to Lee and Shen (2007), have a good and significant impact on work performance and organizational commitment. According to Li and Lu (2013), the stronger employees' perceptions of organizational fairness, the

better the relationship performance. Work satisfaction acts as a complete mediator between the perception of organizational justice and the quality of interpersonal relationships.

The relationship between ES and EP has sparked a lot of interest and debate. When an organization evaluates its performance, one of the metrics used is ES. Employees with a favorable attitude regarding their jobs have more ES and are more eager to devote to their organizations, which increases EP (Wu et al., 2013). Managers will meet employees' demands to improve their ES under fair conditions so that employees will raise their efforts to get a good EP (Pettit et al., 1997). Shiu and Yu (2010) found that ES has a strong favorable impact on EP, which encompasses financial performance, service performance, and behavior performance.

Many firms utilize the number of workers' ES as one of the main strategic indicators in the human resources index to measure the effectiveness of their actions in the human resources index (Kaplan and Norton, 2008). Different definitions of ES, a person's basic attitude toward her profession, appear in management texts, states ES (Rabinz, 2002). ES is also an emotional response to the job, as well as the physical and social environment of the workplace (Shrmrhvrn et al., 2006). Managers are seeking for methods to improve their employees' ES in a variety of ways. He has a particular level of ES based on the importance of different elements for him, such as income, social position, and working conditions (ShafiAbadi, 1997). According to Ashil and Rod (2010), satisfied employees are more likely to participate in better service delivery and effective solutions to problems with service delivery. According to studies, increasing the amount of ES increases his creativity and productivity, decreases his absence from work (Donahoe and Haywood, 2004), and increases the profitability of the firm (Charles et al., 2004). Furthermore, whether or not poor ES and dedication lead the EP to suffer (Gravyl et al., 2005). In other firms, the results of Campion et al. (1991), Granlyz (2004), Greg and Rstvly (2006) suggest that a high-level approach to job leads to happier and more engaged employees, higher job performance, and fewer absences. In general, studies believe that a motivated approach in the workplace leads to higher performance. Furthermore, a motivational approach leads to better and more efficient EP, and a more motivated attitude in the

workplace leads to increased ES and EP. This study offers the following hypothesis based on the above literature:

H₄: *There is a positive impact between employee satisfaction and employee performance.*

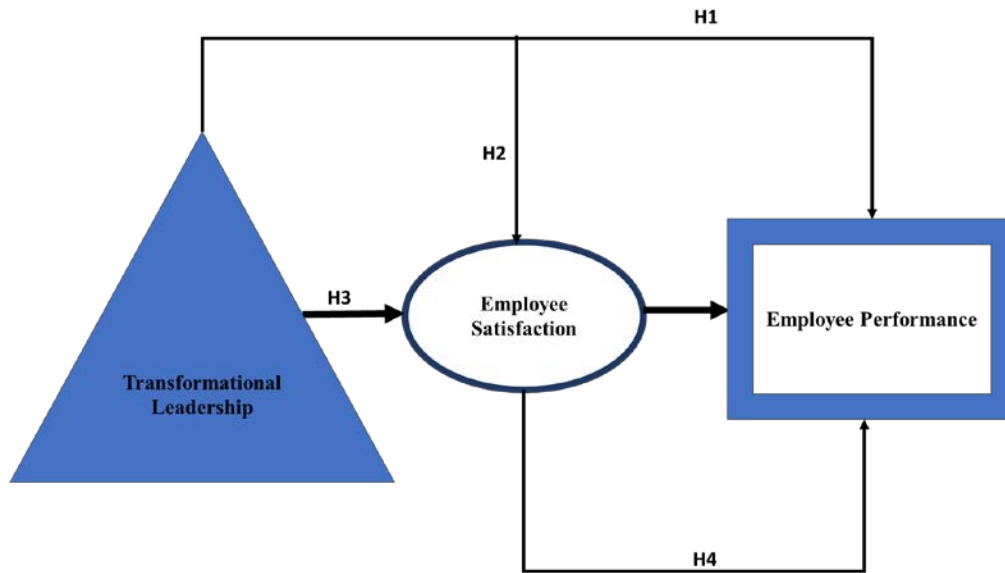


Figure 1. *Research Model*

CHAPTER III

Research Methodology

Research Design

The author traces the exploration approach used to recognize the intervention job of ES with TL and EP among employees of Liberia Water and Sewer Corporation. In this review, the cycles used to break down information and test speculations by gathering information, estimating factors in the examination model, and the kinds of investigation techniques utilized SPSS v25 are portrayed. A few basic subjects should be tended to prior to undertaking research, including the sort of examination, the destinations for examination, and the strategies used to gather information by developing an action or scale to equitably screen an idea, build, or thought.

Sampling & Sample

The major goal of the research sample was to acquire a thorough and accurate representative of Liberia Water and Sewer Corporation. All employees in Liberia Water and Sewer Corporation are included in the study's target group. This is due to the fact that they do a wide range of jobs in many areas and must ensure that the outcomes are long-lasting when applied to new responsibilities. The questionnaire will be utilized between September and November 2022, after receiving approval from the NEU ethics committee. In Liberia Water and Sewer Corporation, a questionnaire will be hand-delivered to different departments and units. When all of the responses are collected, they will be entered into a database and analyzed using SPSS version 25.

Employees from Liberia Water and Sewer Corporation will make up the study's population. The overall number of employees in Liberia Water and Sewer Corporation was 550, according to the annual report of Liberia Water and Sewer Corporation for 2021. The ideal sample size was 300. Furthermore, convenience sampling was used in this study, which meant gathering data from members of the public who were eager to participate.

Data Collection Procedures

This research aims to investigate the mediating role of ES with TL and EP among employees working in Liberia Water and Sewer Corporation in 2021. The hypotheses for this study will be tested using a questionnaire based on literature reviews, with employees working in Liberia Water and Sewer Corporation serving as the analysis unit. The author told the respondents that their participation was voluntary and acquired verbal consent from them before delivering the questionnaire in order to collect trustworthy and meaningful data and avoid coerced participation. A questionnaire was used to collect data for this study, which is considered to be an effective and accurate technique of data collection. As a result, the questionnaire approach was chosen as the best method for dealing with the current investigation.

