

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON JOB SATISFACTION AMONG EMPLOYEES IN HTH CORPORATION SDN. BHD.

KHOR LEE PENG¹
MUHAMMAD IQBAL ARRASYID^{1*} (iqbalar@utm.my)

^{1,1*} Universiti Teknologi Malaya, Malaysia

ABSTRACT

This study focuses on employees of HTH Corporation Sdn. Bhd., a Malaysian logistics company. The company was chosen because its wide organizational structure makes maintaining consistent employee satisfaction across departments challenging. Effective leadership is crucial in such an environment. However, the effect of Transformational Leadership Styles (TLS) on Job Satisfaction (JS) at HTH Corporation Sdn. Bhd. remains underexplored. Therefore, this study examines the relationship between TLS and JS among employees. Based on the Bass Model, the research investigates four antecedents of TLS: Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC), and their effect on TLS and JS. The study employs a quantitative method, with structured questionnaires distributed to over 380 employees, resulting in 200 valid responses. Data analysis using SPSS includes reliability, validity, descriptive statistics, and multiple regression analysis. Findings reveal that II, IM, and IS are significantly related to TLS, while IC shows a positive but non-significant relationship. Moreover, TLS is significantly related to JS. The study suggests leadership training and open communication for the company to understand leadership effectiveness and the employees JS. The study also suggests broader samples, longitudinal data, and mediation variables in future research.

Keywords: Employee satisfaction; organization; transformational leadership style; job satisfaction; Bass model

INTRODUCTION

Companies are getting more conscious about the necessity of possessing a good leader, who is one of the determinants of employee satisfaction and organizational success (Kljajic, 2017). Restructuring of organizations and a change in leadership typically affect communication patterns, morale, and employee motivation (Burke, 2017). These are all factors of leadership influence that are important in the logistics industry, particularly in large organizations such as HTH Corporation Sdn. Bhd., which was established in 1940 and is currently one of the logistics and supply chain service providers in the Malaysian market, with over 330 vehicles and 380 employees in

Johor (HTH Corporation, 2025). Since the company has a very competitive and demanding environment, the leadership style is important for employee JS. In this study, two main variables are involved: TLS and JS. Nowadays, TLS has become the topic of interest of many professionals and scholars (Deng et al., 2023). TLS is the effort of leaders to develop new ideas and visions, which direct the organization to a new direction of growth and development (Korejan & Shahbazi, 2016). It helps to establish alignment of value between leaders and their teams and encourages them to collaborate to meet the objectives of an organization (Ramsey et al., 2017). According to

the Bass model (2006), TLS has four antecedents, namely II, IS, IM, and IC. In the meantime, JS is essential to the success of an organization (Aung et al., 2023).

This study focuses on examining the effect of TLS on employee JS at HTH Corporation Sdn. Bhd. TLS is analyzed through its antecedents II, IM, IS, and IC, which determine the ability of the leader to inspire, motivate, support, and guide employees (Bass & Riggio, 2006). This study covered all employees across the company's departments. The research covers the effects of II, IM, IS, and IC on TLS, as well as the impact of TLS on JS. A structured questionnaire was used as a method of data collection in this study, and 200 valid questionnaires were collected among the employees of HTH Corporation Sdn. Bhd. The research results are specifically tailored to this company and are expected to provide valuable insights for practitioners or researchers in the areas of leadership effectiveness and employee satisfaction in the logistics industry.

With the present size and number of employees in HTH Corporation Sdn. Bhd., overall JS in all the departments is a demanding task. Leadership approaches building up to increase the level of JS and minimize the level of dissatisfaction are crucial, as they assist in developing positive attitudes in employees and enhancing their commitment to the organization (Jannat et al., 2020). When a business organization is unsure of the effects of TLS on various employee groups, it may fail to adopt leadership concepts that can keep employees con-

sistently satisfied with the business. The wide organizational structure highlights the need to investigate the exact effects of TLS on JS, since one strategy might not be enough under such a demanding working environment. It was inferred that the relationship between TLS and JS at HTH Corporation Sdn. Bhd. remains underexplored. This research aims to bridge the contextual gap through an analysis of TLS effects on employee JS at HTH Corporation Sdn. Bhd.

This study aims to provide a clearer understanding of how TLS can improve leadership effectiveness and employee JS within organizations. This research is significant for several reasons. First, it can give the management of HTH Corporation Sdn. Bhd. key insights on the relationship existing between TLS and JS. The discovery of this relationship gives the company the opportunity to come up with systematic leadership training programs that can enhance the satisfaction of its employees. Besides that, the leadership practice improvements can be applied to the employees of HTH Corporation Sdn. Bhd. Enhanced knowledge about TLS allows leaders to implement motivating behaviors that create better staff support, leading to enhanced JS. Third, this study also contributes some new information to current academic research about leadership combined with organizational behavior practices, specifically in Malaysia's transportation and logistics sector. The research provides concrete evidence about leadership practices from a transport industry organization. This research may provide future researchers with

beneficial reference material for those interested in investigating leadership style and JS within comparable industries.

LITERATURE REVIEW

Theoretical Framework

This research underpinned the Bass model (Bass & Riggio, 2006) and Herzberg's two-factor theory (1959). The Bass model posited that idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC) predict transformational leadership style (TLS). Thus, this study adopts this model to examine the TLS. Meanwhile, Herzberg's two-factor theory emerged as a relevant framework for understanding job satisfaction (JS). The theory identifies the hygiene factors (which must be avoided to prevent dissatisfaction) and the motivational factors (which must be employed to create satisfaction). The hygiene factor recognized supervisor quality, and the motivational factor acknowledged recognition as the elements affecting job satisfaction (Hasan et al., 2024). Hence, it aligns with the key characteristic of TLS: motivating employees and providing a favorable work environment, thereby increasing motivation, satisfaction, and retention (Bastari et al., 2020). Therefore, the present study extends the Bass Model with the impact of TLS on JS as depicted in the conceptual research framework (Figure 1).

Transformational Leadership Style (TLS)

The alignment of leadership style, needs, and organizational culture is consid-

ered a fundamental element of organizational success (Pawirosumarto et al., 2017). The most effective leadership styles enhance performance in challenging workplace environments (Zeb et al., 2018). Once leaders understand how to most effectively and appropriately utilize their leadership style, they can effectively showcase their strengths to employees and influence and motivate them to perform better, ultimately achieving organizational goals (Purnomo et al., 2020). Leaders strive to influence employee work behavior because employee performance and behavior represent their contribution to the organization (Eliyana et al., 2019). Transformational leadership is one such leadership style. Many scholars have proposed this approach (e.g., Alrowwad & Abualoush, 2020; Nguyen et al., 2021; Sedrine et al., 2020; Zheng et al., 2019). TLS is a new era of leadership and strategic management that works to realize a stable and successful change (Boamah et al., 2018). This is guided by trust and appreciation of the subordinates, which encourages them to attain organizational goals by performing unofficial duties that are not in their association with their job (Buil et al., 2019). It is a significant change in management in terms of gaining executive effectiveness and achieving it through establishing a vision of the future of the organization and providing workers with the power to be responsible in regard to the realization of that vision (Marshall & Broome, 2017). Boamah et al. (2018) reported that the leadership type influences JS significantly, one of which includes the TLS, which is one of

the most influential leadership styles on satisfaction. TLS can be the presence of II, IM, IS, and IC (Bass & Riggio, 2006).

