



Faculty of Cognitive Sciences and Human Development

**THE IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLES ON
JOB SATISFACTION IN PUBLIC SECTOR**

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ABSTRACT

This study investigates the influence of transformational leadership styles on job satisfaction among public sector employees in Sarawak, Malaysia. As public organisations continue to adapt to post-pandemic challenges and align with national goals such as the Sarawak Post-COVID Development Strategy (PCDS) 2030, effective leadership has become increasingly important. The study focuses on four key components of transformational leadership which are individualised consideration, idealised influence, inspirational motivation and intellectual stimulation. A total of 193 respondents participated in a quantitative survey using a structured questionnaire. Statistical analysis using Pearson correlation and multiple regression revealed that all four leadership dimensions have a strong and significant positive relationship with job satisfaction. As a result, individualised consideration emerged as the most dominant predictor, followed closely by inspirational motivation. These findings suggest that when leaders provide personal support, act as role models and inspire their employees can greatly enhance job satisfaction and workplace morale. This research contributes to the growing body of literature on leadership in the Malaysian public sector and provides practical insights for human resource strategies aimed at fostering a more engaged and satisfied workforce.

ABSTRAK

Kajian ini meneliti pengaruh gaya kepimpinan transformasional terhadap kepuasan kerja dalam kalangan kakitangan sektor awam di Sarawak, Malaysia. Dalam usaha organisasi awam menyesuaikan diri dengan cabaran pasca pandemik dan menyokong matlamat negara seperti Strategi Pembangunan Pasca COVID Sarawak (PCDS) 2030, kepimpinan yang berkesan menjadi semakin penting. Kajian ini memberi tumpuan kepada empat komponen utama kepimpinan transformasional iaitu pertimbangan individu, pengaruh ideal, motivasi inspirasi dan rangsangan intelektual. Seramai 193 responden telah mengambil bahagian dalam kaji selidik kuantitatif menggunakan borang soal selidik yang berstruktur. Analisis statistik menggunakan korelasi Pearson dan regresi berganda menunjukkan bahawa keempat-empat dimensi kepimpinan ini mempunyai hubungan yang kukuh dan signifikan secara positif dengan kepuasan kerja. Dapatan kajian menunjukkan bahawa pertimbangan individu merupakan faktor yang paling dominan diikuti oleh motivasi inspirasi. Ini menunjukkan bahawa apabila pemimpin memberi sokongan peribadi, menjadi contoh teladan dan memberi inspirasi kepada pekerja, ia mampu meningkatkan kepuasan kerja dan semangat di tempat kerja. Kajian ini menyumbang kepada pengembangan literatur berkaitan kepimpinan dalam sektor awam Malaysia dan memberi panduan praktikal kepada strategi sumber manusia untuk mewujudkan tenaga kerja yang lebih bersemangat dan berpuas hati.

Chapter 1: Introduction

1.0 Background of the study

Achieving sustainable development goals (SDGs) and harmonising organisational practises with the Environmental Social and Governance (ESG) principles, predominantly the social aspect, depends largely on the public sector. The Sarawak Post-COVID Development Strategies (PCDS) 2030 have also highlighted the importance of adopting innovative leadership approaches to rebuild the resilient institutions, to facilitate an equitable recovery and to improve the employee well-being. Meeting these needs and inducing the satisfaction of job in the public sector is of critical need of transformational leadership.

SDG 8 refers to decent work and economic growth, SDG 8 is directly supported with transformational leadership. After the COVID-19 pandemic crisis, keeping the public sector work force job satisfied and in a supportive work environment becomes a must to revitalise this work force. Individualised consideration, that has personal support and mentorship to its focus, helps contribute to SDG 10 that strives for equity and inclusivity in work. Furthermore, inspirational motivation is coherent with SDG 16, with its aim to 'build peace, justice and strong institutions' (UN 2018). When leading by empowering their employees and establishing a shared vision to meet organisational goals, leaders strengthen institutional resilience and its ability to deliver critical public services to beneficiaries in times of crises and beyond.

According Gunawan et al., (2023), the transformational leadership behaviour of inventive, proactive and risk-taking acts is important for supporting socioeconomic growth and sustainable development. Additionally, a study by Ahmad et al. (2020) revealed that transformational leadership is more suited for collectivistic cultures, like Malaysia, where leaders choose to support relationships over the success of an individual. In order to achieve this, Malaysian public sector organisations have instigated considerable changes and

improvements to their sustainable development framework as to reframed and restructured current processes with a view to enhancing public service access, responsiveness and pace. (Gunawan, et al. 2023; Ibrahim & Tajuddin 2020).

In Malaysia, it is understood that the need to be resilient, responsive and reputable in providing effective service to the people by Malaysian public service organisations (Ibrahim & Tajuddin, 2020). Consequently, transformational leadership can be used to encourage the attainment of the sustainable development goals and the maintenance of the social pillar of the environmental, social and governance principles in the Sarawak public sector.

Within the social pillar of ESG lie factors related to employee well-being, diversity and inclusion, all of which transformational leadership touches. Individualised consideration from leaders is when leaders respond to the specific needs of employees in order to foster their well-being and culture of inclusion. Inspiration motivation increases employee engagement by giving their roles a broader sense of purpose, creating fulfilment and loyalty. Transformational leadership practises can be adopted by public sector organisations to improve their alignment with ESG goals where it focusing on employee satisfaction increase and supporting the development and maintenance of a workplace environment that is more founded on equity, growth and collaboration.

Moreover, the Sarawak PCDS 2030 identifies the development of a resilient workforce to endure post pandemic challenges and transformational leadership facilitates these by providing problem solving and employee empowerment to innovate. When integrated into the operations of public sector institutions in Sarawak, these frameworks will increase their capacity to produce quality services, reinforce institutional resilience and aid in sustainable economic recovery and growth, in line with both global and local development goals.

1.1 Problem of statement

In the current public sector, the need for high quality service delivery has escalated and this has a demand for employee competent and job satisfaction. Although employee performance is accepted as essential in realising organisational objectives, there is a substantial gap in knowledge on the particular leadership conduct germane to employee commitment in the public sector.

Ahmad (2020), has proven that as the transformational leadership influences employee performance positively. Nevertheless, little research has been done to investigate how this perspective of transformational leadership affects job satisfaction in the public sector context. The gap between the need to further investigate these dimensions of leadership in public sector organisation and the significance of leadership behaviours when it comes to the satisfaction of employees and the accomplishment of organisational goals for this research is therefore essential (Tuan & Rajagopal, 2019).

In addition, research has shown that the effects of transformational leadership depend on the working environment. Studies however have shown a very strong positive relationship between these two dimensions and job satisfaction in the private sector, but this might not be the same in a public sector organisation considering different motivational factors and organisational culture (Siswanto and Yuliana, 2022). The variability here offers an opportunity to explore exactly how transformational leadership act on job satisfaction of public sector employees separately and jointly.

This study is intended to fill this gap by presenting empirical evidence in this area. It also aims to fill those gaps and contribute to the understanding of how transformational leadership can be exploited to improve job satisfaction in the public sector. It hopes to provide actionable insights to leaders and policymakers that can help create a supportive workplace

that encourages satisfied, high performing employees, who achieve the success of the organisation. In addition to its theoretical relevance for advancing leadership theory, this research also has practical implications for encouraging resilient and effective public sector institutions.

1.2 Research Objectives

1. To determine the relationship between intellectual stimulation on job satisfaction among employees in the public sector.
2. To determine the influence of inspirational motivation on job satisfaction among employees in the public sector.
3. To determine the relationship between individualised consideration and job satisfaction in the public sector.
4. To determine the contributions of idealised influence to job satisfaction in the public sector.
5. To identify the dominant factors contributing to job satisfaction in the public sector.

1.3 Research Hypotheses

H₁: There is a significant relationship between individualised consideration and job satisfaction in the public sector.

H₂: Idealised influence significantly contributes to job satisfaction in the public sector.

H₃: Inspirational motivation has a significant influence on job satisfaction among employees in the public sector.

H4: There is a significant relationship between intellectual stimulation and job satisfaction among employees in the public sector.

H5: Certain transformational leadership factors are dominant in contributing to job satisfaction in the public sector.

1.4 Conceptual Framework

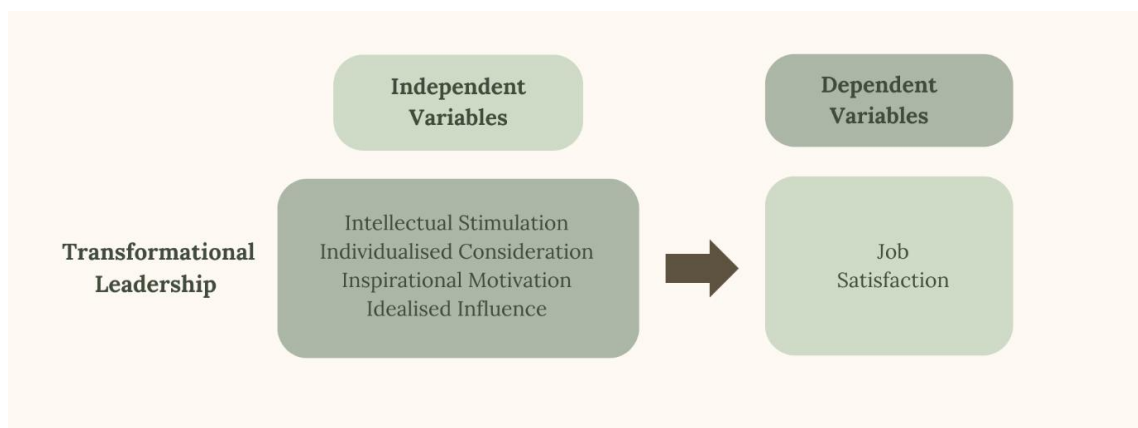


Figure 1: Conceptual Framework

Figure 1 shows the conceptual framework for this research. This framework shows that transformation leadership practices can affect employee's job satisfaction especially among public sectors worker. The diagram uses two types of variables which are independent and dependent variables.

1.5 Significance of the study

This study has important implications for policymakers, public sector organisational leaders and human resource practitioners. This research adds to the knowledge base on how leadership styles may affect employee morale and performance by analysing the effect of transformational leadership on job satisfaction.

In line with the findings of this study, supportive leadership practises are essential to create a good work environment. Transformational leaders prioritise leadership styles that can cater to the special needs and aspirations of their employees, resulting in higher job satisfaction and sense of well-being of the employees (Koon & Ho, 2020). In particular, in the public sector, employee's engagement plays a direct role to service deliver by the organisation (Crosby, 2014). By carrying out this research, we can obtain insight into how policies and practises of public sector organisations can act as effective tools in improving employee satisfaction and retention.

This research contributes insights for policy and practise as ways to improve employee satisfaction and retention in the public sector. Transformational leadership practises can be incorporated into the training development programmes as a way of creating a workforce that is committed and is motivated to meet the organisational goals (Kothari, 2023).

This work fits in the broader idea of the Sustainable Development Goals (SDGs) in promoting equitable and inclusive workplaces. Public sector organisations can make a significant contribution to building strong institutions and creating accountability and transparency culture by increasing job satisfaction through effective leadership (Karunakar, 2019).

This study has provided a basis for further research of the interconnection between leadership styles and employee satisfaction in different sectors. It shows ways to explore the application of various leadership styles to address the varying needs of employees in a changing working setting.

Therefore, this research concludes that in addition to demonstrating the important role which transformational leadership plays in raising job satisfaction, it also underscores its implications on the overall effectiveness and sustainable development of organisations. The

public sector organisations can enhance engagement and satisfaction of their workforce by understanding and practising these leadership practises that will ultimately result in better service delivery and community outcomes.