To identify any inaccuracies or potential sources of misunderstanding, university professors with expertise and knowledge in the disciplines of leadership and OP reviewed the purpose of this questionnaire is to check the accuracy and validity of professional terminology as well as their perspicuity. The surveys' validity was also tested by the distribution of 20 questionnaires as part of a pilot study to adjust proportions to responders' capacity to answer the questions, and the questionnaire questions were changed to be completer and more accurate based on their comments. A 5-point Likert scale was used to develop the questionnaire, with Strongly Agree = 5 and Strongly Disagree = 1.

Study Variables and Instrument

The research is both quantitative and cross-sectional. The Transformational Leadership Scale (TLS), the Employee satisfaction Scale (ESS), and the Employee Performance Scale (EPS) are among the four elements of the questionnaire, which total 38 items.

Demographic Information

In addition, the study evaluates some demographic characteristics mentioned in Part 1 of the questionnaire (see Appendix). Gender, age, educational level, and years of experience. There are four demographic questions (items 1–4).

TL Scale

The TLS that was used in this research was created by (Karamat, 2013). This scale consists of 18 items in a normal Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). According to Hair, Black, Babin, and Anderson (2014), Cronbach's alpha must be at least 0.7 to obtain dependability and be considered an acceptable study. The scale was measured through 18 items with Cronbach's alpha score of 0.811.

ES Scale

The ESS used in this study was developed by (DUSING, 2017). This scale has eight items with a typical Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Strongly Agree). this scale was measured through 8 items with a Cronbach's alpha score of 0.794.

EP Scale

The EPS that were used in this research was created by (Karamat, 2013). This scale has eight items in a conventional Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Strongly Agree). The Cronbach's alpha value for the EPS was calculated as 0.883. This value is also considered to be reliable. The Cronbach's alpha value for the present research of 34 items was calculated as 0.747 which this value considered to be reliable.

Table 1 The Cronbach's Alpha for Research Variables

Variable Name	Number of Items	Cronbach's alpha
Transformational Leadership	18	0.811
Employee Satisfaction	8	0.794
Employee Performance	8	0.883
Total	34	0.747

Data Analysis Procedures

Following the information assortment, the information was examined utilizing SPSS v.25 programming utilizing the accompanying techniques: To start, decide the scale's and poll's unwavering quality and legitimacy utilizing Cronbach's alpha coefficient. As per Sekaran and Bougie (2016)., Cronbach's alpha qualities more prominent than 0.70 demonstrate solid inside consistency in estimated factors and increment steadfastness Second, relationship examination shows how factors are decidedly associated. Third, factor investigation was utilized to find the principal parts to check whether the elements utilized in the review had the option to evaluate the factors and on the off chance that the elements in the poll were connected with the factors. As indicated by Hair, Black, Babin, and Anderson (2014), exploratory component investigation (EFA) is utilized to dissect information and gives data on the quantity of elements needed to appropriately address information. Besides, all deliberate or noticed factors are related with each component dependent on the worth of the heap assessment factor. The significant element of EFA is that all elements are gotten only from measurable outcomes, not from any hypothesis, and that the variables can be named after the component examination is finished. All in all, EFA can be evaluated without knowing the quantity of elements as of now present in the review or which factors are connected with which builds.

At long last, involving the PROCESS Procedure for SPSS v3.4, relapse investigation was used to examine the theories proposed to find the intervening capacity of ES with TL and EP among staff working in Liberia Water and Sewer Corporation.

The theories and sub-speculations assessed in this review will have a 95 percent certainty level. (or then again a wiggle room of 5%). The invalid theory is dismissed on the off chance that the PV is under 0.05; assuming it is more than 0.05, the invalid speculation is acknowledged. A few synopsis tables will be ready during Coronavirus to feature the likenesses and contrasts of ES with TL and EP among Liberia Water and Sewer Corporation staff.

CHAPTER IV

Research Results

Descriptive Statistics

After collecting the questionnaire from the sample, the questionnaire response scale which contains 38 items was translated to a quantitative scale by giving the answer category 5 = Strongly Agree, 4 = Agree, 3 = Neither Agree nor Disagree, 2 = Disagree, 1 = Strongly Disagree. The total scores of the sample respondents for each paragraph were classified as shown in Table 2.

Table 2 The Degree of Approval of the Questionnaire Paragraphs

Likert-Scale	Classification	Description
1	1 – 1.79	Strongly Disagree
2	1.8 – 2.59	Disagree
3	2.6 – 3.39	Neither Agree nor Disagree
4	3.4 – 4.19	Agree
5	4.2 – 5	Strongly Agree

The research relied on the degree of approval of the questionnaire paragraphs according to (idek et al., 2014) the rule specified in Table 4 that the approval for the paragraph is strongly disagreed if the average mean of the paragraph is between 1 – 1.79, disagree if the average mean of the paragraph falls between 1.8 – 2.59, neither agree nor disagree if the average mean of the paragraph is between 2.6 – 3.39, agree if the average mean of the paragraph between 3.4 – 4.19, and strongly agree if the average mean of the paragraph between 4.2 – 5.

Transformational Leadership

Table 3 shows the mean scores for the TL. The respondents' mean scores for the sub-dimensions of TL items range from 2.92 to 4.59. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for TL were all above the 3 mid-point score. These scores indicate the employees' perceptions of the TL carried out by their organization performance agreed and satisfactory.

Table 3 the mean scores for the Transformational Leadership

Code	Means	STD	Degree of Approval
TL1	3.74	.911	Agree
TL2	3.20	.950	Natural
TL3	2.92	.736	Natural
TL4	3.69	1.063	Agree
TL5	3.35	1.019	Natural
TL6	3.39	.946	Natural
TL7	3.58	1.056	Agree
TL8	3.09	.887	Disagree
TL9	3.34	1.013	Natural
TL10	4.08	1.099	Natural
TL11	3.73	1.040	Agree
TL12	4.03	1.050	Agree
TL13	3.36	1.016	Natural
TL14	4.09	1.096	Agree
TL15	3.71	.846	Agree
TL16	4.59	.691	Strongly Agree
TL17	3.99	.961	Agree
TL18	3.76	.815	Agree
Total TL	3.66		Agree

Employee Satisfaction

Table 4 shows the mean scores for ES items. The respondent's mean scores for ES items range from 2.68 to 3.60. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for ES carried out by their organization are natural.

