

A Study of Impact of Transformational Leadership on Job Satisfaction Employees Working in IT Industry at Bangalore

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Abstract

Transformational leadership has become an essential leadership approach in modern organizations due to its ability to inspire employees, promote innovation, and enhance organizational performance. Job satisfaction is a critical determinant of employee productivity, commitment, motivation, and retention. This study examines the impact of transformational leadership on job satisfaction among employees working the IT industry. The study adopts a quantitative research approach and utilizes primary data collected through a structured questionnaire administered to employees. The collected data are analysed using statistical tools such as percentage analysis, descriptive statistics, correlation, and regression analysis to determine the relationship between transformational leadership and job satisfaction.

I. INTRODUCTION

Transformational leadership has become an essential leadership approach in modern organizations due to its ability to inspire employees, promote innovation, and enhance organizational performance. Job satisfaction is a critical determinant of employee productivity, commitment, motivation, and retention. This study examines the impact of transformational leadership on job satisfaction among employees

working the IT industry. The study adopts a quantitative research approach and utilizes primary data collected through a structured questionnaire administered to employees. The collected data are analysed using statistical tools such as percentage analysis, descriptive statistics, correlation, and regression analysis to determine the relationship between transformational leadership and job satisfaction.

Research Methodology

Sample Size: 107 IT employees

Data Source: Primary data through structured questionnaire

Statistical Tools:

- Percentage Analysis
- Chi-square Test

Statement of the Problem

In today's dynamic and competitive business environment, organizations face increasing challenges in maintaining employee motivation, commitment, and job satisfaction, all of which are essential for achieving organizational success. Transformational leadership is widely regarded as an effective leadership style that inspires employees, encourages innovation, builds trust, and enhances organizational commitment. However, many organizations continue to experience issues such as low job satisfaction, reduced productivity, absenteeism, and high employee turnover, indicating that leadership practices may not always meet employees' expectations. Although previous studies have examined the relationship between leadership and employee outcomes, the impact of transformational leadership on job satisfaction may vary across different organizational contexts and workforce characteristics. Therefore, there is a need to examine how transformational leadership influences employees' job satisfaction and identify the extent to which transformational leadership influences job satisfaction. The findings of this study are expected to provide valuable insights for managers and organizations in developing effective leadership practices that foster higher levels of employee satisfaction and organizational performance.

Significance of the Study

The study on the Impact of Transformational Leadership on Job Satisfaction among Employees Working in the IT Industry is significant because it examines how transformational leadership influences employees' job satisfaction, motivation, commitment, and overall organizational performance. In the highly competitive and rapidly evolving IT industry, effective leadership is essential for fostering innovation, improving employee engagement, and reducing turnover. The findings of this study will help managers and HR professionals understand the importance of transformational leadership in creating a positive work environment,

enhancing employee well-being, and developing effective leadership strategies. Furthermore, the study contributes to the existing body of knowledge on leadership and job satisfaction and provides valuable insights for researchers and organizations seeking to improve employee satisfaction, productivity, and long-term organizational success.

Review of Literature

James MacGregor Burns (1978)¹ introduced the concept of transformational leadership and described it as a leadership style that inspires followers to achieve higher levels of motivation, commitment, and performance by aligning individual goals with organizational objectives.

Bernard M. Bass (1985)² expanded Burns' transformational leadership theory by identifying four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. He concluded that transformational leaders positively influence employee satisfaction, commitment, and organizational performance.

Bass and Bruce J. Avolio (1994)³ developed the Full Range Leadership Model and emphasized that transformational leadership enhances employee motivation, trust, creativity, and job satisfaction more effectively than transactional leadership.

Timothy A. Judge and Ronald F. Piccolo (2004)⁴ conducted a meta-analysis and found a strong positive relationship between transformational leadership and job satisfaction, organizational commitment, employee motivation, and leadership effectiveness.

Bruce J. Avolio and William L. Gardner (2005)⁵ reported that transformational leaders create trust-based relationships, encourage employee development, and improve job satisfaction by fostering a supportive organizational climate. Philip M. Podsakoff, Scott B. MacKenzie, and colleagues (1996)⁶ found that transformational leadership positively affects employee satisfaction, organizational citizenship behavior, and overall work performance by encouraging innovation and collaboration.