Idealized Influence (II) and Transformational Style (TLS)

According to Bass and Riggio (2006), leaders who demonstrate strong II tend to take calculated risks and act consistently, guided by a strong commitment to ethical principles. Sahibzada et al. (2016) explained that leaders with idealized traits display confidence and strength, which allows followers to feel comfortable solving problems. Leaders never fail to explain to the followers their beliefs and their values, and also build trust in each other (Sahibzada et al., 2016). Thus, employees follow leaders having II traits and consider them as role models who conduct the mission and values of the organization (Sadia & Akram, 2018). Recent research has reconceptualized II into two distinct subdimensions: idealized influence attributions (IIa) and idealized influence behaviors (IIb) (Brown et al., 2017). IIa refers to the leader's perceived charisma, where followers believe the leader possesses extraordinary or even heroic qualities, while IIb focuses on the leader's behaviors and role models that inspire trust, respect, and emulation (Brown et al., 2017). II enhances employee productivity by demonstrating confidence and determination and leading by example, thereby strengthening employees' shared goals and values (Yue et al., 2019). Okoli et al. (2021) argue that leaders' leadership is the charismatic antecedent to transformational leadership, characterized by leaders' admirable

behavior in articulating their vision for the future. These leaders do not act impulsively but make ethical decisions, thus earning the trust and support of their followers (Kitur et al., 2020). This hypothesis is based on the fact that leaders' leadership (II), as an antecedent to transformational leadership, is culturally relational in its orientation, which determines the formation of employee commitment and work engagement, as demonstrated by the correlation between leaders and employees (Erturk et al., 2018; Lee & Carpenter, 2018).

H₁: Idealized influence positively determines the development of transformational leadership style at HTH Corporation Sdn. Bhd.

Inspirational Motivation (IM) and Transformational Leadership Style (TLS)

Bass & Riggio (2006) define IM as how the leaders motivate and inspire their followers to be in harmony with the vision of the organization as a whole and be committed to fulfilling the vision. Transformational leaders motivate followers through the effective use of communication tools such as persuasive language, symbolic actions, and expressive body language (Kim et al., 2021). These methods help to create a collaborative work environment where all members are actively involved in achieving common goals (Kim et al., 2021). The most significant way to inspire followers is to make them share common desires, have a vision of something better, and be united with a strong vision (Shafi et al., 2020). IM

can be understood as the skill of the leader to effectively express a compelling vision of a more successful future of the organization, thus turning the followers towards their willingness to the common good of the company (Edirisooriya, 2020). This can inspire the enthusiasm of followers, making them willing to give up the status quo and enthusiastically seek the anticipated better future. Boamah et al. (2018) conducted research showing that IM is closely related to the performance development of employees. In addition, as mentioned by Okoli et al. (2021), leaders can create a team spirit among followers and make them focus on collective interests. IM shows all employees their importance, allowing employees to feel their importance and believe that the role given by the leader is valuable (Mi et al., 2019). Therefore, the presence of IM is positively correlated with the overall TLS

H2: Inspirational motivation displayed by leaders is positively related to transformational leadership style at HTH Corporation Sdn. Bhd.

Intellectual Stimulation (IS) and Transformational Leadership Style (TLS)

IS focuses on the behavior of leaders as followers try to think and come up with new ideas by criticizing assumptions and visions of past situations (Bass & Riggio, 2006). IS in TLS involves leaders instructing the employees to think smartly and resolve issues in creative ways. Leaders never hold on to the old solutions but rather promote innovation by allowing different views and engaging in open dialogue. They

are also good at recognizing the strengths and weaknesses of each person, they communicate effectively, and help the other team members to look into the alternative means of performance enhancement. Leaders may develop a culture of openness when addressing issues by attentively listening and showing empathy, which encourages employees to share ideas and solutions to particular organizational problems (Al-Maani & Al-Khraisheh, 2017; Al-Rousan, 2017; AlQudah et al., 2022). IS can foster new perspectives in employees and help them think and make decisions on any problem, either a new problem or an old one (Afsar et al., 2019). IS can also create an enabling environment among the people in such a way that the employees are able to obtain support to improve performance, information to unlock opportunities, and resources that maintain the performance of the employee in the workplace (Boamah et al., 2018). According to Carreiro et al. (2019), IS can stimulate employees' interest in using their abilities in new ways to solve problems. IS can develop employees' conceptual, comprehension, and analytical skills, thereby improving their performance levels (Carreiro et al., 2019). Therefore, IS makes a significant contribution to the formation of TLS.

H3: Intellectual stimulation provided by leaders positively predicts transformational leadership style at HTH Corporation Sdn. Bhd.

Individualized Consideration (IC) and Transformational Leadership Style (TLS)

IC is a scenario where the leader performs like a coach or a mentor and considers the achievement and growth requirements of each follower (Bass & Riggio, 2006). Another antecedent is to win the trust of the employees, discover their weaknesses and strengths, and assist them in the process of training and career growth to match the personal goals of employees with the organizational ones (Burawat, 2019). It also focuses on true listening to employees and treating them not as a single member of the working population but as a unique person (Kawash & Yaish, 2020). Leaders who provide IC based on the cultural background of their employees and provide support that respects cross-cultural differences (Chen et al., 2020). Leaders provide task-specific advice based on the unique needs of each employee. Mi et al. (2019) further concluded that IC plays an important role in TLS and defined it as the process of promoting employee growth by meeting individual needs. Historically, IC has focused on supporting employees' career development, cultivating their potential, and enhancing their capabilities, considering both personal and cultural factors (Monje et al., 2019; Afsar et al., 2019; Chen et al., 2020). Therefore, when leaders consistently demonstrate IC, this significantly promotes the strengthening of TLS.

H4: Individualized consideration by leaders positively predicts transformational leadership style at HTH Corporation Sdn. Bhd.

Transformational Leadership Style (TLS) and Job Satisfaction (JS)

JS has been described as the feeling of work orientation of a person related to the situation at hand (Valaei & Jiroudi, 2016). Sayadi (2016) claims that JS is an organizational effectiveness measure since it depends on organizational and individual issues. Although scholars have not reached complete agreement on its definition, JS is generally understood as an individual's overall positive or negative perception of their job (Aldridge & Fraser, 2016). Storey et al. (2019) emphasized that JS is a key variable of both employee happiness and the performance of the organization since it indicates how people in the workplace feel and assess their comprehensive work experience emotionally and psychologically. As an example, Katebi et al. (2022) managed to implement a meta-analysis and prove that there is a strong correlation between JS and job performance, as it revealed that the attitude of the employee towards his or her work is directly related to their performance and effectiveness at the workplace. JS can be defined as the subjective sense of accomplishment and pride an individual gets when he/she complete a specific task (Kasemsap, 2017). The type of leadership in a particular organization is crucial to selecting the JS, and the most effective leadership style found to achieve the levels of overall satisfaction among employees is TLS (Boamah et al., 2018). In the workplace, TLS has gained significance as a leadership style since it can transform people and organiza-

tions (Eliyana et al., 2019). Hermosilla et al. (2016) carried out a research survey of 47 managers and 107 subordinates in Spanish companies. They found that TLS was positively associated with several key outcomes, including managers' perceived effectiveness, subordinates' willingness to exert effort to complete tasks assigned by managers, and overall JS. A related study by Puni et al. (2018) in Ghana concluded that TLS was positively correlated with JS. Hence, this study hypothesized and conceptual research framework (Figure 1) are presented as follow.

H5: Transformational leadership style is positively related to job satisfaction at HTH Corporation Sdn. Bhd.