Table 4 the mean scores for the ES items

Code	Means	STD	Degree of Approval
ES1	2.82	1.457	Natural
ES2	3.60	1.082	Agree
ES3	2.83	1.600	Natural
ES4	3.03	1.272	Natural
ES5	3.53	1.322	Agree
ES6	3.51	1.123	Agree
ES7	2.68	1.562	Natural
ES8	3.52	1.255	Agree
Total ES	3.19		Natural

Employee Performance

Table 5 shows the mean scores for EP Items. The respondent's mean scores for the EP items range from 2.22 to 2.96. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for EP carried out by their organization are natural.

Table 5 the mean scores for EP items

Code	Means	STD	Degree of Approval
------	-------	-----	--------------------

EP1	2.82	1.184	Natural
EP2	2.98	1.175	Natural
EP3	2.24	1.035	Disagree
EP4	2.21	1.057	Disagree
EP5	2.42	1.043	Disagree
EP6	2.67	1.183	Natural
EP7	2.73	1.207	Natural
EP8	2.93	1.097	Natural
Total EP	2.62		Natural

Demographical information

GENDER

Gender respondents were selected in two categories: male and female. In data from Liberia Water and Sewer Corporation, the majority of male and female respondents were 67% and 33% respectively. Tables 6 summarize the sample distribution by gender.

Table 6 Sample Distribution by Gender

Variables	Frequency	Percent
Gender		
Male	203	67
Female	97	33
Total	300	100

Age

In Liberia Water and Sewer Corporations data, respondents were of different age groups in a relative distribution as shown in Table 7. The highest representation is respondents who belong to the 30 – 34 years by 30%. The rate of aging between 35 – 39 years was 24%, respondents from 25 – 29 years were 21%, from 40 – 44 years 10%, from 45 – 49 years 9%, and 6% were more than 50s years.

Table 7 Sample Distribution by Age

Variables	Frequency	Percent
Age		
25 - 29	62	21%
30 - 34	89	30%
35 - 39	72	24%
40 - 44	31	10%
45 - 49	26	9%
50 years and more	20	6%
Total	300	100

Educational Level

The educational level of respondents was measured in three categories as shown below in Table 8. In Liberia Water and Sewer Corporation, the highest percentage of respondents who obtained an undergraduate degree is 85%, and postgraduate or above is 15%.

Table 8 Sample Distribution by Educational Level

Variables	Frequency	Percent
Educational level		
Undergraduate	257	85%
Postgraduate	43	15%
Total	300	100.00%

Years of Experience

Years of experience of respondents were measured in seven categories as shown below in Table 9. In Liberia Water and Sewer Corporation, the highest percentage of respondents who has experience from 5 – 9 years by 37.8%. the experience from 1 – 4 years was 22.5%, from 10 – 14 years 20.8%, from 15 – 19 years was 9.5%, 25 years or more was 7.5%, and 2.0% who has 20 – 24 years of experience.

Table 9 Sample Distribution by Years of Experience

Variables	Frequency	Percent
Years of Experience		
1-4	64	22.5%
5-9	104	37.8%
10-14	67	20.8%
15-19	32	9.5%
20-24	6	2.0%
25 years and more	27	7.5%
Total	300	100.0%

Correlation Analysis

The results of the correlation analysis indicate that all the seven constructs were positively correlated with each other with a 0.01 significance value are shown in Table 10. The correlation coefficient between TL and ES ($R = 0.778$, $P = 0.01$) is considered as a significant and high positive correlation. Also, the correlation coefficient between TL and EP ($R = 0.785$, $P = 0.01$) is considered as a significant and high positive correlation among all TL. The correlation coefficient between ES and EP ($R = 0.967$, $P = 0.01$) is considered as a very high positive correlation.

Table 10 Correlation Analysis

	TL	ES	EP
TL	1		
ES	.778**	1	
EP	.785**	.967**	1

N=300 for each sector

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

Hypotheses Testing

The researchers used the PROCESS procedure for SPSS v3.5 and linear regression to test the research hypotheses, which is a software developed to help researchers to test the relationships between variables that have a mediator of a moderator (Hayes,2018). This research consists of four main hypotheses.

1. The Relationship between Transformational leadership and Employee Performance

H₁: There is a positive impact between TL and EP

2. The relationship between Transformational leadership and Employee Satisfaction

H₂: There is a positive impact between TL and ES.

3. Employee Satisfaction mediates the relationship between Transformational leadership and Employee Performance

H₃: ES mediating the relationship between LS and EP.

4. The relationship between Employee Satisfaction and Employee Performance

H₄: There is a positive impact between ES and EP.

The Relationship between Transformational leadership and Employee Performance

Hypothesis H1 posits that TL positively influence EP. As shown in Table 11. Linear Regression demonstrated that the path estimates between TL and EP was significant ($F = 479.955$, $p < 0.05$, $R^2 = 0.617$). Also, the model coefficient shows that TL were positive and statistically significant to EP ($T = 21.908$, $\beta = 0.983$, $p < 0.05$). Therefore, hypothesis H1 was accepted.

Table 11 the regression analysis between TL and EP

Model Summary								
Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.785 ^a	.617	.616	.617	479.955	1	298	.000
a. Predictors: (Constant), TL								
ANOVA ^a								
Model	Sum of Squares	df	Mean Square	F	Sig.			

1	Regression	19398.994	1	19398.994	479.955			.000 ^b
	Residual	12044.672	298	40.418				
	Total	31443.667	299					
a. Dependent Variable: EP								
b. Predictors: (Constant), TL								
Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	34.574	1.704		20.288	.000	31.220	37.928
	TL	.983	.045	.785	21.908	.000	.894	1.071
a. Dependent Variable: EP								

The relationship between Leadership Styles and Employee Satisfaction

Hypothesis H2, posits that LS positively influences ES. As shown in Table 12. The Linear Regression demonstrated that the path estimates between LS and ES significant ($F = 456.672$, $p < 0.05$, $R^2 = 0.607$). Also, the model coefficient shows that were positive and statistically significant to ES ($T = 21.370$, $\beta = 0.503$, $p < 0.05$). So, the author infers that the effect of TL on ES is significantly different from zero, therefore, hypothesis H2 was accepted.