1.6 Definition of Key Terms

Table 1: Conceptual and Operational Definitions

Section	Conceptual Definition	Operational Definition
Job Satisfaction	Job satisfaction is a multifaceted construct studied across disciplines. Hackman & Oldham (2018) describe it as positive and negative affective experiences at work based on autonomy, mastery and fairness. Ng & Feldman (2018) emphasise the role of affective experiences, defining it as pleasure, involvement and arousal. Wolfson & Farrington (2020) highlight contextual and individual factors influencing job satisfaction. Kepes & Deluga (2022) link job satisfaction to physical and mental well-being. Akhtar et al. (2023) explore the	Defined as a psychological state involving positive attitudes toward work, encompassing dimensions like fulfillment, engagement and well-being (Ng et al., 2020). Recent operational definitions emphasize evaluating job satisfaction as a multifactor construct considering psychological, environmental and individual variables (Eisenberger et al., 2019; Judge & Colquitt, 2004).

	relationship between work values and long-term fulfillment.	
Individualised Consideration	Rosette (2019) defines it as treating individuals as unique, fostering job satisfaction and performance. Culotta & Scherbaum (2021) divide it into person-centered and person-oriented consideration. Campion et al. (2022) link it to autonomy and fulfillment, improving job performance. Simonsen (2023) adds the concept of tailored consideration, which customizes leadership to individual strengths and weaknesses.	A leadership style that addresses individual needs, values and goals, fostering autonomy and self-regulation (Ostroff et al., 2019). Leaders foster trust and personal development, promoting long-term job satisfaction and retention (Ghee et al., 2022). Balducci et al. (2024) describe it as a powerful employee development tool that enables personalized leadership interactions.
Inspirational Motivation	Intrinsic desire to achieve goals aligned with personal values (Deci & Ryan, 2000). It involves pursuing purpose and meaning, overcoming challenges and sustained motivation without external rewards (Lee & Hall, 2018). Antecedents include intrinsic interest, autonomy support and perceived competence	Operationalized as a multidimensional construct with three sub-dimensions: intrinsic goal valuation, value congruent motivation and goal pursuit (Tse et al., 2021). These dimensions quantify how goals align with individual values, support autonomy and drive physical effort toward goal attainment, offering a

	(Deci et al., 1994; Amabile, 2018). Inspirational motivation enhances goal attainment by aligning goals with individual values.	framework for studying and measuring inspirational motivation.
Idealised Influence	A key aspect of transformational leadership involving inspiring followers to achieve their best (Bass, 1985). Zhu et al. (2014) highlight its role in creating shared purpose. Frese et al. (2002) emphasise integrity and authenticity as markers of idealised influence. Foust & Kim (2019) argue that idealised influence enhances motivation and satisfaction, promoting transformational practices. Dinh et al. (2020) link it to managing organisational change effectively.	Defined as a composite variable encompassing idealised attributes (alignment of leader values with followers), behaviors (triggering compliance) and interactions (communicating vision and values) (Avolio, 2012; Kwon & Farh, 2018). Measured using tools like the Idealised influence inventory (Bono, 2022), including surveys and interviews for deeper insights into leader-follower dynamics.
Intellectual Stimulation	Encourages followers to think critically, innovate and solve complex problems (Bass & Avolio, 1994). Promotes growth, critical thinking and continuous learning (Druskat & Kayes, 1999; Zohar &	Operationalized as fostering innovation, adaptability and critical thinking. Leaders encourage questioning, experimentation and risk-taking (Edmondson, 2018; George & Jones, 2023). Studies

	Ben-Avie, 2017). Positively influences motivation, satisfaction and performance (Srivastava & Shrivastava, 2021). Associated with adaptability, creativity and organisational innovation (Gardner & Stough, 2002).	highlight its impact on creating a collaborative culture and achieving outcomes like satisfaction and engagement (Li et al., 2019). Intellectual stimulation is assessed through surveys and organisational performance metrics.
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1.7 Limitation of Research

This study attempts to deliver some valuable insights in the relationship between the practise of transformational leadership and job satisfaction in public sector employees though there are some limitations. The size and diversity of the sample used for data collection to this study may be considered a limit. However, if the data do not represent the population of public sector employees, findings may not be generalizable to all public sector organisations or employees outside of the sampled regions or contexts.

In addition, this study uses self-reported measures of job satisfaction and perceptions of leadership practises. However, this reliance can be biased, as employees tend to respond in a socially desirable fashion rather than true feelings. Incorporating objective measures or in the absence of these, third party assessments of the therapies might enhance future research by validating self-reported data. Further, participant engagement with or satisfaction with their job may also vary and might impact their answers. The higher the level of satisfaction with the current state of personal finances, the more they might participate and hence the possibility of bias in the findings.

Acknowledging these limitations is essential for interpreting the results of this study accurately. Despite making a contribution to the understanding of the causal relationships between transformational leadership and job satisfaction in the public sector, there are limits to the conclusions that have been drawn from the present study that need to be addressed in future research.

1.8 Summary

This chapter discussed about the purpose of this study and the importance of the introduction. The discussion included background of the study, problem statement, conceptual framework, significant of the study and etc. In chapter 2, the discussion will be focused on literature review.

Chapter 2: Literature Review

2.0 Introduction

In the public sector, job satisfaction is an important factor affecting employee performance, retention and organisational effectiveness. Transformational leadership has been proposed as a major predictor of job satisfaction in the public sector. From the synthesis of these existing research findings, this literature review emphasises how supportive leadership practises lead to employee engagement and satisfaction.

2.1 Individualised Consideration on Job Satisfaction

Individualised consideration has become a pivotal element affecting job satisfaction in the workplace. It signifies the degree to which a supervisor engages personally in an employee's career, development and welfare. Research indicates that individualised consideration significantly enhances job satisfaction; however, its relationships with other variables, including leadership style and organisational culture, are more intricate.

According to a study by Lavelle et al. (2020), individualised consideration is positively related to job satisfaction, even when controlling for other forms of transformational leadership. The authors believe when employees receive focused attention and support from leaders their job satisfaction and motivation grow. They suggest that employee job satisfaction depends on individualised consideration yet they mention intrinsic motivation and extrinsic motivation could affect the connexion between these two elements.

A study by Chu et al. (2019) found that individualised consideration is particularly effective in promoting job satisfaction among employees who value autonomy and recognition. However, the authors also suggest that the effectiveness of individualised consideration may be contingent on the type of leadership style used by the supervisor. For instance, a

transformational leadership style that emphasises individualised consideration may be more effective than a transactional leadership style that focuses on rewards and punishments.

A study by Li et al. (2022) examined the relationship between individualised consideration and job satisfaction in a Chinese context. The authors found that individualised consideration positively influenced job satisfaction with cultural values like face consciousness acting as moderators. This aligns with the transformational leadership theory, which emphasizes tailoring leadership to followers' needs. However, it raises questions about whether this dynamic holds in less collectivistic settings, like public sector organisations with diverse employee profiles. Future research, including this study, could address such gaps.

In conclusion, individualised consideration has become an essential variable affecting job satisfaction in the workplace. The relationship between individual consideration and job satisfaction is intricate and affected by multiple factors. However, evidence indicates that effective implementation of individual consideration can enhance job satisfaction. By comprehending the contingencies and moderators of individualised consideration, organisations can formulate more effective strategies to enhance job satisfaction and organisational performance.

2.2 Inspirational Motivation on Job Satisfaction

Inspirational motivation, often defined as a desire to achieve a greater good or make a meaningful contribution (Eisenberger et al., 2019), has been found to influence job satisfaction in various public sectors. For instance, a study by Berg (2022) highlighted that inspiring motivation directly improves how healthcare workers feel about their jobs. The researcher noted that when employees feel a sense of purpose and are motivated by a desire to make a positive difference, their job satisfaction tends to increase. Conversely, when employees are

driven solely by extrinsic rewards or pressures, their job satisfaction tends to decline (Pinder, 2013).

However, it is essential to acknowledge that inspirational motivation can be influenced by various factors, including job design, leadership style and organisational culture (Wrzesniewski et al., 2014). Research by Martin (2020) suggests that employees' sense of autonomy, mastery and purpose can be enhanced through job redesign initiatives that emphasise intrinsic motivation. In contrast, a rigid organisational culture or autocratic leadership style may undermine inspirational motivation and lead to decreased job satisfaction (Vroom, 2019).

Furthermore, Bühler et al. (2019) discovered inspirational motivation helps employees become more dedicated to their organisation and enhances their well-being. Bühler et al. (2019) discovered inspirational motivation helps employees become more dedicated to their organisation and enhances their well-being. The researchers discovered that when people find meaning in their work and feel loyal to their organisation, they become more content with their jobs, fully invest themselves in their roles and show less interest in finding new employment. Human resource managers in public organisations must create motivating workspaces because research shows this practice brings important benefits.

Despite the contributions of these studies, there is still a need for further research to better understand the complexities of inspirational motivation and job satisfaction in public sectors. Eisenberger et al. (2019) argue that inspirational motivation enhances job satisfaction by aligning employees' roles with a broader organisational purpose. However, its effectiveness may depend on organisational culture, as rigid hierarchies can undermine efforts to inspire employees (Vroom, 2019).

In conclusion, organisations in the public sector experience complex effects from inspirational motivation on employee satisfaction as it relates to task organisation, leadership behaviour and cultural environment. Recent research demonstrates that when leaders motivate through inspiration, they help employees develop better job satisfaction levels while building stronger organisational loyalty and workplace wellness.

2.3 Intellectual Stimulation on Job Satisfaction

The ability to encourage employees to think critically and come up with creative solutions is a hallmark of transformational leadership that is marked by intellectual stimulation (Bass, 1985; Enshasy & Mihov, 2019). The effects of intellectual stimulation on job satisfaction and its significance in the workplace have received a lot of attention recently (Ng & Feldman, 2013; Yang et al., 2020).

According to research, job satisfaction and intellectual stimulation are positively correlated (Podsakoff et al., 2000; Zhang et al., 2022). Employee motivation, engagement and dedication to their company all rise when they are encouraged to think creatively and come up with novel solutions (Fang et al., 2019; Wang et al., 2021). Furthermore, intellectually stimulating workers are more satisfied with their jobs because they view them as more challenging and meaningful (Amabile, 1993; Chen & Siang, 2020).

Yet, there is some research which indicates that intellectual stimulation may affect job satisfaction in a contingent way dependent upon individual characteristics including job attitudes and personality traits (George & Brief, 1996; Heslin, 2003). For example, neuroticism employees gain less from intellectual stimulation than extraversion and openness employees (Oh et al., 2019). The complex relationships among intellectual stimulation, job satisfaction and individual differences, however, need to be further studied.

In conclusion, intellectual stimulation is one of the transformational styles that has a positive impact to the job satisfaction due to its literature. The contingencies and mechanisms underlying the relationship remain to be explored further.

2.4 Idealised Influence on Job Satisfaction

According to Aristovnik et al. (2020) study on Slovenian public sector workers, transformational leadership is a positive predictor of job satisfaction. As anticipated, the findings demonstrated that idealised influence was a significant predictor of job satisfaction, with workers reporting higher levels of job satisfaction when they thought their leaders were inspiring and charismatic.

In a similar vein, Bahrami et al. (2020) investigated how transformational leadership affected Iranian nurses' job satisfaction. They found that idealised influence was a key indicator of job satisfaction for workers, who view leaders who exhibit high moral standards and integrity as trustworthy and valuable.

Moreover, Fok et al (2022) experimented among employees of a multinational company and discovered that idealised influence influenced job satisfaction positively. Results reveal that employees who perceived their leaders as idealised, inspiring experienced high level of job satisfaction.

However, some studies have found mixed results. For example, Lee et al. (2019) stated that employees in the service industry were shown that idealised influence enhanced job satisfaction but was mitigated by other leadership behaviours.

In conclusion, the research has indicated that the ideal influence has a positive influence on job satisfaction. With this information, managers and leaders can develop strategies to encourage idealised influence that can drive higher job satisfaction amongst employees.

2.5 The Role of Transformational Leadership in Job Satisfaction

Transformational leadership is garnering significant attention in organisational behaviour, with an increasing number of studies examining its impact on job satisfaction within the public sector. Bass (2019) asserts that transformational leaders possess attributes such as charisma, intelligence and a forward-looking vision that enable them to inspire and motivate their followers.

Dinh et al. (2019) conducted a study indicating that employees under transformational leaders exhibit higher job satisfaction, increased engagement and greater commitment to the organisation. However, these findings are not universally applicable, as certain studies have yielded divergent results (Bass, 2020). A study by Geyer and Steyrer (2021) demonstrated that transformational leadership correlated with increased job satisfaction, contingent upon the leader's emotional intelligence.

Moreover, a review of studies by Kröger et al. (2022) also found that transformational leadership can make people satisfy with their jobs, but only if the leader communicates in an honest and open way. This result does have some flaws because the study did not look at how other factors in the workplace affected the link between transformational leadership and job satisfaction.

Although the results are inconsistent, researchers concur that transformational leadership contributes to increased job satisfaction among employees in the public sector (Wang & Qiao, 2023). For example, Wang et al. (2020) conducted a study that demonstrated that transformational leadership was a reliable predictor of increased job satisfaction among public sector employees, even when other organisational and personal factors were considered. Nevertheless, the reasons why certain leaders are more effective at motivating their employees than others and the methods to enhance their effectiveness are not entirely clear.

Research indicates that transformational leadership positively influences job satisfaction in public sectors, although its effectiveness depends on the leader's capacity to inspire followers. This assertion is substantiated by research indicating that transformational leaders exhibit attributes such as charisma, intelligence and a forward-looking vision, which empower them to inspire and motivate their followers (Bass, 2019). Nevertheless, further investigation is required to comprehensively comprehend the determinants that affect the efficacy of transformational leaders and the implications for job satisfaction in public sectors.

2.6 The Impact of Organisation Culture on Job Satisfaction

Organisational culture has been found to be a key factor in determining how happy public sector workers are with their jobs. A positive organisational culture makes people happier with their jobs, but it is still not clear what the link is between transformational leadership and organisational culture.

Studies from the past have shown that the culture of an organisation has a big effect on how it influencing employee satisfaction. According to Zhang et al. (2020), organisational culture can either enhance or hinder job satisfaction, depending on the effectiveness of leadership. Conversely, a study by Wang et al. (2019) found that transformational leadership can help create a positive organisational atmosphere, which makes employees happier with their jobs. However, a conflicting view is presented by Li et al. (2022), suggested that other organisational factors, like culture and management style, can be more important than transformational leadership when it comes to job happiness.

