



The Effect of Transformational Leadership on Job Satisfaction: A Systematic Literature Review

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ABSTRACT

The business environment is increasingly complicated and competitive so business people must be more responsive. In order to remain relevant, the role of leaders must be maximized in developing and advancing the human resources they have. This is still a problem with the leadership style applied in a business organization. The transformational leadership style is a solution to companies' anxiety in facing an increasingly dynamic and disruptive business environment. This research aims to find out how transformational leadership style can impact job satisfaction. The research method used in this research is a systematic literature review taken from 2018-2023. Transformational leadership is applied more often because it has a high level of satisfaction and has a significant influence on commitment and work performance. Transformational Leadership Style has a positive relationship with job satisfaction.

Keywords: Transformational leadership, Job Satisfaction, work performance, Leadership Style, Human Resources

INTRODUCTION

At work, job satisfaction is something that must be achieved by employees. Job satisfaction is a general attitude that a person has towards their work (Lesmana et al., 2023) . Workers will have a positive attitude if they feel satisfied with their work. Employee performance will decrease if the service provided by the Company is not satisfactory. This results in workers not trying to achieve the goals and values that exist in the organization (Riyanto & Panggabean, 2020) .

Each individual's level of satisfaction will be different depending on what things or actions the individual is proud of. Employee performance can be directly influenced by job satisfaction. Assimilation with the organization and freedom in innovation obtained by employees can improve the employee's performance. A pleasant atmosphere and good relationships between superiors and subordinates can create a pleasant work atmosphere. Employees will choose to stay and have a long-term career at the Company if they feel satisfaction working at the Company.

The research results show that job satisfaction has a strong relationship, which can be used as an intermediary variable. Previous research examining the effect of job satisfaction on performance concluded that employee satisfaction has a positive effect on employee performance. High employee satisfaction can have a positive influence on employee performance (Sari et al., 2021) .

In a study conducted by Bass (1985), it was found that transformational leadership has a significant effect on worker performance and job satisfaction. The results of another study also showed that transformational leadership is effective in increasing job satisfaction with a large effect size ($d=0.68$). In addition, this study also found that transformational leadership has a positive relationship with worker job satisfaction and worker performance, where worker job satisfaction is also affected by organizational feelings and the relationship between workers and supervisors. Furthermore, another study found that transformational leadership has a positive and significant effect on job satisfaction and worker engagement, where characteristics such as individualized attention, inspirational motivation, and intellectual stimulation have a positive impact on job satisfaction. Overall, these studies show that transformational leadership has a significant effect on worker job satisfaction and worker performance.

The job satisfaction factor in improving employee performance can not only support employee empowerment and discipline but can also support successful performance (Alfarizi et al., 2022) . Job satisfaction can describe the performance they perform in the organization. Performance is the result of work that can be carried out by workers both individually and as a group in accordance with the duties and obligations they have in the organization, in order to achieve the vision, mission and goals of the organization.

An organization that uses skill, determination, independence and ability to solve problems within the time limits determined by law that does not violate the law and morals and is consistent with ethical principles (Lasiny et al., 2021) . Employee performance plays a very important role for organizations or institutions because employee performance contributes to the performance of organizational functions which in turn also contributes to achieving organizational goals (Alfarizi et al., 2022) ; (Prayogi & Annisa, 2023) , and employee performance encourages the fulfillment of various tasks and responsibilities within the organization (Sari et al., 2021) , (Siswadi & Fahmi, 2023) .

The main objective of this study is to investigate the impact of transformational leadership style on employee job satisfaction. The findings from this study can provide valuable insights into how organizations can develop transformational leadership approaches to improve employee job satisfaction, which in turn can improve organizational performance and productivity.

LITERATURE REVIEW

Leadership Style Transformational

Study previous state that leadership transformational is leadership which creates , communicates , and modeling vision together For team or organization (McShane & Von Glinow, 2015) . Application style leadership good transformational can support organization for reach the goal. Enhancement performance employee Also influenced by style leadership transformational , where leader inspiring his subordinates For prioritize And important interest organization than do necessary changes (Sari et al., 2021) . Enhancement performance employee Also influenced by style leadership transformational, where leader inspire his subordinates for prioritize interest organization than do necessary changes. Leadership transformational focused on identify partner potential and push And motivating subordinate about ability they. Leadership transformational impact direct on performance employees, which is reflected from openness manager for invite employee always look for solution on something problem in a way together. Leadership style transformational applied through application and approach consultation, communication and discussion concern For produce excessive explanation And can applied

in all situation And is solution best for employee. Researcher previous mention that leadership transformational can influential to satisfaction Work employees , increasingly tall leadership transformational from leader so will the more tall satisfaction Work his employees (Wu, 2018) .

