NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

DEARTMENT OF BUSINESS ADMINISTRATION

THE MEDIATING ROLE OF EMPLOYEE SILENCE AND ORGANIZATIONAL COMMITMENT IN THE RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP AND JOB SATISFACTION

PHD THESIS

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Nicosia

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THE MEDIATING ROLE OF EMPLOYEE SILENCE AND ORGANIZATIONAL COMMITMENT IN THE RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP AND JOB SATISFACTION:AN EMPIRICAL STUDY FROM JORDANIAN MINISTRY OF JUSTICE

PHD THESIS

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Approval

We certify that we have read the thesis submitted by Yousef Ahmad Alarabiat titled "The **Mediating Role of Employee Silence and Organizational Commitment in the Relationship between Transactional Leadership and Job Satisfaction: An Empirical study from Jordanian Ministry of Justice**"

and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Doctor of Business Administration.

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Declaration

I Yousef AL-ARABIAT , hereby declare that this dissertation entitled **"The Mediating role of Employee Silence and Organizational Commitment in the relationship between Transactional leadership and Job Satisfaction: Empirical study from Jordanian Ministry of Justice"** has been prepared by myself under the guidance and supervision of **'Prof. Dr. Şerife EYÜPOĞLU'** in partial fulfillment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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Acknowledgments

In the name of Allah the most Merciful and Beneficent

Abstract

The Mediating Role of Employee Silence And Organizational Commitment In The Relationship Between Transactional Leadership And Job Satisfaction

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This thesis investigated the effects of transactional leadership that is being practice in the government organizations on the Job Satisfaction through presenting the mediating effect of organizational commitment and employee silence, an empirical study applied in ministry of justice in Jordan. The mechanisms via which transactional leadership predicts both positive as well as negative effects on job satisfaction are little understood, despite the fact that it is widely acknowledged as the most prevalent type of leadership in organizations. To fill in these gaps, the current study tests a model based on (SDT)and social exchange theory. this study argues that although some transactional leadership behaviors may benefit job satisfaction via positive contributions to job satisfaction via increase commitment, some leadership behaviors may also have detrimental outcomes on job satisfaction via an increase in silence. The second purpose was to investigate the impact of organizational commitment and employee silence variables on this positive relation, because research on silence still has not consistent findings. The study conducted by using a structured questionnaire method. The respondents were the employees they are working at the Ministry of Justice, Data was collected through 357 working employees, the response rate is 80%. We estimated the suggested model using the (CB-SEM) through AMOS software was applied to evaluate the suggested hypotheses. The findings reported a Transactional leadership and job satisfaction have a significant positive association, but the appearance of the employee silence in this positive relationship leads to decrease the level of satisfaction or other undesirable behaviors. Therefore, leaders and organizations must be more consciousness to the employee silence phenomenon, and find a new way to encourage employees and

avoid silence in order to keep job satisfaction for organization members employees at an adequate level.

Keywords: transactional leadership, employee silence, social exchange theory, self-determination theory, Job satisfaction.

ÖZ

İşlemsel Liderlik ve İş Doyumu Arasındaki İlişkide Çalışan Sessizliği ve Örgütsel Bağlılığın Aracı Rolü

Alarabiat, Yousef

Doktora, İşletme Bölümü

2022,143 sayfalar

Bu tez, devlet kurumlarında uygulanmakta olan işlemsel liderliğin, örgütsel bağlılık ve çalışan sessizliğinin aracılık etkisini ortaya koyarak İş Doyumu üzerindeki etkilerini araştırmıştır, Ürdün adalet bakanlığında uygulanan ampirik bir çalışma. Transaksiyonel liderliğin iş tatmini üzerindeki hem olumlu hem de olumsuz etkilerini tahmin ettiği mekanizmalar, organizasyonlarda en yaygın liderlik türü olarak kabul edilmesine rağmen çok az anlaşılmaktadır. Mevcut çalışma, bu boşlukları doldurmak için (SDT) ve sosyal değişim teorisine dayalı bir modeli test ediyor. Bu çalışma, bazı etkileşimci liderlik davranışlarının bağlılığı artırarak iş tatminine olumlu katkılar sağlayarak iş tatminine fayda sağlayabileceğini, ancak bazı liderlik davranışlarının da sessizliği artırarak iş tatmini üzerinde zararlı sonuçlar doğurabileceğini öne sürmektedir. İkinci amaç, örgütsel bağlılık ve çalışan sessizliği değişkenlerinin bu pozitif ilişki üzerindeki etkisini araştırmaktı çünkü sessizlik üzerine yapılan araştırmalarda hala tutarlı bulgular yok. Araştırma, yapılandırılmış anket yöntemi kullanılarak yürütülmüştür. Ankete katılanlar Adalet Bakanlığı'nda görev yapan çalışanlardır. Veriler çalışan 357 çalışan üzerinden toplanmıştır, yanıt oranı %80'dir. Önerilen hipotezleri değerlendirmek için AMOS yazılımı aracılığıyla kovaryans tabanlı yapısal eşitlik modellemesini kullanarak önerilen modeli tahmin ettik. Bulgular, Transaksiyonel liderlik ve iş tatmininin önemli bir pozitif ilişkiye sahip olduğunu, ancak bu pozitif ilişkide çalışan sessizliğinin ortaya çıkmasının, tatmin seviyesinin veya diğer istenmeyen davranışların azalmasına yol açtığını bildirdi. Bu nedenle liderler ve örgütler, çalışan sessizliği olgusuna karşı daha bilinçli olmalı ve örgüt üyeleri arasında yeterli

düzeyde iş tatmini sağlamak için çalışanları cesaretlendirmenin ve sessizlikten kaçınmanın yeni bir yolunu bulmalıdır.

Anahtar Kelimeler: İşlemsel liderlik, çalışan sessizliği, sosyal mübadele teorisi, kendi kaderini tayin teorisi, devlet kurumları, İş Doyumu.

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List of Abbreviations

(CR):   Contingent Reward

(ES):   Employee silence

(JS):   Job Satisfaction

(MBE):   Management-by-Exception

(OC):   Organizational commitment

(TS):   Transactional Leadership

(TF):   Transformational Leadership

(JCM):   Job characteristics model

(HTFT):   Herzberg's Two- Factor Theory

(DS):   Defensive Silence

(PS):   Prosocial Silence

(CMB):   Common Method Bias

(CB-SEM):   Covariance-Based Structural Equation Modeling

CHAPTER I

Introduction

The reader is given an overview in this section and Background of the context, problem statement, research objectives, research questions, importance of the study, study scope, and thesis formats.

Since leadership is critical to an organization's performance and a variety of academics are interested in leadership styles, there has been an increase in global research in this area over the past 50 years. Numerous organizational characteristics have been studied in relation to leadership styles, which is crucial to the development and execution of a public and privet organization's strategy as well as the creativity, feelings, and satisfaction of its employees. A corporation's leadership role is essential for developing a vision, mission, and organizational objectives, as well as to define strategies, policies, and procedures to achieve those objectives effectively and efficiently, as well as to manage and coordinate organizational functions (Aldaibat & Al-Daibat, 2017; Berson et al.,2001) There are numerous definitions of leadership, but according to Bass(Bass, 1985), it is the capacity to persuade people to pursue particular objectives. Recent research has concentrated on a leader's charisma and leadership style, as well as how they might convince followers to follow them(Nazim, 2016) . The quality of leadership determines the success or failure of the organization ,therefore The adoption of suitable leadership behaviors can strengthen a whole organization's operations and boost employee performance, job satisfaction (JS), and organizational commitment (OC) (Berson et al.,2001.) There are many different types of leadership styles; however, for the purposes of this study, Transactional leadership(TS) , one of the most prevalent types used in government organizations, was chosen because it was among the first to be studied in work place and recognized as a distinct set of leadership behaviors. TS is defined as "the interaction between leaders and followers" (Jenner, 2019; Marturano & Gosling, 2007) .

Bass, (1985) described transactional leadership using the following two characteristics: the use of "contingent reward (CR) and management by exception (MBE).

Employee job satisfaction , which is described as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering or entailing", is one of the most difficult issues that managers today must deal with (Locke, 1976) . Any organization, in order to succeed and be distinguished from others, needs two important things, namely reaching the job Satisfaction among employees and providing an active and effective leadership style. High satisfied employees put forth greater effort to do their given jobs and advance the objective of the organization. An organization can remain competitive and recruit workers with the talents it requires if its employees are highly skilled and satisfied, but one with insufficient of job satisfaction can become crippled (Voon et al., 2011) .

Different styles of leadership such as transactional leadership styles and their impact on organizational outcomes have not fully discussed especially in public sector institutions in the Hashemite Kingdom of Jordan context. Additionally, there is growing knowledge in businesses concerning employee silence (ES) and commitment, and research on the connection between commitment and employee silence has produced inconsistent results. In addition to this, it is suggested that one of the most significant behaviors that influences how well employees perform is employee commitment in the workplace. (Deniz et al., 2013).In addition, it is necessary to investigate what employee silence is and the elements that forecast that How does employee silence impact management practices and the workplace environment? employee silence gives a negative indication of the organization's performance, through creates a gap in a communication between organization members and different departments, which leads to low satisfaction, work delays, higher costs, harms employees' performance, and overheads. For organizations, this also presents a significant challenge and complicated issues because effective leadership behaviors depend on efficient employee communication. (Deniz et al., 2013). despite that there are many empirical studies in the

field of the public sector. There appears to be a vacuum in the research on organizational change and leadership styles. In addition, the public sector research has lagged, particularly in deploying large-scale empirical investigations (Kuipers et al., 2014). Therefore, we try in this study to provide a more comprehensive understanding for Leaders of public organizations for transactional leadership behaviors as defined by "contingent Reward, active and passive Management-by-Exception" with the crucial importance of transactional leadership in ensuring job Satisfaction among employees of public organizations.

Although empirical research has shown that transactional leadership is essential for the improvement of job Satisfaction, several studies have documented mixed outcomes, numerous researchers identified a positive and negative correlation between transactional leadership and job Satisfaction (Amin et al., 2013; Maheshwari, 2021; Specchia et al., 2021). By considering the organizational silence as a negative mediator and organizational commitment as a positive mediator between TL and JS, as there are few studies that address the mediating effect of employee silence and organizational commitment at public organizations, this work tries to addresses a gap in the transactional leadership behaviors literature. Although a variety of findings of transactional leadership have been examined in previous work, the current literature has not found consistent results between dimensions of transactional leadership Contingent reward, active and passive Management-by-Exception and its relationship with job satisfaction (Young et al., 2021) .

 This would suggest that transactional leadership could have a double-edged sword on employees' job satisfaction. Accordingly, considering employee silence as a mediator could shed the light on how transactional leadership could have negative consequence on job Satisfaction and organizational commitment as a mediator could shed the light on how transactional leadership could have positive consequence on job satisfaction. However, empirical research is still limited with this regard. Findings of this study may aid the transactional leaders to identify the negative effects of employee silence and how to avoid them.

Therefore, in this study we seek to understand What are the mechanisms by which transactional leadership behaviors affects job satisfaction? The social exchange theory(SET) and self-determination theory (SDT) (Blau, 1964; Deci & Ryan, 1985) are the two theories that we use to try to Provide more understanding about the effect of transactional leadership. Specifically, the behaviors of transactional leadership depend on a reciprocal exchange between leaders and followers (Hater & Bass, 1988). SDT suggests that the relationship between TS and JS is nuanced. Because the core principles of transactional leadership emphasize "reward and control" which can demotivate individuals by reducing their perceived autonomy and competence (Ambrose & Kulik, 1999; Deci & Ryan, 1985). Although the transactional leadership practices depend in their dimensions to applied "rewards and control approach", If the tasks are not performed as predetermined, leaders adopting transactional leadership may negatively use reward practice by withholding bonuses, time off, or job loss. Which may lead to the appearance of employee silence in the organization and dissatisfaction when employees feel criticisms or fear to share and offer their opinions because fearing of consequences. All of these things contribute to emergence of what known as the employee silence (Lopez, 2016). while an SET approach concern with the interaction between the leader and the followers would represent some transactional leadership behaviors (e.g., contingent reward) which not perceived as being utilized for control would indicate in this case That the behaviors of transactional leadership seemingly have positive effects on job satisfaction and organizational commitment. Ultimately, in order to provide a more thorough understanding of the effects of transactional leadership, both positive and negative, on job satisfaction. Specifically, drawing on SET and SDT, this study seeks to understand the positive and negative mechanisms through understanding the interaction between leaders and members in workplace to reach for Comprehensive understanding for the behaviors effects of transactional leadership on JS through the mediating impact of employee silence and organizational commitment. the study performed in the Hashemite Kingdom of Jordan at Ministry of Justice, the dimensions of transactional leadership represented by (contingent Reward, Active Management-by-Exception, Passive Management-by-Exception).

Jordanian Ministry of Justice

This part tries to provides an overview of the Jordanian Ministry of Justice as a governmental organization to serve the public, advance knowledge and strategies for managerial development.

On April 11th, 1921, the Ministry of Justice was founded. The ministry was founded to serve the executive of the Jordanian judicial system, and since that time it has begun to play a part in enacting the fundamental principles of the state, which include promoting justice and equality and defending rights and freedoms. More than 4,000 people work for the Ministry of Justice, which is dispersed among 90 courts and departments spread across three regions of the Hashemite Kingdom of Jordan. These people are distributed as administrators, managers, and department employees. Whereas the Ministry's objectives are to advance the ideas of equal opportunity and the defense of rights and freedoms while strengthening the rule of law and institutions throughout the Kingdom through various departments and courts. The Ministry is dedicated to giving managers and staff the assistance they need to uphold justice. The Ministry aspires to become a distinguished institution that upholds the rule of law and the independence of the judiciary by providing competent and effective human cadres capable of participating in decision-making in a team environment, collaborating with regional and international organizations, helping to create the ideal judicial and administrative environment, and developing policies and legislative frameworks to advance the litigation process. effective legal assistance to guarantee the defense of rights and the maintenance and protection of freedoms (MOJ, 2022).

The ministry of justice began a project to computerize all of the kingdom courts linked with it in the year 2000 in order to develop administrative procedures, increase the productivity, commitment and satisfaction of Ministry of Justice staff, and improve employee efficiency. Over a seven-year period, the computerization process included significant advancements in technology innovations, administrative, and judicial processes.

These advancements result in numerous successes, including the following.

1.   Raising the staff competencies and capabilities.

2.   Empowering managers and judges; Increasing the accessibility of new electronic solutions.

3.   Preparing periodical reports through electronic surveys and questionnaires collected by the department of planning and development' These reports are directed confidentially to the ministry' employees, in order to identify problems and challenges they face, working on setting the proper solutions.

4.   Maintaining the confidentiality of private information and data base, through applying conservative policies that help to archive and protect all files in secure conditions.

5.   Enhancing means of communication in the field of electronic litigation through the adaptation of these means in the field of public judicial facility.

6.   Training the judges, employees and litigants to use modern technology and communication means continuously by involving them in development and educational sessions in this field to ensure obtaining the required electronic services.

7.   Establishing visual communication and services of electronic meetings.

Eventually; The electronic transformation became an address to efficacy and development of the Leaders, employees and judicial facility since the civilization of countries is measured by their respond to changes and development of technical life (Moj, 2022).

Therefore, this study attempts to describe the transactional leadership behaviors that utilizes in governmental organizations and their association with job satisfaction for ministry employees, by presenting employee silence   and organizational commitment. In order to develop solutions that would assist researchers and Leaders in government organizations as well as to identify the most significant challenges that the transactional leadership leader may face in order to avoid them in order to achieve a high level of job Satisfaction and organizational commitment.

Problem Statement

Leadership styles is an essential component of management which aids to applying the   regulations at the public sector, maximize efficiency, enhance communication between different sections and effectively to achieving goals through the

followers interaction , The lack of implanting the proper style is an inevitable factor adversely affecting organizational outcomes, especially in presence of the organizational silence , and there are a limited studies that taken an employee silence and organizational commitment as a mediating variables for the relationship between transactional leadership and job satisfaction especially in public sector institutions, the Organizational silence causes a communication gap between leaders and their subordinates, which is a serious challenge for many organizations because effective leadership depends on the managers' and their subordinates' ability to communicate, Additionally, organizational commitment is a crucial factor that is regarded as one of the most significant behaviors that influence in employees performance. For this, we must define how well the transactional leadership style as one of the leadership styles used in this study and used in the public organizations, and whether it has had an impact on job satisfaction by examining the mediating variables effect of employee silence and organizational commitment in achieving desired goals. As a result, we must investigate transactional leadership behaviors on both (negative and positive effects) on job satisfaction. These findings can offer and provide a comprehensive understanding for the best abilities of transactional leadership style that can be used to management in governmental sectors.

Since the achievement of corporate goals is closely related to the level of employee job Satisfaction , so an organization should include efficient leaders they can reach to the employee satisfaction through encourage the employees to achieving organizational goals (Chukwura, 2017; Deniz et al., 2013; Lan et al., 2019).

Research Questions

Following the problem identification, this study provides the overarching research question that summarizes the entire study was: What is the impact of transactional leadership on job satisfaction through the mediating effect of employee silence and organizational commitment? It's crucial to ask the following queries to make it easier to respond to this key inquiry:

1.   Does transactional leadership influence the job satisfaction of employees in the public sector?

2.   What role does employee silence play in the transactional leadership and job satisfaction relationship?

3.   What role does organizational commitment play in the transactional leadership and job satisfaction relationship?

4.   Do the transactional leadership dimensions of contingent Reward, active and passive Management-by-Exception, affect organizational commitment of public sector employees?

5.   Do the transactional leadership dimensions of contingent Reward, active and passive Management-by-Exception, affect employee silence   of public sector employees?

through responding to these questions, we will thus be better able to comprehend the efficiency of the transactional leadership style in public sector after developing the theoretical framework and reviewing the findings

Research Objectives

Based on the previous discussion in questions section, the primary objective of this study, is examine the nature of the link between transactional leadership and the job satisfaction, through the mediating role for employee silence and organizational commitment in this relation which are related to organizational outcomes, in order to indicate the effectiveness of transactional leadership in public sector in Jordan.

For that, the study proposes the given below objectives:

1.   To recognize the various leadership styles and how they relate to organizational outcomes.

2.   To identify the association between transactional leadership behaviors and organizational commitment.

3.   To identify the association between transactional leadership behaviors and employee silence.

4.   To determine the association between transactional leadership and job satisfaction through the mediating effect of employee silence.

5.   To determine the association between transactional leadership and job satisfaction through the mediating effect of organizational commitment.

6.	To explore the employee silence	effect as a mediating role on the job satisfaction (Fulfilling the desired goal).

7.	To study the mediating role of organizational commitment on the job satisfaction (Fulfilling the desired goal).

8.	To study employee's insight regarding The transactional leadership styles, and its Impact on organizational outcomes and organizational silence, to provide suggestions for further improvement in administration process at governmental Sector.

9.	To explore the efficient of transactional leadership for reducing the organizational silence, and Making use of employees' productivity.

10.	To examine the significance of transactional leadership on organizational commitment.

11.	To investigate how leadership styles, affect an organization's ability to survive.

Significance of the Study

This study will explain the role of transactional leadership it will be more understandable and applicable, the using of right style will also study in details to be more understandable and the relationship between transactional leadership styles and job Satisfaction will be determined through	the mediating effect of organizational commitment and employee silence

This study tries to adds to the body of previous research on effectiveness of transactional leadership style on job satisfaction	by presenting and measuring organizational commitment and employee silence	effect, furthermore the study providing empirical guidelines for future study on the roles of leaders and employee motivation in pubic organizations, Additionally, research on silence	is still being conducted, and more studies are needed to determine how employee silence	influences the workplace. This study sought to boost organizational performance through highlighting the relationship between transactional leadership styles and organization outcomes (i.e. Job Satisfaction) through the mediating effect of employee silence and organizational commitment, and describe the impact of different styles that practices by leaders in workplace on organization functions.

The results will improve how well transactional leadership behaviors and organization performance of the government sector, through motivating employees and clarifying the effect of employee silence   and organizational commitment. It is anticipated the finding of this investigation will help the government organizations generally, and the Ministry of Justice in particular, to develop their employee-engagement strategy and It will also inspire decision-makers to enact new regulations. Understanding the significance of transactional leadership behaviors on employees' job satisfaction in workplaces will be aided by the data acquired from this research study.

The study's findings could help government organizations improve organizational management effectiveness by giving leaders a better understanding of transactional leadership behaviors and how they relate to employee performance job satisfaction, then how it affects the overall performance of the all organization levels. The results aim to provide knowledge to the leaders in order to implement definitive suggestions and make sound decisions concerning leadership styles and employee job Satisfaction in leading the organization.

The study can be used to establish guidelines for enhancing productivity inside public organizations. Additionally, to addressing the gap in the transactional leadership literature because there aren't many studies that look at the mediating effects of employee silence and organizational commitment at government organizations. In order to learn more about the specifics and reputation of the chosen enterprises, the study is crucial for the businesses because the higher quality of the data that was collected and the size of the sample population made possible by the presence of enough employees. So this study will provide a guide line for the leaders to avoid employee silence in organizations and motivated workers to commitment to their job, it will also serve as a reference document for governmental organizations, leaders, employees, researchers, students, and scholars by contributing to the progress of knowledge in management and other fields. This is because a lack of motivation contributes to the inefficiency and ineffectiveness of employees.

Scope of the Study

The research aims to explore the effectiveness of transactional leadership behaviors on job Satisfaction through the mediating role of employee silence and organizational commitment, the study was conducted in the Ministry of Justice in Jordan as one of the government sectors.

Quantitative data were collected through a self-administered questionnaire was distributed to the employees and some line managers in addition to senior managers that are working at ministry of justice, the sample was consists of (357) valid respondent's replies were returned from 450 sent, and thus, the response rate is 80%, We estimated the suggested model using the "Covariance-Based Structural Equation Modeling (CB-SEM).through AMOS" software to test the study framework and the proposed hypotheses. This approach of SEM is suitable for confirmatory research.

Thesis Structure

This thesis includes six chapters as table 1 indicate:

Table 1.

Thesis

Structure

Chapter Name	Chapter Content Summary
Chapter One	"This is an introductory chapter that involves the research background regarding (TS) implementation & both (ES)and (OC)roles. It provides essential information about the public sector in Jordan and its importance for Ministry of justice. It explains the research problems, research questions, research objectives. The focus on the significance of the study and the scope of the study are introduced".
Chapter Two	"This chapter tackles the literature review of leadership practices. The chapter commences by defining leadership and organizational silence, (JS), and (OC). then emphasizes on (TS) as the main concept in this thesis. It addresses"
Chapter Three	"This chapter covers theories and hypotheses related to the suggested theoretical model. The Hypotheses development of the conceptual framework is given in detail."

Table 1 (Continued).

CHAPTER II

Literature Review

Introduction

Chapter two begins by describing leadership and leadership styles before concentrating on transactional leadership as the central idea of the research. It discusses transactional leadership behaviors characteristics and correlation with other variables. this chapter continues to discusses the all study variables, it describes the concept of job Satisfaction and the relationship with transactional leadership, it focusing on the influence of employee silence and organizational commitment and relation with job Satisfaction and transactional leadership, it discusses the supporting hypotheses and the chosen strategy for the transactional leadership and motivational theories by drawing theoretical framework.

Leadership

It is tricky to find or come to an agreement on a universal definition of leadership because there is a wide and variety of definitions of leadership, as demonstrated by the prior research. In general, leadership is a collection of actions taken to direct and inspire subordinates to accomplish a particular objective(Ejere & Abasilim, 2013) . According to Peter Ducker, the concept of leadership is formed when a person has followers. Warren Bennis said, leadership is demonstrated by the capacity to access visions and transform them into reality. According to Bill Gates, the leaders of the twenty-first century will be those who can empower their subordinates. John Maxwell asserts that it is just the capacity to influence people(Kruse, 2013) . Bass defined it as a collection of influencing methods to accomplish particular aims, in 1990 He outlined three key leadership techniques for achieving various outcomes. The first step in effective leadership is to raise followers' understanding of the importance of and methods for achieving the goals. Second The interests of the collective should come first, not those of the individual.