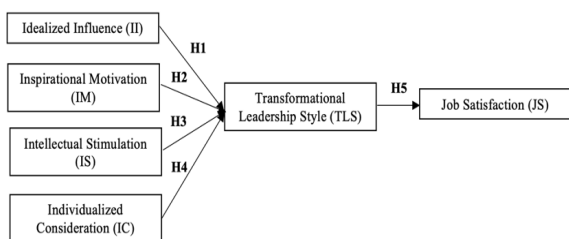


Figure 1: Conceptual Research Framework

METHODS

Research Design, Population and Sampling

Research design is fundamentally based on the ability to convert research questions into analyzable data, which will give answers at the least cost (Asenahabi, 2019). This paper employs a quantitative research approach to investigate the effect of TLS on JS among employees of HTH Corporation Sdn Bhd. The researcher attempts to infer from a large sample. The

researcher uses a quantitative research method, which involves collecting numerical information and then using statistical methods to analyze it to determine the relationships between variables. The primary data collection method is a structured questionnaire that includes standardized measures of TLS and JS. Along with the primary data, the secondary data were gathered using valuable sources such as journals, company websites, online papers, and articles. These two data collections were merged to gain a better appreciation of the research situation.

The researcher selected HTH Corporation Sdn. Bhd. as the research subject to collect data and information. The sample for this study included all employees of HTH Corporation Sdn. Bhd., totaling over 380 full-time employees. Sampling techniques significantly impact the study's precision (Makwana et al., 2023). The respondents in this study were determined using purposive sampling, a type of non-random sampling. Purposive/judgment sampling is a non-probability sampling method, or more precisely, a selective sampling method, that uses pre-defined subjects, most of whom are not selected based on a specific event (e.g., age, location, or species) (Bullard, 2024). Hair et al. (2018) stated that a sample size of 100 is categorized as a small sample, a sample of 100-200 is categorized as a medium sample, and a sample of 200 or over 200 is categorized as a large sample. A rule of thumb for calculating sample size was proposed: a questionnaire should not have more than 500 participants and should

not have fewer than 30 participants (Roscoe, 1975). Some recent studies have applied Roscoe's suggestion to decide their sample size, as illustrated in Sekaran & Bougie (2016), Suki & Suki (2017), and Sultana (2020). Therefore, the sample for this study managed to get 200 employees, which is approximately 52.6% of the total of over 380 employees.

Intellectual Stimulation (IS) and Transformational Leadership Style (TLS)

The questionnaire items for TLS and JS were adapted from previous studies, including Patiar and Wang (2016), Khalifeh et al. (2025), and Siswanto and Yuliana (2022). All items were measured using a 5-point Likert scale that ranges from "strongly disagree (1)" to "strongly agree (5)". The questionnaire was created using Google Forms and distributed to over 380 employees. To ensure the reliability and validity of the questionnaire, the researcher pretested it with 30 respondents. The acceptable Cronbach's alpha coefficients for all constructs were above 0.60 (Ghozali, 2016), while values between 0.70 and 0.96 indicated high internal consistency (Taherdoost, 2016; Findley et al., 2025). The r-statistic was then compared with the r-table of 0.3610 (significance level = 0.05, degrees of freedom = 28), indicating that all items were valid as they were all above the threshold. This study employed descriptive analysis, providing basic demographic data of respondents and their opinions on II, IM,

IS, IC, TLS, and JS. Analysis methods included frequency, percentage, and mean scores by using SPSS. The rule of interpretation for mean scores was 1.00–2.33 (low), 2.34–3.67 (moderate), and 3.68–5.00 (high), adopted from Sharif et al. (2022). Multiple regression analysis was implemented in this study. An initial regression model was used to investigate the effects of II, IM, IS, and IC on TLS. A second regression model was used to determine the effect of TLS on JS. The significance level was $p < 0.05$, at which the null hypothesis was rejected. This method allowed the study to explore the interrelationships and independent effects of each antecedent variable on TLS, and the effect of TLS on JS among employees of HTH Corporation Sdn. Bhd.

RESULT

Pilot Test

According to the findings, all 30 respondents completed the questionnaire with no missing values. II has an alpha value of 0.787, which is a good reliability coefficient. The alpha value for IM is 0.899, which suggests that there is an excellent internal consistency, implying that these five constructs are effective in the assessment of IM. In the same way, the alpha value for IS is 0.889, which is a good internal consistency, and it indicates that the constructs measure IS well. Moreover, the alpha value for IC is 0.811, which means it is highly reliable and has high consistency in the measurement of the construct. In general, all the findings validate the validity

and reliability of all items in this study. The result of TLS is $\alpha = 0.939$. The alpha value exceeds 0.9, which reflects excellence, and the result indicates that the scale has a very high degree of internal reliability. The validity of all five items is higher than 0.3610. In the meantime, the alpha value for JS is 0.874, and this fact shows that the five constructs possess excellent reliability. The outcome indicates that the five items are all valid.

Demographic Information

Table 1 concluded that a total of 56% of respondents are female, and 44% are male. This data suggests that there are more female respondents than male respondents. There is also a significant majority (53%) of respondents who are between 21-30 years old. 39.5% of respondents are between 31-

40 years old, and 5.5% of respondents are between 41 years old and above. Besides that, only 2% of respondents are below 21 years old. 46.5% of respondents are qualified as diploma holders. 36.5% of respondents are degree holders, and 14.5% are SPM or below. Furthermore, 2.5% of respondents have a master's degree or above. The data confirms that 34.5% of respondents work as operations staff at HTH Corporation Sdn. Bhd. 31% of respondents work as administrative staff, and 19.5% are managers or supervisors. Other than that, 12% of drivers and 3% respondents from other positions also contributed to this survey. Based on the results, most of the respondents (63%) have 5 to less than 10 years of work experience. Meanwhile, 18% have 10 to less than 15 years of experience, 17% have less than 5 years of experience, and only 2% have more than 15 years of experience.

Table 1: Demographic Information

Items	Frequency (n=200)	Percentage
Gender		
Female	112	56%
Male	88	44%
Age		
Below 21	4	2%
21 – 30	106	53%
31 – 40	79	39.5%
41 and above	11	5.5%
Qualifications		
SPM or below	29	14.5%
Diploma	93	46.5%
Bachelor's Degree	73	36.5%
Master's Degree and above	5	2.5%
Job Title		
Driver	24	12%
Administrative Staff	62	31%
Operation Staff	69	34.5%
Manager/Supervisor	39	19.5%
Others	6	3%
Years of Experience		
Less than 5 years	34	17%
5 to less than 10 years	126	63%
10 to less than 15 years	36	18%
More than 15 years	4	2%

Reliability and Validity Test

As shown in Table 2, the analysis included all 200 valid respondents with no missing data. The alpha value for II is 0.633, which reflects acceptable reliability and means the five constructs work well together in assessing II. The alpha value for IM is 0.701, which is still considered good reliability and means the items consistently measure the IM. The alpha value for IS is 0.681, which means that the scale demonstrates an acceptable degree of internal reliability. The alpha value for the IC is 0.690,

which means that the five constructs possess good reliability. Generally, the findings prove that all the items are reliable and valid. The alpha value for TLS of the scale is 0.671, which is within the acceptable range of internal consistency, and it proves that the constructs are well integrated to measure TLS. The five items are all valid, which is greater than 0.1380. Otherwise, the alpha value for JS is 0.703, which is deemed good, meaning that these are the consistent questions in the measurement of JS. The finding indicates that every five items are valid.