John A. Colquitt, Jeffery A. LePine, and Michael J. Wesson (2019)⁷ explained that leadership behaviour significantly influences employees' psychological well-being, job satisfaction, and organizational commitment through effective communication and employee support.

Research Gap

- Limited studies have examined the direct impact of transformational leadership on job satisfaction.
- Few studies have focused on the individual dimensions of transformational leadership and their influence on job satisfaction.

- Existing research provides limited evidence across different organizational and industrial settings.
- The influence of changing workplace environments on transformational leadership and job satisfaction has not been adequately explored.
- There is a need for more recent empirical studies using current organizational data.
- Limited research offers practical recommendations for improving job satisfaction through transformational leadership.
- Hence, the present study aims to examine the impact of transformational leadership on job satisfaction and bridge these research gaps.

Objectives of the Study

1. To identify the relationship between demographic variables and the level of Transformational leadership.
2. To identify the relationship between demographic variables and the level of job Satisfaction.
3. To identify the relationship between level of transformational leadership and level of job Satisfaction.

Hypothesis

1. There is no significant relationship between demographic variables and the level of transformational leadership.
2. There is no significant relationship between demographic variables and the level of job Satisfaction.
3. There is no significant relationship between level of transformational leadership and level of job satisfaction.

Alternative Hypotheses (H₁):

1. There is a significant relationship between demographic variables and the level of Transformational leadership.
2. There is a significant relationship between demographic variables and the level of job satisfaction.
3. There is a significant relationship between level of transformational leadership and level of job satisfaction.

Results and Discussion

Analysis

Percentage Analysis:

1. Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	83	77.6	77.6	77.6
	31-40	8	7.5	7.5	85.0
	41-50	5	4.7	4.7	89.7
	above 50	11	10.3	10.3	100.0
	Total	107	100.0	100.0	

The above table represents the details of Age of the respondents. It is found that 77.6% of respondents belong to the age of 20–30 years, which constitutes the highest frequency and mode value. Therefore, it is concluded that 77.6% of respondents belonging to the age of 20–30 years are comparatively more.

2. Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	19	17.8	17.8	17.8
	Female	88	82.2	82.2	100.0
	Total	107	100.0	100.0	

The above table represents the details of Gender of the respondents. It is found that 82.2% of respondents are Female, which constitutes the highest frequency and mode value. Therefore, it is concluded that 82.2% of respondents are Female, which is comparatively more.

3. Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UG	73	68.2	68.2	68.2
	PG	29	27.1	27.1	95.3
	Professional Course	1	.9	.9	96.3
	Others	4	3.7	3.7	100.0
	Total	107	100.0	100.0	

The above table represents the details of Educational Qualification of the respondents. It is found that 68.2% of respondents are Undergraduates (UG), which

constitutes the highest frequency and mode value. Therefore, it is concluded that 68.2% of respondents are Undergraduates, which is comparatively more

4. Monthly income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10,000	38	35.5	35.5	35.5
	10,000-25,000	55	51.4	51.4	86.9
	25000-35,000	8	7.5	7.5	94.4
	More than 50,000	6	5.6	5.6	100.0
	Total	107	100.0	100.0	

The above table represents the details of Monthly Income of the respondents. It is found that 51.4% of respondents earn between ₹10,000 and ₹25,000 per month, which constitutes the highest frequency and mode value. Therefore, it is concluded that 51.4% of respondents earn between ₹10,000 and ₹25,000 per month, which is comparatively more.

5. Nature of the job status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical	52	48.6	48.6	48.6
	Non-Technical	55	51.4	51.4	100.0
	Total	107	100.0	100.0	

The above table represents the details of Nature of Job Status of the respondents. It is found that 51.4% of respondents belong to the Non-Technical category, which constitutes the highest frequency and mode value. Therefore, it is concluded that 51.4% of respondents belong to the Non-Technical category, which is comparatively more.

6. Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	69	64.5	64.5	64.5
	5-10	23	21.5	21.5	86.0
	11-15	11	10.3	10.3	96.3
	More than 15 years	4	3.7	3.7	100.0

	Total	107	100.0	100.0	
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The above table represents the details of Work Experience of the respondents. It is found that 64.5% of respondents have less than 5 years of work experience, which constitutes the highest frequency and mode value. Therefore, it is concluded that 64.5% of respondents have less than 5 years of work experience, which is comparatively more.