Third, leaders must satisfy demands from higher levels(Seltzer & Bass, 1990) .In addition, Armstrong recognized three factors that affect the idea of leadership: attitude, leaders, and followers. He defined leadership as the practice of exerting influence over

others in order to work together to accomplish new goals that have not been reached before. However, charisma and vision are the main focuses of contemporary leadership theories, by discussing the definition of leadership, there is no single definition , thus readers will find a variety of definitions (Brahim et al., 2015).

Researchers have found that the study of leadership concept have been around since the beginning of civilization. They have investigated a leadership philosophies and correlation in workplaces, corporate environments, employee incentives, leaders, managers and a wide range of other factors related to the workplace. during this time, the relationship between a leader's behaviors and organizations outcomes like job satisfaction for followers, organizational commitment, organizational productivity, and profitability also began to be researched. There are numerous definitions of leadership, but one feature is typically included in all definitions: "leadership has to do with a person's ability to influence the behavior of others, who can be described as Followers" (Jenner, 2019; Khan et al., 2014; Kumar, 2020).According to the researchers, effective leadership is essential for current and future organizational success. The researchers also asserted that leaders, regardless of their position in the organizational management, depending on their leadership behaviors and styles, might have a positive and negative effect on organizational performance and other issues (Amin et al., 2013; Emery & Barker, 2007; Jenner, 2019; Maheshwari, 2021).

Leadership Theories

For many years, leadership theories have been the foundation of several studies. Researchers in the field are striving to comprehend how and why particular people become leaders. These theories focus on: traits, behaviors, contextual factors, and transformational leadership(TF). There are as many leadership theories as there are philosophers, researchers, and educators who have studied and published their theories on it (Vasilescu & 2019).

Despite the fact that theories are always developing and lead to emerging new theories, especially during the early part of the 20th century, during increasing important of leadership, researchers indicate that there are (8) major types of theories fall under Trait approach, Behavioral approach and Contingency Approach. these major theories

are "great Man theory", "Trait theory, Contingency theory, situational theory, behavioral theory, participative theory, transactional/management theory, relationship/ transformational theory, skills theory"(Charry, 2012).

All current theories of leadership, according to Robbins (1996), can be categorized into one of the following three (3) views: Trait approach, Behavioral approach and Contingency Approach

We'll go over each approach as well as a change to new approaches in this section (Robbins & Judge, 2009).

Figure 1 below summarized the Leadership theory by categorized into four main schools.

Figure 1.

The Leadership Theory

Source: (Oliver,2012).

LEADERSHIP THEORIES		
TRAIT APPROACH	**BEHAVIOURAL APPROACH**	**CONTINGENCY APPROACH**
• Stogdill (1948) • Mann (1959) • Stogdill (1974) • Lord, DeVader & Allinger (1986) • Kirkpatrick & Locke (1991)	• McGregor's Theory • Theory of Lewin, Lippit and White • Ohio State and University of Michigan Models • Managerial Grid	• Fiedler's Contingency Model • Hersey and Blanchard's Situational leadership • House's Path-Goal Model • Leader-Member Exchange: Theory X and Y
NEW APPROACH		
FULL RANGE LEADERSHIP		

Trait Approach

The first approach connects the qualities of exceptional leaders to leadership and presumed intrinsic skills of an individual(Benmira & Agboola, 2021; Bernard, 1926). The studies were founded on the premise that great leaders were born, not made, and that the key to success was simply in identifying those who have this trait (Vasilescu & 2019) .According to the theory, some individuals were born with possess social skills and traits that make them exceptional leaders. Because the theory holds that there are a number of common traits that can be used to discriminate between leaders and non-leaders, researchers have found it difficult to identify the unique traits of leaders (Bass & Stogdill, 1990; Northouse, 2021) . This highlights how difficult it is to identify particular qualities as unmistakable leadership traits. This approach was severely criticized because it was impossible to create generic leadership qualities that applied in every situation (Northouse, 2021).there isn't a single collection of traits that reliably separates leaders from non-leaders in a variety of circumstances. Because it prioritizes the requirements of the leader over those of the followers, the plan is also excessively constrained (Vasilescu & 2019; Stogdill, 1948).

Stogdill, (1974) also came to the conclusion that in order to understand how leadership develops, personality, behavior, and situation must all be taken into consideration.

Numerous significant studies that have focused on the impact that a leader has on an organization and their followers have questioned the fundamental idea that leadership is defined by a particular set of attributes. Instead of focusing just on a leader's characteristics, researchers have started to examine the interactions that take place between leaders and the working environment (Oreg & Berson, 2019; Riggio et al., 2003).

Figure 2.

The Evolution of Trait Theory of Leadership

Source: (Benmira & Agboola, 2021).

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader, and Alliger (1986)	Kirkpatrick and Locke (1991)	Zaccaro, Kemp, and Bader (2004)
intelligence	intelligence	achievement	intelligence	drive	cognitive abilities
alertness	masculinity	persistence	masculinity	motivation	extraversion
insight	adjustment	insight	dominance	integrity	conscientiousness
responsibility	dominance	initiative		confidence	emotional stability
initiative	extraversion	self-confidence		cognitive ability	openness
persistence	conservatism	responsibility		task knowledge	agreeableness
self-confidence		cooperativeness			motivation
sociability		tolerance			social intelligence
		influence			self-monitoring
		sociability			emotional intelligence
					problem solving

Behavioural Approach

In contrast to the trait approach, instead of focusing on how people appear to others (physical and psychological traits), this method put more emphasis on people's behavior, looked at leadership traits, and attempted to understand what makes strong leaders effective (Benmira & Agboola, 2021; Halpin & Winer, 1957).According to research on this approach, there are two types of leader behaviors ,the first type is task behaviors and the second is relationship behaviors (Northouse, 2021). this approach made an effort to clarify how these categories of behavior interact to help a leader persuade a group to accomplish a goal (Oliver, 2012).

Bass (1990) demonstrates how the behavior of the boss might serve as a clue to get followers to act in a certain way. How well followers complete their tasks will depend on how the leader acts (Bass & Stogdill, 1990).an example of the behavioral method, the McGregor's (1960) Theory X and Y, which addressed leadership behaviors and predicated on an assumption regarding workers

According to Blake, Shepard, and Mouton (1964), there two main sorts of behaviors can be displayed by leaders (task-oriented or people-oriented). A leader could be positioned along each of the two categories depending on which one is displayed the most frequently. The behavioral approach examines the actions taken by both effective and ineffective leaders, including how they delegate tasks to subordinates, where and when they interact with people, and how they perform their duties(Kumar, 2020; Robbins & Judge, 2009) .As the emphasis switched from what leaders do (behavior) to who leaders are (traits), behavioral models made a significant contribution to our knowledge of leadership (behaviors). This strategy showed that, unlike attributes, behaviors are observable, learnable, and directly related to the purpose being carried out. Since successful behavior, unlike attributes, can be learned, this has significant ramifications for management training. If training is effective, there may be an endless pool of potential leaders (Kumar, 2020).

Nevertheless, leadership behaviors that are appropriate in one circumstance may not be appropriate in another. Other leadership models were developed since the behavioral models were unable to identify a leadership style that was consistently suitable for all circumstances. The exact conditions under which the leader functions must, in part, govern behavior. The development of contingency models was the following development in the field of leadership understanding (Hellriegel et al., 2004; Kumar, 2020).

Contingency Approach

This theory discusses how leaders are matched to the right conditions through the concept of leader match. this approach claim ,that there is no one leadership style, set of leadership responsibilities, or set of leadership traits that should always be regarded as the best(Kumar, 2020).It implies that how well a leader's style suits the situation will determine how effective they are. It's crucial to comprehend the circumstances in which leaders act in order to evaluate their performance. To assess a leader's success, it is essential to understand the context in which they operate. When a leader accurately determines the team members' developmental stage in a task environment, they may then use a leadership strategy that is suitable for the situation,

hence, the effectiveness of leadership appears (Blanchard et al., 1993; Ramasundaram & Aiswarya, 2022).

The "Continuum of Tannenbaum and Schidt Model, Fiedler's Contingency Model, Situational Leadership Model of Hersey and Blanchard, House Path-Goal Model, and the Leader-Member Exchange theory" are just a few models that are employed in contingency theory. All of these Models says that there is no one optimum approach to manage a team and that effectiveness of group performance degree depends on how well the personality of the leader and the circumstance mesh. Instead, the situation will determine the best style of team leadership(Bass & Stogdill, 1990; Fiedler, 1967; Hellriegel et al., 2004; Kumar, 2020).

As a result, the role of the leader was to promote group cohesion, satisfaction, and performance by coaching, directing, and providing personal support to members as needed. Therefore, the primary contribution of this approach was to emphasize the importance level of different situational factors in leadership, which inspired and encouraged to organized more research on leadership topic.

New Approaches

As demonstrated by the earlier approaches, there is disagreement over the most effective methods for leaders to sway followers. Additionally, these fundamental methods lack rigor, generality, and the ability to use accepted metrics to influence followers (Bass & Stogdill, 1990).There was a need for leadership concepts that considered followers' demands. The contingency strategy would still be used by adapting these concepts to certain circumstances. transactional leadership has dominated discussions on leadership up until recently. These leaders inspire their team members to perform at levels that are expected of them by assisting them in recognizing their roles in in the task that they must accomplish through gaining confidence to meet different challenges and meet goals ,and understanding the connection between their needs and desired rewards and goal achievement (Bass & Stogdill, 1990; Vasilescu & 2019) .

The leadership encourages proper conduct and punishes improper conduct. Researchers stated that loyalty has been shown to be more effective than tangible

inducements in leadership research over time (Bass & Stogdill, 1990; Jensen et al., 2019).

The environment has gotten more competitive and dynamic on a global scale, therefore different leaders have realized they must adapt their ways of doing things if they want to keep their organizations surviving. As a result, there have been numerous new leadership philosophies in recent years. As a result, (TF) has emerged as a new philosophy that best describes the type of leadership needed in modern businesses. Self-actualization and esteem needs are examples of higher order demands and motivations that transformational leaders are aware of and may adapt to in their followers (Bass & Stogdill, 1990; Feranita et al., 2020; Jensen et al., 2019; Kumar, 2020).By offering a comprehensive vision of leadership, the (TF) approach seeks to solve the inherent limitations in earlier leadership theories. Previous leadership theories' intrinsic lack of generality is overcome by (TF). In the change process, followers and leaders are intricately linked (Silva & Mendis, 2017). According to the (TF) idea, followers and leaders both possess specific characteristics that may be seen, learned, and developed. A leader in the workplace behaves in different ways with followers to achieve goals based on their distinct personality traits. Either positively or negatively, the followers react to the trait-based behavior of the leader(Bass & Stogdill, 1990).

Leadership Styles

There are many styles of leadership that are practiced in the work environment and they usually alter according on the situation that is being faced. For all of this, we have to know the consequences of practicing these different styles and when should we combine or move from one style to another. Consequently, a leader who employs a transactional leadership style may move to a (TF) style depending on the situational conditions(A & Ogbonna, 2013; Bono & Judge, 2004) .

Leadership styles are difficult to categorize, as they increase with the increasing complexity of the environment and the increase and continuity of studies in this field. Leadership style provides an indicator for the leader's direction in the workplace in which the followers are led. the style of leader also determines the job Satisfaction level of an employee. If a leader employs an effective style in a given circumstance, it will

help the organization develop in different ways, such as by enhancing organization performance, level of satisfaction, employee commitment, and support for achieving targeted objectives. But on the other hand, if the leader employs an ineffective style, It will have a great detrimental on various aspects, whether in the organization level or individuals (Lan et al., 2019; SHAARI et al., 2022).

Numerous studies and research that have been conducted on leadership have consistently shown that there is a substantial correlation between leadership in organizational outcome i.e. Job Satisfaction performance, and Organizational Commitment. These studies led to emerge numerous leadership theories, many of which support and advocate using a variety of styles simultaneously depending on the circumstances, i.e. Contingency Theory (Hussain et al., 2016). Researchers identified a few distinct leadership styles from the various styles , like transactional leadership, (TF), ethical leadership, servant leadership and   abusive leadership, but the most common global leadership styles are transactional leadership, (TF), and laissez-faire leadership (Hidayat et al., 2017; Victor & Soutar, 2005).

Transactional Leadership style

Burns, (1978) emphasize the manner of transactional leadership is distinguished by the importance of the exchange aspect and is perceptible at various levels in all forms of organizations. This leadership approach is centered on accomplishing the assigned tasks. The fundamental idea behind transactional leadership is the comprehension of the connection between employees effort and reward, The ability to create an effective discussion, Usage policy for applying incentives, rewards, and punishments, applying the motivation norms through goal-setting and rewarding performance, and the use of authority to force subordinates to complete tasks (Feranita et al., 2020).

 Transactional leadership approach is developed and applied on the work place based on two primary dimensions, first: contingent Reward strategy, where awards are offered in exchange for accomplishing the goals or the ability of followers to carry out duties according to their leaders' wishes. Second: Management-by-Exception, there are two types in this behavior, the active and the passive behavior. In the active Management-by-Exception style, the leader continually evaluates and monitors the

workers' performance to avoid any problem that may arise, with the aim of correction and guidance to reach the desired goals. In passive style the leaders try to find a solution when a problem arises. transactional leadership seeks through these dimensions to work within the company culture to motivate followers and improve their performance through the application of the system of rewards and penalties set by the leader to maintain the status quo(A & Ogbonna, 2013; Bass & Avolio, 1990; Silva & Mendis, 2017) .

Figure 3.

Transactional Leadership Theory

Source: (Free Management Books,2009).
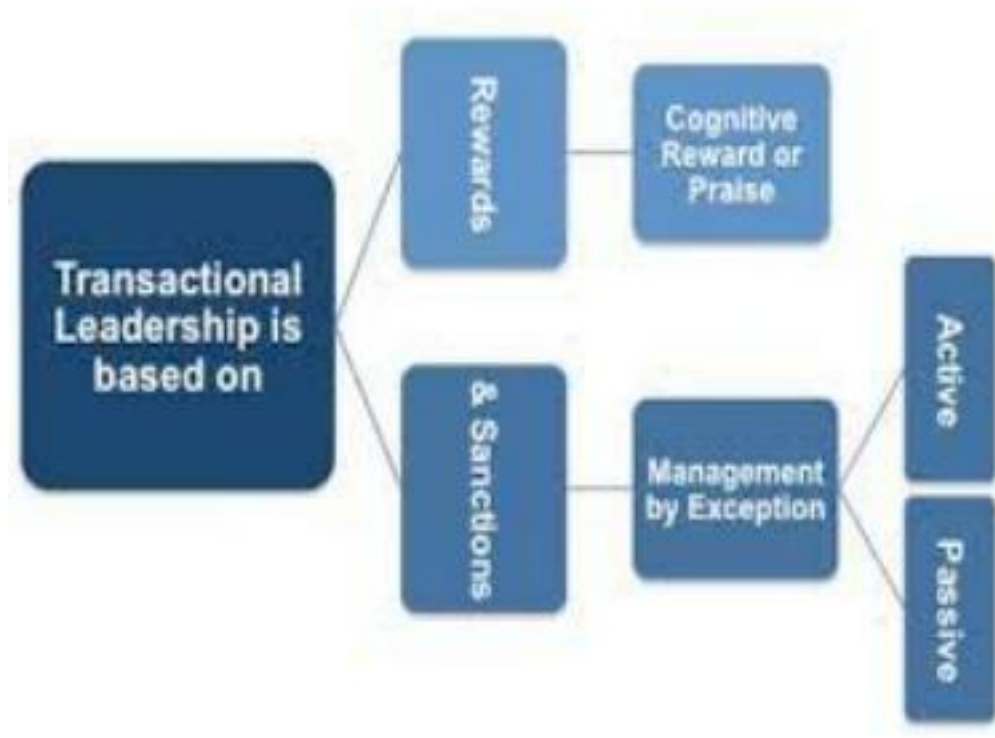
In the era of fierce global competition, transactional leadership is just as important as (TF) in helping leaders boost organizational competitiveness. Comparing (TF) to transactional leadership, the level of morality is not on par, e.g. lack of

motivation to the members in the workplace to give anything beyond what is specified, therefore The impact of leadership style is critical to performance in organizations. When leaders do not take responsibility for the feelings of their followers, they will observe fewer efforts from their followers, which will reflect poorly on organization performance in their jobs. This distinctiveness is causing a problem in the organizations, which is concerning in employees' satisfaction and motivation jobs (Oshinubi, 2007).

Transformational Leadership Style

According to (Burns, 1978), a (TF) style "links a position's authority to its followers demands and obligations." It is important to effectively convey to the followers the leader's vision and perception. According to his definition of (TF), it is "a process where leaders encourage the motivation of their followers to pursue and realize greater goals in the group's overall interest" (Feranita et al., 2020).

(TF) style is becoming more important due to the complexity of the environment and the constant technological advancement that leaders are required to meet in order for organizations to grow. Leaders must be more aware of group interests, motivate employees, and inspire them in order to help them achieve the best results (Al-Ababneh, 2013; Shaari et al., 2022).

Avolio and Bass (1997) stated that a leader who employs the (TF) collaborates with their team members effectively by attending to their urgent needs and inspiring them to move forward in a certain direction (Bass & Avolio, 1997; Silva & Mendis, 2017).

The specific characteristics of (TF) are as follows:

First: The term "idealized influence" or "morality leader" refers to those leaders who are revered by their followers because of their exceptional capacity to sway them in the direction of the leader's objectives. In this regard, the leader's particular qualities help the followers work better by motivating, appreciating, and respecting them.

Second: Inspirational motivation, this aspect refers to the application of transformational leaders' aims that inspire, encourage, and boost employee confidence in order to carry out the organization's mission.

 Third: Intellectual stimulation, in this style leaders motivate the followers by give their opportunities to improve themselves without traditional ways to keep them do things more enthusiastically.

Fourthly : The last characteristic of transformational leaders is individual consideration. This style enables charismatic leaders to "train and guide" their followers at work to improve their performance. This type focuses on each employee's needs for success and growth, so staff members who lack confidence and problem-solving abilities will receive support from the leaders and become more effective in the organization(Bass, 1985; Seltzer & Bass, 1990) .

Figure 4.

Transformational Leadership

Source: (Transformational Leadership Theory - Meaning, Criticisms and Its Implications, 2022.).
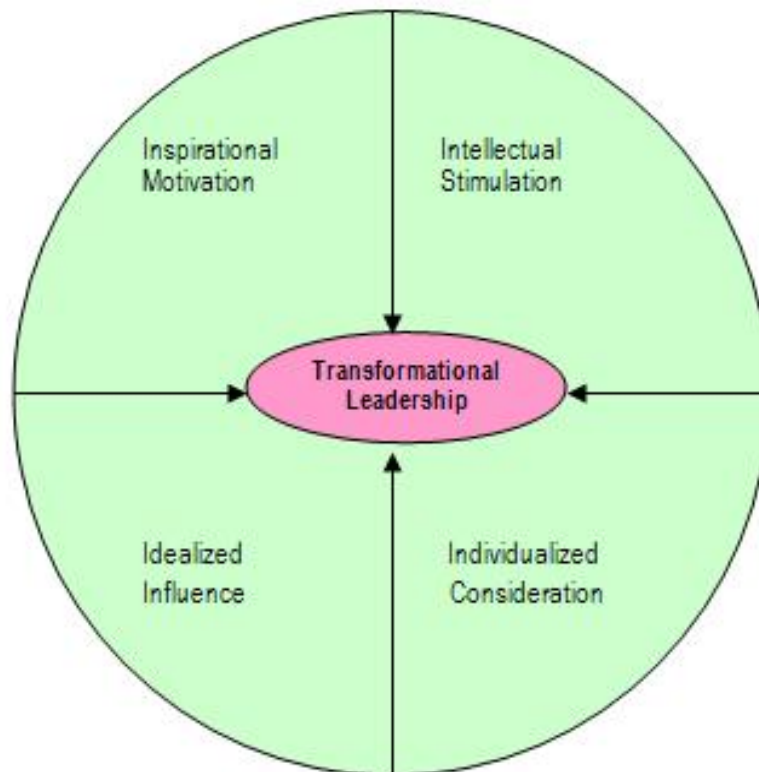
Laissez-faire Leadership Style

This style belongs to the leader who usually avoids or does not meddle with job assignments and who may completely avoid them or does not mentor or support their subordinates (Limsila & Ogunlana, 2008) .Since the leader is Ineffective and not able to lead and guide the followers or carry out his or her duties as a leader. "Laissez-faire leaders" retain a hands-off attitude and hardly ever participate in decision-making or offer any advice or direction. Due of the leader's lack of genuine authority, this leadership style empowers the subordinates to take charge of their own decisions(Morreale, 2002) .In this style, the group's leader solely answers to inquiries and offers advice or support. When making final judgments, the followers of laissez-faire leaders must consult additional sources of information(Ith, 2011; Silva & Mendis, 2017; Specchia et al., 2021) . This style known as the least productive and successful style. Hence, does not make decisions regularly and offers minimal attention, advice, sense of encouragement to their subordinates. Which leads to detrimental effect on the productivity, effectiveness, and dissatisfactions of the work of subordinates(Bass & Avolio, 1990; Silva & Mendis, 2017) .

The figure below shows the laissez-faire traits.

Figure 5.

Laissez-faire Leadership Traits

Source: (Mind Tools, 2009).

THE TRAITS OF A LAISSEZ-FAIRE LEADER: TRUSTING, PASSIVE, RELAXED, IMPARTIAL, INDEPENDENT, FLEXIBLE
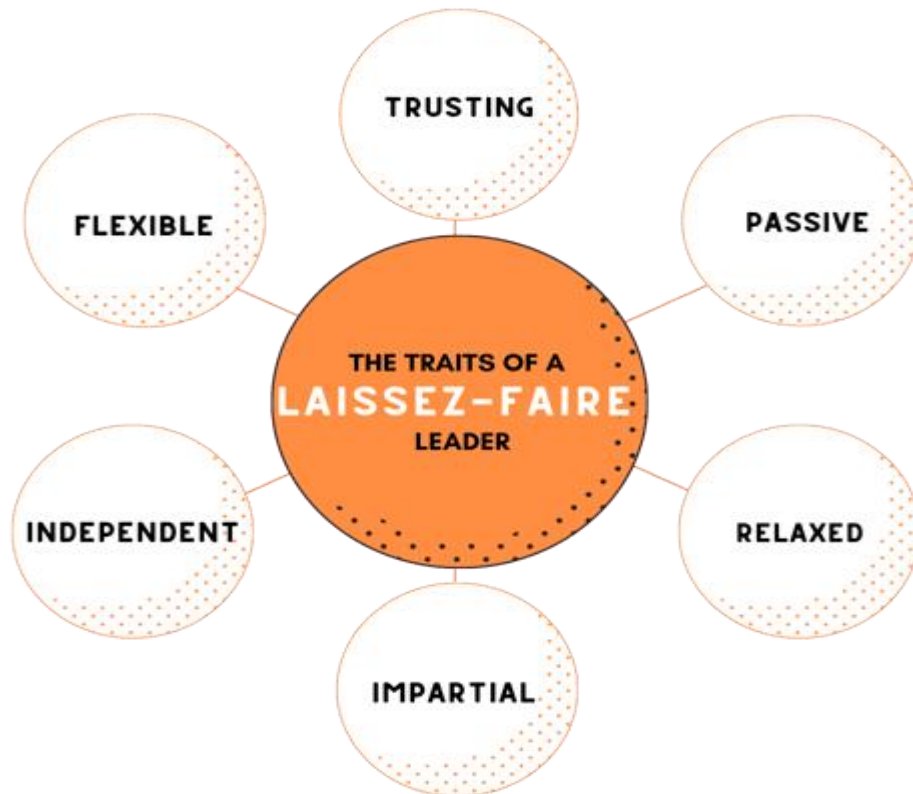
Job Satisfaction

Both scholars and organization members are interested in the subject of job satisfaction. It is still among the topics that have received the greatest attention in organizational studies and is regarded as a key to employee comfort, which is reflected in his performance at work. It is linked to multiple organizational dimensions of leadership, including organization performance, attitude, dedication, morale, etc. Different definitions exist for job satisfaction. One of the most definitions widely used in job Satisfaction research is (Locke, 1976) definition, which "is a pleasant or positive emotional state resulting from an assessment of one's work experience." It is also known as the employee's emotional response to a job result and a comparison of the outcome to what the person wants, expects, or deserves (Eyupoglu et al., 2017).