Satisfaction Work

The researchers previous put forward his opinion that satisfaction Work is so far where somebody feel satisfied or fulfilled by his job (Griffin et al., 2020) . About importance satisfaction work , satisfaction Work That Alone Can see from attitude positive employee to his job And all something to face employees in the environment work Increasingly Good style leadership transformational applied on employee so will the more the performance is good too . Research shows exists connection positive And significant between leadership transformational with performance employee (Rachmah et al., 2022) . With apply style proper leadership, a person leader can influence satisfaction Work employee. Leadership seen as player important, play role key And determine satisfaction Work employee. Researcher previous claim that Wrong One the most influencing factors satisfaction Work employee is management (Sari et al., 2021) .

RESEARCH METHODS

Study this is a systematic review with use The PRISMA (Preferred Reporting Item Method for Systematic Review and Meta-analysis) method was carried out in a way systematic with follow the correct research process. A systematic literature review is method study specially developed for gather and evaluate in a way comprehensive related research with focused topic. Data used is secondary data. In study This writer obtain related data with title using the keywords “ leadership style” and “job satisfaction” in Science Direct, Proques , Taylor & Francais searches and MDPI from 2018-2023 . Journal obtained chosen based on title and abstract for determine is journal the fulfill criteria used in review literature. There are 5 journals analyzed. Data obtained from journal consists from title, name researcher, year publication and publisher. Study this use Systematic Review method which is method use review, survey, assessment structured, classification And category evidence that has been made previously. Step from this systematic review consists from Background and Purpose, Research Questions, Searching for the literature, Selection Criteria, Practical Screen, Quality Checklist and Procedures, Data Extraction Strategy, and Data Synthesis Strategy.

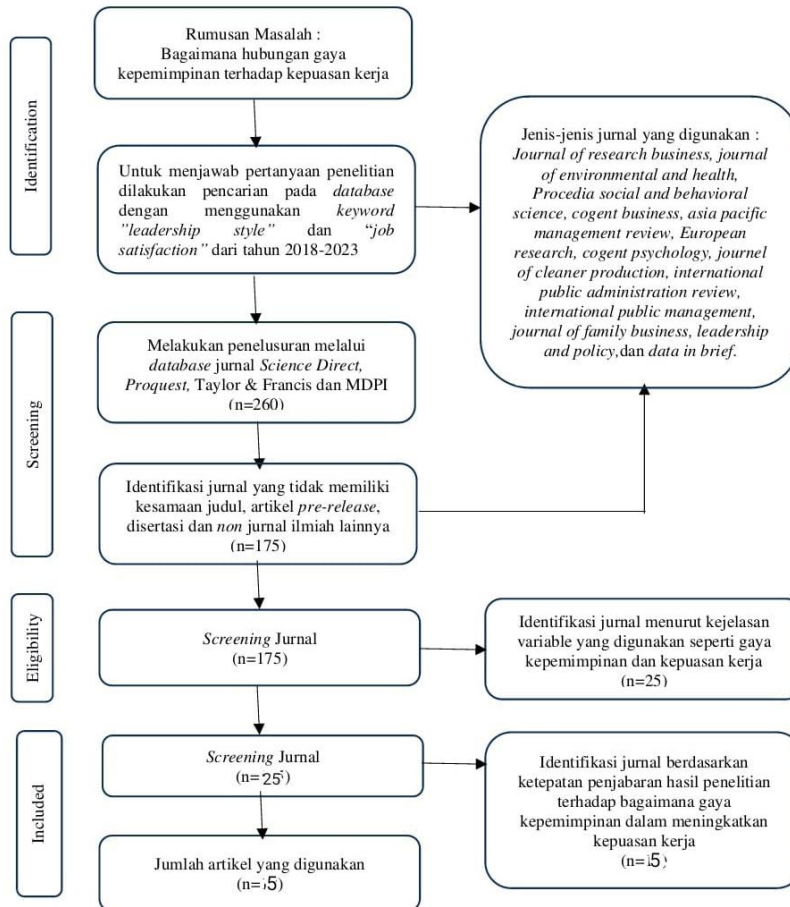


Figure 1. PRISMA Systematic Literature Review Diagram

RESULTS AND DISCUSSION

The following is a summary table of the literature review of the five journals used:

