

EXPLORING THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION

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Abstract: *This study explored the relationship between transformational leadership (TL) and job satisfaction (JS) in the hospitality sector in Delta State, Nigeria. The study employed survey research designs to enable the researcher generate primary data from the study respondents in order to ascertain the link between the studies constructs. In order to test the study hypotheses, 124 questionnaires were administered to the study respondents out of which 112 were properly filled and returned. Both correlation and multiple regression analysis were utilised in this study for data analysis via stata. Findings showed that the metrics of TL (idealise influence and inspirational motivation) have a substantial positive relationship with JS. The study then recommended that leaders/management/managers should motivate, inspire, believe in the opinions of employees and create a healthy and profitable relationship with employees. This is because good attention and relationships from the leaders/management/managers to subordinates (employees) can improve employee JS and help employees feel like an important part of the organisation.*

Keywords: *TL, Idealised Influence, Inspirational Motivation, JS*

INTRODUCTION

In this present competitive business domain in which firms in the hospitality sector operates, is highly dynamic in nature. Employees in the hospitality sector need to attract clients, visitors and travelers by offering excellent service in a comfortable and appealing environment. It therefore becomes imperative for the employees to be well motivated to ensure the delivery of high quality services and enhanced customer satisfaction, engagement and retention. Since human resources play a major role in the hospitality industry, efficient and long-lasting human resource management techniques are essential. (Suroya, Bagis, Widhiandon & Rahmawati, 2023; Igbomor, 2023). This means that in order to persuade employees to give their best at work, supervisors, leaders and management must possess an endearing and captivating personality in addition to powerful influence. Human resource management and leadership techniques have gained significant attention in the management literature in recent years, and many scholars believe that a leader's style has a significant role in determining how well their team members perform. Organisations struggle to maintain efficiency, profitability and an edge over rivals without strong leadership (Gaganmale, Jacob & Upadhyay, 2023; Igbomor & Olisemenogor, 2023; Aruoren, 2020). The heart of any organisation is its workforce, which must be supported in their work functions, performance and value creation by competent human resources management.

Leadership is viewed as an essential organisational component that guarantees the long-term professional development of people and reduces their unfavourable attitudes and behaviours related to their jobs. Workers follow leaders who exhibit the necessary characteristics and distinguishing features to accomplish organisational goals. The completion of the goals and tasks is ensured by integrity, compassion, compatibility, teamwork and other essential traits (Alharafsheh, Alghizzawi, Ezmigna, & Alawneh, 2023). As a result, leaders need to be able to capture employees' interest, motivate them to make the most use of their talents and ensure that they are very satisfied with their jobs. According to Kouni, Koutsoukos and Panta (2018), managers and leaders who exhibit these traits and dispositions are transformative leaders. According to Gebreheat, Teame and Costa (2023), transformational leadership is now regarded as one of the leadership philosophies that positively impacts worker happiness, engagement and productivity. An essential component of transformative leadership involves encouraging and inspiring subordinates to accomplish their objectives. It may entail giving the organisation a clear sense of direction and purpose as well as a clear vision for the future.

The concept of "JS" refers to how people feel regarding their jobs. It gauges how happy they are with their job generally, taking into thought how they feel about their manager, coworkers and organisation. When assigned

duties to complete, employees who are highly satisfied with their jobs are more likely to put in more effort and work toward the objectives of the company (Hilton, Madilo, Awaah & Arkorful, 2023; Arubayi, 2023a; Arubayi, 2023c). Given that most employee behaviours—including loyalty, motivation, staff turnover and job performance—are either directly or indirectly correlated with job satisfaction (JS), JS is significant due to its relationship to human psychology (Sathyanarayan & Lavanya, 2018; Arubayi, 2023b). Moreover, satisfaction with work is important since it affects employee retention; data indicates that dissatisfied workers are more likely to quit their employers. Transformational leaders can make a big difference in their organisations by encouraging and motivating staff members, offering chances for professional development and creating a feeling of purpose among them (Susanto, Tukiran & Wiguna, 2023). According to research by Gaganmale, Jacob and Upadhyay, (2023), a leader's style is a significant predictor of loyalty, profitability, morale and JS.