Ellickson & Logsdon,(2002) defined job satisfaction "as the extent to which individuals appreciate their jobs" through fulfillment of their needs. It has been discovered that one factor that contributes to employees feeling satisfied with their jobs

is the presence of strong leadership relationships that allowing organization members to create an effective lines of communication in all levels ,take part in decision making and applied effective rewards system (Javed et al., 2014; Saner & Eyupoglu, 2015). Mowday & Boulian describe job satisfaction that how a person feels about his or her employment in terms of salary, advancement, supervision, and the actual labor (Porter et al., 1974).

Recent studies have focused on the connection between job satisfaction, employee loyalty to the company, absenteeism, and turnover. The researchers came to the conclusion that improving job satisfaction reflects lower stress, greater employee empowerment in workplace, increase productivity at all organizational levels which lead to organizational growth, and an increase in employee motivation. The researchers also suggested that rewards may raise levels of employee performance and satisfaction(Akhigbe et al., 2014; Syed et al., 2013) . People develop attitudes toward their professions by taking into account their feelings and behaviors. Satisfied employees typically exhibit dedication, productivity, and a sense of belonging in their work environments. Positive emotions are produced when job satisfaction levels are high, while negative emotions are generated when job satisfaction levels are low. Employees that are satisfied and commitment with their organization or jobs are more dedicated and loyalist to their organizations and employers. Hence, this could lead to increase the employees efficiency and decrease the turnover in work place(Ith, 2011; Jenner, 2019; Robbins & Judge, 2009) .

Literature and theories on job Satisfaction also suggest that a variety of factors that effect on employees job satisfaction such as wages, "fringe benefits, recognition and achievement, autonomy, working conditions", job importance, coworkers, leadership styles, level of aptitude, employment stability, interpersonal connections, supervisory support, workplace flexibility, and genetic factors(Mufti et al., 2020; Nazim Ali et al., 2014; Randeree & Chaudhry, 2012).

Facets of Job Satisfaction

Spector (1985)(Spector, 1985) created the job Satisfaction survey after realizing that participants in human services showed lower scores on the existing job Satisfaction

instruments when compared to the measurement norms. The evaluation of job Satisfaction reveals attitudes and perceptions pertaining to the position.

Nine aspects of occupational satisfaction were offered by Spector (1985):

1.   Pay: The employee is satisfied with their salary and raises. Pay is the sum of money received in exchange for executing job duties. Scholars have found that salary has a significant effect on job Satisfaction (Javed et al., 2014; Sokolová et al., 2016).

2.   Promotion Opportunities: The possibility of a promotion has the employee happy and satisfied. There is a significant relationship between the likelihood of receiving a promotion and job satisfaction. Promotion is an increase in pay depending on grade level, duties, and status(McCausland et al., 2005).

3.   Supervision: The immediate supervisor is content with the employee. The act of supervising is an expression of one's ability to treat subordinates fairly and make decisions. Employee satisfaction is a result of effective leadership. When workers and their supervisor have favorable relationship, they demonstrate excellent job Satisfaction (Jenner, 2019; Naresh K. Malhotra et al., 2006; Tennison, 1997).

4.   Benefits: The employee is pleased with the ancillary advantages. Benefits are additional compensation, such as health care and retirement benefits(Tennison, 1997) .Benefits, according to researchers are significantly influenced job Satisfaction (Sokolová et al., 2016).

5.   Contingent Rewards: The worker is pleased with the performance-based rewards. Rewards for excellent performance are given to subordinates as contingent bonuses. Employee satisfaction and the usage of contingent rewards are positively correlated. To create high-performing businesses, contingent rewards should be utilized effectively(Jenner, 2019; Spector, 1985).

6.   Operating Procedures: Operating procedures measure how satisfied a worker is with the organization's administration and satisfaction processes. The employee is happy with the organization's policies(Tennison, 1997) .

7.   Coworkers: The employee is happy with the people they work with. The people at the office are called coworkers. According to research, relationships, coworker

support, and teamwork are key factors in workplace satisfaction (SHAARI et al., 2022; Tennison, 1997).

8.   Nature of Work: The type of work the employee does is something with which they are happy. The overarching objective and workload define the nature of the work. The strongest indicator of job Satisfaction was the task itself (Smerek & Peterson, 2007).

9.   Communication: The communication within the company is satisfactory in the employee's opinion. communication refers to the efficient exchange of information across a company. job Satisfaction may be significantly predicted by how well communications go (Goris, 2007).

In addition to these aspects of job satisfaction, motivational theories i.e Herzberg's (1974) and Hackman and Oldham's (1976) job characteristic theory provide examples of employee motivation variables. Organizations can use the complete focal areas of the aspects to pinpoint the advantages and disadvantages of employee job satisfaction. This data can help organizational actions aimed at enhancing or sustaining employee job satisfaction (Kanfer et al., 2017; Smerek & Peterson, 2007).

Job Satisfaction Theories

Literature suggests that theories of motivation are used to address job satisfaction. These theories suggest that motivated employees demonstrate greater levels of commitment to their work, leaders and organizations, increased efficiency levels, and lower turnover. As a result, creating an inspiring environment for workers to work in is a constant struggle for executives who want to fulfill company goals. "The Need theories, Equity theories and Job Characteristics theories" collectively referred to as job satisfaction   and Motivational Theories—are the three most significant motivational theories that address job satisfaction (Lundberg et al., 2009) .

 Need Theories

This manner is predicated on the idea that everyone has a collection of needs, each of those needs having a varying weight for various people. Every person has a unique set of wants, and it is these requirements that cause an individual to behave in a certain way. All of these needs fluctuate in severity and are mostly driven by external

circumstances. People will therefore be motivated to act in a way that allows these requirements to be met. "Maslow's Hierarchy of Needs" and McClelland's Needs Theory are the two most well-known need theories(Sharma & Kumar, 2018).

Maslow's Hierarchy of Needs

The hierarchy of needs theory, which is characterized by simplicity of understanding and application in research, is regarded as one of the greatest theories of motivation.

Maslow believed that everyone has needs, and that each person's requirements are represented by a hierarchy of needs that prioritizes those needs into five categories in an ascending hierarchical order(Dye et al., 2005; Sharma & Kumar, 2018).To leaders and academics, Maslow's Hierarchy of Needs hypothesis provided a straightforward, systematic method to understanding the factors that contribute to job Satisfaction and personal development.

Figure 6.

Hierarchy of Needs(Maslow's)

Source: (Dye et al.,2005).

Below is a more thorough explanation of the hierarchy of individual's needs:

- **Physiological Needs:**

These are the most fundamental necessities, which include food, air, water, and shelter—the things we need to survive.

- **Security Needs:**

These requirements are also regarded as fundamental needs, and they contain components like the need for stability and safety, which refers to the need for a secure environment free from threats.

- **Affiliation Needs:**

The elements of these requirements, which are ranked in the middle, that include the need for relationships, love, and respect. This category also includes the need for social acceptance and affiliation.

- **Esteem Needs:**

At this higher level of the hierarchy, individuals pursue emotions of individual importance and self-worth.

- **"Self-Actualization Needs":**

These requirements are found at the top of the hierarchy. Here, the motivation stems from the need for personal fulfillment, providing for a greater potential for personal and social improvement.

Only once basic necessities were met in the hierarchy could one go on to a higher level. Maslow asserts that rather than being driven by wants that have previously been met, humans are motivated by unmet needs. As a result, the satisfaction that comes from meeting a need now will spur efforts to meet needs in the future (Odurukwe, 2005; Sharma & Kumar, 2018).

McClelland's Theory

According to David McClelland's, culture affects how people interpret their work and lives. The combination of a person's requirements, which vary in intensity among individuals in organizations, shapes their behavior and attitude. Some people frequently display a significant predisposition toward a specific requirement, and the

resulting combination inevitably affects their behavior and working style (Sharma & Kumar, 2018).

According to David McClelland's view, those who are achievement motivated work hard to achieve their goals. They are typically the ones who try to make things happen, doing things better or faster, so he divided their motivational needs into three categories:

1. **Need for Achievement:**

It is the requirement for pursuing, achieving, and striving for perfection. A sense of success and feedback on development are both crucial in this situation.

2. **Need for Affiliation:**

This is the requirement for social interaction and relationships with others. where members of the squad like and become popular with certain persons.

3. **Need for Power:**

power is needed when a person has the ability to be influential and make a difference. Here, they have the power to outweigh the opposing viewpoint thanks to their firm control.

McClelland also proposes that when individuals are motivated that lead to introduce the best leaders in workplace. individuals who are motivated by a desire for power have an unrelenting goal to be well-liked by others, which will improve their reputation through influence and higher degrees of job Satisfaction (Oshagbemi, 2003; Peerbhai, 2006; Sharma & Kumar, 2018).

Figure 7.

McClelland's Needs Theory

Source: (Peerbhal,2006).

Job Characteristics Theories

Herzberg's Two- Factor Theory (HTFT)

According to this theory, an organization's best and most productive employees are those who are satisfied with their jobs. Herzberg asserts that the only way to improve employee satisfaction is by motivating them. He argues that some factors in the workplace significantly contribute to job Satisfaction while a different set of factors are not, with noting that all of these factors are act independently of one another. As a result, he introduces two types of factor (Hygiene factors and motivators factors). The theory goes on to say that positive intrinsic sources for example responsibility of individuals, recognition for achievement and the job itself, which will be illustrated in Figure 8, are associated with happiness which will reflect on job satisfaction, while negative extrinsic sources, such as supervision, policies, working conditions, pay, and level of security in the work, are associated with dissatisfaction. As a result, jobs should include intrinsically rewarding motivators in order to achieve job satisfaction. Because motivators meet the individuals desire for self-actualization, they produce positive work

attitudes. When needs are satisfied, motivation follows, which ultimately results in job Satisfaction (Kanfer et al., 2017; Sharma & Kumar, 2018; Smerek & Peterson, 2007).

Figure 8.

Overview of (HTFT)

Source: (Kanfer et al.,2017).
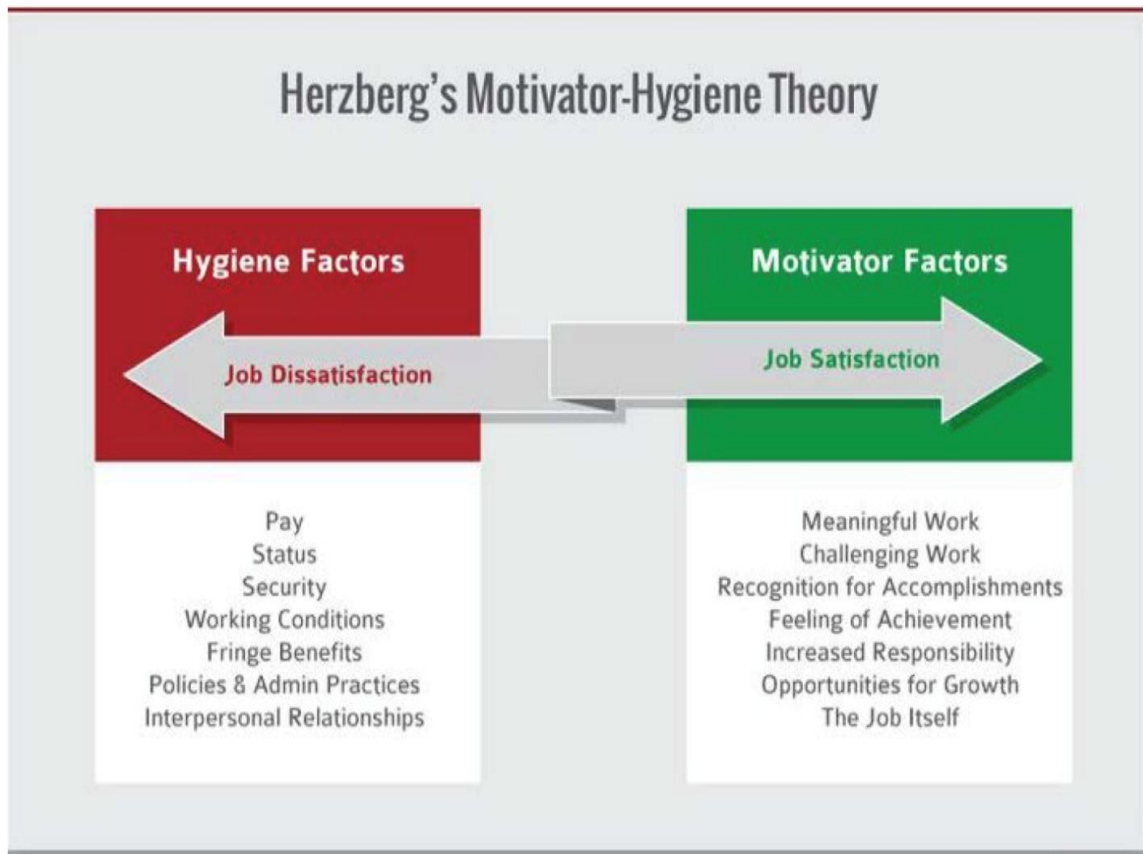
Job characteristics model (JCM)of Hackman and Oldham

This Model was developed by Greg Oldham and Richard Hackman. Their approach is predicated on the idea that specific aspects of the job improve psychological circumstances that lead to motivation, performance, and contentment. assert that there are numerous favorable job-related outcomes that are caused by a job's capacity for motivation (Ali et al., 2014; Wall et al., 1978).This model also suggests that appropriate levels of satisfaction might be generated by a combination of growth requirements and job-related motivators. For those working in positions with both high and moderate

growth needs, satisfaction may be expected. This study refutes Herzberg's contention that people are motivated by work only when it is demanding and offers opportunity for improvement. According to Goris, (2007),The job characteristics include a diversity of skills, task relevance, task identity, autonomy, and positive feedback. The approach, which has seen extensive use in work design projects, determines whether the person's skills and the job's needs are a good match. Additionally, it emphasizes performance and satisfaction factors (Barnabé & Burns, 1994; Sharma & Kumar, 2018).

Figure *9*.

(JCM) of Oldham and Hackman

Source: (Barnabe & Burns,1994).
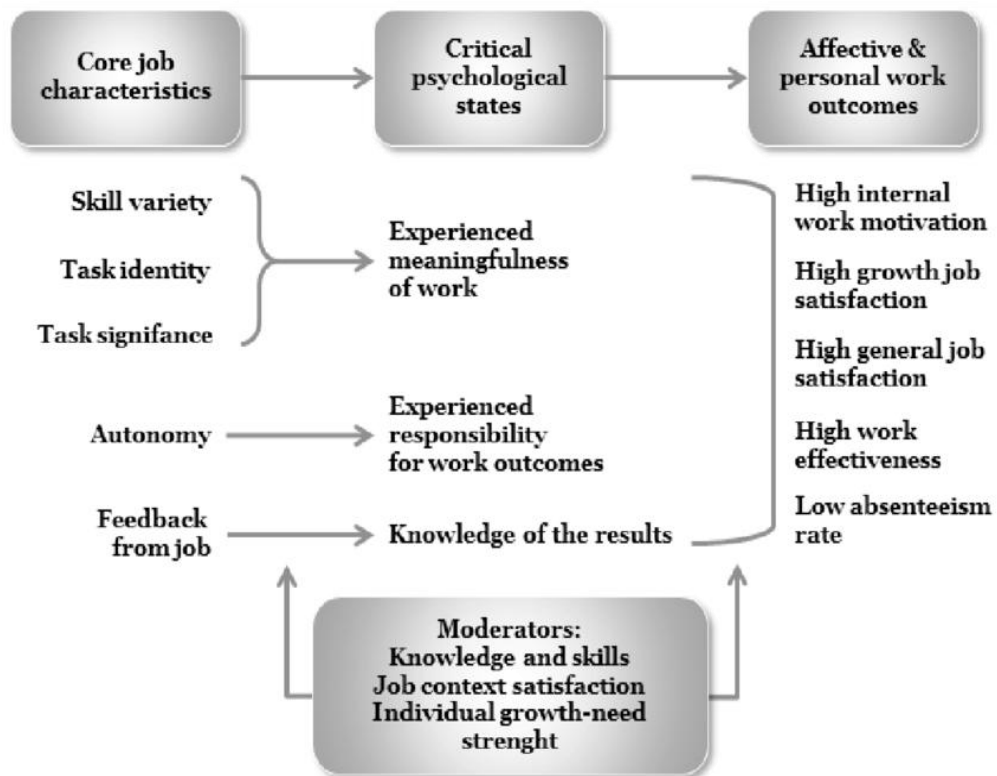
Equity Theory

A sort of justice based on merit or accomplishments is referred to as equity. Equity is "believed to be a cognitive appraisal process whereby an employee strives to strike a balance between labor efforts and anticipated rewards"(Disley et al., 2009) .

Adams Equity Theory, that he was created in the 1960s, claims that the individuals compare their own performance to that of peers in comparable roles in order to gauge how fair an organization's reward and pay systems are. In terms of equality and fairness, it goes beyond the person and contrasts their condition with that of others. It also implies that people do not complete their tasks in isolation (Disley et al., 2009; Perera & Sutha, 2021; Sharma & Kumar, 2018).

According to the equity theory, one's level of job Satisfaction is not solely based on how much they think their reward outweighs their effort. The applying for comparison of an organization members rewards to those of others in a comparable position is what determines this .And therefore, this theory emphasizes "comparison" more than past motivation theories did (Disley et al., 2009).

People do not view themselves in isolation at work, but rather in the context of how they are treated. People want to be rewarded for their efforts, and when this expectation is met, they become motivated. On the other hand, they would be prone to de-motivational feelings if they felt unfairly treated. Employee contributions are seen as their inputs, and what they believe they are receiving in return is seen as their rewards (Disley et al., 2009; Galanou et al., 2010) .

Figure 10.

Equity Theory

Source: (Theories - Motivation, 2022).

Adams' Equity Theory diagram - job motivation

Scales 'calibrated' and measured against comparable references in the market place

What I put into my job: time, effort, ability, loyalty, tolerance, flexibility, integrity, commitment, reliability, heart and soul, personal sacrifice, etc

What I get from my job: pay, bonus, perks, benefits, security, recognition, interest, development, reputation, praise, responsibility, enjoyment, etc

inputs

outputs

People become demotivated, reduce input and/or seek change/improvement whenever they feel their inputs are not being fairly rewarded. Fairness is based on perceived market norms.

© design alan chapman 2001-4 based on J S Adams' Equity Theory, 1963. More free online learning materials are at www.businessballs.com.

Organizational commitment

Porter and et al., (1974) describe the organizational commitment "as the degree to which a person interacts with and engages with a specific organization". Employee work job satisfaction "is a link that exists between the employee and the organization thanks to the" organizational commitment. Given organizational commitment connection to many variables i.e. employee job satisfaction and performance, organizational commitment continues to be one of the topics of study in the literature on organizational behavior (Cooper-Hakim & Viswesvaran, 2005). organizational commitment is commonly use and considered as an independent variable in many studies, similar to age variable, experience variable, and educational level, as a predictor of numerous organizational outcomes, such as turnover, intention to leave the job, and performance. (Elizur & Koslowsky, 2001; Porter et al., 1974).

The primary priority for firms or organizations is to achieve a desirable level of organizational commitment through focus on the issues which strongly related to worker behavior, organization and employees productivity, job Satisfaction , promoting employees (Bogler, 2005; Evans & Reiche, 2008) Numerous factors have been linked to organizational commitment in studies, like as the personal traits, professional

experiences, job requirements, relationships between team members and leaders, and leadership style (Mathieu & Zajac, 1990).

The elements that use and help to determine the extent of organizational commitment include: "affective, continuing, and normative commitment". Individual traits have an impact on organizational commitment, and this includes work-related experiences that have a special impact on affective commitment and investments in the workplace that have a particular impact on continuation commitment. Affective commitment is influenced by social interactions and organizational investments (Shabir & Gani, 2020; Tayfun & ÇATIR, 2014). figure 12 shows Meyer and Allen classifying model for the commitment into three components.

Figure 11.

Meyer and Allen's three-Component Model of Organizational Commitment

Source: (Wong, 2016).

Organizational Commitment Type

Affective Commitment

Because they love working for the company, employees who have a strong emotional commitment stay on as employees. In relation to affective commitment, four different groupings have been identified:

1) personal characteristics

2) job characteristics

3) work experiences

4) structural characteristics.

However, given that it is highly adaptable inside the business to influence employees commitment, work experiences have received the majority of the attention in this research area It is expected that workers who have a high level of emotional commitment to their company would overcome their desire to quit and remain there since they understand the benefits for their company (Clinebell et al., 2013; Gillet & Vandenberghe, 2014).

Continuance Commitment

The tendency to participate in consistent lines of activity based on one's sense of the "costs" associated with stopping the action", according to Becker, (1960), is known as continuance commitment. The sense of the expenses of leaving and the perception of a lack of work possibilities are the sources of the concept of continuous commitment. Employees that are committed to the organization's success do it because it is necessary. Seniority, pensions, work histories, and prestige are all employment-related benefits that end upon leaving the company. As a result, any factor that raises the estimated cost of leaving the work could be considered a predictor of commitment to continue it (Bar-Haim & others, 2019; Meyer & Allen, 1991).

Normative Commitment

Is "the sum of all internalized normative expectations to perform in a way that advances the goals and interests of the organization"(Wiener, 1982).A worker's commitment is referred to as normative commitment when it is based on how they

perceive their employer's commitment to them. When working initially from the normative component of commitment, employees put out the effort on behalf of the company that they feel is appropriate(Bar-Haim & others, 2019; Meyer & Allen, 1991). The link between affective commitment and effort is effectively managed by normative commitment. Additionally, a limited number of research demonstrate that job happiness enhances both effective and normative commitment (Fu et al., 2009).

Organizational Silence

Organizational silence is viewed by Morrison and Milliken as a "collective" phenomena. Instead than focusing on the psychology of specific employees, they base the issue "why silence ?" in the sociology of the workplace (De Maria, 2006). employee silence becomes a collective behavior (collective phenomenon in work place)when the majority of employees decided to remain silence , therefore ,researchers have still to explore what the reasons that lead to shape organizational silence in the work area (Liu et al., 2009) .Organizational silence , which can take many different forms i.e. (collected silence during "meetings", "low levels of participation in proposal schemes", "low levels of collective voice"), and so forth is actually an ineffective organizational process that wastes money and time(Shojaie et al., 2011). Employee silence, then, refers to circumstances where workers purposefully or inadvertently hide facts or information that could be assist to the top management and the organization of which they are a part. If staff members don't raise concerns with a manager or supervisor, this may appears of employee silence (Tangirala, 2008).

Employee silence is the "deliberate withholding of inquiries", "ideas", "concerns", "facts or opinions by employees regarding matters related to their organization", however meanings of the term differ. Organizational silence is essentially a process that is ineffective and can have a detrimental effect on every aspect of a business. Organizational silence can appear in a variety of ways, including low levels of group voice, collective silence during meetings, and low levels of suggestion scheme participation (De Maria, 2006; Tangirala, 2008).

Organizational silence , according to Morrison and Milliken, is a result of managers' underlying assumptions, such as their apprehension of receiving adverse feedback and a

number of implicit presumptions that have an impact on many sides i.e. (managerial process ,structures of organizations and managerial techniques) that restrict the degree of silence in all level of organization (Milliken, Frances J and Morrison, 2000).

The idea that employees are unreliable and self-interested was examined by Ghoshal & Moran in (1996). According to this concept, employees are effort-averse and cannot be relied upon to operate in the organization's best interest absent of compensation or punishment. The idea that only management is knowledgeable on how to handle the majority of organizationally significant challenges is another misconception that causes organizations to remain silent (Deniz et al., 2013).According to Argyris (1977, 1991), the most frequent causes of organizational silence are; the "climate of silence ", "organizational culture", "administrative issues", "poor management feedback", "prejudice", "managers' personal traits", "a lack of trust", "the risk of talking", "the risk of isolation", "negative past experiences", "the fear of destroying relationships", "characteristic differences", "cultural issues", "values and norms" (Deniz et al., 2013; Mirzapour & Baoosh, 2018; Morrison & Milliken, 2000) .