Furthermore, a study by Han et al. (2021) revealed that transformational leadership fosters a positive work environment, subsequently enhancing job satisfaction among employees. However, the research conducted by Wang et al. (2020) indicates that the

relationship between transformational leadership and organisational culture is not linear. This implies that additional factors may also influence job satisfaction. A study by Li et al. (2023) found that employees in the public sector who view their work environment as positive and supportive tend to report greater job satisfaction.

In conclusion, transformational leadership seems to have an effect on the culture of a company, which in turn has an impact on job satisfaction. However, the relationship is not straightforward and other factors, such as management style and work environment, also contribute to employee satisfaction.

2.7 Employee Empowerment and Job Satisfaction

Another crucial factor in understanding job satisfaction in the public sector is the role of employee empowerment. Public sector employee empowerment is an important mechanism towards improving job satisfaction by promoting sense of autonomy, trust and involvement of employees whose works are often complex and highly regulated (Idris et al., 2024). Especially in public sector, employees often find great bureaucratic constraint, rigid hierarchical structure and few resources, which may cause their feelings of disempowerment and dissatisfaction (Ramapriya and Sudhamathi, 2021). These challenges can be significantly counteracted by empowerment strategies such as giving autonomy, resources and recognition and which will significantly improve their job satisfaction and productivity (Naqvi & Naqvi, 2024).

A major component of employee empowerment in the public sector is allowing the discretion and making the employee accountable for the results (Berman, 1995). Public sector organisations that allow employees to make decisions in their areas of expertise are able to allow them to respond better to local needs. For example, front line workers in healthcare, education and social service can rarely afford to be uninformed decision makers when having

decision making authority allows for them to solve unique, urgent problems. As a result, this helps create a sense of ownership and pride in your role, which results in higher job satisfaction and increased engagement with focusing on organisational goals.

Other critical factors in empowerment include providing employees with all of the tools, training and resources that they need to carry out your directives. Professional development opportunities, modern technology and filling appropriate staffing levels is how the public sector organisations in our examples give the message out to their employees that they are genuine in valuing their contributions. For example, leadership development programmes or skills training programmes do not only improve capabilities but also increase employee's confidence in the handling of responsibility (Ramdhani et al., 2019). These investments are worth what they are, creating an empowered worker base that feels supported and ready to take on the jobs they've been given, which translates to increased morale and satisfaction.

An open and inclusive culture in the public sector also encourages employee's empowerment (Mendes & Stander, 2011). By fostering employee to leadership dialogue, allowing for avenues for feedback and involving employees in the decision-making processes, barriers in hierarchy are broken down. Inviting public sector employees to participate in sharing ideas and shaping policies or programmes results in these employees feeling more connected to their work and to the organisation's mission (Mattingly et al., 2010). By this participatory approach, it increases job satisfaction as well as propelling innovativeness and effectiveness of public service delivery.

Contributions need also be recognised and acknowledged to empower the public sector (Iqbal, 2019). Employers often find it more difficult to keep staff resolute and happy, given the stress of public service. Rewards and benefits as awards, public acknowledgement or

opportunities for upward career mobility can highly reinforce the feeling of value or making a difference of employees.

In conclusion, employee empowerment helps in improving job satisfaction in the public sector. Public sector organisations can therefore create an environment in which the workforce is motivated and fulfilled with an environment that supports autonomy, provides resources, is inclusive and contributes. Such empowerment also improves employee morale, retention, quality and efficiency of public services and it benefits both employees and their communities.

2.8 Employee Engagement and Job Satisfaction

A study by Bai et al. (2019) found that transformational leadership was linked to higher levels of emotional intelligence, which in turn was linked to higher levels of employee engagement. This means that workers for transformational leaders are likely to be more emotionally intelligent, which means they care more about their jobs. Demirtas et al. (2020) found that the cultural context affected how transformational leadership affected employee engagement. This means that the link might not be the same for everyone.

Avolio et al. (2019) conducted a study revealing that transformational leadership correlated with increased job satisfaction, although employee engagement did not entirely account for this relationship. Job satisfaction appears to be influenced by multiple factors, including the impact of transformational leadership on workplace contentment. Nonetheless, research consistently demonstrates that transformational leadership is a crucial element in maintaining employee engagement and satisfaction within the public sector.

Additionally, a study by Bartram et al. (2020) demonstrated that transformational leadership correlated with enhanced job satisfaction and organisational commitment. Kim et al. (2022) demonstrated that the correlation between transformational leadership and employee

involvement was significantly greater in the public sector compared to the private sector. This illustrates the significance of examining industry disparities when investigating the impacts of innovative leadership.

In conclusion, it is important to note that employee engagement and job satisfaction have a lot of different effects in public areas that use transformational leadership. Research has shown over and over that transformational leadership is a key factor in keeping employees engaged and happy with their jobs. However, there are a number of factors that can change the link between these variables.

2.9 Autonomy and Job Satisfaction

Organisational behaviour researchers have been interested in how workplace autonomy affects job satisfaction in public areas. Transformative leadership is very important for giving employees more freedom, which leads to higher job satisfaction. According to Avolio et al. (2019), transformational leaders foster an environment in which people feel empowered and trusted to make decisions, hence increasing autonomy.

A study by Wang and Roshchina (2020) found that employee autonomy depends on both the type of leadership and the culture of the company. The research by Li et al. (2022) discovered that job satisfaction is higher in public sector organisations that put a lot of effort into developing and empowering their employees. It can be hard to do this, though, in places where things are organised in a hierarchy and rules are very strict.

A review of the research shows that employee autonomy is linked to job satisfaction, but the link is filtered through other factors like work environment, leadership style and organisational culture (Zhang et al., 2020). Employee autonomy and job satisfaction are both linked to transformational leadership in particular (Kemel & Bakar, 2020). The ways that

transformational leadership affects employee autonomy and job satisfaction, on the other hand, need more study.

Moreover, research indicates that job demands, resources and social support are critical external factors influencing the relationship between employee autonomy and job satisfaction (Sang et al., 2020). Cultural norms and beliefs must be considered when examining the impact of employee autonomy on job satisfaction (Hasan & Rafique, 2023). To obtain a comprehensive understanding of the interplay between transformational leadership, employee autonomy and job satisfaction, researchers must examine both individual and contextual factors.

2.10 Related Theories

The transformational leadership theory, which was first created by James MacGregor Burns in 1978 and then built upon by Bernard Bass in 1985, has been a central idea in the field of corporate leadership. Burns and Bass said that transformational leaders occur across individual and organisational levels and have an effect on how people and groups change, grow and adapt to new situations. Transformational leadership is still important and useful in today's world, as shown by new academic study (Heifetz, 1994; Conger, 2019; Humphreys & Revelle, 2020).

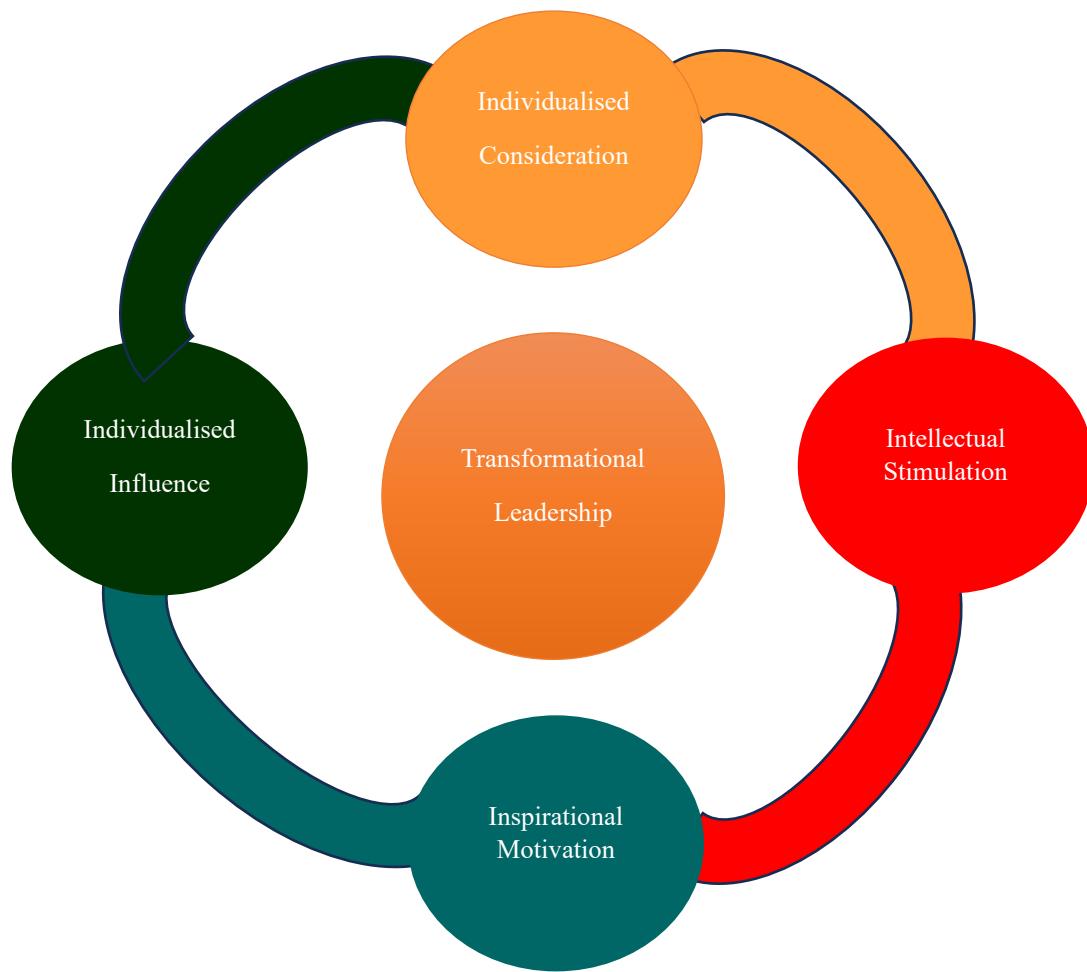


Figure 2: Transformational Leadership Theory

Source: Transformation Leadership Theory

Bass (1985) says that transformational leaders are different from other types of leaders because they have certain traits. These include having a vision, coming up with new ideas and being able to motivate others to do amazing things. This is what transformational leaders do: they encourage everyone in the organisation to share a vision, give their followers power and get everyone involved in the group's work. What transformational leaders do is meet the needs of the people they are in charge of while also looking out for their own interests.

Engaging and motivating followers is one of the most important parts of transformational leadership (Conger, 2019). Transformational leaders build trust, commitment

and respect among their followers. This makes them more motivated and gives everyone a sense of purpose. This led to better organisational performance and a higher chance of reaching goals (Humphreys & Revelle, 2020).

To operationalise and measure transformational leadership, a number of frameworks have been developed that include Bass's (1985) Multifactor Leadership Questionnaire and the Transformational Leadership and Influence Profile developed by Heifetz (1994). These frameworks expose some of the key dimensions or elements of transformational leadership, including charisma, intellectual stimulation and individualised consideration.

Transformational leadership is practically and theoretically relevant, yet remains under researched (Conger, 2019). As there has been a gap in them with respect to examining the role of transformational leadership in diverse contexts, recent studies have attempted to answer this gap by undertaking studies ranging from public administration (Folga et al., 2019) to social entrepreneurship (Bussell, 2019). In addition, these studies have enabled a better understanding in terms of transformational leadership and have demonstrated potential for use in social, public and private sectors.

In recent scholarly research, transformational leadership continues to be explored as an important factor in organisational performance (Bass, 2019; Conger, 2019; Humphreys & Revelle, 2020) and a shared sense of purpose among leaders and followers. In conclusion, transformational leadership theory remains a critical area of study in organisational leadership, offering valuable insights into the motivational factors that underlie leadership effectiveness.

2.11 Summary

This section summarises the main points of the study, focussing on how transformational leadership practices have a big effect on job satisfaction in public sector companies. It stresses how different types of leadership can help make the workplace better and get employees more involved. The summary also talks about how important these results are for public sector leadership techniques and how more research is needed into other aspects of job satisfaction and leadership effectiveness.

Chapter 3: Methodology

3.0 Introduction

This chapter explains how the study was done, including a full description of the research design, population, sample and sampling process. It also talks about the research tool, how to make sure it is valid and reliable, how to collect data and how to analyse the data. The chapter also talks about the moral issues that come up in the study. The talk in this chapter is very important because it goes over the research methods used. The choice of methodology is very important because the results will only be accurate and reliable if the right methods are used correctly.

3.1 Research Design

This study uses a combination of quantitative and correlational research to look into the link between the four parts of transformational leadership styles and job satisfaction among public sector employees. Devi et al. (2022) state that correlative studies look at how one or more independent variables are related to each other. The quantitative approach lets you gather numbers that can be statistically analysed to find patterns and connections.