According to Mubaraq, Abbas, and Sabilalo (2023) motivation, communication and leadership position are key components of an organisation's operation. These components must be put into place in order for their interactions to result in JS, which in turn will significantly boost performance. Additionally, transformational leaders strive to empower their staff members by granting them the independence and power necessary for them to accept responsibility for their work and make valuable contributions to the organisation (Saluy, Syawal, Sudjono, Pramudena, Kemalasari & Gustiah 2024). Susanto, Tukiran and Wiguna, (2023) also opined that TL may additionally end up in increased productivity and performance as well as better JS, organisational commitment and employee engagement. One of the primary considerations in a business is job happiness, which can be achieved through good leadership. Organisational leadership approaches should aim to foster worker JS (Hui & Long, 2024).

Multiple studies have been conducted about the two frameworks that are being studied, drawing from existing research. Nonetheless, not many research have been conducted in Nigeria, particularly in Delta State's hospitality industry. Based on these assumptions, the goal of this research is to present empirical evidence of the connection between TL (idealistic influence and inspirational motivation) and employee satisfaction.

LITERATURE REVIEW

Transformational Leadership (TL)

One of the key elements in achieving performance goals and achieving exceptional service delivery is leadership

(Saluy, Djamil, Arif & Wiguna, 2020). Leadership style is one organisational aspect that has an impact on employee efficiency, engagement, motivation and work satisfaction. The leadership that employees receive within the organisation determines the types of behaviours that they display at work. This implies that the leadership can decide what kinds of behaviours that employees at the workplace will exhibit. One of the most important roles in the organisation is that of a manager or leader because they foster an environment that promotes employee success, innovative advancements and the creation of new solutions. A leader that practices TL encourages and motivates his people to achieve great feats. According to Mubaraq et al. (2023), TL inspires employees to go above and beyond what they had anticipated by instilling in them a sense of trust, appreciation, loyalty and respect. TL is defined by Saluy et al. (2024) as the ability of a leader to greatly influence their followers and motivate them to put the interests of the organisation ahead of their own. It can inspire and motivate followers to produce exceptional performance outcomes, but it can also foster innovation. Thus, for both employees and organisations, TL can bring about innovations, adjustments and advancements. TL style is characterised by the generation of novel ideas, promotion of teamwork, opinion sharing and effective crisis management (Alharafsheh et al., 2023; Long, Yusof, Kowang & Heng, 2014).

As cited by Nguon (2022) the aim of TL is to alter employees' mindsets from negative to positive by motivating them to meet targets like higher work performance under strict guidelines. The emphasis on personal development and progress is a key component of TL (Susanto et al., 2023). According to Omnia Mind (2023), transformational leaders support their employees in realising their full potential by helping them grow as individuals and as professionals by offering coaching and mentoring. This strategy helps each person individually and boosts output and performance for the organisation as a whole (Susanto, et al., 2023). Enhancing subordinate satisfaction is possible with the help of TL. According to Munir, Rahman, Malik and Maamor (2012), TL is the process of increasing followers' performance by empowering them to achieve organisational goals and forging a commitment to those goals. TL is demonstrated when leaders and followers push one another to reach new moral and motivational heights. Transformational leaders are able to motivate their followers to strive towards shared objectives by altering their expectations, perceptions and drives through the power of their vision and personality (Gaganmale et al., 2023).

According to Vuong, Giao and Hung (2023), TL is a type of leadership that fosters human growth and engagement while also encouraging group motivation and results. Unlike pragmatic leadership, TL is flexible, encouraging and values

employee input (Rafique, Hou, Chudhery, Waheed, Zia & Chan, 2022). TL focuses on the process of influencing followers' attitudes, beliefs and values to achieve the goals of the firm (Sutrisno, Tambunan, Teofilus, Henryanto & Wijayadne, 2020). Sutrisno et al. (2020) further asserted that positive interactions and attention from superiors to subordinates can raise employee work satisfaction and make them feel like valuable members of the organisation. According to Bajracharya (2023), employees' capacity to comprehend the aims and purposes of the organisation also contributes to their sense of JS. By fostering a more favourable work environment and making clear the roles that people play, TL raises employee JS (Bajracharya, 2023).