Employee Silence

Researchers have been drawn to ideas relating to silence and motivation for more than 50 years. Employees frequently provide suggestions, knowledge, and viewpoints on positive ways to enhance their jobs and workplaces. These workers occasionally will stand up and give their insights, information, and ideas; other times, they keep silence and keep these things to themselves without share any information. Since silence denotes not speaking and voice entails raising critical topics and problems in organizations, it would seem that expressing and withholding behaviors are diametrically opposed (Otsupius, 2019; Zehir & Erdogan, 2011).

Employee Silence is related withholding of a new ideas to enhance the work place environment, information, opinions, or worries, while speech is the sharing of such (Duan et al., 2018). While traditional conceptions of employee silence refer to passive activity, it may not always take the shape of passive behavior, nor is quiet always simply the absence of voice. employee silence can instead be active, conscious, intentional, and purposeful (Pinder & Harlos, 2001; Zehir & Erdogan, 2011).

Employee silence is seen as one of the negative aspects that affects the workplace and organizations; it causes a decline in job satisfaction, an increase in absenteeism, an increase in employee turnover, and many other negative behaviors. It is believed that "communication" is essential for preventing quiet in the workplace. The process of communication amongst team members is impacted if the individual keeps quiet. The author of the essay "Get Talking" by Penttila made the point that employee silence contributes to a number of unfavorable consequences in organizations, including: stifling innovation, lowering staff morale, and poor strategic planning. Another topic covered by the author in the piece titled "Recreating the Indifferent Employee" was how firms suffer significant financial losses as a result of employee silence. It will eventually result in workers who are unconcerned with the demands of their jobs or the leader's instructions (Joinson, 1996; OTSUPIUS, 2019).

Unfortunately, when businesses suffer significant financial losses, leaders and managers frequently attempt to make up for these losses without taking into account the fact that their workers have grown apathetic as a result of their silence in the past and their failure to take the initiative to address issues as they arise (Bagheri et al., 2012).

Type of Silence

Van Dyne, Ang, and Botero presented three sorts of silence in their conceptualization of organizational silence as a multidimensional entity(Cetin, 2020).

Acquiescent Silence

Is refer to as a deliberate passive-silent behavior, this concept of silence refers to instances in which employees opted not to share pertinent thoughts or information, which shows disengaged behavior (Cetin, 2020; Pirzada et al., 2020)(Kahn 1990). According to Hirschman (1970) "neglect is a form of passive behavior characterized by a lack of involvement". Employees that are essentially disengaged and unwilling to take action to enact change are known by their acquiescent quiet (Cetin, 2020).

Defensive Silence (DS)

Which differs from the previous form, in that (DS) involves the individual weighing the alternatives and making a conscious decision to withhold scribed as the "deliberate omission of work-related information based on ideas, information, and

opinions as the safest option for the individual at that particular time, is de fear of reprisal" (Dyne et al., 2003).

Prosocial Silence (PS)

Concealing information about the workplace in order to benefit third parties (Pirzada et al., 2020) This type is related to deliberately withholding thoughts in order to assist a third party.(Dyne et al., 2003). furthermore, is defined as "deliberate proactive behavior that is primarily concerned with others". (PS) requires deliberate action on the part of the employee, and it results from care for others rather than from a desire to avoid unpleasant personal repercussions. (PS) is the "refusal to share thoughts, knowledge, or opinions in order to help others in the organization". The desire to assist others and divide responsibilities is what spurs this silence. It is considerate and puts others first(Deniz et al., 2013).

Summary

This chapter emphasizes the literature studies on leadership style and the efficiency of the transactional leadership styles and job satisfaction, with special emphasis on transactional leadership behaviors employee silence   and organizational commitment type.

By discussing the literature in this chapter and according to the proposed variables of this study, it can be concluded that varying styles of leadership have a significance influence on job satisfaction levels, Furthermore, the transactional leadership behaviors are discussed based on job Satisfaction theories and (SDT, SET).

CHAPTER III

Theoretical Framework and Hypotheses Development

Introduction

The theories and hypotheses pertaining to the suggested theoretical model are discussed in this chapter. It goes into great detail about the conceptual framework's hypotheses development.

Developments of Hypotheses

The effectiveness of leadership styles supports the fulfillment of anticipated objectives with satisfied employees in the context of job Satisfaction and the issues that businesses face, such as employee motivations, silence and non-commitment. One of the leadership philosophies we discuss is transactional leadership; the following section discusses how proposed hypotheses have developed and the relationship for all proposed variables based on previous researches.

Leadership Styles and Job Satisfaction

Employee job Satisfaction is significantly influenced by leadership styles(Lashbrook, 1997) . The views of job, leader, and organizational satisfaction among employees are found to positively correlate with these leadership philosophies. Employee self-esteem and job Satisfaction are significantly impacted by the nature of the "leader-employee connection" or its "absence". Employees job satisfaction level "is higher with compassionate or encouraging leaders than with those who are either uncaring or judgmental of their staff" (Karabina, 2016; Lashbrook, 1997; Periut, 2021; Syed et al., 2013).

The Leader Member Exchange theory, also contends that outcomes, such as subordinate-supervisor satisfaction, are influenced by the nature of the connection between a leader and follower. Employee job Satisfaction is a direct result of high-quality exchange connections, which also include giving them hard work, backing them up in uncertain circumstances, and recognizing them for their accomplishments(Dienesch & Liden, 1986).Previous research and studies have

demonstrated a direct correlation between leadership styles and roles and followers' job Satisfaction in businesses (Mufti et al., 2020; Nazim Ali et al., 2014; Periut, 2021). When employees feel that their leaders display a blend of (TF) and transactional leadership behaviors, they are more satisfied(Yaghi, 2017).

According to Mwesigwa et al.,(2020), study in Ugandan public universities, the study examined at how leadership styles relate to organizational commitment and job Satisfaction among academic staff. One of the study variables, job satisfaction, revealed a positive correlation with "leadership styles". This study has proven that effective leadership style is necessary to achieve satisfied, motivated, and committed employees who will continue working for the organization due to the changing nature of higher education and the need to produce skilled graduates, inspired academic staff, and rewarded academic staff.

Below, based on a theoretical perspective, are described the key characteristics of transactional leadership and their relationship to job Satisfaction through the mediating roles of organizational commitment and employee silence.

Transactional Leadership and Job Satisfaction

Contingent reward and Job Satisfaction

Emery & Barker (2007),claim that delivering rewards that followers want and connecting their requirements to what the leader intends to achieve would increase followers' job Satisfaction . In a proactive exchange agreement, followers are certain that they will be rewarded when duties are effectively fulfilled. The hygiene elements of (HTFT) sufficiently support the act of engaging in constructive transaction, where "the exchange of rewards", "praise", or "acknowledgment lessens dissatisfaction among followers". Additionally, the sharing of prizes, compliments, and recognition will inspire followers to work harder to accomplish the leader's predetermined goals. The (JCM) by "Oldham and Hackman", which states that followers are satisfied when they are aware of the actual outcomes of their work activities, provides appropriate evidence for this argument. Additionally, McClelland's needs theory suggests that the need for achievement will motivate people to work hard to reach the leader's predetermined goals(Ali et al., 2014; Mufti et al., 2020).

In contrast, failing to meet predetermined objectives may leave followers feeling incompetent or unsuccessful, which demotivates them to carry on with such endeavors. Failed attempts may also give followers the impression that their objectives are unreachable or lofty. According to Adams equity theory, followers may become unmotivated if they believe that their compensation systems are unfair and that their efforts do not yield equal rewards (Perera & Sutha, 2021; Young et al., 2021).

Active Management by Exception and Job Satisfaction

The Leader who used the transactional leadership behaviors displays actions designed to stop potential problems in their tracks. through using the (JCM), feedback will inform employees of the outcomes of a certain activity. Although the follower may be concerned about punishment for noncompliance, satisfaction from knowing that tasks are meticulously examined in order to proactively prevent prospective failures could be obtained. In order to avoid being reprimanded, followers will also be encouraged to carry out chores diligently (Xirasagar, 2008).In contrast, research by Hetland et al., (2011).shows that leadership focused on intentionally seeking out errors poses a major threat to satisfying the autonomy demand. The leader's control tactics will lower followers' levels of autonomy. The (JCM) argues that by limitation the level of freedom in making a decisions and degree of control to reaching for goals, all of this will reflect negatively on restricts of the work quality and performance.

Additionally, an overly controlling leader's actions might diminish a follower's sense of professional success. According to McClelland's when the leaders looking for success, they have concern about followers' demands, because the followers might not be driven to strive for the delivery of extraordinary and quick outcomes. Additionally, Emery & Barker,(2007), demonstrated a link between Management-by-Exception and job Satisfaction , particularly when the leader adopts a fault-finding strategy.

According to transformational and transactional theory, one of the major factors that greatly contribute to an increase in job Satisfaction among organization members is the strong effect that the leader has on followers and how they operate. Furthermore, one of the primary reasons why organizations have low levels of job satisfaction is because of ineffective leaders' behaviors (BEKTAŞ, 2017).Many of studies showed that there is

a strong association between the styles of leadership that applied in organizations and job Satisfaction , and previous results showed that both transactional leadership and (TF) have a strong relationship with job Satisfaction , but the (TF) has a greater effect(Jenner, 2019; Nazim & Mahmood, 2018) .

The SDT theory promotes an individual's core needs, including autonomy, competence, and relatedness. this theory places a strong emphasis on meeting these demands in order to achieve adequate level of satisfaction between members' organization, however not meeting these needs has a negative impact and lowers satisfaction. SDT suggest that specific transactional leadership behaviors may either support or obstruct the organizations members needs through strong influence over their basic wants (Deci et al., 2017) .

Active Management-by-Exception includes a high level of follower performance monitoring and taking prompt "corrective action" when problems or errors are found as one of the transactional leadership behaviors (Bass & Avolio, 1997; Silva & Mendis, 2017). According to SDT, Leadership strategies that involve active monitoring, pressure, and the threat of punishment ,may diminish followers sense of autonomy and competence, which might lead to decrease a level of job satisfaction   and occurs the employee silence employees(Deci et al., 2017) .

However, it seems as though Active Management-by-Exception may reduce levels of "competence" and "autonomy" i.e., job satisfaction more than Passive Management-by-Exception. thus because the passive Management-by-Exception behavior offers followers complete freedom to behave anyway they like in order to reach goals. Furthermore, (SDT) suggests that contingent Reward is likely to diminish or decrease the level of job satisfaction in workplace; because followers may shift their attention toward making short-term to gains on the rewarded behaviors, instead of long-term rewarded.

Passive Management by Exception and Job Satisfaction

The followers may believe they have some autonomy in carrying out duties to completion if the leader has a passive leadership style, as evidenced by a more reactive than proactive attitude. Given the notion that the leader would only interfere if issues became obvious, it would seem appropriate. Accordingly, followers may feel some

fulfillment of their demand for autonomy, which is supported by the Oldham and Hackman in (JCM). Additionally, the leader's reactive style, which only intervenes when performance falls short of expectations and frequently has negative outcomes, would instill a dread of failure in the minds of followers (Akhigbe et al., 2014; Sharma & Kumar, 2018).Emery & Barker,(2007) research findings show a negative relationship between Management-by-Exception and job Satisfaction (passive and active).

Interpersonal ties between the leader and follower are a major component in typical causes of satisfaction. The finding is supported dissatisfaction when followers see the leader as being less helpful and unavailable when necessary, particularly at the first stages of the emergence of the problem (MacDonald et al., 2019).According to Nazim & Mahmood, (2018), research on the connection between leadership styles and job Satisfaction , the results of transactional leadership as one of the leadership styles was measured, result shows that all values of transactional leadership Style Contingent Reward, Active MBA and passive MBE have a significance effect on job Satisfaction , with a difference in the effect for each values, where the highest value was the effect of Active MBA and the lowest with passive MBE.

We pose the following hypotheses are put out for the relationship between transactional leadership and job Satisfaction based on the theoretical backdrop discussed above.

Hypothesis (H1): The contingent Reward behavior of transactional leadership has significant impact on job satisfaction.

Hypothesis (H2): The active MBE behavior of transactional leadership has significant impact on job satisfaction.

Hypothesis (H3): The passive MBE behavior of transactional leadership has significant impact on job satisfaction.

Transactional Leadership and Employee Silence

Based on previous studies that confirmed silence of the employee is harmful in the workplace, more research must be investigated to explore the methods that lead to silence, one of these method is the leadership styles.

Numerous researches have shown that encouraging employees to avoid silence and participate is closely related to leadership effectiveness, for instance the authoritarian behaviors of leaders lead to increase silence between organization members ,while the leaders ethics such as reward and encouragement contribute to reducing silence (Duan et al., 2018; Zehir & Erdogan, 2011) .

To achieve organizational goals or the required performance, transactional leaders emphasize rewards and punishments. A part of SDT called cognitive evaluation theory, contends that "rewards and punishments" are closely related to performance and may lower employees senses of autonomy and competence. As a result, transactional leadership may lower intrinsic motivation for workers and increase employee silence through lower senses of autonomy and competence. Therefore, the management's strong and effective leadership style can play a vital role in motivating employees and encouraging team members to share information, which will break employee silence and increase levels of job satisfaction (Pirzada et al., 2020; Shariati & AFKHAMI, 2018; Tangirala, 2008).As suggested by (SDT), through applying the active monitoring behavior , as a result of the pressure and threat of receiving punishment that leader practice on the followers, all of this may lead to reduce followers "sense of autonomy" and "incompetent", Hence the feeling of job satisfaction will decrease and employees prefer to commitment silence (Deci et al., 2017).

The following hypotheses are put out in light of the theoretical foundation discussed above.

Hypothesis (H4): The contingent reward behavior of transactional leadership has a negative impact on employee silence.

Hypothesis (H5): The active MBE behavior of transactional leadership has significant impact on employee silence.

Hypothesis (H6): The passive MBE behavior of transactional leadership has significant impact on employee silence.

Transactional leadership and Organizational Commitment

An organization and its employees need to have a solid relationship in order for the two to continue working together and to continues success. Management must take seriously concerns about an employee's attitude and behavior at work. Additionally, a manager's own attitude and behavior can have a significant impact on that of the employees. According to researchers view (Bycio, Hackett, & Allen, 1995; Dionne, et al., 2004; Simon, 1994; Alemayehu,& Batisa 2020; Ali, & Abood, 2020). a leader's proficiency in applying management styles can have an impact on organizational commitment. Similar to this, Kirkiç & Balci (2021), argues that a significant correlation between the different styles of administrators and the levels of organizational commitment of preschool teachers. Therefore, in order to increase the commitment levels between teachers, leaders should be sensitive to their leadership styles. Due to the study's limitations, which included the fact that all participants were teachers employed by public schools, the researchers suggested conducting additional research in other sectors.

According to the research on transformational and transactional leadership as predictors of job satisfaction, organizational commitment, perceived performance, and Turnover Intention conducted by Nazim &et al. (2014), the results indicated substantial correlation for both (TF) and transactional leadership with the employee satisfaction, organizational commitment, perceived performance, and intention to leave. In addition, the regression analysis showed that transactional leadership was a stronger predictor of organizational commitment than (TF), but both styles were stronger predictors of job Satisfaction and organizational citizenship behavior.

In the research that was conducted by Mulugeta & Hailemariam (2018), according to the findings about employees perceptions of leadership style and organizational commitment in public organizations, those working in public organization have a stronger sense of commitment, loyalty and attachment to it. Employees are rewarded by transactional executives for fulfilling activities that either uphold or improve overall organizational performance and commitment (Donkor & Zhou, 2020). According to a study by (Walumbwa et al., 2008) , transactional leadership reward dimension significantly affects organizational commitment and encourages

employee to be more innovative and motivated. Additionally, studies on the Active and Passive Management-by-Exception Dimensions have revealed that the Active Management-by-Exception behavior has a greater effect on organizational commitment than the Negative Management-by-Exception behavior (Wei et al., 2016).

The following hypotheses are put out in light of the theoretical foundation discussed above.

Hypothesis (H7): Contingent reward dimension of transactional leadership has significant impact on organizational commitment.

Hypothesis (H8): Active MBE dimension of transactional leadership has significant impact on organizational commitment.

Hypothesis (H9): Passive MBE dimension of transactional leadership has significant impact on organizational commitment.

Employee Silence and Job Satisfaction

When organizations sustain significant financial problems and losses, the responsible leaders and managers frequently attempt to make up for these losses without taking into account the fact that their workers have grown apathetic as a result of their silence in the past and their failure to take the initiative to address issues as they arise(Bagheri et al., 2012) .based on a study by Demirtas,(2018), which examines how dedication, commitment, job Satisfaction , and organizational silence relate to one another. The findings indicate that "Organizational Silence" is one of the key factors affecting employee job satisfaction, and that there is a negative association between job Satisfaction and organizational silence. As a result, one of the study's recommendations for future research is to expand and deepen existing studies on the relationship between organizational silence and job satisfaction.

The existence of a negative relationship between job Satisfaction and silence as one of the study variables has also been supported by numerous studies, regardless of the different sectors examined (Demirtas, 2018; Mwesigwa et al., 2020; Oyerinde, 2020) .Penttila's paper "Get Talking" made the point that employee silence contributes to a number of detrimental effects in organizations, including the death of creativity,

decreased staff morale, and poor strategic planning. The writer of the essay "Recreating the Indifferent Employee" also addressed how employee silence costs businesses a lot of money. It will eventually result in workers who are apathetic or complacent about their jobs and the boss's commands (Joinson, 1996; Otsupius, 2019).

According to past research findings and the majority of job satisfaction theories, we argue in the Literature Review chapter that a proper level of job satisfaction is attained by motivating employees. employee silence, however, does not support this claim. The following hypotheses are put out in light of the theoretical foundation discussed above.

Hypothesis (H10): Employee silence is negatively related to job satisfaction.

Organizational commitment and Job satisfaction

Organizational commitment has historically focused on the affective attachment that people have to their workplaces, despite the fact that it has a variety of other components that affect how well organizations perform. In recent years, research on the elements, causes, correlations, and outcomes of organizational commitment and job satisfaction has been conducted in significant detail. According to empirical evidence, degrees of commitment may increase based on how satisfied an individual is and how much value they are providing. For instance, job opportunities provided by organizations Due to the importance of (EC)and satisfaction in establishing organizational success and competitive advantage, this issue has become a serious concern in many countries (Cañizares & García, 2012).

According to the majority of studies, in sustainable organizations there usually have a positive direct association for organizational commitment in its dimensions with job satisfaction and performance. As commitment rises, so will the performance of the work. where "performance" refers to the final outcome of all activities performed by employees within an organization, including job satisfaction and creativity. Therefore, especially when there is a defect in the performance of any organization. The researchers focus on studying organizational commitment and its relationship with various dimensions to raise the efficiency of the organization and thus achieve its objectives, with the aim of improving the performance(Cañizares & García, 2012; Mwesigwa et al., 2020).Organizational behaviorists have also given organizational

commitment a lot of attention (e.g. Allen and Meyer, 1990; Mowday, 1998). It is regarded as a crucial core concept for comprehending salesperson behavior in sales and marketing (Cañizares & García, 2012; Singh et al., 1996).As a result, there are now significantly more public policies and programs targeted at conducting numerous empirical investigations. Performance, organizational productivity, and other factors, such as employee turnover, may all be related to job satisfaction. However, unsatisfied employees are more likely to be absenteeism and non-commitment (Cañizares & García, 2012).A lot of specialists, managers, and academics have also researched the concept of job satisfaction since they think its patterns might influence in many area e.g. they researched on the relation with work productivity, employee turnover, and employee retention (Cañizares & García, 2012; Weiss et al., 1967).

Several perspectives can be taken on commitment and job satisfaction. In contrast to commitment, which is a more all-encompassing attitude to an organization, job satisfaction is a type of reaction to a particular job or job-related concerns. As a result, commitment should last longer after someone is satisfied with their employment and be more consistent than job satisfaction over time (Cañizares & García, 2012).In order to raise level satisfaction, productivity, and among employees as well as to prevent negative behavior like absenteeism and turnover, a business must be creating a committed environment(Elizur & Koslowsky, 2001; Mwesigwa et al., 2020) .

According to motivational theories, there is a reciprocal relationship between organizational commitment and work satisfaction. When workers are motivated, they are content with their workplace and realize that it gives them enough consideration and cares about them as a key component. Employees that are satisfied with their jobs will make positive behavioral commitments. One of these behaviors might be organizational commitment ; in addition, organizational commitment is a crucial component that raises individual productivity, which raises organizational productivity; as a result, these factors raise employee satisfaction levels (Ng, 2017; Sinani, 2016).
Previous research' findings confirmed the positive relationship between job Satisfaction and organizational commitment. According to these studies, one of the keys to

increasing job Satisfaction and job performance through enhance the strengthen of organizational commitment (Ćulibrk et al., 2018; Loan, 2020). .

In the study for The Relationship between (EC)and job Satisfaction , which performed by (Aziz et al., 2021)in privet university employees ,the study confirm that the level of satisfaction in the work place increased by increasing level of commitment.

Hypothesis (H11): Organizational commitment has significant impact on job satisfaction.

Employee Silence and Organizational commitment as a Mediator

The researchers confirmed that the presence of a mediating variable in any association will help to either improve or weaken the relationship (Ng, 2017).

The results of using the employee silence as a mediator in the relationship between leadership styles and different organizational variables showed that the employee silence usually plays a negative role as a partial mediating for an indirect relation, for instance in the study about employee silence as a mediator in the relationship between toxic leadership behavior and organizational performance, the results shows that employee silence playing a partial mediating role for the relation between toxic leadership Behavior and organizational performance (Saqib & Arif, 2017). Likewise, in a study of employee silence as a mediator between overall justice and employee outcomes, the study concluded that the employee silence plays partially or fully mediating on the relationship between overall justice perceptions and employee outcomes. where the acquiescent silence partially or fully mediated the relationship between overall justice perceptions and emotional exhaustion, psychological withdrawal, physical withdrawal, and performance. But the quiescent silence partially mediated these relationships, with the exception of performance(Whiteside & Barclay, 2013).

Similarly, the studies which examine the mediation effect of employee silence for the relation between toxic Leadership Behavior and Organizational Learning in Pakistan banking sector and the study of The Mediator Role of Employee Silence in the relationship between toxic leadership behaviour and contextual Performance, these studies also indicated that employee silence plays partial mediating role in this proposed relations (Fatima, 2001; Hussein & Rahman, 2020)

This study based on the SET and SDT theory view that transactional leadership practices could reducing the feeling of perceived autonomy and "competence" for employees, because it emphasizes on the principles of "reward" and "control" which can lead to demotivate level of job satisfaction among employees Hence emergence the employee silence which leading to decrees the level of job satisfaction (Deci et al., 2017; Saqib & Arif, 2017; Xu et al., 2015).

Organizational commitment has been studied as a mediating variable in many studies and with many variables, especially in the relationship between styles of leadership and performance, where most of the results indicated, organizational commitment plays strength role as a mediating for indirect effect. According to the study of the effect of leadership style on organizational performance and using the organizational commitment as a mediator variable in this relation, which performed in the manufacturing sector of Yemen. The study indicated that Organizational commitment play positively mediating role in this relation (Saleh et al., 2018).

Based on the theoretical frameworks we have proposed, transactional leadership behaviors are expected to exhibit both positive and negative indirect effects on job Satisfaction via employee silence and organizational commitment. Based on the above discussion thus far suggests that transactional leadership behaviors will positively effect on job Satisfaction through the mediating role of organizational commitment, but the positively affects will decrease through the mediating role of employee silence.

Therefore, we seek in this study to know each of the positive or negative effects of organizational commitment and employee silence within the proposed relationship based on previous researches. We suggest the following assumptions based on the theoretical frameworks we've discussed:

Hypothesis 12 (H12): Employee silence plays as mediator role between contingent Reward dimension of transactional leadership and job Satisfaction relationship.

Hypothesis 13 (H13): Employee silence plays as mediator role between active MBE dimension of transactional leadership and job Satisfaction relationship.

Hypothesis 14 (H14): Employee silence plays as mediator role between passive MBE dimension of transactional leadership and job Satisfaction relationship.

Hypothesis 15 (H15): Organizational commitment plays as mediator role between contingent Reward dimension of transactional leadership and job Satisfaction relationship.

Hypothesis 16 (H16): Organizational commitment plays as mediator role between active MBE dimension of transactional leadership and job Satisfaction relationship.

Hypothesis 17 (H17): Organizational commitment plays as mediator role between passive MBE dimension of transactional leadership and job Satisfaction relationship.