3.2 Population, Sample and Sampling Procedure

3.2.1 Population

The target population for this study includes employees from two public sector units within Sarawak. This administrative complex houses key governmental organisations that play a crucial role in the development and implementation of policies and strategies. The sample for this study focuses on employees from specific units that align with the objectives of transformational leadership practices and job satisfaction.

The selection of these units is based on their relevance to the study's focus on transformational leadership and job satisfaction. According to research, public sector organisations often face unique challenges, including bureaucratic constraints, strict rule on financials and a collectivistic organisational culture, which can influence the adoption and effectiveness of transformational leadership (Hassan et al., 2023; Wright & Pandey, 2009; Sundring Pantja Djati et al., 2020). Sampling from these units allows for an in-depth exploration of how these challenges are navigated and how transformational leadership impacts job satisfaction in such contexts.

One of the selected units is Human Resource Management and Development (HRDMU) unit because this unit HRDMU is directly involved in leadership training, employee well-being and performance management. These areas align closely with transformational leadership dimension. Employees from this unit can help to provide valuable insights into how leadership practices influence job satisfaction.

The second unit will be Economic Planning Unit (EPU) because this unit is responsible for implementing innovative strategies such as the Sarawak Post-COVID Development Strategy (PCDS) 2030. Leaders in these units often exhibit visionary thinking and intellectual stimulation which are essential components of transformational leadership. Employees from these units can highlight how transformational leadership supports innovation and addresses bureaucratic challenges.

3.2.2 Sample

A sample is a collection of elements that were selected in accordance with the population of interest (Casteel & Bridier, 2021). Personnel employed by the Human Resource Development and Management Unit and the Economic Planning Unit in Kuching, Sarawak, comprise the public sector sample group for this investigation. The Krejcie and Morgan (1970) table was employed to determine the minimum sample size that will accurately represent the entire population in this study. There are a total of 319 employees in the Economic Planning Unit and the Human Resource Development and Management Unit. Consequently, the sample size determination table of Krejcie and Morgan (1970) indicates that 169 individuals will be involved.

Table 2: Krejcie & Morgan's Sample Size Determination Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346

85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

N: Population size	S: Sample Size
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Source: Krejcie & Morgan (1970)

3.2.3 Sampling Procedure

This study will be using a simple random sampling method to choose people from the group of public sector employees. This method makes sure that everyone has an equal chance of being chosen (Noor et al., 2022). This helps to reduce bias and makes the results more applicable to other situations.

3.3 Research Instruments

A structured questionnaire will be used to gather data. There are five parts to the questionnaire. Section A is about demographic information, Sections B, C, D and E are about transformational leadership questions and Section F is about job satisfaction questions. There

were two scales used in this study. Section A will use a nominal scale, while Sections B along F will use a Likert scale. This is because responses to different items that measure a variable can be tapped on a points scale and then added up across the items. The study used 5-point Likert Scale responses to get the measures.

Table 3: Research Instruments

Section	Measure	Item	Sources
A	Demographic	7	NIL
B	Individualised Consideration	5	Multifactor Leadership Questionnaire
C	Idealised Influence	5	
D	Inspirational Motivation	7	
E	Intellectual Stimulation	4	
F	Job Satisfaction Questions	20	Minnesota Satisfaction Questionnaire

3.4 Pilot Study

A pilot study is a short research study that is done before the main study to make sure that the questionnaire will work. Finding out if the scores on a poll are valid and giving an initial assessment of its internal consistency (Sundram & Romli, 2023). This is supposed to be done before the questionnaire is given to the real subjects. In order to get a good result, the pilot study is meant to find any unclear parts in the questionnaire before the main research. This will help in making sure that it works well in the organisation setting.

3.5 Validity and Reliability

According to William (2024), validity and reliability are two fundamental concepts in academic research that show how accurate and reliable the results of a study are. William (2024) noted that validity is the degree to which a study measures or reflects what it says it measures. Reliability, in contrast, means that the results of a study are stable and consistent. Williams (2024) states that the validity and dependability of results will be protected to make sure that academic research is of high quality.

This study utilises Cronbach Alpha in the Statistical Package for the Social Sciences (SPSS) to check that the data provided is acceptable and can be measured. Cronbach Alpha checks to determine if the questionnaire is consistent as well as accurate on its own. A higher α suggests that the internal consistency is higher. The Cronbach's Alpha number should be at least 0.7.

3.6 Ethics of the Study

This study will follow ethical rules, which means that participants' privacy and anonymity will be protected. The ethics committee will be asked for ethical approval. Participants will be assured about their rights and their data will be kept safe.

3.7 Data Collection Procedure

The data collection procedure adheres to a defined process. Initially, the researcher will engage with public sector staff to secure authorization before distributing the questionnaires. The researcher thereafter explains the objectives, needed number of responses and the roles of participants in addressing the enquiries. Participants are given one week for

completing the questionnaires. A staff representative assists the researcher in disseminating the questionnaires inside the organisation by department. The researcher will retrieve the filled questionnaires after one week.

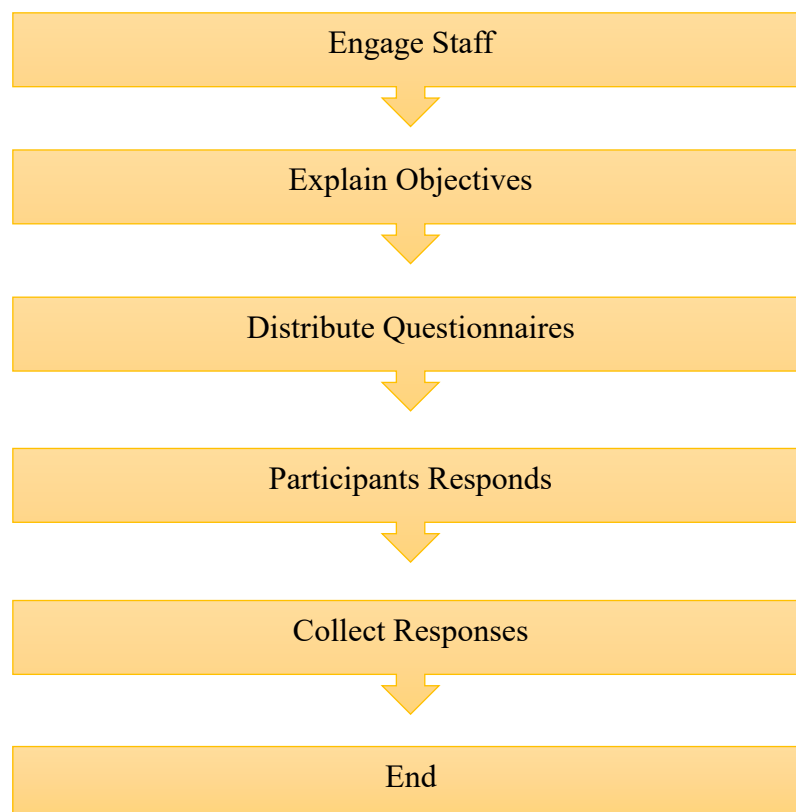


Figure 3: The Flowchart for Data Collection Procedure

3.8 Data Analysis Techniques

This research utilise statistical software of choice will be SPSS, which stands for Statistical Package for the Social Sciences, to analyse the collected data. Summarising the demographic information of the sample is what descriptive statistics are all about. This research will use inferential statistics, like regression and correlation analysis, to test assumptions about the links between leadership practices and work satisfaction.

3.7 Summary

The purpose of this study is to systematically investigate the relationship between transformative leadership and contentedness in jobs in the government sector. The purpose of this quantitative study is to collect data that public sector leaders may use to improve their work and the lives of their workers.

Chapter 4: Findings

4.0 Introduction

In this fourth chapter, results and discussion pertaining to all of the variables that were associated with this study are presented. The background of the participants, descriptive statistics and the primary findings are some of the important elements that are covered in this report. An overview of the characteristics of the respondents is presented at the beginning of this chapter, which is illustrated with graphs based on the data that was collected. Following that, it provides a comprehensive analysis of the findings, after which it emphasises the most important findings for each variable.

4.1 Respondents' Background

4.1.1 Age

Based on the sample, the following figure displays a bar chart that illustrates the age distribution of employees working for an organisation that is part of the public sector community. In total, there were 193 people who participated in the survey, and 22.8% of them, or 44 out of them, are between the ages of 25 and 34. This is closely followed by the age group that ranges from 35 to 44 years old, which accounts for 20.7% of the sample or forty respondents combined. The third highest group is those aged 55 to 64 years, accounting for 19.7% or 38 respondents. Meanwhile, 17.6% or 34 individuals fall within the 45 to 54 age range. Representing the younger workforce, 24 respondents (12.4%) are aged 18 to 24, commonly referred to as Generation Z. Lastly, 6.7% or 13 respondents are aged 65 and above.

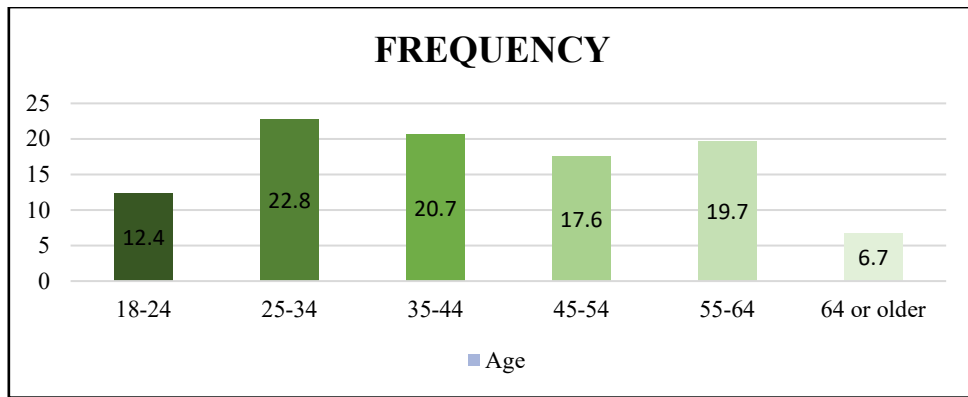


Figure 4: Participants' Age

4.1.2 Gender

With regard to gender distribution, the data indicates that a higher proportion of respondents were female. Specifically, 60.1% of the total sample, equivalent to 116 out of 193 respondents, identified as female. In comparison, 39.9% or 77 respondents, identified as male. This suggests that female representation is more prominent within the sampled population of the public sector organisation. The observed gender distribution may reflect the actual gender composition within the organisation.

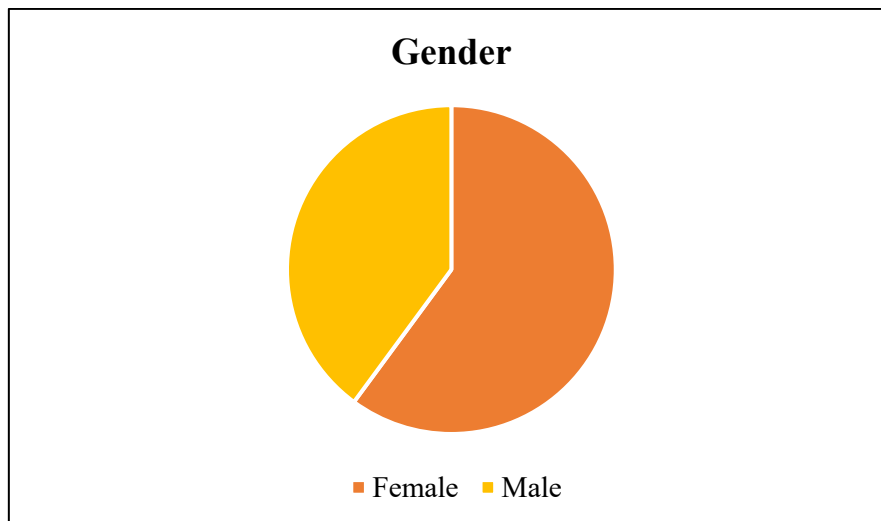


Figure 5: Gender Pie Chart

4.1.3 Educational Background

There are 105 out of 193 respondents who have a Bachelor's Degree, which accounts for 54.4% of the total respondents. This indicates that the majority of the respondents have such a degree. The next group consists of individuals who have earned a Master's degree, which accounts for 20.7% of the sample and provides the equivalent of forty respondents. Those persons who have a Diploma, STPM, or Matriculation qualification make up 15% of the total respondents, which comes to 29 people.

A Doctor of Philosophy (PhD) qualification is held by 5.7% of the respondents, which is equivalent to 11 individuals. Sijil Pelajaran Malaysia (SPM) was the only level of education that four percent of respondents, or eight individuals, reported having finished as their highest level of education. This distribution is indicative of a staff that possesses a high level of education within the public sector organisation that was surveyed.