The four components of TL are idealised influence, inspirational motivation, intellectual stimulation and individual consideration. The capacity of a transformational leader to serve as an example is referred to as idealised influence (Vuong et al., 2023). According to Munir et al. (2012), idealised influence places a strong emphasis on acting on a group's mission and values. inspirational motivation refers to transformative leader with the capacity to inspire others. Hui et al. (2024) stated that inspirational motivation is related to how leaders inspire their followers by highlighting ambitious goals, communicating an idealised vision and assuring them that the vision is attainable. It also involves communicating high expectations, using symbols to focus efforts and clearly explaining significant goals. Intellectual stimulation is a transformative leader who inspires innovation in both oneself and one's followers. According to individual consideration, a transformative leader gains the respect, admiration and trust of those around them by attending to their needs (Avolio & Bass, 2004).

According to the idea of individualised consideration, a leader's actions will enhance a follower's sense of fulfilment and help them reach their maximum potential (Hui et al., 2024). However, for the purpose of this study, only idealised influence and inspirational motivation dimension of TL will be used.

Job Satisfaction (JS)

Over the years, a lot of research has been done on the idea of JS as managers and researchers try to figure out what makes people satisfied at work and how to make it better. According to Gyebi and Bonsu (2023), JS is an evaluation of the general performance of one's job. When workers have a positive opinion of their workplace, they usually feel satisfied with their occupations. Saluy et al. (2024) claim that an employee's JS is determined by their emotional response to their work, as well as the psychological and social conditions of their workplace. According to Ali and Anwar (2021), JS

is a state of mind associated with an individual's degree of detests or like for their current position. Nguon (2022) viewed JS as a favourable sentiment that arises from an assessment of an employee's work experience, as well as the emotional response and personal attitudes of the followers toward all aspects of their job. According to Vuong et al. (2023), satisfaction with one's job is predicated by effective leadership. Additionally, fostering employee development and trust are important components of determining JS. These two elements are traits of a transformational leader. When working with transformative leaders, employees' trust will grow over time (Baysak & Yener, 2015). This ultimately results in satisfied employees.

Transformational Leadership and Job Satisfaction

JS has been found to be correlated with TL. A greater use of TL practices can enhance JS among employees and make managers, management and leaders more effective (Bajracharya, 2023). A strategy to improving the interpersonal relationship between managers and subordinates is called TL, and it can help raise employees' JS levels. Managers can get more devoted and contented workers by exhibiting TL behaviour (Bajracharya, 2023).

The impact of transformative leadership on the JS of Jordanian government employees was evaluated by Alharafsheh et al. (2023). Standardised, closed-ended questionnaires were distributed by the researchers, who used a cross-sectional study design. The researcher selected the survey strategy because it is the most widely used, simple to use and efficient method of gathering data. The researcher selected a total of 150 individuals at random from the human resources departments of public sector firms. In addition, the researcher used the practical sample approach to contact the respondents and obtained data from them using electronic questionnaires. To facilitate access to the respondents, the researcher provided links to web services and mobile applications. The study variables were analysed using regression to determine their connection. The results demonstrated a strong positive correlation between the elements of TL and workers' JS.

A study on the link between academic staff JS and TL was carried out by Munir et al. (2012). From 412 questionnaires given to academic staff at four (4) affiliated colleges in the Klang Valley of Malaysia, a total of 214 sets of questionnaires were collected. Correlation analysis was used in the study to analyse the respondents' data. A substantial, positive link was found between the total scores for TL and employee JS.

Haddad et al. (2018) investigated the impact of TL style on workers' JS in Jordanian IT enterprises. All of the Jordanian software development companies received 300 sets of questionnaires in total; 151 of those sets were returned. Regression analysis, both single and multiple, was used for data analysis. The results of the study show that while each TL dimension—idealised influence, intellectual stimulation, inspirational motivation and individualised consideration—affects workers' JS, the idealised influence component has the greatest impact.