Theoretical Background

Theoretical concepts relevant to the research model are covered in this section. One of the strategic that are related to the achievement of job Satisfaction is adopting motivational theories (SDT) and (SET), where multiple theories have debated the association between various "organizational constructs and the organization performance and employee satisfaction" (Faraz et al., 2018; Young et al., 2021).

The theoretical view provides helpful methods for achieving connections between transactional leadership at philosophy and practices levels to reach for job satisfaction. Therefore, we apply the (SDT) and (SET) to provide more comprehensive understanding of the nature of the relationship between transactional leadership and job satisfaction through understanding the mediating effect for organizational commitment and employee silence. Where these tow theories are thought to be suitable for this study That's because it's in the relevant driving literature,(SDT, SET)and job Satisfaction theories are the key that explain the connections between various levels in work place and organization performance (Wu et al., 2020).On the other hand, transactional leadership practices that are in line with company strategy may help to increase employee silence through practices according to very great degree of control that have (Aylsworth, 2008; Pirzada et al., 2020; Young et al., 2021).Previous literature debates that transactional leadership behaviors from the perspective of (SDT) and (SET) contribute to organizational commitment , employee silence , and motivation employees , which altogether have a significant effect on the whole levels of organization and job Satisfaction , most transactional leadership behaviors outcomes are predicted using the (SET) perspective as commitment and motivation. While (SDT) utilized to predict most of the transactional leadership behaviors outcomes as employee

silence (Pirzada et al., 2020; Young et al., 2021). In SET theory concept, individuals who are received satisfactory transaction respond to high level of commitment to their work and make a suitable effort to their work and a highly level of satisfaction, where SET emphasized the cooperative interaction between supervisors and employees, according to this, managers find the competent personnel and treat them well. Employees satisfaction and good relationships will therefore reflect well on the "effectiveness of the organization"(Jha et al., 2019; Young et al., 2021).

Social Exchange Theory

Since Homans, Blau, and Emerson's early writings, exchange theory has been one of the dominant theoretical positions in the field of social psychology. This theoretical perspective is derived from prior philosophical and psychological perspectives, primarily behaviorism and utilitarianism(Cook & Emerson, 1987). theoretically, a person will measure the benefits of a social engagement against any reward and cost of that social interaction (negative and positive outcome). the interaction between two or more social groupings that is reciprocally rewarding is defined and describe by the (SET). It has been utilized with success in various domains, particularly when examining knowledge sharing between different members (Rasoolimanesh et al., 2015; Zhang et al., 2018).Unlike economic exchange, (SET) seeks to explain and describe how people behave in social situations (Cook & Emerson, 1987; Ju et al., 2019).

The theory based on two premises: universal expectations of uncertain future returns and the preference for long-term connections over one-time exchange (Blau, 1964).Because participants generally anticipate the benefits of sharing knowledge, and because knowledge sharing between participants lasts throughout teamwork, which looks like a long-term partnership, scholars have proposed that knowledge sharing is a form of generalized social exchange to better understand knowledge sharing based on SET (Blau, 1964; Cook & Emerson, 1987; Fulk et al., 1996).Extrinsic and intrinsic motives are two categories into which SET divides the drivers of knowledge sharing among participants in a knowledge management system. Ryan and Deci (2008) made a distinction between several forms of motivation based on various motives or objectives, such as whether the

action is motivated by incentives and advantages or by an innate interest. Researchers have paid a lot of attention to extrinsic motivation. Participants won't agree to share knowledge until the extrinsic benefits outweigh the perceived costs, such as the time required, outlined the two categories of extrinsic gain as economic reward and social reward, outlined the two categories of extrinsic gain as economic reward and social reward (Deci & Ryan, 2008; Ju et al., 2019; Zhang et al., 2014).

Studies have shown that participants who got an economic reward performed more accurately on their tasks than people who did not. there are also , some research, contends that financial compensation may actually discourage rather than encourage information sharing (Bock et al., 2005).Intrinsic benefits, which are directly tied to work and include interest, enjoyment, and self-efficacy, are benefits people derive from themselves. When interacting with the workplace, a person's behavior may be influenced by their desire to be self-efficacious, which is defined as their belief in their capacity to contribute knowledge that will be helpful to the team. For instance, when participants utilize ICT to share their experience and expertise, they will feel more self-assured about what they have accomplished and improve their self-efficacy(Deci et al., 2017; Deci & Ryan, 2008).

How does leadership apply (SET)?

According to (SET), interpersonal interactions and social conduct are based on exchange. individuals are evaluate the advantages and disadvantages of any connection then they decide to end relationships altogether when they become too hazardous (Cropanzano et al., 2017; Deci & Ryan, 2000).

Figure 12.

Social Exchange Model

Source: (Cropanzano et al.,2017).

Panel 1: Positive Hedonic Value

Actor Provides Benefit to Target → High Quality Social Exchange Relationship → Target Provides Benefit to Actor

Panel 2: Negative Hedonic Value

Actor Does Harm to Target → Low Quality Economic Exchange Relationship → Target Does Harm to Actor
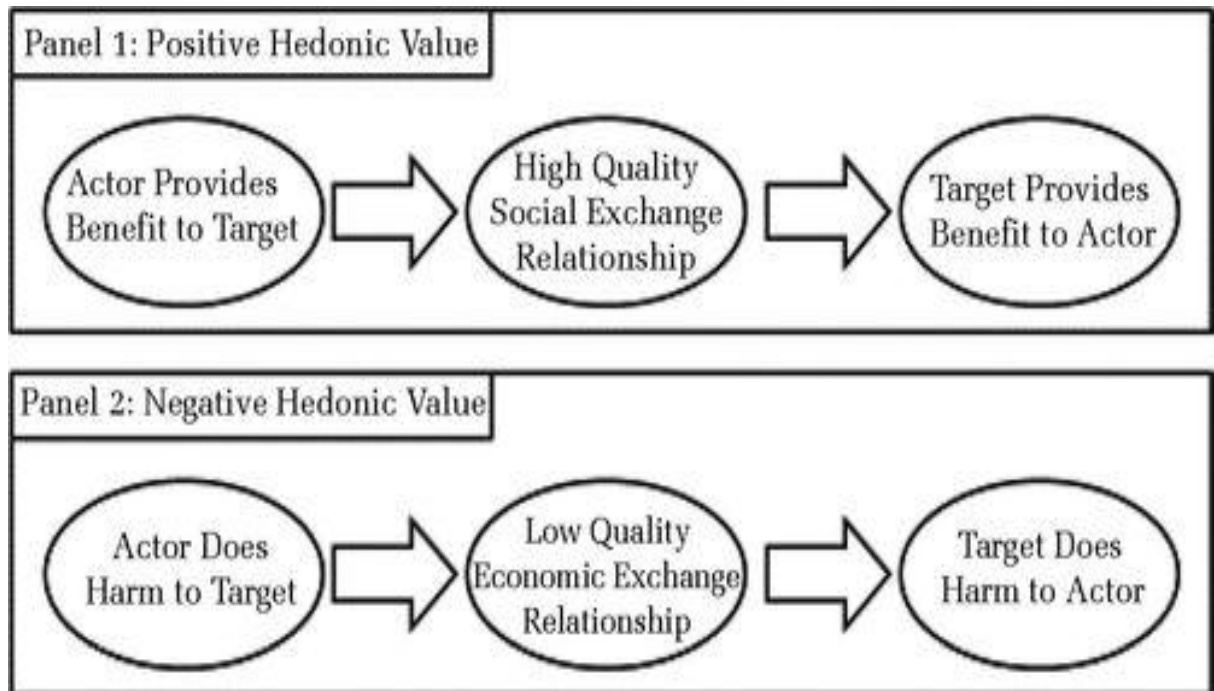
Self-Determination Theory

SDT, asserts that individuals have fundamental psychological requirements that have to achieved, these requirements are: "autonomy", "competence", and "relatedness" are essential to drive human growth and development in different aspect. This theory is essential because it can be useful in understanding the group of factors which that might influence a particular employees action. Autonomy is the idea that one has choice and is voluntarily endorsing one's behavior. Most people, if not all people, would want to feel that they have the autonomy and the skills necessary to make decisions on their own (Deci et al., 2017).

The (SDT) emphasizes the relationship between people's intrinsic motivations and desires and the extrinsic forces at play in their lives. Extrinsic motivation is the term for drive that originates from outside of a person, such as cash, money, praise, and celebrity(Deci et al., 2017; Deci & Ryan, 2000) .Based on the degree of internalization, SDT provides a multidimensional paradigm separating three general categories of motivation. Engagement in an activity with a complete sense of volition and choice is a sign of autonomous motivation. People engage in an activity for its own sake because it is engaging and enjoyable (intrinsic motivation), or because they recognize its value and

purpose, according to SDT (identified regulation). Controlled motivation, on the other hand, involves involvement with a sense of pressure and control. When behavior is externally regulated, such as when people pursue rewards or avoid punishments, or when it is merely superficially internalized and motivated by internal forces, people are seen as being under control (Deci et al., 2017).

Demands remain somewhat alien to the person because of controlled motivation, which lacks affiliation and a sense of ownership. Pressure and control come from both within and without the individual(Gagné & Deci, 2005) .A third variety, a motivation, which is neither autonomous nor regulated, is recognized by SDT. People understand the reasons behind their actions in both autonomous and controlled motivation, but the term "amotivation" designates the lack of a causal link between actions and results (Deci & Ryan, 2000).

In other words, unmotivated people lack the will to act and are unable to come up with a justification for doing something. Numerous research on the workplace indicate that autonomous motivation is better for an individual's well-being and that of the business than regulated motivation. For instance, autonomous motivation raises effort, acceptance of the aim, organizational commitment , and psychological well-being, and predicts reduced turnover intentions and less dishonesty (Deci et al., 2017; Kanat-Maymon et al., 2015; Kanfer et al., 2017).

Research Framework

Organizational leadership plays a crucial role in influencing how employees view their workplaces, how they react to change, and how they accept new ideas like evidence-based practices. The foundation of transactional leadership focuses focused on reinforcement reward and exchanges. A leader who employs some transactional leadership behaviors for example he believes in "granting rewards" based on "employee performance", will lead them to function in a heavily structured environment and encourage to achieve their best through rules and regulation.

The leaders who are using and practices the transactional leadership behaviors Seeking to motivate and satisfied their employees by "promising rewards" upon goal completion. Typically, they "offer bonuses, promotions, and other types of standard incentives" that

may or may not be meaningful. Leaders must realize that there is no one-size-fits-all approach to incentivizing performance. Employees feel successful in attaining their clearly defined goals and objectives when their bosses use the transactional leadership style of leadership because they are fully aware of what is expected of them. Effective leadership results from this, and collective performance, the benefits and drawbacks of transactional leadership demonstrate that this type of management may produce prompt, accurate results. If some executives do it, But if the behaviors of transactional leadershipis applied without a well-thought-out experience it can also result in low morale in teams, restrict creativity, and eventually disadvantage a company (Silva & Mendis, 2017; Young et al., 2021)

Effective leadership is indisputable in its contribution to an organization's development and improved performance, as well as its ability to forecast subordinates' satisfaction with their leaders. According to studies' findings, using a transactional leadership style can increase an employee's intrinsic job Satisfaction and commitment. However, with varying results, both transformational and transactional leadership behaviors promote a sense of job Satisfaction among employees(Mufti et al., 2020; Syed et al., 2013; Young et al., 2021) .

According to study of the relation between transactional leadership and "Follower Performance" through mediating role of leader–member exchange and empowerment. results demonstrate that transactional leadership displays both positive and negative indirect effects on follower performance, researchers argue that although some leadership behaviors e.g., "contingent reward" may benefit performance via positive contributions to the leader–follower social exchange, some leadership behaviors e.g., "contingent reward" may simultaneously exhibit negative effects on performance via reduced empowerment(Althnayan et al., 2022; Young et al., 2021)

The expected value of transactional leadership produces a variety of results relating to the performance of the organization and its employees. The effects of elements like (EC)and silence should be taken into consideration in this advancement. In order to manage silence and achieve organizational harmony, additional empirical study is required to examine the causality of employees silence and the nature of the link with

organizational outcomes (Hassan et al., 2019; Pirzada et al., 2020; Syed et al., 2013; Young et al., 2021).

By considering the results of prior studies and a thorough literature review that is transactional leadership could directly influence on job satisfaction, it is proposed that employee silence and organizational commitment influence the actual. In turn, the effectiveness of transactional leadership and job Satisfaction at the levels of "philosophy", "policy", and "practice".

Based on the previous discussion Figure 13, showing the proposed links between transactional leadership, employee silence, organizational commitment and job satisfaction, variables of the study.

Figure 13.

Proposed Link for Research Framework and Hypotheses
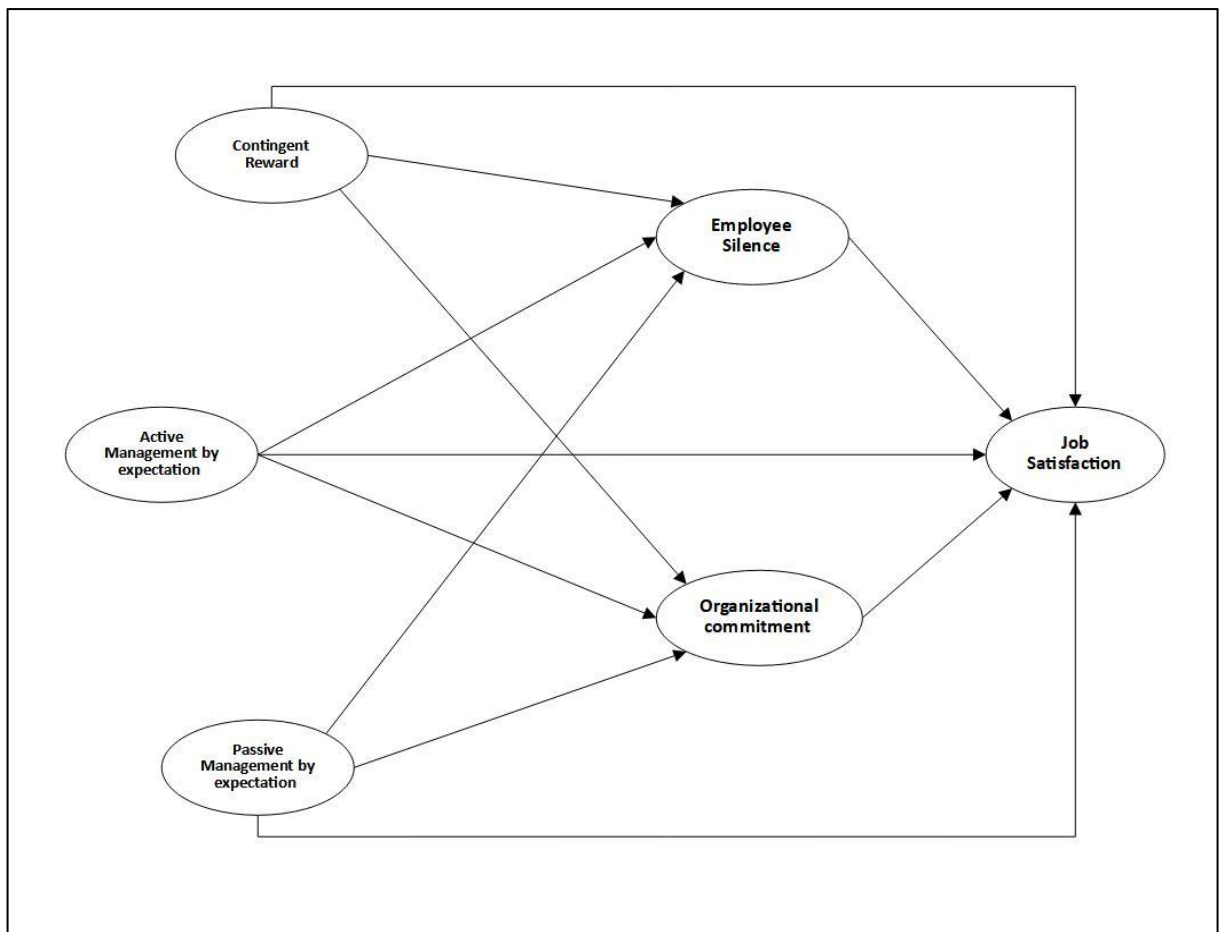
Summary

The notion of the links between the transactional leadership behaviors and job satisfaction was highlighted in this chapter through the mediating effect of employee silence and organizational commitment based on the theoretical aspect. In addition to the proposed impact of transactional leadership, the role of employee silence and organizational commitment as a mediator was also discussed, the results of previous studies in similar fields in various sectors were reviewed.

CHAPTER IV

Research Methodology

Introduction

Research methodologies are concerned with the gathering and analyzing of data, where used to describes how the research will be conducted. In order to provide new knowledge and respond to the research objectives, this study uses a systematic method to data collecting, analysis, and interpretation. The research methods are explained by the research onion approaches in the following Figure (Saunders et al., 2016).

The research approach utilized to evaluate the study questions and hypotheses is described and covered in this chapter. The research methodology is a methodical approach that describes the procedure for conducting the research, and the research methodologies are connected to data collecting and analysis. For government staff who are working in the ministry of justice in the Hashemite Kingdom of Jordan, this quantitative study examined the relationship between the dimension of transactional leadership behaviors and the variable of job Satisfaction through the mediating role of employee silence and organizational commitment.

While quantitative research allows for the collection of data numerically, the application of structured methods with closed-ended questions, the use of samples that are representative of the population, and the ability to replicate research, quantitative analysis allows for objective theory testing by examining the relationship between variables (Creswell, 2009; Barson, 2003).

In order to generate new knowledge and address the research questions, this study employs a systematic approach to data collecting, analysis, and interpretation. The research onion approaches shown in the figure 14 below describe these processes (Saunders et al., 2007).

The "research design, target population, sample size, sampling method, materials and instruments, techniques for gathering data, data analysis, assumptions, and study limits" are all covered in this chapter.

Figure 14.

The Research Onion

Source: (Saunders et al.,2007, p.130).
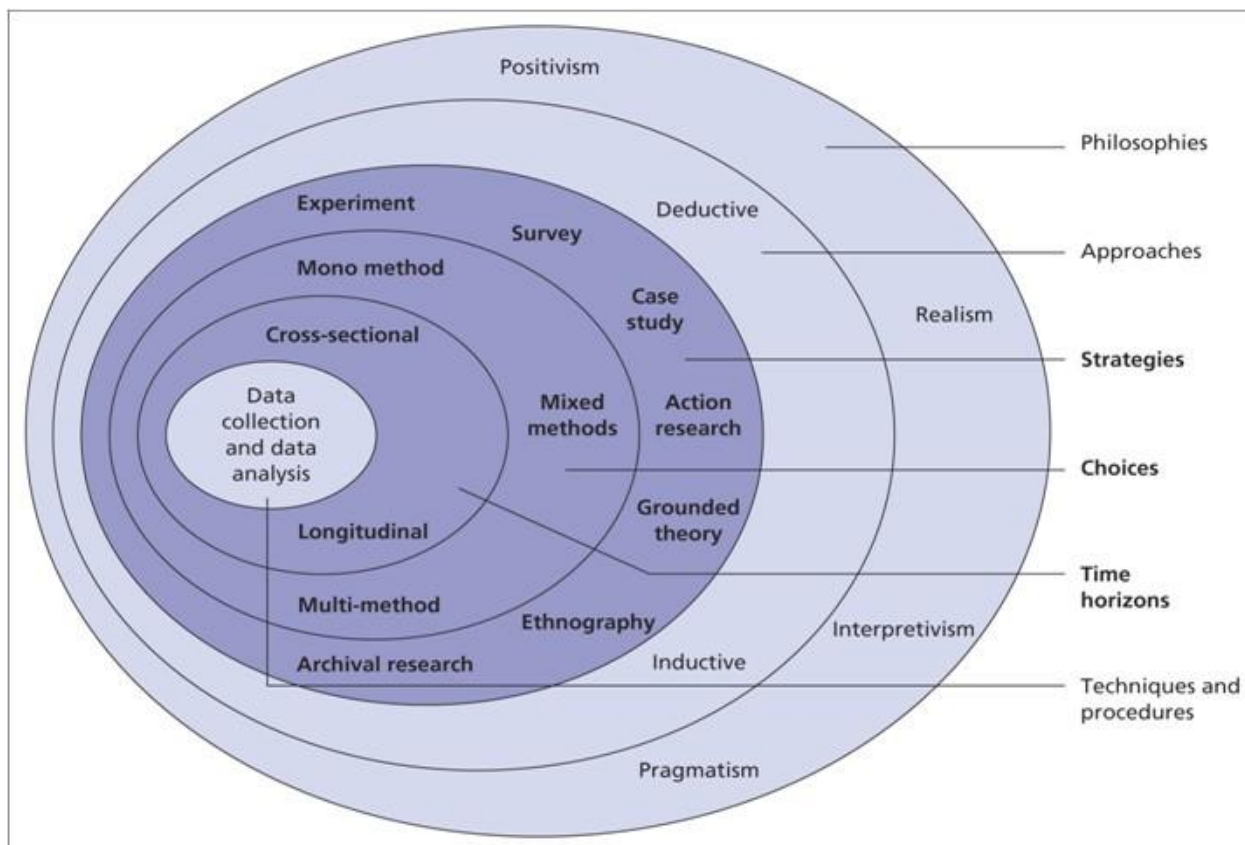
Research Design

By following the quantitative methodology in this study, which is considered one of distinguished approach that backs up the theories that have been put forth in relation to epistemology, which is the fundamental source of knowing. This work is seen as an exploratory investigation that tries to provide new knowledge and test the available data in the context of the research objectives (Saunders et al., 2009) The core tenet of the positivist approach is that goals independent of social variables must be demonstrated through the scientific method, with an emphasis on measuring the association between the proposed collection variables in a methodical manner (Sekaran & Bougie, 2016) . Through evaluating the impact of mediating elements at the philosophical, political, and practical levels for employee silence and organizational commitment on this relationship, which are supported by limited empirical evidence, this work seeks to analyze the relationship among transactional leadership and job satisfaction (Young et al., 2021).

The positivism and deduction approach, which is knowing as a "quantitative, scientific, objectivist, and experimental approach for researchers", is the basic philosophical foundation for transactional leadership. The major justifications for using a positivist approach are: connected to the study's key goals; appropriate with the nature of the research challenge; and questions for transactional leadership, which needed gathering numerical data. Thus, this approach is appropriate for the nature and goals of the study. Its approach can be deemed advantageous when used to test ideas utilizing hypotheses, surveys, and quantitative data Additionally, it is more representative of the study's population, has a larger sample size, and has superior validity. The knowledge produced will ultimately help academics and professions. In a nutshell, the purpose of conducting research is to progress science by generating new information through the application of methodical approaches and scientific methods of inquiry that lead to reasoned conclusions.

This study, which is similarly cross-sectional in nature, can be thought of as "a social survey study in which information is gathered by a questionnaire or structured interview". Data collection for a variety of factors at one time is required for this kind of investigation. Response information on relevant variables is gathered concurrently. The data can then be analyzed to find relationships. It is well known that cross sectional design is used in quantitative research (Francisson, 2020).

Furthermore, longitudinal design is frequently employed by researchers since it is suited for mapping changes in variables over a longer time period and requires repeating surveys of samples at various periods in time. A sample should be polled at least twice, with enough time passing between each survey (Bell et al., 2022).Data was gathered from a variety of respondents in the sample population during the course of this cross-sectional investigation.

Population and Sample

To obtain an appropriate number of sample size this study used convenience sampling with a survey method, because this method is easy to use, straightforward, and allows the researcher access to critical data and trends regarding his research without the complications of using other sampling techniques(Jager et al., 2017) . Approximately to

4000 government employees work in the Ministry of Justice in various administrative positions (Moj, 2022).

Accordingly, 450 employees from the Ministry of Justice, including line managers, courts executive officers, departments heads, and judges, as well as operational staff members such as IT staff, maintenance staff, data entry staff, correspondents, and follow-up writers were chosen for this study, where we got 375 valid responses, which represent (80%)of response rate for the government employees ,and this number is adequate to represent the targeted population Based on the conditions for selecting the sample(Memon et al., 2020; Saunders et al., 2009; Sekaran & Bougie, 2016) .