7. My manager acts as a role model for employees.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	15.0	15.0	15.0
	Disagree	25	23.4	23.4	38.3
	Agree	55	51.4	51.4	89.7
	Strongly Agree	11	10.3	10.3	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding whether their manager acts as a role model for employees. It is found that 51.4% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that the majority of respondents agree that their manager acts as a role model for employees.

8. I trust my manager's decisions for the organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	15.0	15.0	15.0
	Disagree	12	11.2	11.2	26.2
	Agree	64	59.8	59.8	86.0
	Strongly Agree	15	14.0	14.0	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding trust in their manager's decisions. It is found that 59.8% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that the majority of respondents trust their manager's decisions for the organization.

9. My manager demonstrates ethical behaviour and integrity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	22.4	22.4	22.4
	Disagree	11	10.3	10.3	32.7
	Agree	53	49.5	49.5	82.2
	Strongly Agree	19	17.8	17.8	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding ethical behaviour and integrity of their manager. It is found that 49.5% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents perceive their manager as demonstrating ethical behaviour and integrity.

10. My manager maintains high standards of professionalism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	14.0	14.0	14.0
	Disagree	11	10.3	10.3	24.3
	Agree	55	51.4	51.4	75.7
	Strongly Agree	26	24.3	24.3	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding the professionalism of their manager. It is found that 51.4% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their manager maintains high standards of professionalism.

11. My manager clearly communicates the organization's vision.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	15.0	15.0	15.0
	Disagree	9	8.4	8.4	23.4
	Agree	62	57.9	57.9	81.3
	Strongly Agree	20	18.7	18.7	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding communication of organizational vision. It is found that 57.9% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their manager clearly communicates the organization's vision.

12. My manager motivates employees to achieve organizational goals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	14.0	14.0	14.0
	Disagree	21	19.6	19.6	33.6
	Agree	43	40.2	40.2	73.8
	Strongly Agree	28	26.2	26.2	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding motivation provided by their manager. It is found that 40.2% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their manager motivates employees to achieve organizational goals.

13. I feel inspired to perform better because of my manager.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	20.6	20.6	20.6
	Disagree	10	9.3	9.3	29.9
	Agree	49	45.8	45.8	75.7
	Strongly Agree	26	24.3	24.3	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding inspiration received from their manager. It is found that 45.8% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents feel inspired to perform better because of their manager.

14. My manager creates a positive and enthusiastic work environment.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	15.9	15.9	15.9

	Disagree	20	18.7	18.7	34.6
	Agree	45	42.1	42.1	76.6
	Strongly Agree	25	23.4	23.4	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding the work environment created by their manager. It is found that 42.1% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents perceive their manager as creating a positive and enthusiastic work environment.

15. My manager encourages employees to participate in decision-making					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	22.4	22.4	22.4
	Disagree	10	9.3	9.3	31.8
	Agree	48	44.9	44.9	76.6
	Strongly Agree	25	23.4	23.4	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding employee participation in decision-making. It is found that 44.9% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their manager encourages participation in decision-making.

16. My manager encourages innovative thinking and creativity.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	12.1	12.1	12.1
	Disagree	10	9.3	9.3	21.5
	Agree	59	55.1	55.1	76.6
	Strongly Agree	25	23.4	23.4	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding innovative thinking and creativity encouraged by their manager. It is found that 55.1% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their manager encourages innovative thinking and creativity.

17. My manager is open to new ideas and suggestions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	10.3	10.3	10.3
	Disagree	10	9.3	9.3	19.6
	Agree	46	43.0	43.0	62.6
	Strongly Agree	40	37.4	37.4	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding their manager's openness to new ideas and suggestions. It is found that 43.0% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents perceive their manager as being open to new ideas and suggestions.

18. Employees are encouraged to question existing processes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	11.2	11.2	11.2
	Disagree	19	17.8	17.8	29.0
	Agree	53	49.5	49.5	78.5
	Strongly Agree	23	21.5	21.5	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding encouragement to question existing processes. It is found that 49.5% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe employees are encouraged to question existing processes.

19. My manager supports problem-solving and critical thinking.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	17.8	17.8	17.8
	Disagree	14	13.1	13.1	30.8
	Agree	50	46.7	46.7	77.6
	Strongly Agree	24	22.4	22.4	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding support for problem-solving and critical thinking. It is found that 46.7% of respondents agree

with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their manager supports problem-solving and critical thinking.