Table 2: Reliability and Validity Test – Main Study

Constructs	Reliability Test	Validity Test
Idealized Influence (II) I don't feel stressed when my boss is around me. My boss sets high achievement standards. My boss's ideas inspire me to keep improving. My boss has a strong personality. My boss is appreciated by employees.	$\alpha = 0.633$	0.407 0.325 0.417 0.349 0.440
Inspirational Motivation (IM) My boss encourages me to see a problem as a learning opportunity. My boss acknowledges my achievements. My boss is a trusted person. My boss trusts my ability to achieve my career goals. My boss focuses on getting things done as a team.	$\alpha = 0.701$	0.458 0.472 0.399 0.484 0.473
Intellectual Stimulation (IS) My boss appreciates every new idea to solve the problem. My boss provides reasons to change my perspective. My boss guides our career goals. My boss finds new ways to get the job done. My boss delegates the authority to develop decision-making skills.	$\alpha = 0.681$	0.456 0.399 0.388 0.431 0.500
Individualized Consideration (IC) My boss compliments me if I perform well. My boss knows what I need and helps me get it. My boss pays attention to all employees without prejudice. My boss listens to the demands of the employees. My boss communicates openly and directly with us.	$\alpha = 0.690$	0.358 0.415 0.435 0.497 0.522
Transformational Leadership Style (TLS) My boss helps others develop strengths. My boss talks enthusiastically about what needs to be accomplished. My boss spends time teaching and coaching. My boss shares an inspiring vision for the future. My boss gets others to look at problems from different angles.	$\alpha = 0.671$	0.362 0.378 0.462 0.482 0.438
Job Satisfaction (JS) I feel satisfied with the way my boss leads his/her subordinates. I find my job interesting. I feel comfortable with the work that I have this time. My boss is wise in making decisions. My boss treats all employees equally.	$\alpha = 0.703$	0.381 0.424 0.530 0.494 0.472

Descriptive Analysis (Frequency, Percentage, Mean)

The descriptive results in Table 3 revealed that regarding the question, “I don't feel stressed when my boss is around me”, 34.5% of respondents agreed, and 20% strongly agreed, meaning that most employees feel comfortable in front of their leaders. Regarding the statement, “My boss sets high achievement standards,” 39.5% of respondents agreed, and 9% strongly agreed. Although this represents less than half (48.5%) of the respondents, it still reflects that many employees believe their leaders are committed to pursuing excellence. Regarding the question, “My boss's ideas inspire me to keep improving”, 33% of respondents agreed, and 18% strongly agreed. This means that the thinking of the leader influences employees positively by motivating them. Regarding the statement, “My boss has a strong personality,” 39% of respondents agreed, and 19.5% strongly agreed; hence, most of the respondents thought that their leaders were confident and charismatic. Finally, regarding the statement that employees admire their leaders, 38% of employees agreed, and 11.5% strongly agreed. Since this percentage is less than 50%, it indicates that while some employees respect their leaders, a significant portion of employees remain neutral in their views of them. The overall leadership score is moderate with a mean of 3.5160, ranging between 2.34 and 3.67, which implies that the leadership at the HTH Corporation Sdn. Bhd. is moderate. The average

score is below 4, which means that the majority of the respondents were more likely to use the neutral section. It concluded that employees tend to trust their leaders, feel that they are helpful and capable of gaining their trust and respect.

The results for IM show that most of the respondents agreed with the statements. For example, 45.5% of respondents agreed, and 10% strongly agreed, that their leaders encourage them to view problems as learning opportunities. Similarly, a significant number of respondents, 37.5% agreed, and 11.5% strongly agreed that their leaders recognize their achievements. Since the figure is below 50%, this indicates that less than half of the respondents felt they received full recognition from their leaders. Other than that, 39% agreed, and 15.5% strongly agreed that their leaders are trustworthy people. Moreover, 36.5% (agree) and 13.5% (strongly agree) of the respondents confirmed that their leaders trust their potential to attain their career goals. Finally, 38.5% (agree) and 15% (strongly agree) of them confirmed that their leaders focus on teamwork to accomplish tasks. On the whole, with a mean score of 3.5160, the survey data show that the leaders are perceived by the employees to have a moderate degree of IM. Since the average score is below 4, it indicates that most respondents held a neutral attitude towards the statement.

The results indicate that most respondents generally agreed with the statement that their leaders stimulate creativity and critical thinking skills. Specifically,

41.5% of respondents agreed that their leaders appreciate new ideas for solving problems, and 17% strongly agreed. Furthermore, 36% agreed, and 11% strongly agreed, that their leaders provide logical reasons to help them change their perspectives. Since the agreement rate between the two sides is less than 50%, this suggests that many respondents were neutral on whether leaders could logically influence their views. Similarly, 45% (agree) and 14.5% (strongly agree) of respondents said their leaders guide them on how to achieve their career goals. The other 45% (agree) and 17.5% (strongly agree) responded that their leaders help them to come up with new ideas for work. Besides, 37.5% (neutral) of the people felt that their leaders allowed them to enhance their decision-making skills. This means that fewer than half the respondents believed that they had the power to make decisions under their leaders. Generally, the mean of 3.5250 signifies that employees rated their leaders as being involved in IS moderately. A score less than 4 is an indication that the respondents were not generally in agreement or in disagreement with the statement.

The survey outcome showed that most of the respondents felt that their leaders cared about and supported their employees. In particular, 47.5% of the respondents felt that their leaders acknowledged employees due to outstanding performance, with 12% strongly agreeing. This indicates that most people (59.5%) appreciate the positive reinforcement given by leaders. In the meantime, 37.5% of the participants had

a neutral opinion on whether their leaders knew the needs of the employees and offered help when necessary. The overall agreement rating of less than 50% indicates that many respondents are unclear about the level of attention and support their leaders provide, a result that is not encouraging. Furthermore, 37% of respondents agreed, and 12% strongly agreed, believing that leaders treat all employees equally and have never shown any bias. The survey results suggest that less than 50% of respondents believe that their leadership practices embody fairness and equality. Similarly, 34.5% agreed, and 15.5% strongly agreed that leaders listen to their needs. Additionally, 37.5% agreed, and 12% strongly agreed that leaders are open and honest communicators. The result being below 50% indicates that a significant portion of employees hold a neutral or uncertain attitude towards whether their leaders are open, honest, and responsive in their communication. Overall, the survey results have an average score of 3.4860, meaning that employees generally perceive their leaders' individualized consideration level as moderate. An average score below 4 indicates that most respondents hold a neutral attitude.

Most respondents tended to choose "neutral" or "agree" for statements related to transformational leadership behaviors. Regarding the statement "My boss helps others develop their strengths," 52% of respondents were neutral, while 26% agreed. This indicates that not all respondents agreed with this statement, suggesting a moderate level of agreement for this type of

leadership behavior. Regarding the statement “My boss talks enthusiastically about what needs to be accomplished,” 36.5% of respondents held a neutral attitude, and 32.5% agreed. Therefore, less than 50% of the respondents agreed, indicating that while there are positive views on this behavior, some respondents do not endorse it. Regarding “My boss spends time teaching and coaching,” 35.5% of respondents agreed, and 20% strongly agreed, indicating that respondents highly valued this behavior. Regarding “My boss shares an inspiring vision for the future,” 32.5% of respondents agreed, and 15% strongly agreed. Although the total of 47.5% is slightly less than half, it still reflects a considerable level of recognition people have for leaders' ability to motivate their teams. Finally, regarding the statement “My boss gets others to look at problems from different perspectives,”

38.5% of respondents agreed, and 9% strongly agreed. Since this is less than 50%, it suggests that only a minority believes their leaders have effectively encouraged diverse thinking. The mean of the total score is 3.4170, which shows that the respondents had a moderate agreement level with these statements. The mean score is below 4, and this can be assumed to indicate the neutrality of the opinions of the respondents. This implies that the leaders of the HTH Corporation Sdn. Bhd. demonstrated a moderate transformational leadership.