Jameel and Ahmad (2019) added to the body of knowledge in the Iraqi education sector by investigating the impact of TL on academic staff members' work satisfaction. At Iraq's Cihan University in Erbil, 137 valid surveys were collected, which were then analysed using structural equation modelling. The results demonstrated that JS was positively and significantly impacted by the four TL dimensions—inspirational motivation, idealise influence, intellectual stimulation and individualised consideration.

The study conducted by Othman and Khrais (2022) investigated the correlation between TL, work satisfaction and organisational commitment. A case study of Jordanian nurses. A cross-sectional, correlational design was used in the investigation. A convenience sampling technique was used to select 253 registered nurses from two Jordanian government hospitals. All the data was gathered using the Organization's Commitment Scale, the JS Survey and the Global TL Scale. In the study, Pearson Correlations and Hierarchical Multiple Regression Analysis were used. The findings demonstrated a strong and favourable correlation between TL and satisfaction at work. Additionally, there was a strong correlation between organisational commitment and TL.

Bajracharya (2023) examined the association between TL traits and workers' JS in Nepal's education system. A descriptive research survey design was used. A standardised questionnaire was used to collect primary data from the respondents. In the study, the convenience sampling technique was used. A total of 300 questionnaires were issued. However, 200 of the returned and usable responses resulted in a 67% response rate. Descriptive statistics, Pearson correlation analysis and linear regression were used to examine the gathered data. The results demonstrated that only two of the four dimensions of TL—idealised influence and inspirational motivation—had a statistically significant positive relationship with workers' JS, while the relationships between the other two variables—individualised consideration and intellectual stimulation—and workers' JS were positive but not statistically significant.

Mubaraq et al. (2023) study examined the impact of motivation, communication and TL on state civil apparatus (ASN) employees' JS in Indonesia. 40 public servants employed by the Kendari City Social Service comprised the study's population, and the sample size equal the size of the entire study population. Data collected from research participants were analysed using partial least squares (PLS) and descriptive statistical analysis. The findings demonstrated that: (1) there is a significant positive correlation between TL and JS; (2) there is a significant positive correlation between communication and JS; and (3) there is a significant positive correlation between motivation and JS.

George and Sreedharan (2023) looked at the connections between South Indian information technology (IT) workers' JS, work-life balance and TL. A total of 250 workers in the Indian IT industry provided the study's data through standardised questionnaires. The data collected from all the participants of the study were subjected to reliability, descriptive, correlation and regression analysis using the Statistical Package for Social Sciences (SPSS) application. The results indicated that employee's JS is positively and significantly impacted by work-life balance and TL.

Siswanto and Yuliana (2020) explored how team cohesion and trust functioned as mediating factors on the impact of TL dimension on work satisfaction. The study used a quantitative methodology, using samples of 405 respondents. Teachers and other school personnel in East Java, Indonesia, make up the participants. Partial least square analysis was used to examine the data (PLS). The relationship between idealistic effects on JS is totally mediated by trust and team cohesiveness, according to the findings. Furthermore, JS is strongly impacted by idealised influence, inspirational motivation and individualised consideration.

Choi, Goh, Adam and Tan (2016) explored the causal links between JS, empowerment and perceived TL among medical assistants and nurses in two big private and public hospitals in Malaysia. The mediating role that empowerment plays between TL and JS was also investigated in this study. A total of 200 nursing staff members—nurses and medical assistants—who worked for both large private hospital and public hospital in Malaysia provided information for the study via a survey. Determining parameters for a path model and analysing the measurement models were done using partial least squares-structural equation modeling (PLS-SEM). To investigate if empowerment moderated the association between TL and JS, statistical analysis was done. The results of the analysis indicated that empowerment functioned as a mediating factor between TL and nursing

staff members' JS. In addition to being essential for raising JS, employee empowerment acted as a mediator in the relationship between TL and JS among nursing staff.