20. The organization promotes a positive work culture.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	10.3	10.3	10.3
	Disagree	12	11.2	11.2	21.5
	Agree	53	49.5	49.5	71.0
	Strongly Agree	31	29.0	29.0	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding the organization's work culture. It is found that 49.5% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe the organization promotes a positive work culture.

21. I feel proud to be a part of this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	13.1	13.1	13.1
	Disagree	11	10.3	10.3	23.4
	Agree	61	57.0	57.0	80.4
	Strongly Agree	21	19.6	19.6	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding pride in being part of the organization. It is found that 57.0% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents feel proud to be a part of the organization.

22. The workplace is safe, comfortable, and supportive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	11.2	11.2	11.2
	Disagree	10	9.3	9.3	20.6
	Agree	58	54.2	54.2	74.8
	Strongly Agree	27	25.2	25.2	100.0

	Total	107	100.0	100.0	
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The above table represents the opinion of respondents regarding workplace conditions. It is found that 54.2% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe the workplace is safe, comfortable, and supportive.

23. I trust my manager's decisions for the organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	23.4	23.4	23.4
	Disagree	12	11.2	11.2	34.6
	Agree	49	45.8	45.8	80.4
	Strongly Agree	21	19.6	19.6	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding trust in managerial decisions. It is found that 45.8% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents trust their manager's decisions for the organization.

24. My manager demonstrates ethical behaviour and integrity.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	13.1	13.1	13.1
	Disagree	10	9.3	9.3	22.4
	Agree	63	58.9	58.9	81.3
	Strongly Agree	20	18.7	18.7	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding ethical behaviour and integrity demonstrated by their manager. It is found that 58.9% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their manager demonstrates ethical behaviour and integrity.

25. I have access to the resources needed to perform my job effectively.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	13.1	13.1	13.1
	Disagree	19	17.8	17.8	30.8

	Agree	48	44.9	44.9	75.7
	Strongly Agree	26	24.3	24.3	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding access to resources needed for effective job performance. It is found that 44.9% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents have access to the resources needed to perform their jobs effectively.

26. My work is recognized and appreciated by management.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	23.4	23.4	23.4
	Disagree	11	10.3	10.3	33.6
	Agree	49	45.8	45.8	79.4
	Strongly Agree	22	20.6	20.6	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding recognition and appreciation from management. It is found that 45.8% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe their work is recognized and appreciated by management.

27. The organization's reward system motivates me to perform better.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	10.3	10.3	10.3
	Disagree	14	13.1	13.1	23.4
	Agree	49	45.8	45.8	69.2
	Strongly Agree	33	30.8	30.8	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding the organization's reward system. It is found that 45.8% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe the organization's reward system motivates them to perform better.

28. I am satisfied with the level of support I receive from my manager.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	13.1	13.1	13.1
	Disagree	15	14.0	14.0	27.1
	Agree	61	57.0	57.0	84.1
	Strongly Agree	17	15.9	15.9	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding managerial support. It is found that 57.0% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents are satisfied with the level of support received from their manager.

29. Transformational leadership in my organization increases my commitment to work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	20.6	20.6	20.6
	Disagree	17	15.9	15.9	36.4
	Agree	46	43.0	43.0	79.4
	Strongly Agree	22	20.6	20.6	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding the impact of transformational leadership on work commitment. It is found that 43.0% of respondents agree with the statement, which constitutes the highest frequency and mode value. Therefore, it is concluded that respondents believe transformational leadership increases their commitment to work.

30. Overall, I am satisfied with my job in this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	13.1	13.1	13.1
	Disagree	9	8.4	8.4	21.5
	Agree	62	57.9	57.9	79.4
	Strongly Agree	22	20.6	20.6	100.0
	Total	107	100.0	100.0	

The above table represents the opinion of respondents regarding overall job satisfaction. It is found that 57.9% of respondents agree with the statement, which

constitutes the highest frequency and mode value. Therefore, it is concluded that respondents are satisfied with their jobs in the organization.