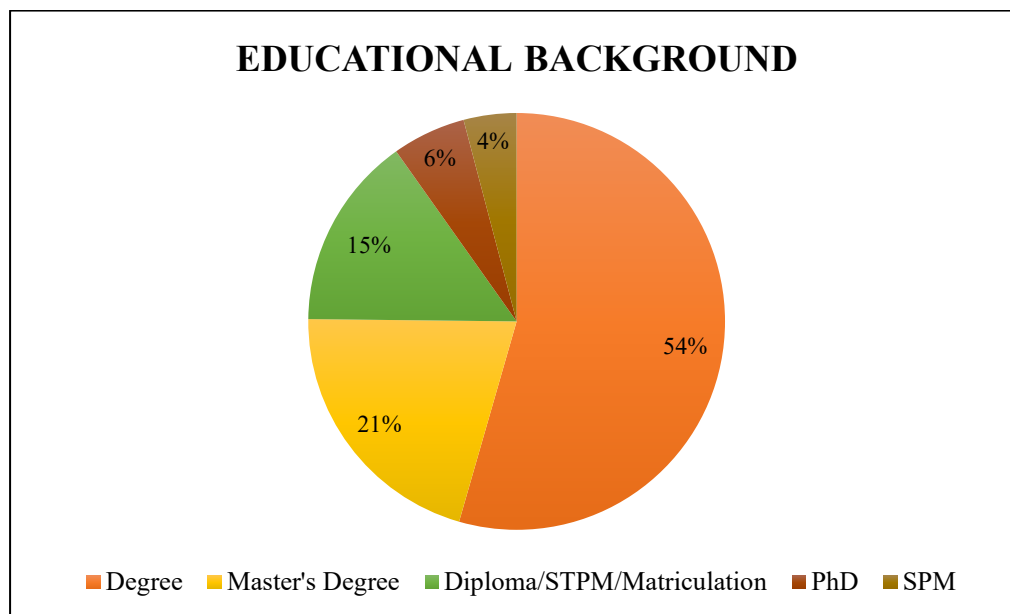


Figure 6: Participants' Educational Background

4.1.4 Years of Service

The highest proportion of participants reported having less than 1 year of experience in the public sector, comprising 34.7% or 67 out of 193 respondents. This is followed by 32.1% or 62 respondents who have 1 to 3 years of working experience. Meanwhile, 19.2% or 37 respondents indicated they have been working for 4 to 6 years. The smallest group consists of respondents with more than 7 years of experience, representing only 14% or 27 individuals. These findings suggest that the workforce within the sampled organisation is relatively young in terms of tenure, which may have implications for institutional knowledge, training needs and career development planning.

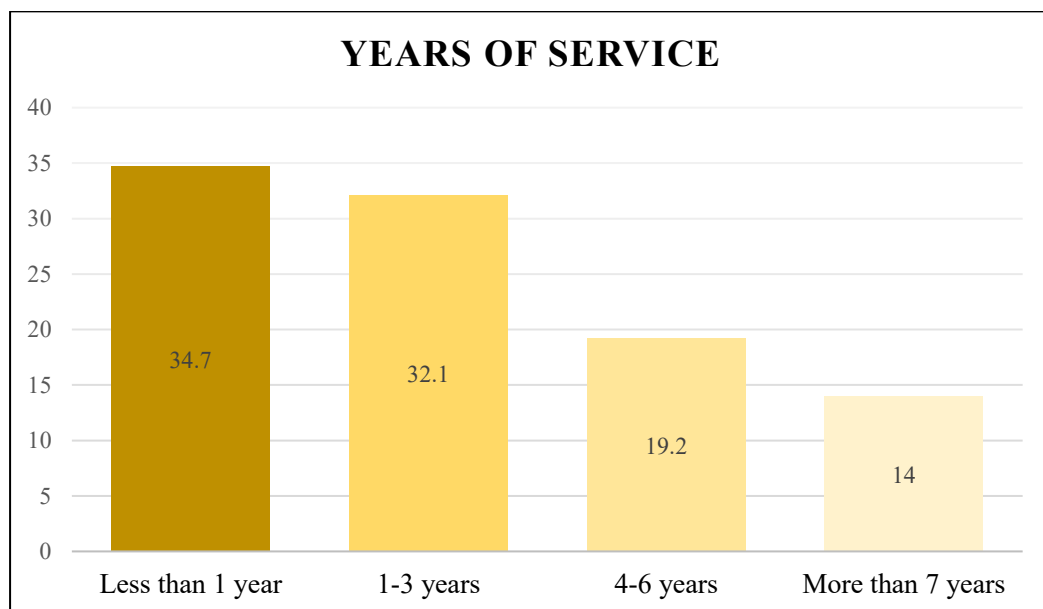


Figure 7: Participants' Years of Service

4.1.5 Years of Experience in Current Role

With respect to the respondents' years of experience in their current roles, 27.5% or 53 out of 193 respondents reported having held their current position for 1 to 3 years. This is followed closely by 25.9% or 50 respondents who have been in their current role for 7 to 10 years. Additionally, 21.1% or 41 respondents indicated 4 to 6 years of experience in their current position.

One-fifth of the respondents, or 29 individuals, have been working in their current position for a period of time that is less than one year. In conclusion, ten percent of respondents, or twenty individuals, stated that they have more than ten years of experience in their current position. This distribution suggests a relatively balanced mix of both newly appointed and more experienced personnel within the organisation, which may enhance team dynamics through a combination of fresh perspectives and institutional knowledge.

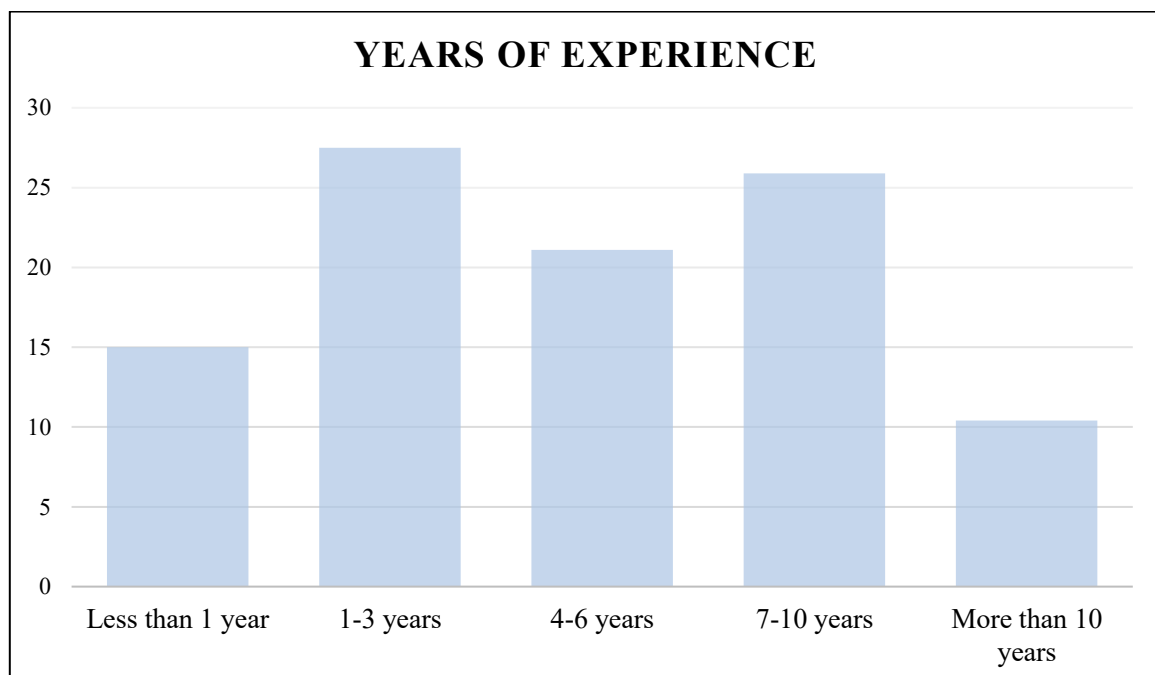


Figure 8: Participants' Years of Experience

4.1.6 Leadership Training

In relation to leadership development, a significant majority of respondents which is 91.7% or 177 out of 193 individuals indicated that they have received leadership training or participated in development programs in their current position. In contrast, only 8.3%, representing 16 respondents, reported that they have not received any form of leadership training or development. This suggests that leadership development initiatives are widely implemented within the organisation, reflecting a strong institutional emphasis on enhancing leadership competencies among employees.



Figure 9: Leadership Training

4.1.7 Frequency of Interaction with Direct Supervisor

Regarding the frequency of interaction with direct supervisors or leaders, the largest proportion which is 41.5% or 80 out of 193 individuals reported that they interact on a monthly basis. This is followed by 28.5% or 55 respondents who indicated weekly interactions with their direct supervisor. Meanwhile, 16.1% or 31 respondents stated that they interact daily and 14%, equivalent to 27 respondents, reported rare interactions with their supervisor or leader. These findings suggest that while a majority of employees maintain at least periodic communication with their leaders, a relatively small percentage engage in daily interactions, which may have implications for leadership accessibility and employee engagement.

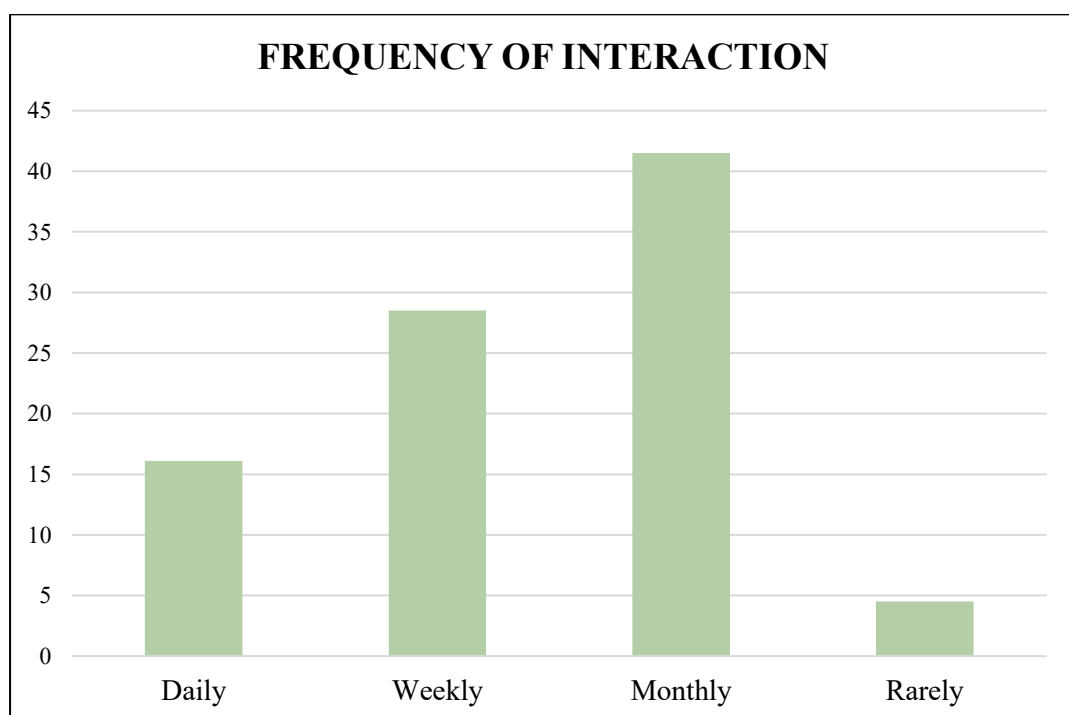


Figure 10: Frequency of Interaction with Direct Supervisor

4.2 Descriptive Analysis

This section presents the findings comprising four aspect of Transformational Leadership alongside job satisfaction. The responses for transformational leadership are presented as percentages based on a five-point Likert scale, with 1 representing Strongly Disagree and 5 representing Strongly Agree. Job satisfaction is assessed with a five-point scale, with responses from 1 (Very Dissatisfied) to 5 (Very Satisfied). The tables below present the mean and standard deviation for each item, offering a comprehensive overview of respondents' perspectives and satisfaction levels.

4.2.1 Individualised Consideration

The Individualized Consideration construct in the questionnaire comprises five items, all of which were adapted from established instruments used in previous studies to ensure content validity and relevance to the research context.

Table 4: Individualised Consideration Descriptive Analysis

Items	N	Range	Min	Max	Mean	Std. Deviation
My leader helps me develop myself.	193	4	1	5	3.96	.970
My leader lets me know how they think I am doing.	193	4	1	5	4.09	1.040
My leader gives personal attention to me when I seem rejected.	193	4	1	5	4.21	1.055
My leader is okay with whatever we want to do.	193	4	1	5	4.02	1.010

My leader is content to let us continue working the same way as always.	193	4	1	5	4.13	.980
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4.2.2 Idealised Influence

The idealised influence construct in the questionnaire comprises five items, all of which were adapted from established instruments used in previous studies to ensure content validity and relevance to the research context.

Items	N	Range	Min	Max	Mean	Std. Deviation
My leader makes me feel good to be around them.	193	4	1	5	4.14	1.162
My leader inspires complete faith in me.	193	4	1	5	4.11	.959
My leader makes me proud to be associated with them.	193	4	1	5	4.12	1.028
My leader asks no more of us than what is absolutely essential.	193	4	1	5	3.83	.948
My leader is satisfied when we meet agreed-upon standards.	193	4	1	5	4.14	.893

4.2.3 Inspirational Motivation

The inspirational motivation construct in the questionnaire comprises seven items, all of which were adapted from established instruments used in previous studies to ensure content validity and relevance to the research context.