Table 12 the regression analysis between TL and ES

Model Summary								
Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.778 ^a	.605	.604	.605	456.672	1	298	.000
a. Predictors: (Constant), TL								
ANOVA^a								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	5072.678	1	5072.678	456.672	.000 ^b		
	Residual	3310.158	298	11.108				
	Total	8382.837	299					
a. Dependent Variable: ES								
b. Predictors: (Constant), TL								

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	17.213	.893		19.267	.000	15.455	18.971
	TL	.503	.024	.778	21.370	.000	.456	.549

a. Dependent Variable: ES

Employee Satisfaction mediate the relationship between Leadership Styles and Organizational Performance

Hypothesis H3, posits that TL positively influence EP. As shown in Table 13 the PROCESS for SPSS v3.5 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of TL was positively associated with EP ($F = 2278.2233$, $R^2 = 0.9382$, $P < 0.05$). It was also found that TL were positively related to EP ($T = 3.0456$, $\beta = 0.68341$, $P < 0.05$). In this research, the 95-confidence interval of the indirect effects was obtained with 5000 bootstraps resamples. The indirect effect of the mediation analysis confirmed the mediating role of ES in the relationship between TL and EP because zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI=1.614, ULCI=2.163), so the author infers that the effect of ES between TL and EP is significantly different from zero. This means that the direct effect of ES functions on EP became significant when controlling through ES, thus suggesting a partial mediation. Therefore, hypothesis H3 was accepted.

Table 13 Mediation analysis of ES between TL and EP

Model Summary						
R	R ²	MSE	F-value	df1	df2	p-value
.9686	.9382	7.8299	2278.2233	2.0000	297.000	0.000
Model Coefficient						

	β coefficient	SE	T-value	p-value	LLCI	ULCI
Constant	6.8341	1.0233	6.6787	0.000	4.8224	8.8458
TL	.1049	.0066	3.0456	0.000	.0071	.0329
Indirect Effect						
	Effect	SE	LLCI	ULCI		
ES	0.8779	.0836	.7178	1.0391		

The relationship between Employee Satisfaction and Organizational Performance

Hypothesis H4, posits that the relationship between ES and EP. As shown in Table 14 the Linear Regression was conducted to assess each component of the proposed model. The result shows that the ES was positively associated with EP ($F = 4316.905$, $R^2 = 0.935$, $P < 0.05$). It was also found that ES was positively related to EP ($T = 65.703$, $\beta = 1.873$, $P < 0.05$). So, the author infers that the effect of ES on EP is significantly different from zero. Therefore, hypothesis H4, was accepted.

Table 14 the regression analysis between ES and EP

Model Summary								
Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.967 ^a	.935	.935	.935	4316.905	1	298	.000
a. Predictors: (Constant), ES								
ANOVA^a								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	29413.243	1	29413.243	4316.905	.000 ^b		
	Residual	2030.424	298	6.814				
	Total	31443.667	299					
a. Dependent Variable: EP								

b. Predictors: (Constant), ES								
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.868	1.033		3.743	.000	1.834	5.901
	ES	1.873	.029	.967	65.703	.000	1.817	1.929

a. Dependent Variable: EP

Overview of Hypotheses Testing

Table 15 Overview of Hypotheses Testing

	Linkage	R^2	P	β	Hypotheses Acceptance
H₁	TL --> EP	.617	.000	.983	Accepted
H₂	TL --> ES	.605	.000	.503	Accepted
H₃	TL --> ES --> EP	.9382	.000	.1047	Accepted
H₄	ES --> EP	.935	.000	1.873	Accepted

CHAPTER V

Discussion and Conclusion

Discussion

The value of T statistic of transformational leadership to Employee Satisfaction is higher than 1,96. So is proven that transformational leadership has positive and significant impact on Employee Satisfaction. The leader will warn employees who break the rules by giving necessary rewards and punishment. Besides that, the leader is also able to make employees become innovative in doing their job well. Employees are motivated to express and share their new ideas in discussion and meetings. Moreover, the leader is also the one who can boost employees to be more creative in problem solving. He will delegate his authority by giving empowerment. The result is also in line with researches done by Tondok and Andarika (2004) as well as with AISwidi, et al. (2012). It is also supported by Yang's research (2012) that transformational leaders will motivate the employees to perform better those leads to their satisfaction. Transformational leaders have significant impact on Employee Satisfaction. These leaders can motivate employees so that they can develop themselves to perform at their very best (Yukl, 2010). T statistic of Employee Satisfaction to employee performance is higher than 1.96. It shows that employees feel satisfied with their wages/salary as well as with their job placement. They also feel convenient to work as a team with their co-workers. It can be said that Employee Satisfaction has positive impact on employee performance.

Finally, T statistic of transformational leadership to employee performance is higher than 1.96. Thus, it is proven that transformational leadership has positive and significant impact on employee performance. It is shows that employees have shown sincere contribution in the company. They are willing to contribute their ideas for the very best of the company. Besides that, they have completed the job perfectly and done the job according to the required quantity. This is in line with Handoko (2009) who stated that satisfied employees tend to perform better than dissatisfied employees. Indeed, in today's business, transformational leaders can generate higher levels of Employee Satisfaction as employees are motivated that they perform even better (Biswas, 2012). So, Employee Satisfaction serves as a mediating variable in order to boost employee performance.

This previous result is in accordance with research by Yukl (2010) that shows transformational leadership can enhance and motivate employees individually so that they can develop themselves to reach the expected performance. Transformational leaders use to empower the employees to be innovative and creative in doing the jobs. By doing so, it will make better employee contributions to Liberia Water and Sewer Corporation (Imran & Anis-ul-Haque, 2011). Thus, Liberia Water and Sewer Corporation has to be aware of transformational leaders in today's business as it plays a very important role in enhancing employee satisfaction that can influence employee performance. Transformational leaders may provide employee empowerment that makes employees feel attached and responsible for the decision they make. They feel appreciated and respected that can motivate them to work better for the sake of the Liberia Water and Sewer Corporation.