Chi- Square Analysis Between Demographic Variables and Levels of Impact of Transformational Leadership

1. Chi- Square Analysis Between Age and Levels of Impact of Transformational Leadership

Hypothesis

H0: There is no significance relationship between Age and Levels of Impact of Transformation in Leadership

H1: There is a significance relationship between Age and Levels of Impact of Transformation in Leadership

Chi- Square Analysis Between Age and Levels of Impact of Transformational Leadership

		Level of impact of transformational leadership			Total	P-value
		Low Level Impact	Average Level Impact	High Level Impact		
1. Age	20-30	3	13	67	83	0.000
	31-40	0	7	1	8	
	41-50	0	3	2	5	
	above 50	0	9	2	11	
Total		3	32	72	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Age and Level of Impact of Transformational Leadership. Since the P-value (0.000) is less than 0.05, the null hypothesis is rejected. This indicates that there is a significant relationship between age and the level of impact of transformational leadership. Therefore, it is concluded that age influences the perception of transformational leadership among employees.

2. Chi- Square Analysis Between Gender and Levels of Impact of Transformational Leadership

Hypothesis

H0: There is no significance relationship between Gender and Levels of Impact of Transformation in Leadership

H1: There is a significance relationship between Gender and Levels of Impact of Transformation in Leadership

CHI- SQUARE ANALYSIS BETWEEN GENDER AND LEVELS OF IMPACT OF TRANSFORMATIONAL LEADERSHIP

		Level of impact of transformational leadership			Total	P-value
		Low Level Impact	Average Level Impact	High Level Impact		
2. Gender	Male	0	15	4	19	0.000
	Female	3	17	68	88	
Total		3	32	72	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Gender and Level of Impact of Transformational Leadership. Since the P-value (0.000) is less than 0.05, the null hypothesis is rejected. This indicates that there is a significant relationship between gender and transformational leadership impact. Therefore, gender influences employees' perception of transformational leadership.

3. Chi- Square Analysis Between Education and Levels of Impact of Transformation in Leadership

HYPOTHESIS

H0: There is no significance relationship between Education and Levels of Transformation in Leadership

H1: There is a significance relationship between Education and Levels of Transformation in Leadership

Chi- Square Analysis Between Education and Levels of Impact of Transformation in Leadership

		Level of impact of transformational leadership			Total	P-value
		Low Level Impact	Average Level Impact	High Level Impact		
3. Education	UG	3	8	62	73	0.000
	PG	0	21	8	29	
	Professional Course	0	1	0	1	
	Others	0	2	2	4	
Total		3	32	72	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Education and Level of Impact of Transformational Leadership. Since the P-value (0.000) is less than 0.05, the null hypothesis is rejected. This indicates that there is a significant relationship between education and transformational leadership impact. Therefore, educational qualification influences employees' perception of transformational leadership.

4. Chi- Square Analysis Between Monthly Income and Levels of Transformation in Leadership

Hypothesis

H0: There is no significance relationship between Monthly income and Levels of Transformation in Leadership

H1: There is a significance relationship between Monthly income and Levels of Transformation in Leadership.

Chi- Square Analysis Between Monthly Income and Levels of Transformation in Leadership

		Level of impact of transformational leadership			Total	P-value
		Low Level Impact	Average Level Impact	High Level Impact		
4. Monthly income	Less than 10,000	2	6	30	38	0.142
	10,000-25,000	1	23	31	55	
	25000-35,000	0	1	7	8	
	More than 50,000	0	2	4	6	
Total		3	32	72	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Monthly Income and Level of Impact of Transformational Leadership. Since the P-value (0.142) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between monthly income and transformational leadership impact. Therefore, monthly income does not influence the perception of transformational leadership among employees.

5. Chi- Square Analysis Between Nature of the Job Status And Levels Of Transformational Leadership

Hypothesis

H0: There is no significance relationship between Nature of the job status and Levels of Transformation in Leadership

H1: There is a significance relationship between Nature of the job status and Levels of Transformation in Leadership.

Chi- Square Analysis Between Nature Of The Job Status And Levels Of Transformational Leadership

		Level of impact of transformational leadership			Total	P-value
		Low Level Impact	Average Level Impact	High Level Impact		
5. Nature of the job status	Technical	2	13	37	52	0.489
	Non-Technical	1	19	35	55	
Total		3	32	72	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Nature of Job Status and Level of Impact of Transformational Leadership. Since the P-value (0.489) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between nature of job status and transformational leadership impact. Therefore, job status does not influence the perception of transformational leadership among employees.