Table 5: Inspirational Motivation Descriptive Analysis

Items	N	Range	Min	Max	Mean	Std. Deviation
My leader clearly expresses, with a few simple words, what we could and should do.	193	4	1	5	4.08	1.005
My leader provides appealing images of what we can achieve together.	193	4	1	5	4.19	1.041
My leader helps me find meaning in my work.	193	4	1	5	4.16	.957
My leader tells me what I need to do if I want to be rewarded for my work.	193	4	1	5	3.99	.960
My leader provides recognition or rewards when I reach my goals.	193	4	1	5	4.23	1.075
My leader calls attention to what I can get for what I accomplish.	193	4	1	5	4.05	.891
My leader clearly tells me the standards I need to know to carry out my work.	193	4	1	5	3.97	.968

4.2.4 Intellectual Stimulation

The intellectual stimulation construct in the questionnaire comprises four items, all of which were adapted from established instruments used in previous studies to ensure content validity and relevance to the research context.

Table 6: Intellectual Stimulation Descriptive Analysis

Items	N	Range	Min	Max	Mean	Std. Deviation
My leader encourages me to think about old problems in new ways.	193	4	1	5	4.13	1.145
My leader provides new ways of looking at puzzling situations.	193	4	1	5	4.09	1.050
My leader gets me to rethink ideas I had never questioned before.	193	4	1	5	4.00	.884
My leader does not try to change anything as long as things are working.	193	4	1	5	3.85	1.027

4.2.5 Job Satisfaction

Job satisfaction questions construct in the questionnaire comprises four items, all of which were adapted from established instruments used in previous studies to ensure content validity and relevance to the research context.

Table 7: Job Satisfaction Descriptive Analysis

Items	N	Range	Min	Max	Mean	Std. Deviation
Being able to keep busy all the time.	193	4	1	5	4.18	1.087
The chance to work alone on the job.	193	4	1	5	4.12	1.186
The chance to do different things from time to time.	193	4	1	5	3.81	.907
The chance to be "somebody" in the community.	193	4	1	5	4.28	.972
The way my boss handles his/her workers.	193	4	1	5	4.08	.986
The competence of my supervisor in making decisions.	193	4	1	5	4.10	1.010
Being able to do things that don't go against my conscience.	193	4	1	5	4.24	1.053
The way my job provides for steady employment.	193	4	1	5	4.13	.968
The chance to do things for other people.	193	4	1	5	4.11	1.054
The chance to tell people what to do.	193	4	1	5	4.05	1.064

The chance to do something that makes use of my abilities.	193	4	1	5	4.06	1.083
The way company policies are put into practice.	193	4	1	5	4.16	1.167
My pay and the amount of work I do.	193	4	1	5	3.81	.894
The chances for advancement on this job.	193	4	1	5	4.23	.823
The freedom to use my own judgement.	193	4	1	5	4.21	1.015
The chance to try my own methods of doing the job.	193	4	1	5	4.21	1.045
The working conditions.	193	4	1	5	3.99	.927
The way my co-workers get along with each other.	193	4	1	5	3.98	1.018
The praise I get for doing a good job.	193	4	1	5	4.12	1.033
The feeling of accomplishment I get from the job.	193	4	1	5	4.31	1.121

4.3 Findings

4.3.1 Reliability Test

The internal consistency of the measurement tools was evaluated by a reliability analysis that utilised Cronbach's Alpha. This study's scales are statistically reliable and appropriate for further analysis since all constructs met the minimum requirement of $\alpha \geq .70$. The table below displays the findings.

Table 8: Reliability Test

Reliability Test			
Variable	Cronbach's Alpha	N of Items	Range
Individualised Consideration	.777	5	Acceptable
Idealised Influence	.762	5	Acceptable
Inspirational Motivation	.828	7	Good
Intellectual Stimulation	.736	4	Acceptable
Job Satisfaction	.943	20	Excellent

4.3.2 Normality Test

To determine if the data distribution for each variable was normal, we evaluated the Skewness and Kurtosis values. The table below shows all variables exhibit skewness values ranging from -1.104 to -1.431, indicating a moderate negative skew. This suggests that the distributions are slightly left-skewed but still fall within the acceptable range for normality.

Besides that, Kurtosis values range from -0.519 to 1.020, which also fall within acceptable limits, indicating that the data distributions do not exhibit extreme peakedness or flatness. Therefore, based on these results, the assumption of normality is reasonably satisfied for all variables in this study.

Table 9: Normality Test

Variables	Skewness		Kurtosis	
	Statistics	Std. Error	Statistics	Std.-Error
Individualised Consideration	-1.104	.175	-.519	.348
Idealised Influence	-1.361	.175	.626	.348
Inspirational Motivation	-1.331	.175	.417	.348
Intellectual Stimulation	-1.431	.175	1.020	.348
Job Satisfaction	-1.352	.175	.423	.348

4.3.3 Pearson Correlation

The tables below present the Pearson correlation coefficients, which signify the degree to which and direction of the linear correlations among the principal variables. Notable correlations are observed, indicating the extent of link between transformational leadership qualities and job satisfaction.

4.3.3.1 The Relationship between Individualised Consideration and Job Satisfaction

The following study hypothesis was used to test the above goal. The test results for the hypotheses are shown in the tables below.

H₁: There is a significant relationship between individualised consideration and job satisfaction in the public sector.

Table 10: Descriptive statistics for the relationship between Individualised Consideration and Job Satisfaction

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
Individualised Consideration	193	4.0829	.73525
Job Satisfaction	193	4.1101	.71088

Table 11: Pearson Correlation for the relationship between Individualised Consideration and Job Satisfaction

		Individualised Consideration	Job Satisfaction
Individualised Consideration	Pearson Correlation	1	.900**
	Sig. (2-tailed)		.000
	N	193	193
Job Satisfaction	Pearson Correlation	.900**	1
	Sig (2-tailed)	.000	
	N	193	193

** . Correlation is significant at the 0.01 level (2-tailed).

The results of the Pearson correlation study reveal a reliable and statistically significant positive link between individualised consideration and employee fulfilment. The value of the correlation coefficient was determined to be $r = .900$, with a significance level of $p < .01$ (2-tailed), derived from a sample size of 193 respondents. This outcome indicates that elevated levels of individualised concern exhibited by leaders are significantly correlated with increased job satisfaction among employees.

When leaders show attention to individual employee needs, offer personal support and act as mentors or coaches, employees tend to experience greater satisfaction in their jobs. The strength of the correlation also highlights the important role of transformational leadership specifically, the dimension of individualised consideration in enhancing job satisfaction within the public sector context studied.

4.3.3.2 The Relationship between Idealised Influence and Job Satisfaction

The following study hypothesis was used to test the above goal. The test results for the hypotheses are shown in the tables below.

H₂: Idealised influence significantly contributes to job satisfaction in the public sector.

Table 12: Descriptive statistics for the relationship between Idealised Influence and Job Satisfaction

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
Idealised Influence	193	4.0694	.71789
Job Satisfaction	193	4.1101	.71088

Table 13: Pearson Correlation for the relationship between Idealised Influence and Job Satisfaction

		Idealised Influence	Job Satisfaction
Idealised Influence	Pearson Correlation	1	.873**
	Sig. (2-tailed)		<.000
	N	193	193
Job Satisfaction	Pearson Correlation	.873**	1
	Sig (2-tailed)	<.000	
	N	193	193

** . Correlation is significant at the 0.01 level (2-tailed).

According to the results of the Pearson correlation analysis, which were derived from a sample of 193 respondents, there is a strongly positive association between Idealised Influence and Job Satisfaction. The correlation coefficient is .873, and the significance level is $p < .01$ (2-tailed).

In light of this, employees are more likely to have enhanced job satisfaction when leaders demonstrate high levels of idealised influence, such as being role models, garnering respect and trust, and constantly preserving strong ethical and moral ideals. This shows that when leaders demonstrate these qualities, they are more likely to be effective in their roles. The strength of this relationship underscores the importance of leaders who inspire admiration and confidence in positively shaping employees' work attitudes and satisfaction levels within the organisation.

4.3.3.3 The Relationship between Inspirational Motivation and Job Satisfaction

The following study hypothesis was used to test the above goal. The test results for the hypotheses are shown in the tables below.

H₃: Inspirational motivation has a significant influence on job satisfaction among employees in the public sector.

Table 14: Descriptive statistics for the relationship between Inspirational Motivation and Job Satisfaction

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
Inspirational Motivation	193	4.0955	.69274
Job Satisfaction	193	4.1101	.71088

Table 15: Pearson Correlation for the relationship between Inspirational Motivation and Job Satisfaction

		Inspirational Motivation	Job Satisfaction
Inspirational Motivation	Pearson Correlation	1	.903**
	Sig. (2-tailed)		<.001
	N	193	193
Job Satisfaction	Pearson Correlation	.903**	1
	Sig (2-tailed)	<.001	

N	193	193
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**. Correlation is significant at the 0.01 level (2-tailed).

Based on the data collected from 193 respondents, the Pearson correlation analysis indicated a highly robust and statistically significant positive association between Inspirational Motivation and Job Satisfaction. The correlation coefficient was reported to be $r = .903$, and the significance level was revealed to be $p < .01$ (2-tailed).

When leaders are able to inspire and motivate their colleagues by articulating a clear vision, exhibiting passion, and promoting dedication to common goals, employees tend to report better levels of job satisfaction. This finding shows that leaders who are able to do these things are more likely to be successful. The strength of this link is a reflection of the significant role that inspiring motivation plays in the process of cultivating a positive and rewarding work environment inside the organisation.

4.3.3.4 The Relationship between Intellectual Stimulation and Job Satisfaction

The following study hypothesis was used to test the above goal. The test results for the hypotheses are shown in the tables below.

H₄: There is a significant relationship between intellectual stimulation and job satisfaction among employees in the public sector.

Table 16: Descriptive statistics for the relationship between intellectual stimulation and job satisfaction

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
Intellectual Stimulation	193	4.0168	.77016
Job Satisfaction	193	4.1101	.71088

Table 17: Pearson Correlation for the relationship between Intellectual Stimulation and Job Satisfaction

		Intellectual Stimulation	Job Satisfaction
Intellectual Stimulation	Pearson Correlation	1	.846**
	Sig. (2-tailed)		<.001
	N	193	193
Job Satisfaction	Pearson Correlation	.846**	1
	Sig (2-tailed)	<.001	

N	193	193
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****.** Correlation is significant at the 0.01 level (2-tailed).

Based on the responses from 193 participants, the Pearson correlation analysis revealed a robust and statistically significant positive link between Intellectual Stimulation and Job Satisfaction. The correlation coefficient was determined to be $r = .846$ and the significance level was revealed to be $p < .01$ (2-tailed). According to the findings of this study, leaders who engage in intellectual stimulation by fostering creativity, encourage people to challenge assumptions, think independently, and explore new ways of doing tasks play a significant influence in boosting the level of job satisfaction experienced by employees.

Individuals who are intellectually engaged are more likely to have the perception that their contributions are valued, that their capabilities are recognised, and that their advancement is fostered inside the organisation. They are able to develop a more profound sense of purpose, motivation and fulfilment in their employment as a result of this sense of mental empowerment.

In light of this, the substantial positive association highlights the significance of transformational leadership behaviours, particularly intellectual stimulation, in the process of establishing a working environment in which employees experience both a sense of being challenged and a sense of being pleased.

4.4 Multiple Regression Result

The above objective was tested by using the following research hypothesis. The tables below shared results of the hypotheses testing.

H₅: Certain transformational leadership factors are dominant in contributing to job satisfaction in the public sector.

Table 18: Descriptive Statistics for dominant factors in Transformational Leadership on Job Satisfaction

Descriptive Statistics			
	N	Mean	Std. Deviation
Individualised Consideration	193	4.0829	.73525
Idealised Influence	193	4.0694	.71789
Inspirational Motivation	193	4.0955	.69274
Intellectual Stimulation	193	4.0168	.77016
Job Satisfaction	193	4.1101	.71088
Valid N (listwise)	193		

Table 19: ANOVA Table for the Regression Model Predicting Job Satisfaction

Anova						
Model		Sum of Square	df	Mean Square	F	Sig
1	Regression	86.277	4	21.569	377.182	<.001b
	Residual	10	188	.057		
	Total	97.028	192			

a. Dependent Variable: Job Satisfaction

- b. Predictor: (Constant), Intellectual Stimulation, Individualised Consideration, Idealised Influence, Inspirational Motivation

The regression model is found to be statistically significant according to the Anova results, with a p-value less than .001 and an F-value of 377.182. This data reveals that a high level of job satisfaction is predicted by a combination of the four elements of transformational leadership. Overall, the model fits the data well, and it explains a large amount of the variation in job satisfaction.