In their investigation of the impact of TL on outcomes pertaining to employees' jobs, Vuong, Giao, and Hung (2023) highlighted the moderating influence of power distance orientation and the mediating roles of public service motivation. A total of 605 civil officials who are currently employed by Vietnamese local governments completed the survey, and the researcher tested hypotheses using the partial least squares structural equation modeling (PLS-SEM) technique and Smart PLS 3.0 software. The results demonstrated that TL had a beneficial impact on employees'

job outcomes; this link was partially moderated by public service motivation. Furthermore, the results demonstrated how power distance orientation moderates the impact of perceived TL on public service motivation, JS and job performance. The positive association between TL and public service motivation was shown to be weakened by civil servants with strong power distance orientation, which resulted in lower JS and performance.

Based on the above discussion, we therefore, hypothesize that:

H_1 : Idealised influence is related to JS.

H_2 : Inspirational motivation is related to JS.

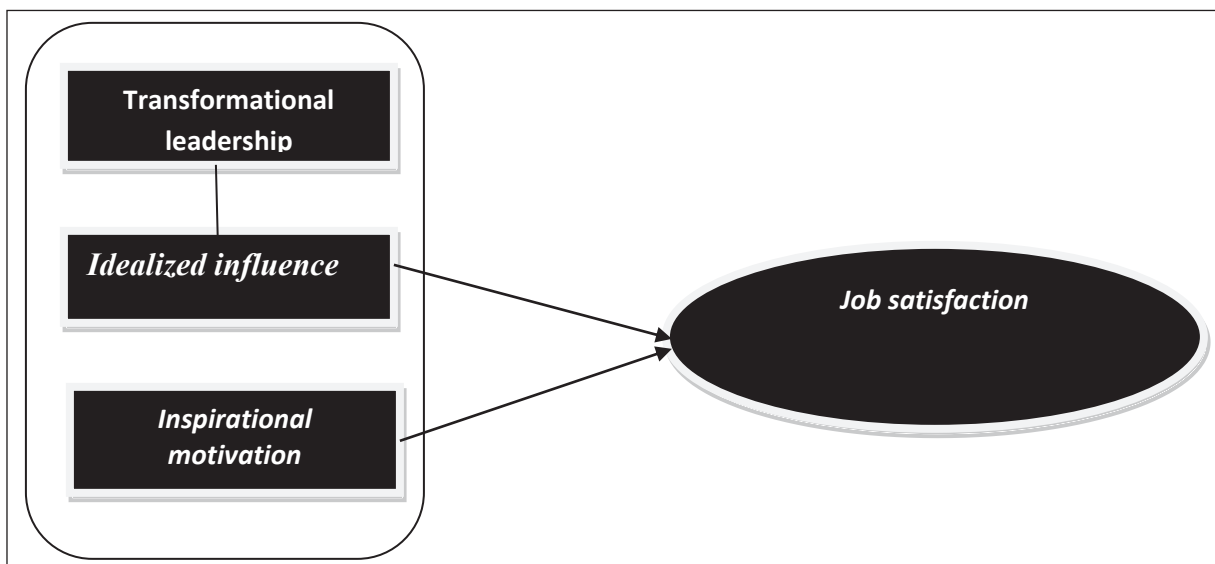


Fig. 1: Conceptual Framework

RESEARCH METHODOLOGY

In this study, the survey research design was used. This is thought to be appropriate for the type of study in which the opinions of respondents are sought out and assessed for potential conclusions. The total population of the study comprised of the employees of the six (6) selected hospitality firms from the three (3) senatorial district in delta state, Nigeria. Because of its size, the population as a whole serves as the study's sample. Multiple regression analysis using Stata and the correlation coefficient were the data analysis methods used in this investigation. Tables were also created and data entered using Microsoft Excel software. TL (idealised influence and inspirational motivation) was assessed using a modified version of the scale developed by Bass and Avolio (1995). JS was measured by a modified version of JS scale developed by Maulidah, Ali

and Pangestuti (2022). A five-point Likert scale, with (1) representing strongly agreed and (5) representing strongly disagreed, was utilised in this investigation.

Table 1: Names of Hospitality Firms and Their Number of Employees

Sr. No.	Names of Hospitality Firms	Senatorial District	No. of Employee
1	Crème Ranch Hotel	Delta north	19
2	Cossy Hotels & Suite	Delta north	23
3	Gordon Resort Hotel	Delta central	22
4	Bisyl Suite	Delta central	18
5	BON Hotels.	Delta south	17
6	wetland Hotels	Delta south	25
	TOTAL		124

Source: Field Survey, 2024.