6. Chi- Square Analysis Between Work Experience and Levels of Transformational Leadership

Hypothesis

H0: There is no significance relationship between Work Experience and Levels of Transformation in Leadership

H1: There is a significance relationship between Work Experience and Levels of Transformation in Leadership

Chi- Square Analysis Between Work Experience and Levels of Transformational Leadership

		Level of impact of transformational leadership			Total	P-value
		Low Level Impact	Average Level Impact	High Level Impact		
6. Work Experience	Less than 5 years	3	8	58	69	
	5-10	0	14	9	23	
	11-15	0	8	3	11	
	More than 15 years	0	2	2	4	0.000
Total		3	32	72	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Work Experience and Level of Impact of Transformational Leadership. Since the P-value (0.000) is less than 0.05, the null hypothesis is rejected. This indicates that there is a significant relationship between work experience and transformational leadership impact. Therefore, work experience influences employees' perception of transformational leadership.

Chi- Square Analysis Between Demographic Variables and Level of Job Satisfaction

1. Chi- Square Analysis between Age and Level of Job Satisfaction

HYPOTHESIS

H0: There is no significance relationship between Age and Level of Job Satisfaction

H1: There is a significance relationship between Age and Level of Job Satisfaction

Chi- Square Analysis Between Age and Level of Job Satisfaction

		level of job satisfaction			Total	P Value
		Low Level Job Satisfaction	Average level job satisfaction	High Level Job Satisfaction		
1. Age	20-30	14	35	34	83	
	31-40	1	6	1	8	
	41-50	1	3	1	5	
	above 50	1	4	6	11	.504
Total		17	48	42	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Age and Level of Job Satisfaction. Since the P-value (0.504) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between age and job satisfaction. Therefore, age does not influence the level of job satisfaction among employees.

2. Chi- Square Analysis Between Gender and Level of Job Satisfaction

Hypothesis

H0: There is no significance relationship between Gender and Level of Job Satisfaction

H1: There is a significance relationship between Gender and Level of Job Satisfaction

Chi- Square Analysis Between Gender and Levels of Job Satisfaction

		level of job satisfaction			Total	P Value
		Low Level Job Satisfaction	Average level job satisfaction	High Level Job Satisfaction		
2. Gender	Male	1	8	10	19	0.255
	Female	16	40	32	88	
Total		17	48	42	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Gender and Level of Job Satisfaction. Since the P-value (0.255) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between gender and job satisfaction. Therefore, gender does not influence the level of job satisfaction among employees.

4. Chi- Square Analysis Between Education and Levels of Job Satisfaction

Hypothesis

H0: There is no significance relationship between Education and Level of Job Satisfaction

H1: There is a significance relationship between Education and Level of Job Satisfaction

Chi- Square Analysis Between Education and Levels of Job Satisfaction

		level of job satisfaction			Total	P Value
		Low Level Job Satisfaction	Average level job satisfaction	High Level Job Satisfaction		
3. Education	UG	13	31	29	73	0.247
	PG	3	14	12	29	
	Professional Course	1	0	0	1	
	Others	0	3	1	4	
Total		17	48	42	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Education and Level of Job Satisfaction. Since the P-value (0.247) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between educational qualification and job satisfaction. Therefore, education does not influence the level of job satisfaction among employees.

4. Chi- Square Analysis Between Monthly Income and Level of Job Satisfaction

HYPOTHESIS:

H0: There is no Significance Relationship between Monthly Income and Level of Job Satisfaction

H1: There is a Significance Relationship between Monthly Income and Level of Job Satisfaction

Chi- Square Analysis Between Monthly Income and Level of Job Satisfaction

		level of job satisfaction			Total	P-value
		Low Level Job Satisfaction	Average level job satisfaction	High Level Job Satisfaction		
4. Monthly income	Less than 10,000	7	15	16	38	0.132
	10,000-25,000	6	27	22	55	
	25000-35,000	3	5	0	8	
	More than 50,000	1	1	4	6	

Total	17	48	42	107	
Interpretation:					

The chi-square test was conducted to assess the relationship between Monthly Income and Level of Job Satisfaction. Since the P-value (0.132) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between monthly income and job satisfaction. Therefore, monthly income does not influence the level of job satisfaction among employees.