Data Collection Tools

Self-administered surveys were distributed in the form of questionnaires and collected from government employees they are working at the Ministry, and contacts were made with the competent authorities in the Ministry to arrange data collection. In order to encourage the participants to complete the survey, the objectives and purpose of the study were presented to the participants, with an emphasis on the fact that the participation of the Ministry employees will be voluntary and that the personal information of government employees will not be disclosed in any way to third parties. The information you provided will be used for research purposes only, for example at the university in which the researcher is studying (Near East University) and it can be presented in scientific meetings or conferences, with the assurance that the confidentiality of the information provided will also be guaranteed.

Data Collection Procedures

The researcher checked and tested the scales of study variables according to the required conditions and according to the feedback from several specialists. Appendix A displays the survey instruments, which contains 45 measuring tools to evaluate the proposed relation between transactional leadership and job Satisfaction through the mediating role of employee silence and organizational commitment.

The instrument is primarily focused on determining how transactional leadership affects job Satisfaction through the mediating roles of employee silence and organizational commitment. Likert Scale values between 1 and 5 will be utilized to quantify such

impacts. To perform a quantitative analysis, utilize this scale. According to the Likert Scales of 1 to 5, which range from 1 strongly disagree to 5 strongly agree, the respondents' perceptions of the impact's magnitude.

Based on the same scale, a variety of distinct affects will be reported. All of the survey's aspects that are required to measure the study's variables were taken from pertinent published scales, resulting in a well-designed questionnaire that was successful in determining the effects of the variables. The proper procedures were used to prevent any potential bias in the material that was gathered. The study questionnaire consisted of two main parts, the first part included demographic dimensions it was consist of 6 questions   such as "age, years of experience and gender", while the second part included the measurement of study variables transactional leadership, job satisfaction, organizational commitment and employee silence   it was consisting of 45 questions.

The following sources of constructions' elements were used in the preparation of the questionnaire in order to cover the proposed variables of the study:

• The factors related to the measurement of the transactional leadership were developed according to the Theory of transactional leadership proposed by Burns, (1978) and further were Avolio and Bass of the "Multifactor Leadership Questionnaire" (MLQ)(Rowold, 2005). which has been developed and validated by (Akhigbe et al., 2014) study. The dimensions of transactional leadership were measured represented by contingent Reward, Active Management-by-Exception and Passive Management-by-Exception Through 13 questions, for illustration, the contingent Reward behavior was measured through 5 questions, for instance "Expresses satisfaction when I meet expectation?". Active Management-by-Exception was measured through 4 questions, for instance, "Keep track of all mistakes." and Passive Management-by-Exception behavior was measured through 4 questions, for instance, "Waits for things to go wrong before taking action".

• The employee silence factor, as a mediating role was measured according to the scale that adopted from(Dong & Chung, 2021) study through five questions for instance "I chose to remain silent when I have concerns about the work.

- The organizational commitment factor, as a mediating role was measured according to the scale that adopted from (2018) (C. Jackson, 2018)study through 18 questions for instance about Continuance commitment dimension it was measured through 6 questions for instance "Right now, staying with my organization is a matter of necessity as much as desire", Affective commitment dimension also measured by 6 questions for instance "This organization has a great deal of personal meaning for me" and finally the Normative commitment was measured through 6 questions for instance "I would not leave my organization right now because I have a sense of obligation to the people in it.

Finally, The job satisfaction factors were develop according the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Darwiss, England and Lofquist (1967) and were adopted from Bond,(2013)study through 9 questions for instance "I am enthusiastic about my job" and "My job inspires me". The table 2 demonstrate briefly the variables sources and Description for the study questionnaire, hence, the total number of questions in the questionnaire that measured the variables of the study was 45 questions through utilize Likert scale.

Table 2.

Variables, Sources and Description

variables	Description
Transactional leadership	The first part is a transactional leadership and consisted of 13 questions, "an adapted version of the study instrument used" in the Akhigbe et al., (2014) study was applied to identify the transactional leadership.

Employee Silence	The second part of the questionnaire aimed to identifying the employee silence it consisted of 5 questions. "An adapted version of the study instrument used" in the Dong & Chung, (2021) study was applied to identify the employee silence.
Organizational Commitment	The third part of the questionnaire aimed at identifying the, organizational commitment It consisted of 18 questions. "An adapted version of the study instrument used in the" Jackson (2018) study was applied to identify the organizational commitment.
Job Satisfaction	"An adapted version of the study instrument used" in the Bond (2013) study was applied to identify the job Satisfaction , It consisted of 9 questions

Data Analysis Procedures

"AMOS was used to estimate the proposed model utilizing (CB-SEM).This method of SEM is appropriate for "confirmatory research", versatile for employing basic drawing tools, and an effective approach to data processing, particularly when using reflecting measurement(Schreiber et al., 2006) . Additionally, it enables for error control while evaluating the proposed associations and "estimates the measurement model and suggested relationships in one model"(Davvetas et al., 2020; Gefen et al., 2011). This method of data analysis necessitates estimate of both the (measurement model and the structural model)in order to verify the viability of the proposed model (Anderson & Gerbing, 1988; D. L. Jackson et al., 2009).

Reliability & Validity

An initial draft was pre-tested by specialists before the real poll was conducted to see whether the researcher had missed any ambiguities or challenges. Validity of the questionnaire's face and content were evaluated.

Through various stages of the research, the content reliability and validity of the instruments was confirmed. Where, content validity was used to determine whether the scale could accurately evaluate the conceptual components that are often validated through comments and advice from business management experts. Before data collection began with 40 online questionnaires, the survey was thoroughly pre-tested to look for measurement problems and identify poorly worded items. A pilot test was conducted using the questionnaires to detect possible flaws in measurement to identify unclear formulated items.

One of the key components of the pilot test that also allows the researcher to assess the effectiveness of the instructions and how smoothly they flow(Bell et al., 2022) .

Summary

The methodology used to develop this thesis is described in this chapter. It primarily validates the selection of a certain approach as well as the established procedure for collection and analysis data. Additionally, the sample sizes are properly provided were fit the proposed model and population.

CHAPTER V

Data Analysis

Introduction

This chapter describes the methods used to statistically answer research questions and test proposed hypotheses. The analysis of the data was carried out in the following sequence. In the first section, the researcher examined the quality of the data using several data checks to confirm the credibility of the results, their reliability, and their usefulness. In the second section, the researcher describes the study sample, their

demographic characteristics, and their tendency towards the research variables. In the third part, the researcher examines the psychometric characteristics of the measurements used in this study, including the reliability and validity of the measurements. In section four, regression estimates of the proposed relationships between variables were generated to provide conclusions regarding the research hypotheses accordingly. The last section summarizes the key results obtained from the data analysis.

Descriptive Statistics

This type aid in summarizing the characteristics of a specific data collection. This study uses descriptive statistics to provide in-depth insight into the study sample and research variables. First, the demographic characteristics of the sample were described using frequencies and percentages. Second, overall sample assessments of transactional leadership, organizational commitment, employee silence, and job satisfaction were described using sample average and standard deviation. These statistics provide useful information to interpret the results of this study.

The Sample's Characteristics

This study collected 357 valid responses from the prospective respondents. Table 3 shows the distribution of the respondents according to their gender. Female respondents made up 53.8% of the sample, while the remaining respondents (46.2%) were male.

Table 3.

Respondents' Distribution According to Gender

Demographic	Characteristics	Frequency	Percent
Gender	Female	192	53.8
	Male	165	46.2

Table 4 shows the distribution of the respondents according to their age. About 42.9% were aged between 30 and 39 years. Similarly, the percentage of respondents who fall in the age group between 20 and 29 years was 42%. About 9.2% were older than 50 years and only 5.6% were less than 50 years old.

Table 4.

Respondents' Distribution According to Age

Demographic	Characteristics	Frequency	Percent
Age	Between 30 and 39 years	153	42.9
	Between 40 and 50 years	151	42.3
	Less than 30 years	20	5.6
	More than 50 years	33	9.2

Table 5 displays the respondent's distribution according to marital status. The sample consists of mostly married (84.6%). The respondents with unmarried status account for 15.4%.

Table 5.

Respondents' Distribution According to Marital Status

Demographic	Characteristics	Frequency	Percent
Status	Married	302	84.6
	Unmarried	55	15.4

Table 6 shows the respondents' distribution according to their education level. More than 53% of the respondents had a bachelor's degree. The other respondents hold a postgraduate degree (25%) or completed diploma (21.8%).

Table 6.

Respondents' Distribution According to Education Level

Demographic	Characteristics	Frequency	Percent
Education	Bachelor	190	53.2

Diploma		78	21.8
Postgraduate		89	25.0

With regards to total work experience, the results shown in table 7 indicate that most of the respondents had a good experience. About half of the respondents either had between 10 and 14 years of experience (25.5%) or between 15 and 20 years of experience (24.9). About 19.3% had more than 20 years of experience and only 2.5% had less than one year of experience. Those respondents who had between 1 and 3 years of experience account for 7.8% of the sample and who had between 4 and 6 years of experience account for 12.3%.

Table 7.

Respondents' Distribution According to Work Experience

Demographic	Characteristics	Frequency	Percent
"Experience"	less than 1 year	9	2.5
	Between 1 and 3 years	28	7.8
	Between 4 and 6 years	44	12.3
	Between 7 and 9 years	27	7.6
	Between 10 and 14 years	91	25.5
	Between 15 and 20 years	89	24.9
	More than 20 years	69	19.3

As for experience in the public sector, table 8 shows that about 30.3% of the respondents had between 10 and 14 years, 24.6% had between 15 and 20 years, and 19% had more than 20 years. Only 5.3% had less than one year of experience. About 9.8% of respondents had between 7 and 9 years and 7.3 % between 4 and 6 years, respectively.

Table8.

Respondents' Distribution According to Work Experience in the Government Sector

Demographic	Characteristics	Frequency	Percent
"Experience in the public sector"	less than 1 year	13	3.6
	Between 1 and 3 years	19	5.3
	Between 4 and 6 years	26	7.3
	Between 7 and 9 years	35	9.8
	Between 10 and 14 years	108	30.3
	Between 15 and 20 years	88	24.6
	More than 20 years	68	19.0
	Total	357	100.0

Descriptive Statistics of the Variables

The respondents' perceptions about transactional leadership, commitment, employee silence, and job satisfaction are reported in this section. The sample mean and standard deviation are computed for each item and variable in the survey. However, there is no consensus on how to interpret the arithmetic mean, especially when it is calculated based on the Likert scale. This study adopts the most common approach to do this and identified three categories of perception including, low, medium, and high perception of a given variable. This study first estimates the difference between the highest value of the scale (5) and the lowest value (1) and then divides the outcome value by three (which is the number of categories), to determine the difference between each category which is 1.33 ({1-5} / 3 = 1.33) for this study. Accordingly, the arithmetic mean displays low perceptions if it varies between 1.0 and 2.33, moderate perceptions if it varies between 2.34 and 3.67, and high perceptions if it varies between 3.68 and 5.0.

Descriptive Statistics of Transactional Leadership

Transactional leadership (TS) includes three sub-dimensions: contingent Reward, Active Management-by-Exception, and Passive Management-by-Exception. The mean and standard deviation are reported for each item measuring each dimension of

transactional leadership and then the overall mean of employees' perception of (TS) is reported. Table 9 shows the result. It indicates that the practice of (TS) in the ministry of justice is moderate with an overall mean (3.56) and standard deviation (1.05). The practice of Contingent rewards and Active Management-by-Exception in the ministry of justice are at the same level with a mean of about 3.55. The practice of Passive management by exceptions was pretty lower with a mean of 3.00.

Table 9.

Descriptive Statistics of Transactional Leadership

Dimensions of transformational leadership	Code	Statement	Mean	STD
CR	CR1	"Provides me with assistance in exchange for my efforts".	3.62	1.05
	CR2	"Discusses in specific terms that is responsible for achieving performance target".	3.57	0.99
	CR3	"Makes clear what one can expect to receive when performance goals achieved".	3.28	1.07
	CR4	"Expresses satisfaction when I meet expectations".	3.80	1.02
	CR5	"Makes innovative suggestions to improve department".	3.53	1.11
		Overall mean	**3.56**	**1.05**
Active MBE	CME1	"Focuses attention on irregularities, mistakes, exceptions and deviations from standards".	3.46	1.00
	CME2	"Concentrates his/her full attention on dealing with mistakes, complains and	3.44	1.02

		failures".		
	CME3	"Keep track of all mistakes"	3.62	0.98
	CME4	"Direct my attentions to failures to meet standards".	3.68	0.95
		Overall mean	**3.55**	**0.99**
Passive MBE	PME1	"Fails to interfere until problems becomes serious".	3.00	1.12
	PME2	"Waits for things to go wrong before taking action".	2.82	1.11
	PME3	"Shows that he/she is a firm believer in 'if it is not broke don't fix it"	3.15	1.10
	PME4	"Demonstrates that problems must become chronic before I take action"	3.02	1.17
		Overall mean	**3.00**	**1.13**
The overall mean of transactional leadership			**3.56**	**1.05**

Descriptive Statistics of Organizational commitment

organizational commitment includes three sub-dimensions: Affective commitment, Continuance commitment, and Normative Commitment. The overall mean of the employees' perception of organizational commitment is presented after the mean and standard deviation for each item assessing each dimension of organizational commitment are reported. As indicated in table 10, the levels of Affective dimension (M =3.22), Continuance dimension (M=3.45), and Normative dimension (M =3.45) were moderate. Accordingly, the overall level of organizational commitment in the ministry of justice is moderate (3.44).

Table 10.

Descriptive Statistics of Organizational Commitment

Dimensions of organizational commitment	**Code**	**Statement**	**Mean**	**STD**

Affective commitment	AC1	"I would be very happy to spend the rest of my career with this organization"	3.38	1.152
	AC2	"I really feel as if this organization's problems are my own".	3.56	1.065
	AC3	"I do not feel a strong sense of belonging to my organization".	2.58	1.077
	AC4	"I do not feel "emotionally attached" to this organization".	3.18	1.032
	AC5	"I do not feel like 'part of the family' at my organization".	2.82	1.182
	AC6	"This organization has a great deal of personal meaning for me".	3.78	1.014
Overall mean			3.22	1.087
Continuance commitment	CC1	"Right now, staying with my organization is a matter of necessity as much as desire"	3.45	1.105
	CC2	"It would be hard for me to leave my organization right now, even if I wanted to".	3.61	1.066
	CC3	"Too much of my life would be disrupted if I decided I wanted to leave my organization now"	3.61	1.04
	CC4	"I feel that I have too few options to consider leaving this organization".	3.38	1.06
	CC5	"If I had not already put so much of myself into this organization, I might consider working elsewhere".	3.29	1.106
	CC6	"One of the few negative consequences of leaving this organization would be	3.38	1.052

			the scarcity of available alternatives."		
		Overall mean		3.45	1.07
Normative commitment	NC1	"I do not feel any obligation to remain with my current employer"		2.77	1.041
	NC2	"Even if it were to my advantage, I do not feel it would be right to leave my organization right now"		3.35	0.979
	NC3	"I would feel guilty if I left my organization now".		3.41	1.047
	NC4	"This organization deserves my loyalty".		3.9	0.911
	NC5	"I would not leave my organization right now because I have a sense of obligation to the people in it".		3.61	0.996
	NC6	" I owe a great deal to my organization."		3.66	0.984
		Overall mean		3.45	0.993
The overall mean of Organizational commitment				**3.44**	**1.04**

Descriptive Statistics of Employee silence

Table 11 shows that the level of Employee silence in the ministry of justice is moderate (*M*=2.64). The means of statements vary between 2.41 and 2.90.

Table 11.

Descriptive Statistics of Employee Silence

Code	Statement	Mean	STD
ES1	"I chose to remain silent when I have concerns about the	2.90	1.153

	work".		
ES2	"Although I have ideas for improving the work, I don't speak up".	2.71	1.174
ES3	"I say nothing to others about the problems I notice in my workgroup".	2.68	1.106
ES4	"I remain silent when I have information that might help prevent an incident in my workgroup".	2.41	1.084
ES5	"I keep quiet instead of asking questions when I want to get more information about the work".	2.47	1.080
Overall mean		**2.64**	**1.12**

Descriptive Statistics of Job satisfaction

Table 12 shows that the level of job satisfaction in the ministry of justice is high (*M=*2.64). The means of statements vary between 2.54 and 4.04.

Table 12.

Descriptive Statistics of Job Satisfaction

Code	Statement	Mean	STD
JS1	"At my work, I feel bursting with energy"	3.54	1.118
JS2	"At my job, I feel strong and vigorous"	3.66	1.030
JS3	" I am enthusiastic about my "	3.85	.969
JS4	"My job inspires me"	3.73	.996
JS5	"When I get up in the morning, I feel like going to work"	3.73	1.039
JS6	"I feel happy when I am working intensely".	3.79	1.046
JS7	"I am proud of the work that I do"	4.04	.911
JS8	"I am immersed in my work "	3.97	.913
JS9	"I get carried away when I'm working*	4.01	.927

Overall mean		

In sum, this section presents the demographic characteristics of respondents and shows how the respondents perceived the underlining variables of this study. The descriptive statistics indicate the sample is well educated and had a lot of experience to give considerable insight to this study. The perception of (TS), organizational commitment, and employee silence were moderate in the ministry of justice. Meanwhile, the level of job performance was quite high.

Data Screening

Before performing data analysis, data screening is a crucial step. It involves a set of procedures to ensure the appropriateness of the collected data for further analysis. Those procedures include checking and handling missing data, outliers, data normality, and common method bias. This study uses an online survey to collect data from the prospective respondent. Answers to all questions were required and therefore there was no missing data. The other data screening procedures are discussed in the following sections.

Outliers Assessment

Outliers are data points that are suspicious because they stay far away from the vast majority of the data points (Aguinis et al., 2013; Cousineau & Chartier, 2010). The problem with the presence of outliers is that they would distort the regression results and lead to incorrect conclusions. While there are many techniques to identify potential outliers in a data set (Aguinis et al., 2013), this study employed a multivariate technique namely, Mahalanobis distance to assess how far a data point is from a centroid of observations calculated from multiple variables. An observation with a high Mahalanobis distance is expected to be an outlier. Byrne (2010) suggests that a multivariate outlier could be one whose Mahalanobis d-squared value departs considerably from the others within the dataset. The outputs from AMOS software indicate that three cases depart considerably from the others within the dataset. Before taking action regarding these outliers, Aguinis et al. (Aguinis et al., 2013) suggest that the regression analysis should be done with and without outliers to check whether the

results are affected by outliers. If outliers affect the results, then they should be dropped. Otherwise, they can be retained for further analysis. Applying these procedures to this study reveals that the three outliers do not bias the conclusion of this study and thus they were retained.

Normality Assessment

This study was intended to apply Maximum likelihood estimation which is the standard technique in all SEM software including Amos. This technique assumes that the variables included in a model should exhibit multivariate normality because violating this assumption would lead to 1) inflated chi-square test values and thus to mistakenly reject an acceptable candidate model and 2) propensity to underestimate standard errors which can yield biased inferences when testing model path coefficients and residuals (Byrne, 2010). Normality assessment can be done at univariate and multivariate levels. Univariate normality is useful for identifying variables or cases that may be contributing to multivariate non-normality. "Skewness and kurtosis" statistics are widely used to assess univariate normality Byrne (2010) suggests that a kurtosis value of greater than ±7 as indicating a substantial departure from normality and Kline (2005) indicates skewness values greater than ±3 may designate extreme levels of skew. This study estimates skewness and kurtosis statistics for each manifest variable included in the model. Figures in table 13 demonstrate that values are within acceptable ranges.

Table 13.

Skewness and Kurtosis Statistics

Variable	Skew	Kurtosis
NC6	-.579	-.084
NC4	-.810	.500
NC3	-.339	-.539
CC6	-.264	-.707
CC3	-.544	-.460
CC2	-.652	-.324

Variable	Skew	Kurtosis
CC1	-.402	-.674
AC6	-.642	-.220
AC2	-.626	-.359
AC1	-.349	-.851
PME4	.063	-1.005
PME3	-.057	-.847
PME2	.339	-.814
PME1	.162	-.959
CME3	-.552	-.185
CME2	-.318	-.645
CME1	-.281	-.615
JS9	-.985	.844
JS8	-.926	.723
JS7	-.948	.669
JS6	-.724	-.159
JS5	-.710	-.076
JS4	-.677	-.065
JS3	-.856	.421
JS2	-.645	-.287
JS1	-.537	-.589
ES5	.759	-.298
ES4	.778	-.209
ES3	.474	-.667
ES2	.527	-.796
ES1	.225	-1.136
CR5	-.542	-.489
CR4	-.787	.071

Variable	Skew	Kurtosis
CR3	-.192	-.805
CR2	-.516	-.419
CR1	-.708	-.220

Multicollinearity Assessment

In the regression context, collinearity refers to a situation where there are almost complete correlations or high interconnections between predictors in a model (J. F. Hair et al., 2010). The presence of collinearity in a model limits the magnitude of the multiple correlations that can be obtained. Moreover, collinearity makes it increasingly difficult to conclude the relative significance of the predictors in the model. It may bias the estimated regression parameters resulting in less powerful significance tests of the estimated regression parameters (Cote, 2004). Variance inflation factor (VIF) is a good measure for collinearity assessment; VIF should be lower than 5 for an acceptable level of collinearity (J. Hair et al., 2007). Table 14 shows VIF values. They are well less than the acceptable threshold.

Table 14.

Variance Inflation Factor

Variable	Collinearity Statistics	
	Tolerance	**VIF**
Active MBE	.734	1.362
Contingent rewards	.492	2.034
Passive MBE	.545	1.836
Organizational commitment	.258	3.879
Employee Silence	.597	1.675

Job satisfaction	.328	3.045

Common Method Bias (CMB)

(CMB) could affect the responses and lead to incorrect conclusions (Podsakoff et al., 2003). CMB takes place when the research instrument sources most of the variations in responses (MacKenzie & Podsakoff, 2012). One of the most frequently used criterion to assess CMB is correlation marketer (Naresh K. Malhotra et al., 2006; Podsakoff et al., 2012). In this method, the presence of CMB is examined by adjusting the correlation between the study variables using the marker variable. Ideally, a marker variable should be identified during the instrument design assuming that it has no theoretical relationship with other variables in the study (Naresh K. Malhotra et al., 2006). If it has not been identified during the instrument design, it can be evaluated post hoc by utilizing the smallest correlation as a marketer correlation (Naresh K. Malhotra et al., 2006). This study adopted this approach to examine the issue of CMB. Tables 15 and 16 display the unadjusted and adjusted correlation matrices, respectively. The smallest correlation among the variables was -0.053. Comparing the unadjusted and adjusted correlations shows that there is no change in the significance of the correlation. These results, shown in Tables 14 and 15, signify the absence of common method variance (Naresh K. Malhotra et al., 2006).

Table 15.

The Unadjusted Correlation Matrices

Variable	1	2	3	4	5	6
Active management by expectation (1)	1.000					
Contingent rewards (2)	0.265**	1.000				
Passive management by	0.270**	-0.355**	1.000			

Variable	1	2	3	4	5	6
expectation (3)						
Organizational commitment (4)	0.275**	0.548**	0.042	1.000		
Employee silence (5)	0.349**	-0.126*	0.550**	0.069	1.000	
Job satisfaction (6)	0.140**	0.388**	-0.053	0.788**	-0.148**	1.000

Table 16.

The Adjusted Correlation Matrices

Variable	1	2	3	4	5	6
Active management by expectation (1)	1.000					
Contingent rewards (2)	0.265**	1.000				
Passive management by expectation (3)	0.270**	-0.355**	1.000			
Organizational commitment (4)	0.275**	0.548**	0.042	1.000		
Employee silence (5)	0.349**	-0.126*	0.550**	0.069	1.000	
Job satisfaction (6)	0.140**	0.388**	-0.053	0.788**	-0.148**	1.000

Data analysis method

through using (CB-SEM) with AMOS application, we calculated the proposed model. This SEM methodology is appropriate for confirmatory research in our study. (Schreiber et al., 2006). Additionally, it incorporates the "measurement model" and the proposed relationships into a single model and provides error control while analyzing the proposed relationships. (Davvetas et al., 2020; Gefen et al., 2011). When analyzing data using this method, it is necessary to estimate the measurement model and structural

model to ensure their viability and tenability (Anderson & Gerbing, 1988; D. L. Jackson et al., 2009). We follow this direction in our data analysis.