Model Specification:

$$JS = \phi(TL)$$

$$JS = \phi(II, IM)$$

$$JS = \beta_0 + \beta_1 IF + \beta_2 IM + \epsilon$$

Where;

$$JS = JS$$

TL= transformational leadership

II= idealised influence

IM = inspirational influence

DATA PRESENTATION AND ANALYSIS

Table 2: Demographic Variables of Respondents

		Frequency	Percentage (%)
Sex	Male	67	59.8%
	Female	45	40.2%
	Total	112	100%
Age	20-25years	23	20.05%
	26-30years	33	29.05%
	31-35years	19	17%
	36-40years	15	13.04%
	41-45years	13	11.06%
	46years and above	9	8%
	Total	112	100%
Marital status	Married	48	42.09%
	Single	64	57.01%
	Divorced	-	-
	Total	112	100%
Educational background	WAEC/SSCE	23	21%
	NCE/OND	53	47%
	B.Sc./HND	36	32%
	Total	112	100%

Source: Field Survey, 2024.

Table 2 unveiled that 67 (59.8%) of the study participants were male while 45 (40.2%) were female. The age distribution showed that 23 (20.05%), 33 (29.05%) and 19 (17%) were within the age bracket of 20–25 years, 26–30 years and 31–35 years, respectively. While 15 (13.04%), 13

(11.06%) and 9 (8%) were within 36–40 years, 41–45 years and 46 years and above, respectively.

Marital status showed that 48 (42.09%) were married while 64 (57.01%) were single. On the basis of educational background, 23 (21%), 53 (47%) and 36 (32%) had WAEC/SSCE, NCE/OND and HND/B.Sc. qualifications, respectively.

Table 3: Response Rate

Response	Frequency
Number of questionnaire distributed	124(100%)
Number of questionnaire returned and properly filled	112(90%)
Number of questionnaire useable	112(90%)
Response rate	90%

Source: Field Survey, 2024.

The questionnaire that was given to the study participants to evaluate the link between the two constructs under exploration was completed, and Table 3 displayed the questionnaire's response rate. The table indicated that 112 of the 124 questionnaires that were issued were returned and completed correctly. A total of 112 copies were therefore utilised in the data analysis.

Table 4: Summary of Descriptive Statistics

Variables	Mean	Standard Deviation	Minimum Value	Maximum Value	Cronbach Alpha
Idealized Influence	2.5301	0.0700	1	5	0.80
Inspirational Motivation	2.5113	0.0724	1	5	0.83
JS	2.6200	0.0512	1	5	0.87

Source: Field Survey, 2024.

Table 4 showed that the variables idealised influence had a mean score of 2.53 while inspirational motivation had a mean score of 2.51. Also, JS had a mean score of 2.62. The mean score of all the variables were above the bench mark of 2.5. The Cronbach alpha coefficient, which assesses the variables' consistency and dependability, is also displayed in the table. The Cronbach alpha coefficient for idealised influence (II) is 0.80; inspirational motivation (IM) is 0.83 while JS (JS) is 0.87. Every value is within the permissible range of 0.70, which is the minimum acceptable value.

Table 5: Pearson Correlation

Variables	JS (JS)	Idealized Influence (II)	Inspirational Motivation (IM)
JS (JS)	1.0000		
Idealized Influence (II)	0.0410	1.0000	
Inspirational Motivation (IM)	0.0322	0.0418	1.0000

Source: Field Survey, 2024.

The correlation coefficients between the study's independent and dependent variables are displayed in Table 5. The correlation matrix shows that the variables II ($r = 0.04$) and IM ($r = 0.03$) were both significantly correlated with JS at $p < 0.05$. Thus, the stated alternate hypotheses are accepted.