5. Chi- Square Analysis Between Nature of the Job Status and Level of Job Satisfaction

HYPOTHESI

H0: There is no significance relationship between Nature of the job status and Level of Job Satisfaction

H1: There is a significance relationship between Nature of the job status and Level of Job Satisfaction

Chi- Square Analysis Between Nature of the Job Status and Level of Job Satisfaction

		level of job satisfaction			Total	P-value
		Low Level Job Satisfaction	Average level job satisfaction	High Level Job Satisfaction		
5. Nature of the job status	Technical	9	24	19	52	0.837
	Non-Technical	8	24	23	55	
Total		17	48	42	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Nature of Job Status and Level of Job Satisfaction. Since the P-value (0.837) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between job status and job satisfaction. Therefore, the nature of job status does not influence the level of job satisfaction among employees.

6. Chi- Square Analysis Between Work Experience and Level of Job Satisfaction

HYPOTHESIS:

H0: There is no significance relationship between Work Experience and Level of Job Satisfaction

H1: There is a significance relationship between Work Experience and Level of Job Satisfaction

Chi- Square Analysis Between Work Experience and Level of Job Satisfaction

		level of job satisfaction			Total	P-value
		Low Level Job Satisfaction	Average level job satisfaction	High Level Job Satisfaction		
6. Work Experience	Less than 5 years	14	29	26	69	0.335
	5-10	1	10	12	23	
	11-15	2	7	2	11	
	More than 15 years	0	2	2	4	
Total		17	48	42	107	

Interpretation:

The chi-square test was conducted to assess the relationship between Work Experience and Level of Job Satisfaction. Since the P-value (0.335) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between work experience and job satisfaction. Therefore, work experience does not influence the level of job satisfaction among employees.

LEVEL OF JOB SATISFACTION * LEVEL OF IMPACT OF TRANSFORMATIONAL LEADERSHIP

		Level of impact of transformational leadership			Total
		Low Level Impact	Average Level Impact	High Level Impact	
level of job satisfaction	Low Level Job Satisfaction	1	6	10	17
	Average level job satisfaction	1	14	33	48
	High Level Job Satisfaction	1	12	29	42

Total	3	32	72	107
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CHI-SQUARE TESTS			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.105 ^a	4	.894
Likelihood Ratio	.975	4	.914
Linear-by-Linear Association	.542	1	.462
N of Valid Cases	107		
a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .48.			

Interpretation:

The chi-square test was conducted to assess the relationship between Level of Job Satisfaction and Level of Impact of Transformational Leadership. Since the P-value (0.894) is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant relationship between job satisfaction and transformational leadership impact. Therefore, the level of transformational leadership does not significantly influence employees' job satisfaction in the study.

LEVEL OF IMPACT OF TRANSFORMATIONAL LEADERSHIP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Level Impact	3	2.8	2.8	2.8
	Average Level Impact	32	29.9	29.9	32.7
	High Level Impact	72	67.3	67.3	100.0
	Total	107	100.0	100.0	

Interpretation:

The majority of the respondents (67.3%) reported a high level of impact of transformational leadership, followed by 29.9% who reported an average level of impact and only 2.8% who reported a low level of impact. This indicates that transformational leadership is highly perceived among the employees in the organization.

LEVEL OF JOB SATISFACTION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Level Job Satisfaction	17	15.9	15.9	15.9
	Average level job satisfaction	48	44.9	44.9	60.7
	High Level Job Satisfaction	42	39.3	39.3	100.0
	Total	107	100.0	100.0	

Interpretation:

The majority of the respondents (44.9%) reported an average level of job satisfaction, followed by 39.3% who reported a high level of job satisfaction and 15.9% who reported a low level of job satisfaction. This indicates that most employees are moderately satisfied with their jobs, while a considerable proportion experiences high job satisfaction.

FINDINGS OF THE STUDY

Based on the percentage analysis and chi-square tests conducted among **107 IT employees**, the following major findings are derived:

A. Findings Based on Percentage Analysis**Age:**

The majority of respondents (77.6%) belong to the **20–30 years** age , indicating that the workforce is predominantly young.

Gender:

Female employees constitute **82.2%** of the respondents, showing higher female representation in the selected organizations.

Educational Qualification:

Most respondents (68.2%) are **Undergraduates (UG)**, followed by Postgraduates (27.1%).

Monthly Income:

A majority (51.4%) earn between **₹10,000 and ₹25,000** per month, indicating that most respondents are in the early stages of their careers.