Measurement Model Assessment

Six latent variables that are built as reflecting measures based on earlier research make up the suggested measurement model. Confirmatory factor analysis (CFA) was used in this work to assess the validity and reliability of the latent variables, as well as their convergent and discriminant properties. The coefficient of each variable should be more than 0.7 for satisfactory reliability, as recommended by methodologists, and "Cronbach's alpha" is adequate for reliability assessment. (Joe F Hair et al., 2011; Nunnally, 1978). Table 17 shows the values of Cronbach's alpha coefficients. All variables demonstrate a sufficient level of reliability as the values of Cronbach's alpha coefficients are well above the conventional value of 0.7.

Table 17.

Cronbach's alpha Coefficients

Variable Name	Cronbach's Alpha
Employee Silence	0.888
Passive MBE	0.852
Active MBE	0.789
Contingent Reward	0.898
Job Satisfaction	0.945
Organizational commitment	0.841

The convergent validity and discriminant validity are assessed during a confirmatory factor analysis (CFA). Nine items were unreliable due to low loading

during the first round of CFA. These items were removed from the model. Each construct must show an "AVE" of 0.5 or higher for adequate convergent validity; the average variance extracted (AVE) offers considerable information to evaluate convergent validity. (Fornell & Larcker, 1981). Additionally, item loadings "provide evidence of convergent validity"; items should heavily ($>=0.4$) load on their hypothesized constructs (Anderson & Gerbing, 1988). Table 18 shows the values of AVE coefficients. With exception of organizational commitment, all coefficients are well above the traditional threshold of 0.5, indicating that they demonstrate a good level of convergent validity. However, Malhotra, Birks, and Wills (2010) maintained that the AVE criterion to assess convergent validity is too strict and hard to be achieved in behavioral research. Anderson and Gerbing (Anderson & Gerbing, 1988) suggest that Item loading is a good criterion to assess convergent validity. Each item theoretically should load significantly and significantly on its assumed latent variable. Table 19 shows the items loading on their assumed latent variables. All items load significantly and significantly on their assumed latent variables which signifies that all latent variables have a sufficient level of convergent validity including organizational commitment.

Table 18.

Values of Average Variance Extracted

Variable Name	AVE
Employee Silence	0.614
Passive MBE	0.667
Active MBE	0.595
Contingent rewards	0.645
Job satisfaction	0.663
Organizational commitment	0.340

Table 19.

Items Loadings

Variable Name	Items Code	Loading	Standardized Error	Z value	P-value
ES	ES1	0.721	0.029	24.826	0.000
	ES2	0.794	0.024	33.689	0.000
	ES3	0.805	0.023	35.433	0.000
	ES4	0.818	0.022	37.567	0.000
	ES5	0.782	0.024	31.923	0.000
Passive MBE	PME1	0.840	0.023	37.014	0.000
	PME2	0.883	0.021	42.665	0.000
	PME4	0.725	0.030	24.559	0.000
Active MBE	CME1	0.809	0.030	26.967	0.000
	CME2	0.898	0.028	31.891	0.000
	CME3	0.551	0.041	13.294	0.000

CR	CR1	0.755	0.026	29.354	0.000
	CR2	0.858	0.018	48.231	0.000
	CR3	0.741	0.027	27.651	0.000
	CR4	0.776	0.024	32.206	0.000
	CR5	0.873	0.017	52.535	0.000
JS	JS1	0.672	0.030	22.134	0.000
	JS2	0.845	0.017	50.658	0.000
	JS3	0.858	0.016	55.344	0.000
	JS4	0.811	0.020	41.493	0.000
	JS5	0.892	0.013	71.288	0.000
	JS6	0.803	0.020	39.676	0.000
	JS7	0.813	0.019	42.001	0.000
	JS8	0.800	0.020	39.126	0.000
	JS9	0.844	0.017	50.435	0.000

	AC1	0.678	0.033	20.532	0.000
	AC2	0.417	0.048	8.757	0.000
	AC6	0.610	0.037	16.336	0.000
	CC1	0.500	0.044	11.471	0.000
	CC2	0.514	0.043	11.971	0.000
OC	CC3	0.458	0.046	10.031	0.000
	CC6	0.566	0.040	14.123	0.000
	NC3	0.642	0.035	18.177	0.000
	NC4	0.667	0.034	19.788	0.000
	NC6	0.732	0.029	25.007	0.000

Recently, the Heterotrait-Monotrait (HTMT) ratio was developed as a reliable indicator of discriminant validity(Henseler et al., 2015; Hosen et al., 2021)Typically, For satisfactory discriminant validity, the HTMT between two constructs should normally be less than 0.85. The HTMT ratio values in Table 20 are significantly below the threshold of 0.85, demonstrating the independence of the components from one another and the presence of discriminant validity.

Table 20.

Heterotrait-Monotrait (HTMT) Ratios

(Variable Name)	1	2	3	4	5	6
1. Employee silence	1					
2. Passive MBE	0.503	1				
3. Active MBE	0.314	0.24	1			
4. Contingent Reward	0.126	0.352	0.326	1		
5. Job Satisfaction	0.14	0.077	0.156	0.356	1	
6. Organizational commitment	0.209	0.142	0.297	0.443	0.635	1

The suggested measurement model ought to show that it fits the observed data well. A model can be evaluated using a variety of goodness-of-fit indices. The standardized root mean square residual (SRMR), the comparative fit index (CFI), the chi-square (2), the ratio of 2 to the degree of freedom (2/d.f), and the root mean square error of approximation are the most commonly used indicators (RMSEA). According to the suggested cut-off values for excellent model fit, 2/df should be minimal (3), CFI > 0.95, RMSEA 0.059, and SRMR 0.06(Hu & Bentler, 1999). The data appear to be well matched to the proposed measurement model (2 = 1269.730; d.f. = 563; 2/d.f. =2.255; CFI = 0.917; RMSEA = 0.050).

Structural Model Assessment

Examining the coefficients of hypothesized relationships and determining if the proposed model is a good fit for the observed data are both included in the structural model assessment. Figure 15 is shown the suggested structural model of this study. Since this study suggests direct and indirect relationships between the covariates, the follow of hypotheses testing starts by estimating the direct hypothesized relationships (H1 to H11) and then the indirect hypothesized relationships (H12 to H17). The model estimation shows that the suggested model explains about 55.7%, 28.4%, and 29.2% of the variance in job satisfaction , employee silence , and organizational commitment ,

respectively. The proposed model seems to be a good fit to the data (χ2 = 1269.789; d.f. = 564; χ2/d.f. =2.251; CFI = 0.918; RMSEA = 0.059).

Figure 15.

Proposed
Model
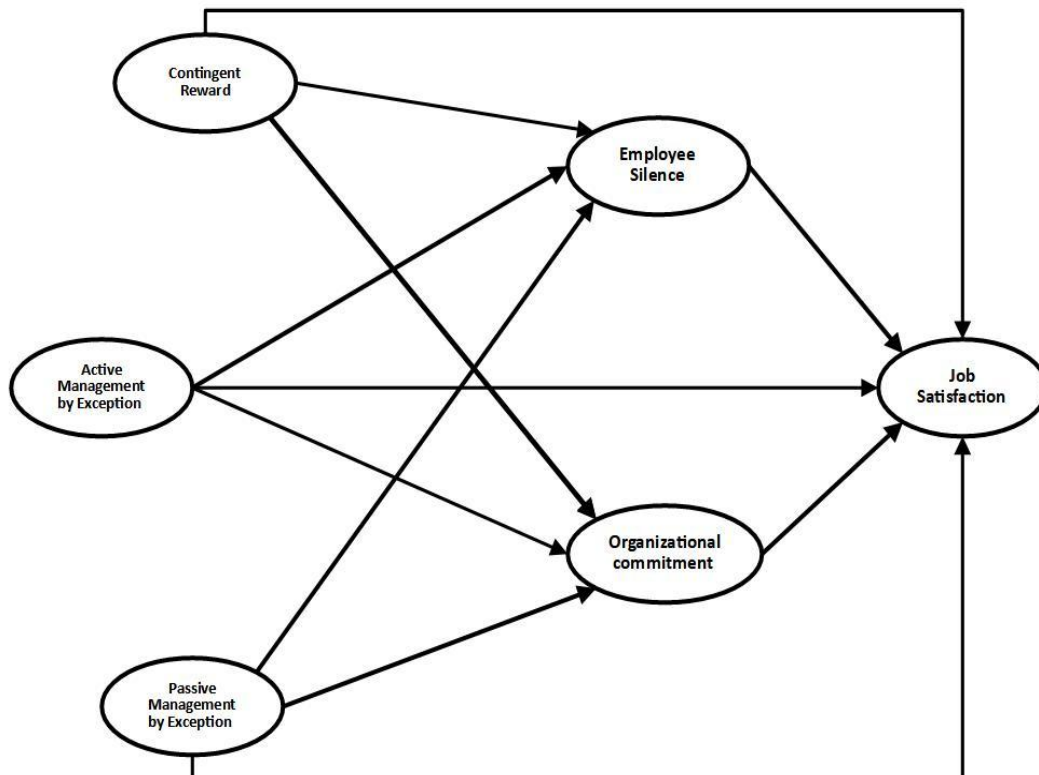
Estimation of Direct Relationships

The estimation of the hypothesised direct relationships is presented in table 21 and depicted in Figure 16. The results indicate the direct associations between job performance and each of contingent rewards (Coefficient= 0.371; P value= 0.000), passive management by expectation (β = 0.151; P value= 0.038) were significant, and active management by expectation (β = 0.060; P value= 0.347) does not have a significant direct effect. Accordingly, hypothesizes H1, H3, were Accepted and H2 were rejected.

Moreover, the impact of contingent rewards on employee silence was insignificant (β = -0.023; P value= 0.726). Therefore, hypothesis H4 was rejected. Meanwhile, the impact of active management by expectation (β = 0.221; P value= 0.000), and passive management by expectation (β =0.388; P value= 0.000) on employee silence were positive and significant, providing evidence to accept hypotheses H5 and H6.

The results also show that both contingent rewards (β = 0.561; P value= 0.000 and passive management by expectation (β = 0.177; P value= 0.002) had positive and significant impacts on organizational commitment, but active management by expectation (β = 0.062; P value= 0.343) had no significant impact on organizational commitment. Accordingly, hypothesizes H7 and H9 were accepted and H8 was rejected. Consistent with the prediction of H10 and H11, the results indicate that employee silence had a negative and significant impact (β = -0.175; P value= 0.000 on job satisfaction; meanwhile organizational commitment had a positive and significant impact (β = 0.679; P value= 0.000 on job satisfaction. Therefore, hypotheses H10 and H11 were accepted.

Figure 16.

Estimation of the Suggested Model
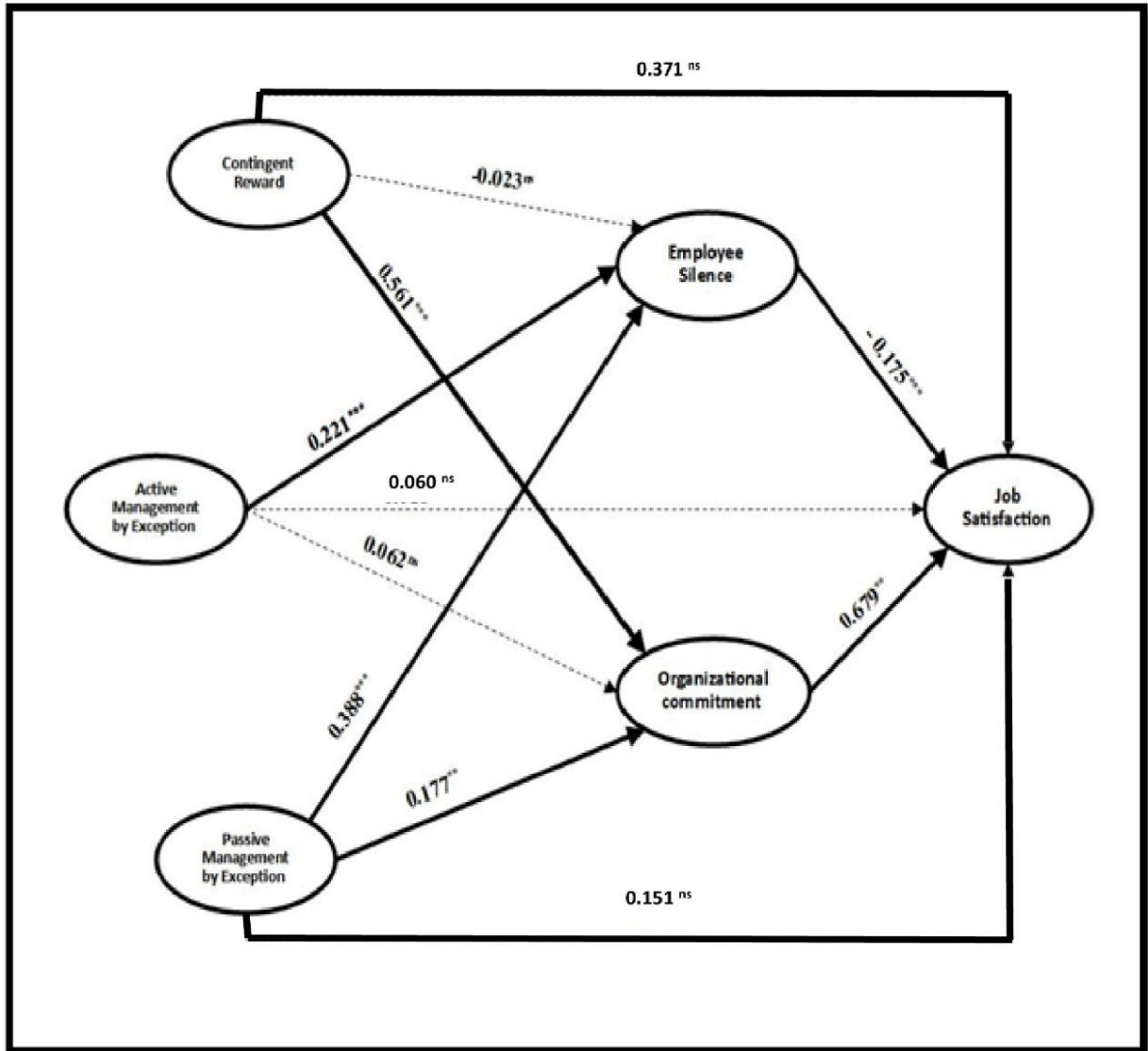
Significance of Estimates: *** $p < 0.001$; ** $p < 0.01$; ns; not significant.

Lines with dots indicate insignificant relationships.

Bold lines indicate significant relationships.

Table 21.

Estimation of the Structural Model

Hypothesis Number	Hypothesized Relationships	Coefficient β	S.E.	C.R.	P-value
H1	CR → JS	0.371	0.063	5.386	0.000
H2	Active MBE → JS	0.060	0.059	0.940	0.347
H3	Passive MBE → JS	0.151	0.056	2.078	0.038
H4	CR → ES	-0.023	0.064	-0.35	0.726
H5	Active MBE→ES	0.221	0.065	3.391	0.000
H6	Passive MBE→ ES	0.388	0.06	6.488	0.000
H7	CR → OC	0.561	0.076	7.409	0.000
H8	Active MBE → OC	0.062	0.065	0.949	0.343
H9	Passive MBE → OC	0.177	0.057	3.087	0.002
H10	ES → JS	-0.175	0.05	-3.478	0.000
H11	OC → JS	0.679	0.076	8.957	0.000

Estimation of Mediating Hypotheses

To examine the mediating hypotheses, this study follows the mediation analysis procedures suggested by Preacher & Hayes, (2008). They claim that the presence of a mediation effect can be seen when there is a substantial indirect relationship between an independent variable and a dependent one. A bootstrapping test that utilizes confidence intervals should be used to estimate the significance level of the indirect effect. For the purpose of providing empirical support for a mediation effect, the "confidence intervals should not include zero". Table 22 shows the estimation of the indirect effects between (TS) behaviors and job satisfaction through employee silence and organizational commitment.

Since the impact of transactional leadership through the dimension of passive management by Exception was found significant on job satisfaction in the direct relation, the results reveal partial mediation for employee silence between passive Management-by-Exception dimension of transactional leader ship and job satisfaction. The findings show that employee silence variable does suppress the positive effect of passive Management-by-Exception, (Indirect path coefficient = -0.068, CI= -0.121; -0.025; p =0.003) and the active Management-by-Exception for the indirect path (β = -0.039, CI= -0.076; -0.012; p =0.0001), but not the positive impact of contingent Reward (β = 0.004, CI= -0.025; 0.028; p =0.793).

Accordingly, hypotheses H13and H14 were accepted, and hypothesis H12 was rejected, the table 21shows that transactional leadership variable in the model had a significant influence on the mediating variable (ES) through Active and Passive Management-by-Exception dimensions. Similarly, table 22 shows mediating variable (ES) has a significant influence on job satisfaction. The estimation of hypotheses demonstrated that the hypotheses were qualified the conditions for the mediation. The results also indicate that organizational commitment does positively partial mediation the relation between contingent Reward and job satisfaction, (β= 0.381, CI= 0.264; 0.525; p =0.001) and that organizational commitment does positively partial mediation the relation between passive Management-by-Exception and job satisfaction (β = 0.12, CI= 0.052; 0.192; p =0.003), but not the positive impact of active Management-by-Exception (β = 0.042,

CI= -0.048; 0.132; p =0.415). Accordingly, hypotheses H15 and H17 were accepted, and hypothesis H16 was rejected.

Table 22.

Estimation of the Indirect Effects

Hypothesis Number	Indirect Effect Path	Coefficient β	Lower	Upper	P-value
H12	CR → ES → JS	0.004	-0.025	0.028	0.793
H13	Active MBE→ ES → JS	-0.039	-0.076	-0.012	0.009
H14	Passive MBE → ES → JS	-0.068	-0.121	-0.025	0.003
H15	CR → O C → JS	0.381	0.264	0.525	0.001
H16	Active MBE→ OC → JS	0.042	-0.048	0.132	0.415

H17	Passive MBE → OC → JS	0.12	0.052	0.192	0.003

Results summary

This chapter was designed to examine the suggested model. After validating the measurement model used in this study, the empirical results reveal that employee silence and organizational commitment are two significant predictors of job satisfaction and they have a negative and positive impact on it, respectively. Moreover, (TS) practices have directly affect job satisfaction in to contingent Reward and passive Management-by-Exception dimension. Although there are indirect associations through employee silence and organizational commitment, the results indicate that employee silence does "suppress" the positive impact of Active Management-by-Exception and Passive Management-by-Exception on job satisfaction. On the other hand, organizational commitment does positively mediate the positive impact of contingent Reward and Passive Management-by-Exception on job satisfaction. The table 23 and 24 summarized the result for the accepted and rejected hypotheses to our Estimation model.

Table 23.

Rejected Hypotheses

Hypothesis Number	Hypothesized relationships	Result
H2	Active MBE → JS	Rejected
H4	CR → ES	Rejected
H8	Active MBE → OC	Rejected
H12	CR → ES → JS	Rejected

H16	Active MBE → OC → JS	Rejected

Table 24.

Accepted Hypotheses.

Hypothesis Number	Hypothesized Relationships	Result
H1	CR → JS	Accepted
H3	Passive MBE → JS	Accepted
H5	Active MBE → ES	Accepted
H6	Passive MBE → ES	Accepted
H7	CR → OR	Accepted
H9	Passive MBE → OC	Accepted
H10	ES → JS	Accepted
H11	OC → JS	Accepted
H13	Active MBE → ES → JS	Accepted
H14	Passive MBE → ES → JS	Accepted
H15	CR → OC → JS	Accepted
H17	Passive MBE → OC → JS	Accepted

CHAPTER VI

Discussion and Conclusion

Introduction

The debate, theoretical and practical implications, study limits, directions for additional research, and conclusion are all covered in this chapter. Based on the findings of this study and previous studies. This section is primarily focused on the final results and outcomes detailed in Chapter 5, which are analysis and presentation of the results obtained by entering respondents' data and analysis using AMOS software, with consideration of the findings of previous researches and comparison of those findings with the findings of this study.

Discussion

It can be seen from the literature studies that scholars are very interested in analyzing transactional leadership and job satisfaction. This study was conducted in order to better understand how transactional leadership behaviors affect job satisfaction in the public sector by introducing the mediating effect of employee silence and organizational commitment for this relationship. It will assist top managers and leaders in understanding the tactics to use while implementing the transactional leadership style to achieve an appropriate level of job satisfaction. The quantitative study was taken place at Ministry of justice in Jordan and all respondents of questionnaire were the Ministry employees from various administrative levels. The data was analyzed in AMOS software in order to find out the impact of different variables. Total 357 respondents filled the questionnaire in which 53.8% were females and 46,2%were males.

Despite the fact that TS is frequently used in governmental organizations, it is still unclear from the research how this leadership style, as described by contingent Reward, active Management-by-Exception, and passive Management-by-Exception, influences job satisfaction through the mediating effect of employee silence and organizational commitment. The literature on employee silence and commitment is still growing, thus further research must be done.

In a public organizational setting, this study evaluated the effects of TS on job Satisfaction as well as the contribution of employee silence and organizational

commitment to the leadership-satisfaction relationship. The study made an effort to address these issues by using the (SDT) and (SET). Based on the SDT and SET, the mediator variable in the link between transactional leadership and job Satisfaction was determined to be employee silence and organizational commitment. The study model showed that TS behaviors predicted individual-level variability in employee silence and organizational commitment that it also had a negative and positive indirect impact on job satisfaction.

Regarding the results of the direct relationship between TS and job Satisfaction The study's findings are consistent with earlier research. In studies that were conducted in a variety of sectors, including the public, private, and nonprofit sectors to examine the relationship between various leadership styles including the transactional leadership style, and job satisfaction, all researchers emphasized a strong correlation between TS behaviors and job satisfaction. For instance, a study of federal employees found that transactional leadership has a positive impact on job Satisfaction (Jenner, 2019). Likewise, a study done among NGO employees discovered a direct link between transactional leadership and job satisfaction that was positive (Mufti et al., 2020). Similar to this, a study among full-time faculty members discovered that transactional leadership, one of the tested leadership styles, has a positive effect on job satisfaction (Lan et al., 2019).

Additionally, the study for the relationship between leadership styles and job satisfaction among college teachers discovered that TS behaviors, such as contingent Reward, active and passive Management-by-Exception behaviors, are significantly influencing on job satisfaction, which is in line with our study according to contingent Reward and passive Management-by-Exception behaviors but its conflict on Active Management-by-Exception behavior. This is one another justification for performing additional research on the effects of transactional leadership behaviors on job satisfaction (Nazim & Mahmood, 2018).

Furthermore, the results of the study also showed that employee silence in a governmental organizations setting suppresses the positive effects of transactional leadership behaviors on job satisfaction. This is because transactional leadership behaviors like active Management-by-Exception and passive Management-by-Exception

have a significant positive effect on employee silence, whereas contingent Reward has no such effect. Additionally, the study model showed that transactional leadership practices predicted employee silence and that they indirectly decreased job Satisfaction at the workplace. The research reports conflicting results about the connection between transactional leadership and employee silence. transactional leadership was found to have a negative relationship with the defensive and prosocial aspects of employee silence in a study among members of the protect team, but not to the acquiescence dimension (Zhu et al., 2019). Another study of employees in medium sized organizations found that transactional leadership behaviors led to an increase in the defensive and acquiescent aspects of employee silence (Zden, 2020).

Furthermore, the research reports a significance correlation for the relation between transactional leadership and organizational commitment. Where the results indicated that transactional leadership practices enhance of organizational commitment through contingent Reward behavior and passive Management-by-Exception behavior, but not with Active Management-by-Exception behavior. In studies that were conducted in manufacturing companies about the Impact of Leadership Style and Organizational Culture on organizational commitment, the result of study showed that transactional leadership styles have a significant impact on organizational commitment. (Katper et al., 2020).Another study was conducted among nursing staff in Saudi Arabia of Leadership style and organizational commitment the result of study also showed that transactional leadership styles have a significant impact on organizational commitment (Al-Yami et al., 2018).Similar to this, a study among technical institutions in Kenya to determining the effect of transactional leadership style on organizational commitment , the study concluded that transactional leadership style has a significant effect on affective, continuance and normative dimensions of organizational commitment (Wanjala et al., 2017) .