Writer	Title	Publisher
(Deng et al., 2023)	Transformational leadership effectiveness: an evidence - based primer	Routledge (Taylor & Franchise)
(Cahyadi et al., 2022)	Pursuing Consultant Performance: The Roles of Sustainable Leadership Styles, Sustainable Human Resource Management Practices, and Consultant Job Satisfaction	ProQuest
(Eliyana & Ma'arif, 2019)	Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance	ELSEIVER
Ohunakin et al. (2018)	Survey dataset on leadership styles and job satisfaction: the perspective of employees of hospitality providers	ELSEVIER
(Vinh et al., 2023)	The Relationship between Transformation Leadership, Job Satisfaction and Employee Motivation in the Tourism Industry	MDPI

Leadership Style Transformational and Satisfaction Work

Leadership style transformational is style leadership you have by someone who is capable inspiring And transform members so they can own performance on expectation And put first interest individual compared to organization (Deng et al., 2023) . Leadership style transformational This known as style effective leadership in frame transform member through capabilities possessed leader who shows clear vision , building trust self And motivation from members to be able endure to targeted vision and mission by organization (Eliyana & Ma'arif, 2019) . Leadership style transformational shared into the four dimensions namely idealized influence, intellectual stimulation, individual consideration, and inspirational motivation (Deng et al., 2023) . Leadership style transformational born from individual who own firm personal values And idealist so that capable influence its members For obedient And indeed the same value with leader (Vinh et al., 2023) .

Success from style leadership transformational Wrong the only one can see from sector military And government that is style leadership transformational very needed For adapt values , needs And scale priority in organization though using a hierarchical system (Cahyadi et al., 2022) . Research conducted by (Deng et al., 2023) show that style leadership transformational proven capable increase satisfaction performance from affected employees by its height commitment in work , creativity And innovation , as well well-being employee . On sector tour according to research conducted by (Vinh et al., 2023) results his state style leadership transformational in a way direct capable influence employee through expectation high performance is obtained from exchange opinion , Collaboration team And solution effective crisis during understand COVID-19.

On research conducted by researcher previous on sector Education, style leadership transformational capable for increase satisfaction Work through professional learning communities (PLC). Leadership style transformational that it has by head school will more open to critics And Keep going does innovation so the teacher is led get stimulation intellectual and repair teaching to student. Research conducted on organization Harbor by (Eliyana & Ma'arif, 2019) Also show same result . Study this find that style leadership transformational influential significant direct to satisfaction Work and commitment organization.

This research focuses on the effect of transformational leadership on job satisfaction. The results show that transformational leadership has a positive relationship with job satisfaction and has a significant impact on employee job performance and commitment. The dimensions of transformational leadership, such as idealized influence, inspirational motivation, individualized attention, and intellectual stimulation, all have a positive impact on employee job satisfaction. Relevant research cited, such as that conducted by Bass (1985), also found that transformational leadership has a significant influence on performance and job satisfaction. Deng et al. (2023) showed that transformational leadership is effective in improving employee satisfaction and performance, while Vinh et al. (2023) stated that transformational leadership directly affects employees through high performance expectations and team collaboration. Eliyana & Ma'arif (2019) found that transformational leadership has a direct significant effect on job satisfaction and organizational commitment, and Cahyadi et al. (2022) mentioned that transformational leadership is needed to adjust the values, needs, and priorities in the organization.

In comparison with other studies, the focus of this research and other relevant studies both emphasize transformational leadership and job satisfaction, but this research emphasizes more on systematic literature from 2018-2023. This study used the systematic literature review method with PRISMA, while some other studies used empirical studies or direct surveys. Both this study and relevant studies show

that transformational leadership improves job satisfaction and employee performance. However, this study may emphasize more on the meta-analysis aspect of the literature covering various industries, while some studies such as Vinh et al. (2023) are more specific to certain industries such as tourism.

This research provides broader insights into how organizations can develop transformational leadership approaches to improve job satisfaction, while other studies may focus more on practical examples in one particular industry or context. A key difference between this research and other relevant research is the emphasis on industry sectors. Other studies may be more specific to sectors such as education, tourism, or non-profit organizations, while this study is more general covering a wide range of sectors. The systematic literature review approach provides a broader and more comprehensive perspective compared to single case studies or surveys. In conclusion, this research contributes to the literature by providing a systematic analysis that covers multiple studies from different sectors and reinforces the finding that transformational leadership has a positive impact on job satisfaction and employee performance. This adds validity and reliability to the concept that transformational leadership can be used effectively in various organizational environments to improve employee outcomes.

CONCLUSION

Transformational leadership style has a high level of satisfaction with employee performance. In addition, this leadership style is able to increase organizational commitment. With high commitment, employees are more encouraged to create new innovations. This has a positive impact on the progress and development of the organization as a whole.

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