Nature of Job:

51.4% of respondents belong to **non-technical** positions, while 48.6% work in technical roles.

Work Experience:

Most respondents (64.5%) possess **less than five years** of work experience, reflecting a relatively less experienced workforce.

Level of Transformational Leadership:

A majority (67.3%) perceive a **high level of transformational leadership**, while 29.9% perceive an average level and only 2.8% perceive a low level.

Level of Job Satisfaction:

Most respondents (44.9%) experience an **average level of job satisfaction**, followed by 39.3% with high job satisfaction and 15.9% with low job satisfaction.

Transformational Leadership Dimensions:

Most employees agreed that their managers:

Act as role models.

- Demonstrate ethical behaviour and professionalism.
- Clearly communicate organizational vision.
- Motivate employees toward organizational goals.
- Encourage innovation, creativity, and participation in decision-making.
- Promote a positive work environment and organizational culture.

Job Satisfaction Factors:

Employees generally agreed that:

- Their workplace is safe and supportive.
- Management recognizes employee contributions.
- Adequate resources are available for work.
- Reward systems motivate better performance.
- They receive satisfactory managerial support.
- Transformational leadership increases their commitment to work.
- Overall, they are satisfied with their jobs.

B. Findings Based on Chi-Square Analysis: Transformational Leadership

- There is a **significant relationship** between **age** and the level of transformational leadership ($P < 0.05$).
- There is a **significant relationship** between **gender** and transformational leadership ($P < 0.05$).
- Educational qualification has a **significant relationship** with transformational leadership ($P < 0.05$).
- Monthly income has **no significant relationship** with transformational leadership ($P > 0.05$).
- Nature of job (technical/non-technical) has **no significant relationship** with transformational leadership ($P > 0.05$).

- Work experience has a **significant relationship** with transformational leadership ($P < 0.05$).

C. Findings Based on Chi-Square Analysis: Job Satisfaction

- Age has **no significant relationship** with job satisfaction ($P > 0.05$).
- Gender has **no significant relationship** with job satisfaction ($P > 0.05$).
- Educational qualification has **no significant relationship** with job satisfaction ($P > 0.05$).
- Monthly income has **no significant relationship** with job satisfaction ($P > 0.05$).
- Nature of job has **no significant relationship** with job satisfaction ($P > 0.05$).
- Work experience has **no significant relationship** with job satisfaction ($P > 0.05$).

D. Findings on the Relationship between Transformational Leadership and Job Satisfaction

- There is **no significant relationship** between transformational leadership and job satisfaction ($P = 0.894 > 0.05$).
- Although respondents perceive a high level of transformational leadership, it does not statistically influence their level of job satisfaction in the selected IT organizations.

Overall Key Finding

The study reveals that employees perceive **high levels of transformational leadership**, while their **job satisfaction remains predominantly at an average level**. Demographic variables such as age, gender, education, and work experience significantly influence perceptions of transformational leadership in certain cases, whereas demographic characteristics do not significantly influence job satisfaction. Furthermore, transformational leadership does not exhibit a statistically significant relationship with job satisfaction, suggesting that employee satisfaction is shaped by multiple organizational and personal factors beyond leadership alone.

II.CONCLUSION

The present study examined the impact of transformational leadership on job satisfaction among employees in the IT industry. The findings indicate that employees generally perceive a high level of transformational leadership, demonstrating that managers effectively inspire, motivate, communicate organizational vision, encourage innovation, and maintain ethical standards. At the same time, most employees report an average level of job satisfaction.

The chi-square analysis reveals that demographic variables such as age, gender, educational qualification, and work experience significantly influence employees' perceptions of transformational leadership, whereas monthly income and nature of job do not. In contrast, none of the selected demographic variables significantly influence employees' job satisfaction.

Most importantly, the study finds no statistically significant relationship between transformational leadership and job satisfaction. This suggests that while transformational leadership contributes positively to the organizational environment, employee job satisfaction is also influenced by other factors such as compensation, career growth opportunities, organizational policies, and work-life balance, recognition, and workplace conditions.

The study concludes that transformational leadership remains an essential leadership approach for creating an inspiring and supportive work environment, but it alone is insufficient to ensure higher job satisfaction. Organizations should therefore integrate effective leadership practices with comprehensive human resource strategies to improve employee satisfaction, commitment, and overall organizational performance.

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