Test of Research Hypotheses

Table 6: Multiple Regression Results

R-Squared 0.8114	R-Squared Adjusted 0.8001	F-Value = 23.71 Prob. F = 0.000
Idealized Influence (5.48) Coefficient 0.3890 Probability 0.0000	Inspirational Influence (6.99) Coefficient 0.4003 Probability 0.0000	Constant (12.48) Coefficient -0.3229 Probability 0.0000

Source: Field Survey, 2024; Value in parenthesis are t-values.

The R-squared is 0.8114; an indication that transactional leadership styles (idealised influence and inspirational motivation) jointly explained about 81% of the systematic variation in JS of the employees of the selected hospitality firms; this further means that the model provides a good fit to the data. The regression coefficients are 0.3890 (idealised influence) and 0.4003 (inspirational motivation); this implies that a unit increase in idealised influence and inspirational motivation leadership will result to 38.9% and 40% increases in JS of the employees of the hospitality firms. Furthermore, the F-value is 23.71 with probability value of $0.000 < 0.05$ implies that TL styles (idealised influence and inspirational motivation) jointly affect JS. The t-values showing positive signs; Idealised Influence (5.48) and Inspirational Influence (6.99) is an indication that TL positively affects JS.

DISCUSSION OF FINDINGS

This study examined the relationship between TL and JS in the hospitality sector in Delta State, Nigeria. Data collected from research participants was analysed, and the results showed a favourable and significant association between JS and TL—which consists of idealised influence and inspirational motivation. It is the leaders' responsibility to shape the views of their employees regarding JS. Through TL activities like idealised influence and inspirational motivation, leaders raise the expectations and recognition of their employees and improve their satisfaction with their jobs. Transformational leaders inspire their workers to surpass expectations by transforming their own beliefs, needs, ambitions and roles. A transformational leader values the loyalty and respect that followers have for them and stresses the significance of a strong commitment to achieving corporate objectives. When workers feel valued and respected by their employer, they enjoy JS. Employee commitment to the organisation and degree of satisfaction are subsequently increased as a result of their recognition by their employer. Put differently, compassionate treatment of followers/employees by transformational leaders results in higher employee satisfaction. This result is consistent with that of Sutrisno et al. (2020), who contended that TL facilitates employee motivation and fosters the development of a supportive work environment in which staff members are free to voice their ideas and think creatively. This is inextricably linked to the leader's capacity to offer intrinsic benefits, such as psychological or emotional support, encouragement or motivation. As a result, it is possible to establish an ideal synergistic relationship, which will lead to increased JS.

The study's findings also validated those of Alharafsheh et al. (2023), Haddad et al. (2018), Jameel and Ahmad (2019), Othman and Khrais (2022), Bajracharya (2023), Mubaraq et al. (2023), and Munir et al. (2012), who stated that transformational leaders are extremely cognizant of their team members' happiness and JS, articulate the organisation's goals and vision clearly, exhibit optimism and have faith in their subordinates. Here, the key characteristics that distinguish TL from other styles of leadership are taking initiative, guiding and supporting people, building their self-assurance, eliminating task and job uncertainty and encouraging teamwork. Employee satisfaction at work is ultimately the result of this.

CONCLUSION AND RECOMMENDATION

The study examined the relationship between TL (idealised influence and inspirational motivation) and JS in the hospitality sector in Delta State, Nigeria. The study's findings demonstrated a strong and positive correlation between TL metrics—idealised influence and inspirational motivation—and JS. Therefore, the study came to the conclusion that employees working in the hospitality sector who practice TL had much higher JS. Because good attention and relationships from the leadership to subordinates can improve employee JS and help employees feel like an important part of the organisation, the study advises leaders, managers and management to motivate, inspire, believe in the opinions of employees and create a healthy and profitable relationship with employees.

LIMITATION AND EXTENSION

This study was able to establish the link between the two construct under investigation. However, there are some limitations to the study. In literature there are several dimensions of TL but this study only considered two dimensions (idealised influence and inspirational motivation). Furthermore, the population and sample size of the study was relatively small. Therefore, the researcher suggest that more studies should be carried out on the relationship between TL and JS taking into consideration all the aspect or dimensions of TL in a larger population and sample size. Perhaps in other sectors other than the hospitality sector.

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