Table 20: Table coefficients for dominant factor in Transformational Leadership on Job Satisfaction

COEFFICIENTS ^A					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	.096	.106		.903	.368
Individualised Consideration	.339	.052	.351	6.463	<.001
Idealised Influence	.170	.054	.172	3.174	.002
Inspirational Motivation	.340	.058	.331	5.822	<.001
Intellectual Stimulation	.136	.045	.147	3.037	0.03

a. Dependent Variable: Job Satisfaction

All four aspects of transformational leadership were found to be strong predictors of employee happiness on the work, according to the multiple regression results. Out of these factors that may be used as predictors, the one that stood out the most was individualised consideration, which had the highest standardised beta value ($\beta = .351$, $p < .001$), closely followed by inspiring motivation ($\beta = .331$, $p < .001$).

Leaders who dedicate the time to understand their employees' needs, offer encouragement and guide them as they go through their careers are the ones who may make the biggest difference in how happy their workers are in their jobs. On the other hand, intellectual stimulation ($\beta = .147$, $p = .030$) and idealised influence ($\beta = .172$, $p = .002$) both played a substantial but smaller role in job satisfaction.

While it is true that all aspects of transformational leadership matter, the results show that in the public sector setting, encouraging individual interactions and motivation via tailored attention and inspiration is especially important for increasing employee satisfaction.

4.5 Discussion

4.5.1 Individualised Consideration with Job Satisfaction

There was a highly significant positive correlation between individualised consideration and job satisfaction, as shown by the results ($r = .900$, $p < .01$). Employees report significantly higher levels of job satisfaction when leaders provide them with individualised attention, guidance, and assistance that is based on their own requirements. One of the main goals of the study is to look at how personalised leadership affects public sector workers' engagement on the job, thus this fits right in with that.

This result is consistent with the findings of Lavelle et al. (2020), who emphasised that employees are more likely to experience motivation and satisfaction if they receive personalised attention from their supervisors. The impact of individualised support may be attributed to the fact that a significant number of respondents were relatively new to their roles in the context of this study. Chu et al. (2019) also discovered that this leadership approach is particularly effective for individuals who prioritise autonomy and recognition. In the evolving public sector, these qualities are becoming more significant.

Moreover, Li et al. (2022) highlighted how collectivist cultures like Malaysia's respond more positively to leadership styles that prioritise relationships and mutual respect. The strong correlation found in this study confirms that personal engagement from leaders remains highly relevant, even in structured and hierarchical organisations such as those in the public sector.

What stands out in this result is that despite the bureaucratic nature of government organisations, personalised leadership continues to play a significant role in shaping positive employee experiences. These findings support transformational leadership theory (Bass, 1985), particularly in showing how individualised consideration can lead to greater job satisfaction and stronger organisational commitment.

4.5.2 Idealised Influence with Job Satisfaction

According to the findings of the study, there exists a robust and statistically significant positive correlation between idealised impact and job satisfaction ($r = .873$, $p < .01$). Employees have a tendency to express higher levels of satisfaction in their work when they view their leaders to be role models that demonstrate integrity, commitment, and consistency. This implies that when leaders are perceived as role models, employees look up to them.

This result aligns with the findings of Aristovnik et al. (2020) and Bahrami et al. (2020), who found that idealised influence is a vital factor in promoting satisfaction, especially when leaders display ethical behaviour and strong values. In public organisations where trust in leadership is essential for employee engagement, this finding holds particular importance.

Fok et al. (2022) also found that employees feel more motivated and content when they admire their leaders. However, in this study, idealised influence was slightly less influential than individualised consideration. This may suggest that while it is important for employees to respect and trust their leaders, direct personal engagement and support may have a more immediate and powerful impact on their overall satisfaction.

This study resonates with Lee et al. (2019), who noted that the influence of idealised leadership can vary depending on the organisational setting and leadership style. In Malaysia's public sector, where formal respect for authority is important, the presence of respected and principled leaders adds value. However, it must be complemented by leadership that is empathetic and responsive to individual needs.

4.5.3 Inspirational Motivation with Job Satisfaction

In addition, a significant positive link was discovered between inspiring motivation and job satisfaction, with a correlation coefficient of .875, $p < .01$. The findings of this study indicate that when leaders are able to define a clear vision, communicate important goals, and encourage a feeling of purpose, employees have a tendency to feel more motivated and happier in their employment.

The findings of this study are consistent with Berg (2022), who found that employees express better levels of job satisfaction when they perceive that their work contributes to a greater cause and when they feel inspired by their leaders. In a similar vein, Buhler et al. (2019) came to the conclusion that employees who experience motivation as a result of purpose-driven leadership are more likely to demonstrate emotional engagement and commitment to their business.

Eisenberger et al. (2019) further argued that inspirational motivation enhances satisfaction by aligning employees' personal values with the organisation's mission. In the case of this study, where the government sector is working toward long-term goals such as the Sarawak Post-COVID Development Strategy (PCDS) 2030, such alignment can be especially motivating for employees.

However, although inspirational motivation ranked highly, it was still slightly less dominant than individualised consideration. This may imply that while employees appreciate having a sense of purpose and direction, they still place slightly more value on direct and personalised support from their leaders. These results also affirm Martin's (2020) view that motivational leadership is most effective when paired with autonomy and supportive work environments.

4.5.4 Intellectual Stimulation with Job Satisfaction

The analysis demonstrated a substantial positive correlation between intellectual stimulation and job happiness ($r = .863$, $p < .01$). Leaders that foster innovation, question conventional thought, and advocate for problem-solving seem to enhance employee satisfaction.

This aligns with prior research conducted by Podsakoff et al. (2000) and Fang et al. (2019), who highlighted that intellectual stimulation fosters employee engagement, creativity and a sense of meaningful work led to increased job satisfaction. Wang et al. (2021) also noted that intellectually stimulating environments can make employees feel more valued and empowered.

However, it is noteworthy that, among the four elements of transformative leadership, intellectual stimulation exerted the least influence. One possible explanation for this is that many employees in the study were early in their careers and might not yet be comfortable or confident with challenging tasks or independent thinking. As noted by Heslin (2003) and Oh et al. (2019), the effectiveness of intellectual stimulation can depend on the personality traits and readiness of individual employees.

Additionally, in public sector organisations where procedures and regulations are often strictly followed, opportunities for innovation and critical thinking may be limited. While intellectual stimulation holds potential, its impact on satisfaction may require changes in organisational culture and leadership support to be fully realised.

4.6 Chapter Summary

This chapter highlighted the outcomes of the research about the correlation between transformational leadership styles and work satisfaction among government workers in Sarawak. The results were structured around several key components, including the demographic background of respondents, descriptive analysis, reliability and normality assessments, correlation analysis, multiple regression results and the overall discussion.

Descriptive analysis showed that employees rated all four transformational leadership dimensions positively. Besides that, job satisfaction levels were also relatively high. All variables met reliability standards and normality tests confirmed the data were suitable for parametric analysis.

The Pearson correlation analysis indicated strong, substantial positive associations among all four leadership qualities and work satisfaction, with individualised consideration exhibiting the highest connection ($r = .900, p < .01$). The multiple regression analysis identified personalised consideration and inspired motivation as the primary factors of job satisfaction. These results suggest that personal support and clear, motivating communication from leaders significantly influence how satisfied employees feel.

This chapter affirms that transformative leadership is crucial for improving job satisfaction in the government sector. The findings offer practical insight for improving leadership strategies and employee engagement, particularly in alignment with the goals of public service reform in Sarawak.

Chapter 5: Conclusions, Implications and Recommendations

5.0 Introduction

This chapter provides a full explanation of the conclusions that were reached from the findings presented in Chapter Four, as well as the theoretical implications that the study has. During the course of the research process, it also provides an overview of the limits that were faced as well as the recommendations for future study. The purpose of this chapter is to offer a reflective summary of the ways in which transformational leadership styles influence work satisfaction in the public sector.

The purpose of this chapter is to emphasise the significance of transformational leadership in improving the working experience of public sector employees in Sarawak. This will be accomplished by reviewing the objectives of the study and incorporating the statistical findings. Furthermore, the implications discussed in this chapter provide meaningful insights for public sector leaders and human resource practitioners who aim to cultivate a supportive and motivated workforce that aligns with broader institutional goals and the Sarawak Post-COVID Development Strategy (PCDS) 2030.

5.1 Conclusion

This research was conducted to explore the impact of transformational leadership styles on job satisfaction among employees in the public sector, with a particular emphasis on public organisations in Sarawak. The study was driven by the increasing global and local emphasis on effective leadership practices that not only enhance employee well-being but also contribute to broader sustainability goals in line with the Sustainable Development Goals (SDGs) and ESG principles. Against the backdrop of a rapidly evolving public service landscape, especially in

the post-pandemic era, understanding how leadership influences employee satisfaction is both timely and necessary.

Using a quantitative research approach, the study examined the relationships between the four core dimensions of transformational leadership which are individualised consideration, idealised influence, inspirational motivation and intellectual stimulation and job satisfaction. The findings revealed that all four dimensions were significantly and positively correlated with job satisfaction, highlighting the relevance and effectiveness of transformational leadership within public sector settings.

Among all the dimensions, individualised consideration emerged as the most dominant predictor of job satisfaction. This dimension reflects a leader's ability to provide personalised attention, understand individual needs and support the unique development of each employee. The high correlation ($r = .900$, $p < .01$) and strongest beta value is .351 in regression analysis underscore the importance of empathy, recognition and support in cultivating job satisfaction. This is particularly relevant in collectivist cultures such as Malaysia, where interpersonal relationships, respect and social harmony are deeply valued. In public sector environments that are often constrained by bureaucratic structures, personalised leadership can act as a buffer against rigid systems, helping employees feel seen, heard and valued. The findings align with previous studies, such as Lavelle et al. (2020), which argue that when employees feel individually supported, their engagement, morale and workplace fulfilment increase significantly.

The study also found a strong relationship between idealised influence and job satisfaction ($r = .873$, $p < .01$). This leadership trait involves being a role model, exhibiting ethical conduct and earning the respect and trust of subordinates. In the public sector, accountability, public trust and transparency are non-negotiable where leaders who exemplify

high moral standards can inspire confidence and stability within their teams. When employees see their leaders upholding strong values and leading by example, they are more likely to feel a sense of pride and belonging in their organisation. This is supported by past literature by Bahrami et al. (2020) and Fok et al. (2022) and is particularly critical in places like Sarawak, where the integrity of public sectors forms the backbone of social development.

Another key finding is the significant positive relationship between inspirational motivation and job satisfaction ($r = .903, p < .01$), which was one of the highest correlations in the study. Inspirational motivation refers to a leader's capacity to articulate a compelling vision, communicate shared goals and instil a sense of purpose and meaning in employees' work. In the public sector, where work outcomes are not always tied to immediate personal or financial rewards, the ability to inspire and emotionally engage employees becomes especially important. Leaders who create a shared vision and communicate the societal value of public service roles help employees see the bigger picture, which enhances their commitment, loyalty and emotional well-being. These findings support the arguments of Eisenberger et al. (2019) and Bühler et al. (2019), who found that employees who are inspired by their leaders report higher levels of motivation, satisfaction and resilience.

The final dimension, intellectual stimulation, also demonstrated a significant positive relationship with job satisfaction ($r = .846, p < .01$), albeit slightly lower compared to the other dimensions. Intellectual stimulation involves encouraging employees to challenge assumptions, explore new ideas and think innovatively. In the context of Malaysia's Sarawak PCDS 2030 development agenda where innovation, digitalisation and adaptability are critical. Leaders who stimulate intellectual curiosity and support creativity can foster a culture of continuous learning, which in turn contributes to employee satisfaction by reducing monotony and increasing a sense of personal and professional growth. However, the study also acknowledges that the influence of intellectual stimulation may vary depending on job roles,

employee personality traits and the level of autonomy present in the work environment, as indicated by George & Brief (1996) and Oh et al. (2019).

In conclusion, the study provides compelling evidence that transformational leadership is an effective leadership framework for enhancing job satisfaction in the public sector. Each of its four dimensions contributes uniquely to how employees perceive their roles, interact with their leaders and find fulfilment in their work. The strongest predictor, individualised consideration, underscores the human-centric nature of effective leadership. These findings reinforce the theoretical propositions made by Bass (1985), which highlight the capacity of transformational leaders to elevate both individual and organisational outcomes.

Beyond theoretical contributions, the study offers practical insights for policymakers, organisational leaders and HR practitioners in the Malaysian public sector. Investing in leadership development programs that emphasise empathy, ethical behaviour, visionary communication and innovation can significantly improve employee satisfaction, reduce turnover and enhance public service delivery. As the public sector continues to recover from the COVID-19 pandemic and adapts to future challenges, transformational leadership emerges as a critical strategy for building sustainable, resilient and people-oriented sectors.

Ultimately, this study not only adds to the existing literature on leadership and job satisfaction but also underscores the pressing need for adaptive, inclusive and emotionally intelligent leadership in today's complex public service environment. The findings advocate for a shift from transactional leadership styles to those that genuinely invest in human capital, aligning closely with national development agendas and global sustainability frameworks.