Conclusion

The aim of the study was to investigate transformational leadership effects on the employee performance Liberia Water and Sewer Corporation. According to this research the transformational leadership has significant impacts on employee performance. Especially, inspirational motivation of transformational leaders has positive impacts on employees' performance in the region. Therefore, it is suggested that managers of the companies should construct positive communication and relationships with employees and try to motivate them about the objectives of the companies. Secondly, individual consideration dimension of transformational leadership has positive correlation on employees' performance. Therefore, it is suggested to residential managers to encourage employees individually to follow their job requirements. Besides, managers should care about employees' problems and needs in the workplace and provide them related trainings to increase their performance.

Limitation and Future Research

There are some limitations and opportunities for future studies. Firstly, the data for the present research was collected from only in Liberia, so it is not clear whether the relationship between TL and EP is the same in other countries. Secondly, there is a possibility of bias in the conventional method of answering all questions. Although we did not statistically find the problems of the method prevalent in this research, they cannot

be excluded entirely. Thirdly, this research is conducted using cross-sectional data. This data can only at a specific time, reveal the total impact that predictor variable has towards a particular criterion variable. Thus, a longitudinal study should be carried out instead, to provide more data which are useful from respondents. This research has demonstrated that measurement of the “underpinnings” of TL can predict EP, at least in Liberia Water and Sewer Corporation.

Reference

- Addo, S.A. and Dartey-Baah, K. (2019), “Leadership in the safety sense: where does perceived organisational support fit?”, *Journal of Management Development*, Vol. 39 No. 1, pp. 50-67.
- Ahmad, I. and Umrani, W.A. (2019), “The impact of ethical leadership style on Employee satisfaction”, *Leadership and Organization Development Journal*, Vol. 40 No. 5, pp. 534-547.
- Ahmad, I., & Ahmad, S. (2018). Multiple skills and medium enterprises’ performance in Punjab Pakistan: A pilot study. *Journal of Social Sciences Research*, 7(4), 44-49.
- Ahmad, I., Sarah. (2019). Waste management analysis from economic environment sustainability perspective. *International Journal of Scientific & Technology Research*, 8(12), 1540-1543.
- Al-Asadi, R., Muhammed, S., Abidi, O. and Dzenopoljac, V. (2019), “Impact of servant leadership on intrinsic and extrinsic Employee satisfaction”, *Leadership and Organization Development Journal*, Vol. 40 No. 4, pp. 472-484.
- Alharbi, F. M. (2018). Inhibitory Effect of Oxaliplatin in Combination with Hyperthermia on Angiogenesis. *Journal of Health Specialties*, 8(6), 45-51.
- Al-Shobaki, S.D., Fouad, R.H. and Al-Bashir, A. (2010) ‘The implementation of total quality management (TQM) for the banking sector in Jordan’, *Jordan Journal of Mechanical and Industrial Engineering*, Vol. 4, No. 2, pp.304–313.
- Al-Tahitah, A., Muthaliff, M. M. A., Abdulrab, M., & Al-Maamari, Q. A., (2018). Paper Review on the Relationship Between Transformational Leadership and Readiness for Change International. *Journal of Energy Policy and Management*, 3(1), 1-7.
- Bass, B. & Avolio, B. 1994. *Improving Organizational Effectiveness Through Transformational Leadership*. Thousand Oaks, California: SAGE Publications.

Bass, B. 1985. *Leadership and Performance Beyond Expectations*. New York: The Free Press.

Belial et al, (2014), Organizational Culture and Employee satisfaction of Greek Banking Institutions *International Conference on Strategic Innovative Marketing, IC-SIM 2014, September 1-4, 2014, Madrid, Spain*

Charalambous, G, M. D., Xenikakis, N., & Elpiniki Biskanaki BSc, M. (2018). Employee satisfaction of Mental Health Workers in Psychosocial Rehabilitation Centers in a Rural Area of Greece. *International Journal of Caring Sciences*, 11(3), 1438-1449.

Chiang, T. K. (2008). Relationship among LS, market orientation, managing strategy, organization ability and organization performance. A Study of Engineering Service Industry. Taiwan: master's degree thesis, Executive master of business administration, southern Taiwan University of science and technology.

Cho, Y., Shin, M., Billing, T. K., & Bhagat, R. S. (2019). Transformational leadership, transactional leadership, and affective organizational commitment: a closer look at their relationships in two distinct national contexts. *Asian Business & Management*, 18(3), 187-210.

Conger, J. & Kanungo, R. 1987. Towards a Behavioral Theory of Charismatic Leadership in Organizational Settings. *The Academy of Management Review*, 12(4), 637-647. Available at: [https://www.researchgate.net/publication/248126140 Toward a Behavioral Theory of Charismatic Leadership in Organizational Settings](https://www.researchgate.net/publication/248126140_Toward_a_Behavioral_Theory_of_Charismatic_Leadership_in_Organizational_Settings).

Dathce, Evelyn, A., Mukulu, & Elegwa. (2015). The Effects of Transformational Leadership on Employee Engagement: A Survey of Civil Service in Kenya. *Issues In Business Management and Economics*, 3(2), 9-16.

Diaz, L. R., & Mazuera, N. R. (2015). Leadership characteristic that shapes the leadership style of leaders of financially sustainable Social Innovation Projects: An

exploratory study of the perceptions of project managers in the UK. *Umeå School of Business and Economics*, 1(15), 2–75.

Do, D. T., Nguyen, T. H., Nguyen, T. H. N., Ha, H. H., & Le, T. T. (2020). The Influence of Leadership Style on Accountants' Commitment with Enterprise: An Empirical Study on Vietnamese FDI Firms. *Journal of Asian Finance, Economics and Business*, 7(3), 235-243.

Doan, T. T. T., Nguyen, L. C. T., & Nguyen, T. D. N. (2020). Emotional Intelligence and Project Success: The Roles of Transformational Leadership and Organizational Commitment. *Journal of Asian Finance, Economics and Business*, 7(3), 223- 233. <https://doi.org/10.13106/jafeb.2020.vol7.no3.223>

DUSING, R. O. G. E. R. P. (2017). Examining the Relationship between Employee Satisfaction and Employee Performance in Higher Education (PHD dissertation).