The frequency, percentage, and mean distribution of JS are concluded in Table 3. According to the findings of the survey, the respondents are generally satisfied with the work and leadership style. 37% of respondents stated that they were satisfied, and 13% stated that they were very satisfied with the

Table 3: Frequency, Percentage, and Mean of the Variables

Variables	Frequency & Percentage (N = 200)					Mean
	SD	D	N	A	SA	
Idealized Influence (II)						
I don't feel stressed when my boss is around me.	3 (1.5%)	27(13.5%)	61(30.5%)	69(34.5%)	40 (20%)	3.5160
My boss sets high achievement standards.	3 (1.5%)	28 (14%)	72 (36%)	79(39.5%)	18 (9%)	
My boss's ideas inspire me to keep improving.	3 (1.5%)	23(11.5%)	72 (36%)	66 (33%)	36 (18%)	
My boss has a strong personality.	4 (2%)	28 (14%)	51(25.5%)	78 (39%)	39(19.5%)	
My boss is appreciated by employees.	-	32 (16%)	69(34.5%)	76 (38%)	23(11.5%)	
Inspirational Motivation (IM)						
My boss encourages me to see a problem as a learning opportunity.	1 (0.5%)	20 (10%)	68 (34%)	91(45.5%)	20 (10%)	3.5160
My boss acknowledges my achievements.	3 (1.5%)	31(15.5%)	68 (34%)	75(37.5%)	23(11.5%)	
My boss is a trusted person.	2 (1%)	20 (10%)	69(34.5%)	78 (39%)	31(15.5%)	
My boss trusts my ability to achieve my career goals.	2 (1%)	2(12.5%)	73(36.5%)	73(36.5%)	27(13.5%)	
My boss focuses on getting things done as a team.	4 (2%)	20 (10%)	69(34.5%)	77(38.5%)	30 (15%)	
My boss trusts my ability to achieve my career goals.	2(1%)	25(12,5)	73(36,5%)	73(36,5%)	27(13,5%)	
My boss focuses on getting things done as a team.	4(2%)	20(10%)	69(34,5%)	77(38,5%)	30(15%)	

Intellectual Stimulation (IS) My boss appreciates every new idea to solve the problem. My boss provides reasons to change my perspective. My boss guides our career goals. My boss finds new ways to get the job done. My boss delegates the authority to develop decision-making skills.	1 (0.5%)	21(10.5%)	61(30.5%)	83(41.5%)	34 (17%)	3.5250
	7 (3.5%)	31 (15.5%)	68 (34%)	72 (36%)	22 (11%)	
	3 (1.5%)	20 (10%)	58 (29%)	90 (45%)	29(14.5%)	
	2 (1%)	21 (10.5%)	52 (26%)	90 (45%)	35(17.5%)	
	1 (0.5%)	38 (19%)	75(37.5%)	63(31.5%)	23(11.5%)	
Individualized Consideration (IC) My boss compliments me if I perform well. My boss knows what I need and helps me get it. My boss pays attention to all employees without prejudice. My boss listens to the demands of the employees. My boss communicates openly and directly with us.	1 (0.5%)	16 (8%)	64 (32%)	95(47.5%)	24 (12%)	3.4860
	-	29 (14.5%)	75 37.5%)	69(34.5%)	27(13.5%)	
	2 (1%)	32 (16%)	68 (34%)	74 (37%)	24 (12%)	
	3 (1.5%)	33 (16.5%)	64 (32%)	69(34.5%)	31(15.5%)	
	3 (1.5%)	28 (14%)	70 (35%)	75(37.5%)	24 (12%)	
Transformational Leadership Style (TLS) My boss helps others develop strengths. My boss talks enthusiastically about what needs to be accomplished. My boss spends time teaching and coaching. My boss shares an inspiring vision for the future. My boss gets others to look at problems from different angles.	2 (1%)	21 (10.5%)	104 (52%)	52 (26%)	21(10.5%)	3.4170
	1 (0.5%)	34 (17%)	73(36.5%)	65(32.5%)	27(13.5%)	
	3 (1.5%)	26 (13%)	60 (30%)	71(35.5%)	40 (20%)	
	4 (2%)	44 (22%)	57(28.5%)	65(32.5%)	30 (15%)	
	2 (1%)	36 (18%)	67(33.5%)	77(38.5%)	18 (9%)	
Job Satisfaction (JS) I feel satisfied with the way my boss leads his/her subordinates. I find my job interesting. I feel comfortable with the work that I have this time. My boss is wise in making decisions. My boss treats all employees equally.	-	32 (16%)	68 (34%)	74 (37%)	26 (13%)	3.5520
	3 (1.5%)	27 (13.5%)	48 (24%)	89(44.5%)	33 16.5%)	
	2 (1%)	26 (13%)	64 (32%)	84 (42%)	24 (12%)	
	1 (0.5%)	21 (10.5%)	68 (34%)	74 (37%)	36 (18%)	
	2 (1%)	21 (10.5%)	73(36.5%)	72 (36%)	32 (16%)	

way their leaders led. Also, almost half (44.5%) of the respondents were satisfied, and 16.5% were very satisfied with their jobs, which demonstrated the positive attitude towards the work that they do daily. Moreover, 42% (agree) and 12% (strongly agree) of the respondents showed that they are comfortable with their jobs. There is also 37% (agree) and 18 % (strongly agree) who have said that their leaders are being

wise when making decisions. Lastly, 36% (agree) and 16% (strongly agree) of the respondents indicated that their leaders treat the employees equally. Overall, with an average score of 3.5520, these results indicate a moderate level of overall JS. Given that the average score is below 4, the research results suggest that most respondents held a neutral attitude.

Multiple Regression Analysis

Table 4 concluded that the model explained 67% of the variance in TLS. Among the four antecedents, II ($\beta = 0.499$, $p < 0.001$), IM ($\beta = 0.153$, $p = 0.021$), and IS ($\beta = 0.215$, $p = 0.006$) were found to have significant positive effects on TLS. However, IC ($\beta = 0.041$, $p = 0.517$) is positive but not significant. The positive Beta value indicates a positive relationship between the variables. These findings suggest that leaders who display II, IM, and IS are more likely to foster a TLS. However, the leader who processes IC is not fostering TLS. Table 5 indicates the second regression model,

examining the effect of TLS on JS, revealed a positive relationship ($R = 0.619$). The model explained 38.4% of the variance in JS. The results showed a significant effect ($p < 0.001$), and the standardized beta coefficient ($\beta = 0.619$) indicates the strength of this relationship. Since the Beta value is positive, it shows that the relationship between the variables is positive, and the p -value < 0.001 confirms that this effect is statistically significant. The variance inflation factors (VIF) are less than 10, and the tolerances are more than 0.1. Therefore, there is no collinearity problem for both regression models.