In addition, according to the study results, the positive effects of transactional leadership on job satisfaction were boosted by organizational commitment and the study's findings, which were consistent with earlier research, showed that there is a positive association between organizational commitment and job satisfaction among employees of government institutions. for instance, The Relationship Between

Organizational Culture, organizational commitment, and job Satisfaction was studied in the banking system. The results demonstrated statistical relationships between each of the three organizational commitment aspects and job Satisfaction (Carvalho et al., 2018).Also, the study which conducted at three specific private universities on the topic of the relationship between job Satisfaction and organizational commitment revealed a mutual relationship between the two, and the study's conclusions concluded that organizational commitment predicts work variables like turnover(Aziz et al., 2021). Additionally, other study on the same topic, but were conducted in governmental and private sectors at the same time , The findings indicated that the level of commitment for the government employees sector is greater than in the private sector for the universities, with reference through depending on the level of organizational commitment , the job Satisfaction may increase or decrease in the proposed direct relation between organizational commitment changes and job satisfaction (Adekola, 2012).

Through the mediating roles of employee silence and organizational commitment, the findings indicate that transactional leadership has a dual impact (positive and negative) on job satisfaction, and that employee silence   and organizational commitment serve as a mediator in the hypothesized relationship. Thus, this study helps us understand some crucial theoretical and practical requirements for implementing effective TS in the workplace. Thus, our study's findings support Thomas's work on Analyses of Multiple Mediation Pathways, which showed that the proposed link between independent and dependent variables will be affected positively or adversely by the addition of mediating variables (Ng, 2017).

According to the findings, leaders who employ the transactional leadership style must first utilize rewards to motivate people so that it is not perceived as a control mechanism, in order to attain high levels of job satisfaction, commitment, break the employee silence   and Boost self-assurance to overcome obstacles and accomplish goals. Furthermore, because followers may focus more on gaining short-term gains on rewarded behaviors than rewarded behaviors over the long term, contingent Reward behavior is likely to increase or decrease the degree of job satisfaction in the workplace.

Theoretical and Practical implications section

Theoretical Implications

Prior studies have extensively looked into the relationship between TS and job satisfaction. In previous studies, the relationship between transactional leadership and job satisfaction has been extensively explored. The empirical data show a positive and negative correlation between them, with no evidence to support the possibility that transactional leadership may have negative effects on job satisfaction. This study, with a foundation in SDT, tried to explain how transactional leadership behaviors could have a negative impact on job satisfaction. Despite the fact that transactional leadership integrates a "(rewards style and control style with each other)" mechanism if the tasks are not performed. the study indicates that these actions could lead to create employee silence hence, demotivate workers by lowering their perceived independence and competency. Through Grounding on SET, which emphasizes the importance of exchange in determining the quality of leaders and follower's relationships. this study was an attempt to describe the positively effect of transactional leadership behaviors on job satisfaction. where transactional leadership combines "a rewards behaviors " and "appropriate control behaviors " method if the requested tasks are completed, This study suggests that these behaviors , could encourage employees by boosting their perceived independence and ability toward their organization, which will positively reflect on job Satisfaction (Deci & Ryan, 1985).

Employee silence may develop in the workplace as a result of leaders using transactional leadership practices to prevent rewards, time off, or even job loss. As a result, employees may feel blamed and be reluctant to speak up or share their ideas for fear of the repercussions. As a result, transactional leadership tactics may help to give the impression of "employee silence ". This concept shows how transactional leadership and job Satisfaction interact in a novel and creative way. This study demonstrates that transactional leadership's beneficial effects may be suppressed by employee silence and strengthened through organizational commitment.

Additionally, this study investigated whether different transactional leadership practices and aspects had an impact on employee silence, organizational commitment

and job satisfaction. According to our research, contingent rewards have no influence on employee silence, however passive and active Management-by-Exception lead to an increase in employee silence. Since passive Management-by-Exception is related with leaders that display this conduct and are more proactive in observing their subordinates, it implies that employee autonomy is largely unrestricted because these leaders maintain a distance from their followers (with the exception of when followers deviate from leader expectations), because leaders emphasize the principles of incentive and principles of control, which might lower the level of job satisfaction. Also, for the relation between transactional leadership behavior and organizational commitment, according to our research, contingent Reward and passive Management-by-Exception have positively influence on organizational commitment, since that are associated of exchange between leaders and followers. But not with active management by exception.

Our results show that transactional leadership conduct (together with its aspects) can have both negative and positive effects on followers(Nazim & Mahmood, 2018; Young et al., 2021).Indeed, through employee silence , the two transactional leadership behaviors of active and passive Management-by-Exception had a negative indirect impact on job Satisfaction (i.e., competence and autonomy). Employee silence had a negative indirect impact on job satisfaction, but active and passive Management-by-Exception had a positive direct impact. furthermore, Indeed, through organizational commitment, the two transactional leadership behaviors, passive Management-by-Exception and contingent rewards (i.e., financial rewards not perceived as being utilized for control) have positive influence on job satisfaction, organizational commitment had a positive indirect impact on job satisfaction. Thus, we may have both the positive and the negative effect for the indirect association between variables when we adding the mediator to the proposed relation   in line with Thomas' (2017) findings, while reviewing and evaluating mediating variables.

Practical Implications

Organizations must encourage employees to speak up and share their ideas as the modern workplace becomes more complex in order to boost organizational commitment and break the silence. when executives don't consider these individuals thoughts,

worries, and suggestions, Employees are reluctant to speak up and they prefers to Remain silent in workplace ,which deters them from attempting to fix organizational issues, Hence, the organization does not reach to desired goals as was planning before (Hassan et al., 2019).

Therefore, it is crucial for sustainable leaders to recognize the positive and negative effects of the styles on employee silence   and organizational commitment. since employee silence and organizational commitment are greatly influenced by leadership styles and can exist or not. Additionally, there is a correlation between organizational commitment and employee job Satisfaction and employee silence behavior. Employee contributions of opinions and ideas must be encouraged by leaders. In reality, by doing this, leaders support the growth of trust between themselves and their workforce. This will subsequently improve businesses' capacity to handle unforeseen circumstances and help prevent any deviations and leader should focus on raising the level of commitment in the organization in order to increase job Satisfaction among employees (Adekola, 2012; Dedahanov et al., 2022).

Any organization where there is employee silence demonstrates that employees aren't given the chance to speak up. Therefore, it is essential for businesses, both public and private, to foster cultures where employees are free to express themselves, collaborate on original ideas, and communicate with their managers. enhance the social exchange relationship between leaders and organization employees is one of approach that used to avoid employee silence. Improved relationships between leaders and their subordinates diminish employees' anxieties of sharing their thoughts and ideas, which minimizes employee silence. Transactional leadership style is concerned with a dynamic exchange between the two.

Additionally, organizations leaders can support and encourage employees who require assistance rather than criticizing them for their errors. This will allow for the open exchange of ideas and perspectives and support the development of communication, thus strengthening the relationship between leaders and employees and enhancing both commitment and job Satisfaction among the organization members.

The obtained findings also suggest that leaders who employ the transactional style, should employ the transactional leadership behaviors of contingent reward, active

and passive Management-by-Exception more knowingly and deliberately in order to maintain an appropriate and acceptable level of job satisfaction. this emphasizes the importance of training and educating leaders, which was already mentioned, in order to decrease the detrimental effects of each transactional leadership behavior that increases employee silence   and to increase the favorable impacts of transactional leadership behaviors for example, its positive effect on organizational commitment, which will reflect on employees job satisfaction. Therefore, leaders can enhance their use of contingent rewards in order to maintain a high standard of job satisfaction, break the silence, and keep employees' commitment in the workplace. contingent rewards are a crucial component of transactional leadership. By offering remuneration that is contingent and not perceived as being utilized for control for instance, (financial rewards). contingent rewards can, for example, reflect employee empowerment and autonomy in their job in order to be more effective.

Limitations and Directions for Further Research

There are several limitations on the study that should be made clear.

First, the significance of variables like years of experience and age in relation to organizational commitment and link with job Satisfaction is not examined in the study, Future research may therefore look at the significance of these factors.

Second, employee silence   was viewed as a single construct; however, it is advised that the sub-dimensions of employee silence: acquiescent, (DS), and (PS) be researched in order to allow for a more thorough investigation and to establish which type of employee silence   is more vital in the relationship studies. Leaders would therefore be better able to comprehend the reasons behind employee silence.

Third, transactional leadership is a style that has been examined in relationships with (TF) in many previous studies. even though this study did not do so, it is advised that future studies analyze the study relationship jointly with both styles in order to better understand the complementary nature of both styles and their influence on the study variables proposed, as noted by Bass, (1985).

Fourth, the Ministry of Justice was the only government agency included in this cross-sectional study. Future research on various governmental and private sectors is advised to widen the sample, use longitudinal designs, and for a deeper understanding of the relationships between proposed variables, utilizes the questionnaire method with interviews to collecting more data.

Fifth, it is recommended that adopt a random sample approach even though a "convenience sampling method" was employed during study phases to ensure a more statistically balanced selection of the population. Random sampling will also make results more generalizable.

Sixthly, the demographic distribution of the respondents was not taken into account in this study. Future research may therefore look at the significance of factors like tenure and age in connection to the variables under consideration.

Finally, despite some limitations, the results of current study might help leaders better understand both the positive and the negative effects for transactional leadership style on job satisfaction.

Conclusion

One of the abilities that influences the way an organization is run is leadership. The findings show that leaders need to inspire followers to achieve their goals by being creative, affable, and open-minded. Through the use of employee silence and organizational commitment as mediators, this study sought to examine the relationship between transactional leadership and job Satisfaction in a governmental organizations context in Jordan. The (SDT) and (SET) served as the foundation for the theoretical framework.

The major conclusions of the study show that the transactional leadership have an influence the job satisfaction for the employees in the public sector, this conclusion answer for the study question about "Does transactional leadership influence the job satisfaction of employees in the public sector?". Regarding the question about "Does the transactional leadership dimensions of contingent Reward, active and passive Management-by-Exception , affect organizational commitment and employee silence

of public sector employees?" the study concluded that the Active and passive Management-by-Exception behaviors of transactional leadership have a positively direct effect on organizational commitment and employee silence , whereas contingent Reward behaviors of transactional leadership have a significant impact on organizational commitment but not on employee silence .

furthermore, according to the mediating role for employee silence and organizational commitment the study also answers about the question "What role does employee silence and job satisfaction play in the transactional leadership and job satisfaction relationship?" where the results showed that the employee silence in a governmental organizations context suppresses the positive effect of transactional leadership on job satisfaction, whereas organizational commitment improve it. Hence, there were 17 hypotheses in all proposed for the study, of which 12 were approved and 5 were rejected.

Based on these findings the transactional leaders in governmental organizations have to focus and closer on the topic of organizational commitment and employee silence phenomenon, understand how detrimental it can be to the relationship between transactional leadership and job satisfaction, and then take the necessary steps to reduce employee silence and increase organizational commitment at work place. The impact of transactional leadership practices, such as contingent rewards behavior, active and passive Management-by-Exception behavior, on employee job Satisfaction must be understood by organizational leaders as well. in addition ,transactional leaders have to practices of the reward, motivation and control approach, taking into account preserving the competence and autonomy of employees and relatedness to their work to break employee silence and enhance organizational commitment between organization members .furthermore, Conclusion can be drawn from the results that using active monitoring behavior can reduce followers' "sense of autonomy" and "incompetence" because of pressure and the threat of punishment transactional leaders apply to their followers. As a result, employees' preference for maintaining silence will increase. Therefore, a management's strong and effective leadership style can be crucial in inspiring workers and encouraging team members to share knowledge, which will break

down the barriers to information sharing to avoid employee silence   and boost levels of employee commitment and information sharing job satisfaction.

Additionally, in order to develop organizational commitment, increase level of job satisfaction and break silence, the results recommended that transactional leaders must foster a strong culture of teamwork. Give the staff a clear understanding of the expectations and goals. Encourage open communication and honesty. keep your work ethics up, encourage a positive work environment, Build trust, promote creativity, Don't criticize; instead, offer constructive critique.

 finally, the study emphasizes the crucial importance of transactional leadership in ensuring job Satisfaction among employees of public organizations, a largely understudied field, especially using the analysis of the transactional leadership dimensions represented by contingent Reward, active and passive Management-by-Exception and including employee silence   and organizational commitment as a mediator in this relationship, in particular.

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APPENDIX A (Questionnaire)

Questionnaire

"The Mediating Role of Employee Silence and Organizational commitment in the Relationship between Transactional Leadership and Job Satisfaction : An Empirical Study in the Jordanian Ministry of Justice"

Researchers:

Yousef Alarabiat (PhD student)   Prof.Dr. Serife Eyupoglu (Supervisor)

Department of Business Administration   Department of Business Administration

Near East University   Near East University

Lefkosa, North Cyprus   Lefkosa, North Cyprus

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Dear Respondent,

This study seeks information about the how transactional leadership influences organizational outcomes such as job satisfaction and organizational commitment. The study futher aims to understand the influence of employee silence in the workplace on this relationship.

We are inviting your participation in this study, which will involve a questionnaire survey. The survey is confidential and is for scientific purposes only and will be kept confidential. Your participation is **voluntary** and you may stop taking part at any time. The survey should take about 10 minutes to complete. There are no right or wrong answers. Candid responses based on your personal thoughts are greatly appreciated. If you have any questions concerning the research study, please feel free to contact us using the information stated above.

Thank you in advance for your cooperation and assistance.

Part One: Demographic Profile:

Please kindly put a sign (x) in the appropriate box that represents your honorable person:

1- Gender

☐ Male   ☐ Female

2- Age Group (years):

☐ Less than 30   ☐ 30 - 40   ☐ 40 - 50   ☐ More than 50

3- Marital Status

☐ Married   ☐ Not Married

4 - Educational level:

☐ Diploma   ☐ Bachelor degree   ☐ Master   ☐ PhD

5– Work Experience in Present Workplace:

☐ Less than 1 years   ☐ 1-3 years   ☐ 4-6 years   ☐ 7-9 years

☐ 10 -14 years   ☐ 15 -20 years   ☐ More than 20 years

6– Total Work Experience as a Civil Servant

☐ Less than 1 years   ☐ 1-3 years   ☐ 4-6 years   ☐ 7-9 years

☐ 10 -14 years   ☐ 15 -20 years   ☐ More than 20 years

Part Two:

Indicate (X) for your level of agreement for each of the statements below in regards to <u>your leader</u>

	TRANSACTIONAL LEADERSHIP					
	Statement	**Strongly Agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly Disagree (1)**
Contingent Reward						
1	Provides me with assistance in exchange for my efforts.					
2	Discusses in specific terms that is responsible for achieving performance target.					
3	Makes clear what one can expect to receive when performance goals achieved.					
4	Expresses satisfaction when I meet expectations.					
5	Makes innovative suggestions to improve department.					
Active Management By Exception						
6	Focuses attention on irregularities, mistakes, exceptions and deviations from standards.					
7	Concentrates his/her full attention on dealing with mistakes, complains and failures.					
8	Keep track of all mistakes.					
9	Direct my attentions to failures to meet standards.					
Passive Management By Exceptions						
10	Fails to interfere until problems becomes serious					
11	Waits for things to go wrong before taking action.					
12	Shows that he/she is a firm believer in 'if it is not broke don't fix it'.					
13	Demonstrates that problems must become chronic before I take action					
Source: Akhigbe, J. O., Finelady, M. A., & Felix, O. O. (2014). Transactional leadership style and employee satisfaction in Nigerian banking sector. *European journal of business and management*, 6(26), 15-23. (Akhigbe, J. O., Finelady, M. A., & Felix, O. O.)						

Indicate (X) for your level of agreement for each of the statements below in regards to <u>your behavior in the work place</u>

EMPLOYEE SILENCE						
	Statement	**Strongly Agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly Disagree (1)**
14	I chose to remain silent when I have concerns about the work.					
15	Although I have ideas for improving the work, I don't speak up.					
16	I say nothing to others about the problems I notice in my workgroup.					
17	I remain silent when I have information that might help prevent an incident in my workgroup.					
18	I keep quiet instead of asking questions when I want to get more information about the work.					

Source: Dong, X. T., & Chung, Y. W. (2020). The Mediating Effect of Perceived Stress and Moderating Effect of Trust for the Relationship Between Employee Silence and Behavioral Outcomes. *Psychological Reports*, 0033294120942914. (Dong, X. T., & Chung, Y. W.)

ORGANIZATIONAL COMMITMENT						
	Statement	**Strongly Agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly Disagree (1)**
Affective commitment:						
19	I would be very happy to spend the rest of my career with this organization					
20	I really feel as if this organization's problems are my own.					
21	I do not feel a strong sense of belonging to my organization.					
22	I do not feel "emotionally attached" to this organization.					
23	I do not feel like 'part of the family' at my organization.					
24	This organization has a great deal of personal meaning for me.					
Continuance commitment:						
25	Right now, staying with my organization is a matter of necessity as much as desire					
26	It would be hard for me to leave my organization right now, even if I wanted to.					
27	Too much of my life would be disrupted if I decided I wanted to leave my organization now					
28	I feel that I have too few options to consider leaving this organization.					
29	If I had not already put so much of myself into this organization, I might consider working elsewhere.					

30	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					

Normative commitment:

31	I do not feel any obligation to remain with my current employer					
32	Even if it were to my advantage, I do not feel it would be right to leave my organization right now					
33	I would feel guilty if I left my organization now.					
34	This organization deserves my loyalty.					
35	I would not leave my organization right now because I have a sense of obligation to the people in it.					
36	I owe a great deal to my organization.					

Source: Jackson, C. (2018). Relationships Between Job Satisfaction, Organizational Commitment, and Teacher Engagement. Jackson, C. (2018). Relationships Between Job Satisfaction, Organizational Commitment, and Teacher Engagement. (Jackson, C.)

JOB SATISTACTION

	Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
37	At my work, I feel bursting with energy					
38	At my job, I feel strong and vigorous					
39	I am enthusiastic about my job					
40	My job inspires me					
41	When I get up in the morning, I feel like going to work					
42	I feel happy when I am working intensely					
43	I am proud of the work that I do					
44	I am immersed in my work					
45	I get carried away when I'm working					

Source: Bond, S. T. (2013). The influence of job satisfaction, organizational commitment, and employee engagement on intent to leave among public school teachers in south Louisiana. (Bond, S. T.)

APPENDIX B
PLAGIARISM REPORT

The Mediating Role of Employee Silence and Organizational Commitment in the Relationship between Transactional Leadership and Job Satisfaction: An Empirical study from Jordanian Ministry of Justice

by Yousef Al-arabiat

Submission date: 11-Jan-2023 08:49AM (UTC+0200)
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5 Yousef Ahmad Alarabiat, Serife Eyupoglu. "Is Silence Golden? The Influence of Employee Silence on the Transactional Leadership and Job Satisfaction Relationship", Sustainability, 2022
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APPENDIX C

ETHICS COMMITTEE APPROVAL

YAKIN DOĞU ÜNİVERSİTESİ

BİLİMSEL ARAŞTIRMALAR ETİK KURULU

24.03.2021

Dear Yousef Ahmad Yousef Alarabiat

Your application titled **"The Mediating Role of Employee Silence in the Relationship between Transactional Leadership and Organizational Outcomes: An Empirical Study in the Jordanian Ministry of Justice"** with the application number YDÜ/SB/2021/947 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.

BACKGROUND

Amman, Jordan

Mobile: +962(77)637-2122

YOUSEF AL-ARABIAT

Carrer Profile :

Head of the Institutional Planning and Development Department with management and technical professional experience in E-governance, IT field, institutional development, quality management and strategic planning during nearly 18 years of excellence in public and privet sectors through excellence in leadership, management, communication, customer service, and problem-solving skills, through the ability to convey complex technical concepts into understandable language for non-technical people, In-depth experience in projects implementation, electronically transformation, managing relationships with stakeholders, clients and vendors, train staff on programs ,policies and operations.

Carrer Profile :

- Leadership and Projects Management.
- Business development and Quality Management.
- Change Management.
- Customer Service.
- Operation Management.
- E-governance.

Education

- 2023   Studying PhD in Business Administration
  Near East University (turkey – Cyprus).
- 2013   Master degree in Business Administration (MIS)
  Al-Balqa` Applied University.
- 2004   Bachelor's degree in Management Information Systems (MIS)
  Philadelphia University, Jordan.

Professional Experience:

Ministry of Justice – Jordan (http://www.moj.gov.jo/)

Sep-2009 until Present

Head of the Institutional Planning and Development Department

- Conducting workshops and training programs for employees, managers and heads of departments.
- Take part in the development of operational and strategic plans and preparing daily work report forms for the departments and job description forms.

- Planning for continual technological advancement based on numerous environmental concerns with the goal of continuously improving the workplace.
- Leading, directing, and constantly evaluating the work of team members to complete tasks to the best of their ability.
- Educate managers and employees about the impact of poor data quality and how to improve it.
- Training and developed users, manager and judges to using all electronic programs that are using in Ministry.
- Encourage the ethical behaviors between court member to improve effectively and efficiency.
- Support managerial decision in all managerial level.
- Uses an interactive, flexible, adaptable computer-based information system (CBIS) to provide daily work.
- Focus on all components and quality of data insert to the electronica systems.
- Measure data accuracy and validity.
- Emphasize to importance of period maintenance, developed to technology programs.
- Support using technology between all department
- Emphasize to importance of period maintenance, developed to technology programs.
- Support using technology between all department.
- Satisfy the needs of various stakeholder.
- Determine privileges for employees which using technology programs.

Emirate & Alnaser for building and construction - UAE http://egyco-uae.com

Aug-2008 till Feb-2009

IT Engineer & Business Development.

- Appling all information technology tools in necessary departments.
- Analysis & recommending all programs that we needed in work domains like HR, financial and sales programs.
- Utilize primavera project planner CPM in our work to Develop project plans.
- Search for any new technology that can be useful to enhance work efficiency.
- Performs minor desktop hardware repair for PC computer equipment and peripherals that are not covered by third-party vendor maintenance agreements.
- Diagnoses and resolves end-user network or local printer problems, PC hardware problems, e-mail, Internet, dial-in, and local-area network access problems.

- Responsible for sustainability of Hardware & software
- Help disk for all employees' PC, Network, Fax, copier, Video Security Cam, DVR System.
- Responsible for Weekly back up for servers & central database.

Nabulse & Alamad company – Jordan (https://nabulsiamad.com/)

Feb-06 till March-08

Information systems manager

- assistance in installing local area network (LAN) cable systems, working with engineers to plan and analyze systems in our branches.
-
- supervision of company website content management.
- Human resources managing dealing with any day-to-day HR issues
- support, monitoring of the company's hardware and software systems (fire alarm and theft alarm).
- Helps install local area network cabling systems and equipment such as network interface cards, hubs and switches.
- Establishing building infrastructure for all security & check points.
- Installation windows (XP, 2000, 2003, vista) and all programs for windows.

Ntier Technology company (Jordan- Amman)

Aug-03 till Feb-06

IT Sales Engineer

- Sale & Marketing Hardware and Software.
- Marketing Contact person with Customer.
- Developing and maintaining relationships with new and existing customers,
- Providing information to maximize sales volume.
- Prospecting for potential customers via e-mail, telephone, and outside visits.

Activities, Courses and Achievements

- Preparing, following up and evaluating operational plans
- Software quality engineering
- Preparing statistical reports
- Electronic services and electronic government
- rules of functional behavior
- individual performance appraisal
- Legal assistance
- Quality Management

- Mizan Courts Programs
- Program for training new employees
- Project Management
- Primavera Project Planner
- A+(Computer Maintenance)
- ISO COURSE
- IETES COURSE
- (Network Cabling & Fiber optic)
- CCNA

Skills

- Excellent of preparing strategic, operational and development plans
- Excellent client-facing and internal communication skills
- Experience in managing multiple tasks and projects in a fast- moving environment.
- Managing large and diverse teams to high levels of performance
- Ability to prioritize activities efficiently and effectively
- Flexible schedule with ability to travel as needed.