Ebrahim, H. 2018. Impact of LS on Employee satisfaction. *Journal of Human Resources Management Research*, 2018(2018), 1-8. Available at: <https://ibimapublishing.com/articles/JHRMR/2018/939089/939089-1.pdf>

Elhajj, S. (2013). Importance of Leadership in Administration. Course Fall 2013, September 2013, 0–9. <https://doi.org/10.13140/RG.2.1.2588.1120>

Garg, P. and Rastogi, R. (2001). New model of job design: motivating employees' performance. *Journal of Management Development*, 22(1), 292-289

Gist, M.E. (1987), "Self-efficacy: implications for organisational behaviour and human resource management", *Academy of Management Journal*, Vol. 12, pp. 472-85.

Goodwin W.L., Wofford J.C., Whittington. (2001). A theoretical and empirical extension to the transformational leadership construct. *Journal of Organizational Behavior*, 22, 759-774.

Hao, M. J., & Yazdanifard, R. (2015). What an Effective Leadership can Facilitate Change. *Global Journal of Management and Business Research: An Administration and Management*, 15(9), 0–6.

Hester, J. (2013). The Importance of Leadership and Learning Organizations. 36.

House, R. & Aditya, R. 1997. The Social Scientific Study of Leadership: Quo Vadis? *Journal of Management*, 23(3), 409-473.

Howell, J. & Avolio, B. 1993. Transformational Leadership, Transactional Leadership, Locus of Control and Support for Innovation: Key Predictors of Consolidated-business-unit Performance. *Journal of Applied Psychology*, 78(6), 891-902. Available at: <https://psycnet.apa.org/record/1994-19634-001>. Accessed 1 April 2019.

Huang, L. H. (2009). Relationship between the organizational change, LS, organizational culture and job performance- evidence from three Banking sector in Jordan in southern Taiwan. Taiwan: Master's degree thesis, Executive master of business administration, National Cheng Kung University.

Humphreys, J. & Einstein, W. 2003. Nothing New Under the Sun: Transformational Leadership from a Historical Perspective. *Management Decision*, 41(1), 85-95. Available at: <https://www.emerald.com/insight/content/doi/10.1108/00251740310452934/full/html>.

Iwata, D., Jones, H., Young-Havens, Ann, & Martin, K. (2017). The importance of leadership in the knowledge economy.

Jon, M., & Randy, L.D. (2009). *Human Resource Development*. 5th Edt. South Western: USA

Jyoti, J. & Bhau, S. 2015. Impact of Transformational Leadership on Job Performance: Mediating Role of Leader-member Exchange and Relational Identification. *SAGE Open*, 5(4), 1-13.

Kammerhoff, J., Lauenstein, O., & Schütz, A. (2019). Leading toward harmony – Different types of conflict mediate how followers' perceptions of transformational leadership are related to Employee satisfaction and performance. *European Management Journal*, 37(2), 210-221. <https://doi.org/10.1016/j.emj.2018.06.003>.

Karaca, H., Kapucu, N., & Wart, M. Van. (2013). Examining the Role of Transformational Leadership in Emergency Management: The Case of FEMA. <https://doi.org/10.1002/rhc3.10>

Karamat, A. U. (2013). *Bachelor Thesis: Impact of Leadership on Employee Performance*. Retrieved from Academia: <http://www.academia.edu>.

Khalid, A., & Ali, S. (2020). COVID-19 and its Challenges for Healthcare System in Pakistan COVID-19 and its Challenges for the Healthcare System in Pakistan. *Asian Bioethics Review*, August. <https://doi.org/10.1007/s41649-020-00139-x>

Khandekar, A., & Sharna, A. (2006). Organizational Learning and performance: Understanding Indian scenario in present global context, 48(8/9), 682-692

Lamond, D. (2003). Henry Mintzberg vs Henri Fayol: of lighthouses, cubists and the emperor's new clothes. *Journal of Applied Management and Entrepreneurship*, 8(4), 5-23.

Laszcz-Davis, C. (2020). *The new world battleground with Covid-19*.

Lee, C. C., & Shen, P. C. (2008). The study of relationship among organizational structure, Employee satisfaction, organizational commitment and job performance-an example of the real estate brokers Taiwan. *Journal of Taiwan Land Research*, 11(1), 65-103

Leonard, D. (2018). THE CHARACTERISTICS OF QUALITY LEADERSHIP. <https://doi.org/10.4324/9781315133522-3>

Levine, M. F. (2000). *The importance of leadership: An investigation of presidential style at fifty national Banking sector in Jordan* (Doctoral dissertation, University of North Texas).

Li, Y. Z., & Lu, Y. (2013). Effect of sense of organizational fairness, Employee satisfaction and employees' relationships on performances. *Empirical Study on Hotels*.

China: Business School, Central University of Finance and Economics; National Economics Research Centre.

Longe, O. 2014. Leadership Style Paradigm Shift and Employee Performance: A Case of the Nigerian Cement Industry. *African Research Review*, 8(4), 68-83.

Lu, L. J. (2007). A study of corporate culture, LS, Employee satisfaction and Employee Performance. Taiwan: Master's degree thesis, Graduate Institute of Business Management, National Central University.

Luxmi, M. (2014), "Organizational learning act as a mediator between the relationship of knowledge management and Employee Performance", *Management and Labour Studies*, Vol. 39 No. 1, pp. 3-41.

Masa'deh, R., Obeidat, B.Y. and Tarhini, A. (2016), "A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: a structural equation modelling approach", *Journal of Management Development*, Vol. 35 No. 5, pp. 681-705.

Mikkelsen, A., & Olsen, E. (2019). The influence of change-oriented leadership on work performance and Employee satisfaction in hospitals—the mediating roles of learning demands and job involvement. *Leadership in Health 2019 edition*

Mitchell, T. R., & Scott, W. G. (1987). Leadership failures, the distrusting public, and prospects of the administrative state. *Public Administration Review*, 47(6), 445-452.

Moradi Korejan, M., & Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences*, 8(3), 452. <https://doi.org/10.4314/jfas.v8i3s.192>

Muhaisen, O. Al, Habes, M., & Alghizzawi, M. (2020). An empirical investigation the use of information, communication technologies to English language acquisition: A case study from the Jordan. *International Journal of Innovations in Engineering and Science*, 7(5), 261–269.

Muhaisen, O. Al. (2020). An empirical investigation the use of information, communication technologies to English language acquisition: A case study from the Jordan. *International Journal of Innovations in Engineering and Science*, 7(5), 261– 269.