Table 4: Model Summary, ANOVA, and Coefficients Result of II, IM, IS, and IC to TLS

Model Summary				
Model	R	R Square	Adjusted R-Square	
1	0.818	0.670	0.663	
ANOVA				
Model	Mean Square	F	Sig.	
Regression	13.020	98.924	< 0.001	
Residual	0.132			
Coefficients				
Model	Standardized Co- efficients Beta	Sig.	Collinearity Tolerance	Statistics VIF
1 (Constant)		0.379		
H1: II TLS	0.499	< 0.001	0.445	2.245
H2: IM TLS	0.153	0.021	0.393	2.547
H3: IS TLS	0.215	0.006	0.287	2.484
H4: IC TLS	0.041	0.517	0.426	2.350

Table 5: Model Summary, ANOVA, and Coefficients Result of TLS to JS

Model Summary			
Model	R	R Square	Adjusted R-Square
1	0.619	0.384	0.380
ANOVA			
Model	Mean Square	F	Sig.
Regression	29.739	123.188	< 0.001
Residual	0.241		

Coefficients				
Model	Standardized Coefficients Beta	Sig.	Collinearity Tolerance	Statistics VIF
1 (Constant)		< 0.001		
H5: TLS JS	0.619	< 0.001	1.000	1.000

DISCUSSION

The findings of the study are discussed based on the research objectives and hypotheses. The discussion is based on the effects of the antecedents of TLS (II, IM, IS, and IC) on the TLS and the effect of TLS on the JS of the employees at HTH Corporation Sdn. Bhd. The findings showed that II significantly influenced TLS, demonstrating that leaders who act as role models, communicate ethical standards, and build trust improve the overall development of transformational leadership. This aligns with previous findings of Sadia & Akram (2018) stating that employees follow leaders having II traits and consider them as role models who conduct the mission and values of the organization. For IM, the results indicated a positive and significant relationship with TLS. Leaders who motivate employees through clear vision, enthusiasm, and encouragement contribute to higher transformational leadership behaviors. This is consistent with the theory of Herzberg (1959), that is, motivating leadership is an effective method of enhancing JS and the performance of employees. TLS is also significantly influenced by IS. This result is consistent with those presented by Afsar et al. (2019), who point out the fact that transformational leaders develop new outlooks in their staff and enable them to think and make choices on any issue, a new

one, or an old one.

However, IC did not significantly influence TLS. Although the employees valued leaders who are attentive and offer incentives to the employees, the absence of close personal support and attention limited the effectiveness of the said leadership aspect. The findings indicate that the leaders need to be more concerned with the issue of individual differences, offer more personalized guidance, and make the work environment more supportive and empathetic. Through empowering the IC, the leaders are able to increase the overall effectiveness of transformational leadership and encourage the involvement of employees and their growth in the organization. This aligns with findings by Burawat (2019), who noted that IC implies winning the trust of the employees, discovering their strengths and weaknesses, and helping them by training and developing their careers to match the personal goals of individuals with the organizational goals. Finally, TLS had a significant and positive relationship with JS. The results showed that leaders who practice transformational leadership contribute to higher employee satisfaction levels. This supports hypothesis 5. Employees experienced job satisfaction, a feeling of comfort in their jobs, and a feeling of fairness in decisions made by their leaders. These results confirm that employee satisfaction and the

support of the transformational leadership practices enhanced employee satisfaction within HTH Corporation Sdn. Bhd.

This research is significant because it provides the management of HTH Corporation Sdn. Bhd. with crucial insights into the relationship between TLS and employee JS, enabling the company to develop a systematic leadership training program to improve employee satisfaction. The improved leadership practices can be directly applied within the organization, as a deeper understanding of TLS helps leaders implement motivating behaviors that create better staff support, leading to enhanced JS. Furthermore, this study provides new information for leadership and organizational behavior research in the Malaysian transport and logistics industry and offers a valuable reference for future researchers studying leadership styles and employee satisfaction.

CONCLUSION

The findings explain how the research successfully achieved its objectives. This study aimed to examine the effect of four antecedent variables of transformational leadership (II, IM, IS, and IC) on TLS, and the effect of TLS on employee JS at HTH Corporation Sdn. Bhd. Each objective was validated through statistical analysis, and the results confirm the achievement of the research objectives. The results showed that three antecedent variables had significant positive relationships with TLS, namely, II, IM, and IS, which explains that leaders who are more likely to lead by example, deliver

inspiring goals, and facilitate creative thinking are more likely to demonstrate transformational leadership behavior in the organization. These findings confirm the theoretical assumption of Bass (2006), according to which transformational leadership is established on the basis of trust, motivation, and intellectual input between leaders and their followers. Even though the IC was positively related to TLS, this relationship was not significant. This indicates that the personalized support, guidance, and concern for individual needs might be appreciated by the employees, but they might not be actively conducted and deeply perceived in this organizational setting. The logistics industry usually focuses on efficiency of operations, tight deadlines, and collaboration, and it might take away the chances of leaders to give individualized direction or on one treatment. Thus, the positive effect of IC on the perceived transformational leadership of employees was not as significant as in II, IM, and IS.

Additionally, it is also established in this study that TLS significantly influences JS. This observation fulfills the main objective of the study of the relationship between TLS and JS. When they perceive their leaders as inspiring, trustworthy, and intellectually stimulating, employees feel motivated, more valued, and contribute to their JS. This confirms Herzberg (1959) by asserting that motivation factors, including recognition, meaningful work, and growth, help to increase the level of satisfaction. These research results conform to Vroom's (1964) perception that employees get motivated

when they know that their effort will produce a desired effect, and also to Adams' (1963) perception that employees would be more responsive when they consider the leadership practices to be fair and just. In general, this study has succeeded in achieving all its research objectives as it states empirical evidence by offering evidence about the correlation of TLS with its antecedents and JS. Rather, it is grounded on the findings rather than a summary, which clearly shows how every research objective was met by analyzing data and integrating this into the theoretical basis. This study is beneficial to both theory and practice in that it highlights the most desirable implications for improving the effectiveness of TLS and employee JS at HTH Corporation Sdn. Bhd.

LIMITATIONS AND FUTURE STUDY

The study only focuses on TLS and JS among employees at HTH Corporation Sdn. Bhd. The findings may not apply directly to broader contexts since the organization has a distinctive organizational culture, work environment, and leadership style, which influences the data. Moreover, the research also concerns TLS exclusively and does not consider the influence of other leadership styles that may also influence JS. Future studies should consider increasing the sample to include many companies or industries, the use of sampling techniques, and the use of longitudinal designs to gain a better insight into the effectiveness of leadership and JS with time. Some of the mod-

erating or mediating variables that the researchers can discuss are the organizational culture, communication practices, or employee engagement.

CONFLICT OF INTEREST

The author declares that there is no conflict of interest associated with this research.

REFERENCE

- Afsar, B., Shahjehan, A., Shah, S. I., & Wajid, A. (2019). The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behaviour: A case of hotel employees. *International Journal of Intercultural Relations*, 69, 66–75. <https://psycnet.apa.org/doi/10.1016/j.ijintrel.2019.01.001>
- Aldridge, J. M., & Fraser, B. J. (2016). Teachers' views of their school climate and its relationship with teacher self-efficacy and job satisfaction. *Learning Environments Research* 19, 291–307. <https://doi.org/10.1007/s10984-015-9198-x>.
- Al-Maani, A., & Al-Khraisheh, O. (2017). Impact of applying transformational leadership on administrative creativity among Al-Balqa Applied University employees. *Educational Journal*, 122 (2), 117–169.
- Al-Rousan, E. (2017). Transformational leadership and transactional leadership