Musinguzi, C., Namale, L., Rutebemberwa, E., Dahal, A., Ntege, P.N. and Kekitiinwa, A. (2018), “The relationship between leadership style and health worker motivation, Employee satisfaction and teamwork in Uganda”, *Journal of Healthcare Leadership*, Vol. 10, pp. 21-32

Nanjundeswaraswamy, T.S. and Swamy, D.R. (2015), “An empirical research on the relationship”, *Bangladesh Sociological Society*, Vol. 12 No. 1, p. 41

Nanjundeswaraswamy, T.S., Swamy, D.R. and Nagesh, P. (2020), “LS in mediating the relationship between quality of work life and employee commitment”, *International Journal for Quality Research*, Vol. 14 No. 2, pp. 387-412.

Nguyen, H. M., Mai, L. T., & Huynh, T. L. (2019). The Role of Transformational Leadership toward Work Performance through Intrinsic Motivation: A Study in the Pharmaceutical Field in Vietnam. *Journal of Asian Finance, Economics and Business*, 6(4), 201-212. <https://doi.org/10.13106/jafeb.2019.vol6.no4.201>.

Nguyen, T., & Luu, T. (2019). Economics & Sociology. *Journal of Asian Business and Economic Studies*, 26(2), 286-300. DOI: 10.1108/JABES-10-2018-0070

Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., Hulu, P., Mustofa, Chidir, G., Suroso, & Xavir, Y. (2020). Transformational Leadership and Employees' Performance: the Mediating Role of Motivation and Work Environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 438–460.

Obeidat, A.M. and Otibi, G. (2015), “The impact of knowledge sharing tools on levels of organizational learning (field study on Jordanian commercial banks)”, *Australian Journal of Basic and Applied Sciences*, Vol. 9 No. 5, pp. 253-267.

Obiwuru, T., Okwu, A., Akpa, V. & Nwankwere, I. 2011. Effects of Leadership Style on Employee Performance: A Survey of Selected Small-scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100- 111. Available at: http://www.ajbmr.com/articlepdf/ajbmr_17_16i1n7a11.pdf.

Ojokuku, R., Odetayo, T. & Sajuyigbe, A. 2012. Impact of Leadership Style on Employee Performance: A Case Study of Nigerian Banks. *American Journal of Business and Management*, 1(4), 202-207.

Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics, and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>

Pigors, P. (1933). *Leadership and domination among children*, 140–157. Houghton Mifflin Company.

Podsakoff, P., MacKenzie, S. & Bommer, W. 1996. Transformational Leader Behaviors and Substitutes for Leadership as Determinants of Employee Satisfaction, Commitment, Trust and Organizational Citizenship Behaviors. *Journal of Management*, 22(2), 259-298. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S0149206396900495>.

Pollitt, C. (2006). Performance management in practice: a comparative study of executive agencies. *Journal of Public Administration Research and Theory*, 16(1), 25-44.

Prussia, G.E., Anderson, J.S. and Manz, C.C. (1998), “Self-leadership and performance: the mediating influence of self-efficacy”, *Journal of Organisational Behaviour*, Vol. 19, pp. 523-38.

Rahman S, (2016) The Effect of Employee CSR Attitude on Employee satisfaction and organizational commitment: Evidence from Bangladeshi Banking Industry. *Social Responsibility Journal*, Vol 12 Issue 2 p 228-246

Ranupandojo H., S. Husnan., 2002., *Personnel Management (Manajemen Personalia)*., 4th edition., BPFM Gadjah Mada University, Yogyakarta.

Rivai. 2014. *Organisational Leadership and Behaviour (Kepemimpinan dan Perilaku Organisasi)*. Jakarta: PT. Raja Grafindo Persada.

Robbins, S. Coulter, M., & DeCenzo, D. (2017). *Fundamentals of management* (10th ed.). Boston, MA: Pearson

Robbins, S.P. (2003), *Organisational Behaviour*, 10th ed., Prentice-Hall Inc., Upper Saddle River, NJ.

Robbins, Stephens P, Timothy A. Judge, 2018. *Organisational Behaviour*, 18th edition. Pearson Education Limited., Harlow, United Kingdom.

Robins, S. (2000), *Organizational Behavior Management*, Translated Parseian and Aarabi, Tehran: Office of Cultural Research (In Persian).

Rowold, J. (2011). Relationship between leadership behaviors and performance: The moderating role of a work team's level of age, gender and culture heterogeneity. *Leadership and Organization Development Journal*. 32(6), 628647.

Salloum, S. A., Al-Emran, M., Khalaf, R., Habes, M., & Shaalan, K. (2019). An innovative study of e-payment systems adoption in higher education: Theoretical constructs and empirical analysis. *International Journal of Interactive Mobile Technologies*, 13(6).

Schermerhorn, J.R., Hunt, J.G., & Osborn, R.N. (2005). *Organizational Behaviour* (9th ed). United States: John Wiley & Sons. In

Schuetz, A. (2017). Effective Leadership and its Impact on an Organization's Success. *Journal of Corporate Responsibility and Leadership*, 3(3), 73. <https://doi.org/10.12775/jcrl.2016.017>

Siagian, Sondang P., 2014, *Human Resource Management (Manajemen Sumber Daya Manusia)*, Bumi Aksara, Jakarta.

Smriti, N. and Das, N. (2018), “The impact of intellectual capital on firm performance: a study of Indian firms listed in COSPI”, *Journal of Intellectual Capital*, Vol. 19 No. 5, pp. 935-964.

Sofi, M. & Devanadhen, K. 2015. Impact of LS on Employee Performance: An Empirical Assessment of Banking Sector in Jammu and Kashmir (India). *IOSR Journal of Business and Management*, 17(8), 31-45.

Spender, J.-C., & Kijne, H. (2012). *Scientific Management: Frederick Winslow Taylor's Gift to the World?* Berlin Heidelberg, Germany: Springer Science & Business Media.

Spreitzer, G., Kizilos, M.A. and Nason, S.W. (1997), “A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction, and strain”, *Journal of Management*, Vol. 23 No. 5, pp. 679-704.

Sriwan, T. (2004). Examining the factor which influence performance measurement and management in the Thai Banking Industry: An implication of the balance Scorecard Framework. Doctor of Philosophy thesis Murdoch University.

Stogdill, R. M. (1974). *Handbook of leadership: A survey of theory and research*. New York, NY: Free Press.

Suhana, M., Mardhiah, Y., Zuraidah, A., Norhasniza, M.H.A., & Nooririnah, O. (2014). The impact of job stress to Employee satisfaction among engineers: Aliterature review. 4th International Conference on Industrial Engineering and Operations Management.

Sun, J. Y. (2001). The Study of Leadership Style and Performance Comparison between Schools and Businesses Taiwan. *Journal of Human Resource Management*, 1(3), 107-130.

Suryawan, I.G.R., Ardana, I.K. and Suwandana, I.G.M. (2021), “Transformational leadership, work stress and turnover intention: the mediating role of Employee satisfaction”, *American Journal of Humanities and Social Sciences Research (AJHSSR)*, Vol. 5 No. 1, pp. 146-157.

Toha, Miftah. 2013. *Leadership in Management (Kepemimpinan dalam Manajemen)*. PT. Raja Grafindo Persada, Jakarta.

Uchenwamgbe, B. 2013. Effects of Leadership Style on Employee Performance in Small and Medium-scale Enterprises (SMEs) in Nigeria. *European Journal of Business and Management*, 5(23), 53-73.

Wang, G., Oh, I-S., Courtright, S. & Colbert, A. 2011. Transformational Leadership and Performance Across Criteria and Levels: A Meta-analytic Review of 25 Years of Research. *Group and Organization Management*, 36(2), 223-270.

Wu, J. J., Pan, Y. Y., & Ding, X. X. (2013). Relationship among orientation of internal/external control, Employee satisfaction and work performances Taiwan. *Journal of National Chengchi University*, 35, 13-56.

Xinyan, W., Jianqiao, L., Degen, X. (2010). The impact of organizational justice on work performance mediating effects of organizational commitment and leader member exchange. *International Journal of Manpower*, 31(6), 660-677

Xu, G-Y. & Wang, Z-S. 2008. The Impact of Transformational Leadership Style on Employee Performance: The Intermediary Effects of Leader-member Exchange. *2008 International Conference on Management Science and Engineering 15th Annual Conference Proceedings*, 1090-1097.

Appendix X

Questionnaire



Near East University

Faculty of Economics and Administrative Science

Department of International Business

Dear Responder,

This questionnaire aims to complete a study conducted by the researcher under the title, **Examining The Effect of Transformational Leadership style on Employee Satisfaction and Employee Performance in Liberia Water and Sewer Corporation**. Please fill this questionnaire that designed to conduct the study. All data will be used for scientific research purposes and will be treated with strict confidentiality.

Thank you for your cooperation

Researcher

Please answer the questions by placing a (X) next to the answer that suits you.

1. Gender

Male Female

2. Age

Less Than 25 From 25 - 29 From 30 - 34 From 35 - 39
From 40 - 44 From 45 - 49 More than 50s

3. Educational level

Diploma and below Undergraduate Postgraduate or above

4. Years of Experience

Less than 1 year From 1 - 4 years From 5 - 9 years From 10 - 14 years

From 15 – 19 years From 20 – 24 years 25 or More years

Please answer the questions by placing an (X) next to the answer you think is appropriate for you.

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
	Transformational Leadership	(Karamat, 2013)				
1.	It is a supervisor's task to supervise the employees closely.					
2.	The supervisor should let the employees be a part of the decision- making process.					
3.	In complex situations, leaders should let subordinates work problems out on their own.					
4.	A good leader should provide guidance without pressure					
5.	Our leaders give us free reign when we are doing our jobs.					
6.	It is a leader's task to give rewards or punishment to motivate employees to achieve organizational objectives.					
7.	The leaders in this organization help their employees accept responsibility for completing their work					
8.	The leader should have frequent and supportive communication with his employees					
9.	My manager encourages employees to become a good team palyers					

10.	My manager has clear understanding and inspires with future plans					
11.	My manager talks about his values and beliefs					
12.	My manager has stimulated me to look at things in new way					
13.	My manager communicates freely					
14.	My manager is aware and pays attention to my needs and concerns					

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
15.	My manager tells us what to do if we want to rewarded for our work					
16.	My manager gives me special recognition at my good performance					
17.	My manger tells us the standards that we need to know to carry out our work					
18.	My manager expects best performance					
	Employee satisfaction	(DUSING, 2017)				
19.	There is regular and open communication among employees					
20.	I believe what I am told by senior leadership.					
21.	This company is well run.					
22.	There's a sense that we're all on the same team at this company.					
	This company culture is special - something you don't find just anywhere.					
23.	All things considered, this is a great place to work					
24.	I am satified with my job					
25.	I am happy with the opportunity to get a better job in this company.					
	Employee Performance	(Karamat, 2013)				
26.	I exactly doing my tasks that are chosen for me					

27.	I always encouraged to use the standard procedures					
28.	I have freedom of action					
29.	I am satisfied with the settlement of the conflicts that happen					
30.	I pushed for improved quality					
31.	I motivated towards accomplishing a goal or a task					
32.	I allowed to have my own judgment in solving problems					
33.	I get a rewards for my performances					

TURNITIN SIMILARITY REPORT

EXAMINING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE IN LIBERIA WATER AND SEWER CORPORATION

by Mark Cassell 20212979

Submission date: 28-Sep-2022 10:59AM (UTC+0300)

Submission ID: 1911115151

File name: Report.docx (121.56K)

Word count: 12142

Character count: 68740

EXAMINING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE SATISFACTION AND EMPLOYEE PERFORMANCE IN LIBERIA WATER AND SEWER CORPORATION

ORIGINALITY REPORT

12%	11%	2%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.koreascience.or.kr Internet Source	2%
2	journalissues.org Internet Source	2%
3	pureportal.coventry.ac.uk Internet Source	1%
4	etd.uum.edu.my Internet Source	1%
5	www.ijicc.net Internet Source	1%

ETHICAL COMMITTEE APPROVAL**BİLİMSEL ARAŞTIRMALAR ETİK KURULU**

07.07.2022

Dear Mark Cassell

Your application titled **“Examining The Effect of Transformational Leadership style on Employee Satisfaction and Employee Performance in Liberia Water and Sewer Corporation”** with the application number NEU/SS/2022/1338 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note:If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.