- among public schools' principals and their relationship to teachers' organizational citizenship behavior. *Specialized International Educational Journal*, 6(12), 184–198.
- Alrowwad, A., & Abualoush, S. H. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), 196–222. <https://doi.org/10.1108/JMD-02-2019-0062>
- AlQudah, N. F., Mathani, B., Aldiabat, K., Alshakary, K., & Alqudah, H. M. (2022). Knowledge sharing and self-efficacy role in growing managers' innovation: Does job satisfaction matter? *Human Systems Management*, 41(6), 643–654. <https://doi.org/10.3233/HSM-210006>
- Asenahabi, B. M. (2019). Basics of research design: A guide to selecting appropriate research design. *International Journal of Contemporary Applied Researches*, 6(5), 76–86. <https://www.ijcar.net>
- Aung, Z. M., San Santoso, D., & Dodanwala, T. C. (2023). Effects of demotivational managerial practices on job satisfaction and job performance: Empirical evidence from Myanmar's construction industry. *Journal of Engineering and Technology Management*, 67, 101730. <https://doi.org/10.1016/j.jengtecman.2022.101730>
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Psychology Press. NY. <https://doi.org/10.4324/9781410617095>
- Bastari, A., Eliyana, A., & Wijayanti, T. (2020). Effects of transformational leadership styles on job performance with job motivation as mediation: A study in a state-owned enterprise. *Management Science Letters*, 10(12), 2883–2888. <https://doi.org/10.5267/j.msl.2020.4.019>
- Berenson, M. T., Levine, D. M., Szabat, K. A., & Stephen, D. F. (2023). *Basic business statistics: Concepts and applications* (15th ed.). Pearson Education Limited. NY.
- Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing Outlook*, 66(2), 180–189. <https://doi.org/10.1016/j.outlook.2017.10.004>
- Brown, S., Chen, L., & O'Donnell, E. (2017). Organizational opinion leader charisma, role modeling, and relationships. *International Journal of Organizational Analysis*, 25(1), 80–102. <https://doi.org/10.1108/IJOA-10-2015-0924>
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of*

- Hospitality Management, 77, 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>
- Bullard, E. (2024). Purposive sampling. EBSCO Research Starters. [online]. Accessed 20 May 2025. Available at: <https://www.ebsco.com/research-starters/social-sciences-and-humanities/purposive-sampling>
- Burawat, P. (2019). The relationships among transformational leadership, sustainable leadership, lean manufacturing and sustainability performance in Thai SMEs manufacturing industry. International Journal of Quality & Reliability Management, 36(1), 20–25. <https://doi.org/10.1108/IJQRM-09-2017-0178>
- Burke, W. W. (2017). Organization change: Theory and practice (5th ed.). Sage Publications. CA. <https://doi.org/10.7202/1070356ar>
- Carreiro, H. O., & Tiago, T. (2019). Impact of transformational leadership on the diffusion of innovation in firms: Application to mobile cloud computing. Computers in Industry, 107, 104–113. <https://doi.org/10.1016/j.compind.2019.02.006>
- Chen, T. J., Wu, C. M., & Min, C. (2020). Can newcomers perform better at hotels? Examining the roles of transformational leadership, supervisor-triggered positive affect, and perceived supervisor support. Tourism Management Perspectives, 33, Article 100587. <https://doi.org/10.1016/j.tmp.2019.100587>
- Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: An evidence-based primer. Human Resource Development International, 26(5), 627–641. <https://doi.org/10.1080/13678868.2022.2135938>
- Dunn, P. K. (2021). Conceptual and operational definitions. [online]. Accessed 20 April 2025. Available at: <https://bookdown.org/pkaldunn/Book/OperationDefinitions.html>
- Edirisooriya, W. A. (2020). The impact of transformational leadership on talent retention: With special reference to the information communication technology industry in Sri Lanka. Journal of Management Studies, 2(1), 120–136. <https://doi.org/10.4038/sljms.v2i1.31>
- Eliyana, A., Ma’arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. European Research on Management and Business Economics, 25(3), 144–150. <https://doi.org/10.1016/j.iemeen.2019.05.001>
- Erturk, A., Van den Broeck, H., & Verbrigghe, J. (2018). Self–other agreement on transformational leadership and subordinates’ assessment of supervisor’s performance: Mediating role of leader–member exchange. Leadership & Organization Development Journal, 39(2), 291

- 308. <https://doi.org/10.1108/LODJ-02-2016-0048>
- Findley, A., Sloesen, B. J., O'Brien, P., Naujoks, C., Hodson, N., Leventi, A., Pascoe, B., Arbuckle, R., Montecchi-Palmer, M., Plaza, D., Karpecki, P. M., & Hamrah, P. (2025). Psychometric validation of the Chronic Ocular Pain Questionnaire (COP-Q). *Journal of Patient-Reported Outcomes*, 9(32). <https://doi.org/10.1186/s41687-025-00862-9>
- Ghozali, I. (2016). *Multivariate analysis application with SPSS program*. Diponegoro University Publishing Agency.
- Given, L. M., Case, D. O., & Willson, R. (2023). Research design, methodologies, and methods. In *Looking for information: Examining research on how people engage with information* (pp. 179–235). Emerald Publishing. <https://doi.org/10.1108/S2055-5377202315>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). *Multivariate Data Analysis* (8th ed.). Cengage Learning. UK.
- Hasan, J., Hasan, M., Rahman, M. A., & Hossain, M. U. (2024). Job satisfaction theories: A literature review. *IST Journal on Business & Technology*, 8 (1).
- Hermosilla, D., Amutio, A., Da Costa, S., & Páez, D. (2016). El liderazgo trans-
formacional en las organizaciones: Variables mediadoras y consecuencias a largo plazo. *Revista de Psicología del Trabajo y de las Organizaciones*, 32(3), 135–143. <https://doi.org/10.1016/j.rpto.2016.06.003>
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons. NY.
- HTH Corporation. (2025). *HTH Corporation – Total Logistics Hub*. [online]. Accessed 24 April 2025. Available at: <https://www.hth.com.my/>
- Irshad, I. (2016). Impact of extrinsic rewards on employees' performance. *Journal of Global Economics*, 4, Article 203. <https://doi.org/10.4172/2375-4389.1000203>
- Jannat, T., Omar, N. A., & Nazri, M. A. (2020). Analysing the mediating effects of job satisfaction and dissatisfaction on employee voluntary turnover intention. *Jurnal Pengurusan*, 59 (1), 1–13. <https://doi.org/10.17576/pengurusan-2020-59-06>
- Jasrai, L. (2020). *Data analysis using SPSS*. Sage Publications. [online]. Accessed 20 May 2025. Available at: https://study.sagepub.in/jasrai_daus
- Kasemsap, K. (2017). Unifying a framework of organizational culture, organizational climate, knowledge management, and job performance. In *Organizational culture and behavior: Concepts, methodologies, tools, and appli-*

- cations (pp. 327–355). IGI Global. <https://doi.org/10.4018/978-1-4666-4667-4.ch013>
- Katebi, A., HajiZadeh, M. H., Bordbar, A., & Salehi, A. M. (2022). The relationship between job satisfaction and job performance: A meta-analysis. *Global Journal of Flexible Systems Management*, 23 (1), 21–42. <https://doi.org/10.1007/s40171-021-00268-1>
- Kawash, R., & Yaish, W. (2020). Transformational leadership among the heads of departments at the University of Muhammad al-Siddiq Ibn Yahya, Algeria. *Journal of Arts*, 132(3), 395–427. <https://doi.org/10.31973/aj.v1i132.671>
- Khalifeh, A., Ananzeh, H., Mathani, B., Alrousan, M., Al-Adwan, A. S., AlKhasaawneh, M., & Omeish, F. (2025). Can transformational leadership influence job satisfaction? An empirical study with the mediating role of knowledge sharing. In *Technological horizons* (pp. 41–77). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-83662-364-920251003>
- Kim, H., Im, J., & Shin, Y. H. (2021). The impact of transformational leadership and commitment to change on restaurant employees' quality of work life during a crisis. *Journal of Hospitality and Tourism Management*, 48, 322–330. <https://doi.org/10.1016/j.jhtm.2021.07.010>
- Kitur, K., Choge, J., & Tanui, E. (2020). Relationship between principals' transformational leadership style and secondary school students' academic performance in Kenya Certificate of Secondary Education in Bomet County, Kenya. *Universal Journal of Educational Research*, 8 (2), 402–409. <https://doi.org/10.13189/ujer.2020.080210>
- Kljajić-Dervić, M., & Dervić, Š. (2017). Successful leadership and motivation lead to employee satisfaction. In *Management International Conference* (pp. 24–27).
- Korejan, M. M., & Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences*, 8(3), 452–461. <https://doi.org/10.4314/jfas.v8i3s.192>
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607–610. <https://doi.org/10.1177/001316447003000308>
- Lee, A., & Carpenter, N. C. (2018). Seeing eye to eye: A meta-analysis of self-other agreement of leadership. *The Leadership Quarterly*, 29(2), 253–275. <https://doi.org/10.1016/j.leaqua.2017.06.002>
- Makwana, D., Engineer, P., Dabhi, A., & Chudasama, H. (2023). Sampling methods in research: A review. *International Journal of Trend in Scientific Research and Development*, 7(3), 762.
- Marshall, E. S., & Broome, M. (2017). Transformational leadership in nursing (2nd ed.). Publishing. NY.

- Mellinger, C. D., & Hanson, T. A. (2020). Methodological considerations for survey research: Validity, reliability, and quantitative analysis. *Linguistica Antverpiensia, New Series: Themes in Translation Studies*, 19, 172–190. <https://doi.org/10.52034/lanstts.v19i0.549>
- Mi, L., Gan, X., Xu, T., Long, R., Qiao, L., & Zhu, H. (2019). A new perspective to promote organizational citizenship behaviour for the environment: The role of transformational leadership. *Journal of Cleaner Production*, 239, 118002. <https://doi.org/10.1016/j.jclepro.2019.118002>
- Monje-Amor, A., Abeal Vázquez, J. P., & Faíña, J. A. (2019). Transformational leadership and work engagement: Exploring the mediating role of structural empowerment. *European Management Journal*. <https://doi.org/10.1016/j.emj.2019.06.007>
- Nadrljanski, M. J. B., Sanader, A. J., & Vukic, D. N. (2016). Rewarding and human resources as factors of competitive advantage. *Pedagogija*.
- Nguyen, N. T., Hooi, L. W., & Avvari, M. V. (2021). Leadership styles and organisational innovation in Vietnam: Does employee creativity matter? *International Journal of Productivity and Performance Management*, 72(2). <https://doi.org/10.1108/IJPPM-10-2020-0563>
- Nyimbili, F., & Nyimbili, L. (2024). Types of purposive sampling techniques with their examples and application in qualitative research studies. *British Journal of Multidisciplinary and Advanced Studies*, 5(1), 90–99. <https://doi.org/10.37745/bjmas.2022.0196>
- Okoli, I. E. N., Nnabuike, E. K., Adani, I. N., & Ugbo, E. I. (2021). Transformational leadership and organizational success: Evidence from tertiary institutions. *Journal of Economics and Business*, 4(1), 170–182. <https://doi.org/10.31014/aior.1992.04.01.329>
- Patiar, A., & Wang, Y. (2016). The effects of transformational leadership and organizational commitment on hotel departmental performance. *International Journal of Contemporary Hospitality Management*, 28(3), 586–608. <https://doi.org/10.1108/IJCHM-01-2014-0050>
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Puni, A., Mohammed, I., & Asamoah, E. (2018). Transformational leadership and job satisfaction: The moderating effect of contingent reward. *Leader-*

- ship and Organization Development Journal, 39(4), 522–537. <https://doi.org/10.1108/LODJ-11-2017-0358>
- Purnomo, B. R., Eliyana, A., & Pramesti, E. D. (2020). The effect of leadership style, organizational culture and job satisfaction on employee performance with organizational commitment as the intervening variable. *Systematic Reviews in Pharmacy*, 11(10), 446–458. <https://doi.org/10.31838/srp.2020.10.68>
- Ramsey, J. R., Rutti, R. M., Lorenz, M. P., Barakat, L. L., & Sant’anna, A. S. (2017). Developing global transformational leaders. *Journal of World Business*, 52(4), 461–473. <https://doi.org/10.1016/j.jwb.2016.06.002>
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences* (2nd ed.). Holt, Rinehart and Winston. NY.
- Sadia, A., & Akram, A. (2018). Transformational leadership and organizational performance: The mediating role of organizational innovation. *SEISENSE Journal of Management*, 1(3), 59–75. <https://doi.org/10.33215/sjom.v1i3.28>
- Sahibzada, S., Jan, S., & Khan, A. (2016). Role of leaders’ idealized influence and inspirational motivation on employees’ job satisfaction. *University of Haripur Journal of Management*, 1(2), 86–92.
- Sayadi, Y. (2016). The effect of dimensions of transformational, transactional, and non-leadership on the job satisfaction and organizational commitment of teachers in Iran. *Management in Education*, 30(2), 57–65. <https://doi.org/10.1177/0892020615625363>
- Sedrine, S. B., Bouderbala, A., & Nasraoui, H. (2020). Leadership style effect on virtual team efficiency: Trust, operational cohesion and media richness roles. *Journal of Management Development*, 40(5), 365–388. <https://doi.org/10.1108/JMD-10-2018-0289>
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). John Wiley & Sons Ltd. CHI.
- Shafi, M., Lei, Z., Song, X., & Sarker, M. N. I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. *Asia Pacific Management Review*, 25(3), 166–176. <https://doi.org/10.1016/j.apmr.2019.12.002>
- Siswanto, & Yuliana, I. (2022). Linking transformational leadership with job satisfaction: The mediating roles of trust and team cohesiveness. *Journal of Management Development*, 41(2), 94–117. <https://psycnet.apa.org/doi/10.1108/JMD-09-2020-0293>
- Storey, M. A., Zimmermann, T., Bird, C., Czerwinka, J., Murphy, B., & Kalliamvakou, E. (2019). Towards a theory of software developer job satisfaction and perceived productivity. *IEEE Transactions on Software Engineering*, 47

- (10), 2125–2142. <https://doi.org/10.1109/TSE.2019.2944354>
- Suki, N. M., & Suki, N. M. (2017). Determining students' behavioural intention to use animation and storytelling applying the UTAUT model: The moderating roles of gender and experience level. *The International Journal of Management Education*, 15(3), 528–538. <http://dx.doi.org/10.1016/j.ijme.2017.10.002>
- Sultana, J. (2020). Determining the factors that affect the uses of Mobile Cloud Learning (MCL) platform Blackboard: A modification of the UTAUT model. *Education and Information Technologies*, 25, 223–238. <https://doi.org/10.1007/s10639-019-09969-1>
- Taherdoost, H. (2016). Validity and reliability of the research instrument: How to test the validation of a questionnaire/survey in a research. *International Journal of Academic Research in Management (IJARM)*, 5. <https://doi.org/10.2139/ssrn.3205040>
- Valaei, N., & Jiroudi, S. (2016). Job satisfaction and job performance in the media industry: A synergistic application of partial least squares path modelling. *Asia Pacific Journal of Marketing and Logistics*, 28(5), 984–1014. <http://dx.doi.org/10.1108/APJML-10-2015-0160>
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3). <https://doi.org/10.1016/j.pubrev.2019.04.012>
- Zeb, A., Ahmad, S., & Saeed, G. (2018). Leadership effectiveness and organizational performance: Exploring gaps in the existing literature. *Business and Economic Review*, 10(1), 95–106. <https://doi.org/10.22547/BER/10.1.4>
- Zheng, J., Wu, G., Xie, H., & Li, H. (2019). Leadership, organizational culture, and innovative behavior in construction projects: The perspective of behavior-value congruence. *International Journal of Managing Projects in Business*, 12(4), 888–918. <https://doi-org.ezproxy.utm.my/10.1108/IJMPB-04-2018-0068>