5.2 Implications of the Study

5.2.1 Implication to the Organisation

The results of this study bring meaningful insights for public sector organisations, especially in Sarawak. The strong influence of transformational leadership on job satisfaction suggests that leaders play an important role in shaping the overall work experience of employees. The finding that individualised consideration is the most dominant factor means leaders should focus more on giving personal attention, mentoring and understanding each staff's unique needs. This approach can help reduce stress, increase motivation and improve employee retention.

Additionally, inspirational motivation and idealised influence also showed a strong impact. Leaders who communicate clear goals, inspire hope and act as role models can help employees feel proud of their work and stay committed to their roles. This supports the development of a more engaged and productive workforce, which is essential for the successful implementation of the Sarawak Post-COVID Development Strategy (PCDS) 2030. Therefore, the organisation should continue investing in leadership development programmes that promote empathy, ethical behaviour and innovation.

5.2.2 Implication to the Theoretical Contribution

From a theoretical point of view, this study supports and extends the transformational leadership theory by Bass (1985), especially within the context of the public sector in Malaysia. The findings confirm that all four components of transformational leadership have significant effects on job satisfaction. This shows that the theory is not only relevant in private organisations but also plays an important role in public service settings.

Moreover, the study adds value by highlighting which dimension is most influential which is individualised consideration, offering a clearer understanding of how each component works differently depending on context and culture. This can guide future researchers in focusing more on cultural values, such as collectivism and interpersonal relationships, when studying leadership effectiveness in Southeast Asian countries.

5.2.3 Implication to Policy and Leadership Training

This study also gives useful input for policymakers and HR departments when designing leadership training modules. Since individualised consideration and inspirational motivation were the strongest predictors of job satisfaction, training content should include skills like active listening, empathy, emotional intelligence, goal-setting and vision-sharing. Leaders should be trained not only in administrative tasks but also in how to connect with their team members on a personal level.

Policies should also support continuous leadership assessment and development to make sure leaders are equipped with up-to-date skills that match employee expectations. These strategies will not only improve employee well-being but also strengthen service quality and public trust in government institutions.

5.3 Limitations of the Study

Although this study provides useful insights into the relationship between transformational leadership and job satisfaction in the public sector, there are several limitations that should be acknowledged. Firstly, this study used a quantitative method only, which means all data was collected using a structured questionnaire. While this approach allows for statistical analysis, it may not capture deeper thoughts, feelings or experiences of employees. The use of open-ended interviews or focus group discussions could have added more depth to the findings, especially to understand how leadership behaviours are interpreted in different workplace contexts.

Secondly, the study was limited to public sector employees in Sarawak and therefore, the findings may not be fully generalisable to other states in Malaysia or to private organisations. Public sector culture, policies and leadership styles might differ from those in the private sector, so the results might not reflect the broader workforce.

Thirdly, this study relied on self-reported data, which can be affected by personal bias. For example, some respondents may have given socially desirable answers, especially when evaluating their leaders. This could influence the accuracy of the data and the strength of the relationships observed between variables.

Last but not least, the scope of this research was limited to four aspects of transformational leadership and the influence those aspects have on job satisfaction. There were other aspects that were not investigated, such as working conditions, the culture of the organisation or leadership styles such as transactional or servant leadership approaches. It is possible that a more comprehensive understanding of the elements that contribute to job satisfaction among employees might be obtained by the incorporation of these factors into future study.

Despite these limitations, the study still offers strong and valuable findings that can serve as a starting point for future research and practical improvements in leadership practices.

5.4 Recommendations

Based on the findings and limitations of this study, several recommendations can be made for the organisation, future researchers and policy makers.

5.4.1 Recommendation for the Organisation

Public sector should focus more on developing leaders who practice transformational leadership styles. Since individualised consideration and inspirational motivation were the strongest factors affecting job satisfaction, leadership training programs should include modules on emotional intelligence, empathy, communication and personal mentoring. Leaders should be encouraged to listen to employee concerns, recognise individual strengths and create a supportive work culture.

In addition, organisations can implement regular feedback sessions and one-on-one meetings to strengthen the connection between leaders and employees. These practices will help employees feel valued and understood, which in turn will improve job satisfaction, motivation and productivity.

5.4.2 Recommendation for Future Research

Future researchers are encouraged to expand the scope of this study by including a mixed-methods approach, combining both quantitative and qualitative data. This will help to gather deeper insights and understand the reasons behind the statistical findings. For example,

interviews or focus groups could explore how employees personally interpret leadership behaviours and how these experiences shape their satisfaction.

It is also recommended to include more variables such as organisational culture, job stress or other leadership styles like servant or transactional leadership. By doing so, future studies can provide a broader and more detailed view of the factors that influence job satisfaction.

5.4.3 Recommendation for Policymakers and HR Practitioners

Policymakers and human resource departments should revise or improve current leadership development frameworks in the public sector. Leadership assessment tools should be used to identify strengths and weaknesses of current leaders and personalised training should be provided to improve their leadership style.

Policies should support continuous leadership development, including mentoring systems, coaching programmes and opportunities for leaders to learn from best practices across different government departments. By equipping leaders with the right skills and mindset, public sector organisations will be better prepared to create a more motivated, satisfied and productive workforce, in line with the goals of the Sarawak PCDS 2030.

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APPENDIX A SURVEY QUESTIONNAIRE



Faculty of Cognitive Sciences and Human Development

Research Title:

The Impact of Transformational Leadership Styles on Job Satisfaction in Public Sectors

Dear Participant,

My name is Anatasia Muthzie anak Angga (Matric No: 83216) and I am currently a final-year student pursuing a Bachelor of Human Resource Development at Universiti Malaysia Sarawak (UNIMAS). I am conducting a research study as part of the requirements for my Final Year Project and I would like to invite you to participate in this survey.

The purpose of this study is to examine the impact of transformational leadership styles on job satisfaction within the public sector. As someone involved in or familiar with the public sector, your insights and experiences are incredibly valuable to this research. Your participation will contribute to a better understanding of how leadership practices influence employee well-being and satisfaction where this knowledge can be used to improve organisational development strategies and inform future policy-making.

Please be assured that all information collected will remain strictly confidential and will be used solely for academic purposes. The survey does not collect any identifying personal information and all responses will be anonymised and treated with the utmost care and integrity.

The questionnaire will take approximately 10 to 15 minutes to complete. Your honest and thoughtful responses are deeply appreciated and will greatly enhance the quality and credibility of this research.

The survey consists of six (6) sections as follows:

Section A: Demographic Questions

Section B: Individualised Consideration

Section C: Idealised Influence

Section D: Inspirational Motivation

Section E: Intellectual Stimulation

Section F: Job Satisfaction

Thank you in advance for your time and valuable participation. Your contribution will play a significant role in the successful completion of this study.

Warm regards,

Anatasia Muthzie anak Angga

Bachelor of Human Resource Development

Universiti Malaysia Sarawak (UNIMAS)

Section A: Demographic Questions

This section you are required to fill in your personal details. Please choose the answers in the box provided and answer all the questions. Your answer will be kept strictly confidential.

1. What is your age?

- ☐ 18 – 24
- ☐ 25 – 34
- ☐ 35 – 44
- ☐ 45 – 54
- ☐ 55 – 64
- ☐ 65 or older

2. What is your gender?

- ☐ Male
- ☐ Female

3. What is the highest level of education you have completed?

- ☐ Doctor of Philosophy
- ☐ Master
- ☐ Degree
- ☐ Diploma/STPM/Matriculation
- ☐ Sijil Pelajaran Malaysia

4. How long have you been working in the public sector?

- ☐ Less than 1 year
- ☐ 1 – 3 years
- ☐ 4 – 6 years
- ☐ More than 7 years

5. How many years of experience do you have in your current role?

- ☐ Less than 1 year

- ☐ 1 – 3 years
- ☐ 4 – 6 years
- ☐ 7 – 10 years
- ☐ More than 10 years

6. Have you received any leadership training or development programs in your current position?

- ☐ Yes
- ☐ No

7. How often do you interact with your direct supervisor or leader?

- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Rarely

Section B: Transformational Leadership (Individualised Consideration)

The questions below are designed to assess various aspects of your leader's behaviour and leadership style. Please read each statement carefully and rate how much you agree or disagree with it based on your personal experience with your leader.

Scale:

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly Agree

Your answers are confidential and will be used solely for academic research purposes.

No	Statement	Strong Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	My leader helps me develop myself.	1	2	3	4	5
2	My leader lets me know how they think I am doing.	1	2	3	4	5
3	My leader gives personal attention to me when I seem rejected.	1	2	3	4	5
4	My leader is content to let us continue working the same way as always.	1	2	3	4	5
5	My leader is okay with whatever we want to do.	1	2	3	4	5

Section C: Transformational Leadership (Idealised Influence)

The questions below are designed to assess various aspects of your leader's behaviour and leadership style. Please read each statement carefully and rate how much you agree or disagree with it based on your personal experience with your leader.

Scale:

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly Agree

Your answers are confidential and will be used solely for academic research purposes.

No	Statement	Strong Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	My leader makes me feel good to be around them.	1	2	3	4	5
2	My leader inspires complete faith in me.	1	2	3	4	5
3	My leader makes me proud to be associated with them.	1	2	3	4	5
4	My leader asks no more of us than what is absolutely essential.	1	2	3	4	5
5	My leader is satisfied when we meet agreed-upon standards.	1	2	3	4	5

Section D: Transformational Leadership (Inspirational Motivation)

The questions below are designed to assess various aspects of your leader's behaviour and leadership style. Please read each statement carefully and rate how much you agree or disagree with it based on your personal experience with your leader.

Scale:

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly Agree

Your answers are confidential and will be used solely for academic research purposes.

No	Statement	Strong Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	My leader tells me what I need to do if I want to be rewarded for my work.	1	2	3	4	5
2	My leader provides recognition or rewards when I reach my goals.	1	2	3	4	5
3	My leader calls attention to what I can get for what I accomplish.	1	2	3	4	5
4	My leader clearly tells me the standards I need to know to carry out my work.	1	2	3	4	5
5	My leader clearly expresses, with a few simple words, what we could and should do.	1	2	3	4	5

6	My leader provides appealing images of what we can achieve together.	1	2	3	4	5
7	My leader helps me find meaning in my work.	1	2	3	4	5

Section E: Transformational Leadership (Intellectual Stimulation)

The questions below are designed to assess various aspects of your leader's behaviour and leadership style. Please read each statement carefully and rate how much you agree or disagree with it based on your personal experience with your leader.

Scale:

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly Agree

Your answers are confidential and will be used solely for academic research purposes.

No	Statement	Strong Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	My leader does not try to change anything as long as things are working.	1	2	3	4	5
2	My leader encourages me to think about old problems in new ways.	1	2	3	4	5
3	My leader provides new ways of looking at puzzling situations.	1	2	3	4	5
4	My leader gets me to rethink ideas I had never questioned before.	1	2	3	4	5

Section F: Job Satisfaction Question

This part is to understand your level of job satisfaction, which plays a crucial role in assessing the workplace environment and overall job experience. The questions below focus on different aspects of your job and we would like you to reflect on how satisfied you are with each one.

Please read each statement carefully and rate how satisfied you are with the specific aspect of your job based on your personal experience.

Scale:

- 1: Very Dissatisfied
- 2: Dissatisfied
- 3: Neutral
- 4: Satisfied
- 5: Very Satisfied

Your responses are confidential and will be used solely for academic research purposes.

No	Statement	Strong Dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Strongly Satisfied (5)
1	Being able to keep busy all the time.	1	2	3	4	5
2	The chance to work alone on the job.	1	2	3	4	5
3	The chance to do different things from time to time.	1	2	3	4	5
4	The chance to be "somebody" in the community.	1	2	3	4	5
5	The way my boss handles his/her workers.	1	2	3	4	5

	The competence of my supervisor in making decisions.	1	2	3	4	5
6	Being able to do things that don't go against my conscience.	1	2	3	4	5
7	The way my job provides for steady employment.	1	2	3	4	5
8	The chance to do things for other people.	1	2	3	4	5
9	The chance to tell people what to do.	1	2	3	4	5
10	The chance to do something that makes use of my abilities.	1	2	3	4	5
11	The way company policies are put into practice.	1	2	3	4	5
12	My pay and the amount of work I do.	1	2	3	4	5
13	The chances for advancement on this job.	1	2	3	4	5
14	The freedom to use my own judgment.	1	2	3	4	5
15	The chance to try my own methods of doing the job.	1	2	3	4	5
16	The working conditions.	1	2	3	4	5

17	The way my co-workers get along with each other.	1	2	3	4	5
18	The praise I get for doing a good job.	1	2	3	4	5
19	The feeling of accomplishment I get from the job.	1	2	3	4	5
20	Being able to keep busy all the time.	1	2	3	4	5

APPENDIX B RESULTS OF FINDINGS FROM SPSS

Descriptive Statistics Results

Individualised Consideration Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My leader helps me develop myself.	193	1	5	3.96	.970
My leader lets me know how they think I am doing.	193	1	5	4.09	1.040
My leader gives personal attention to me when I seem rejected.	193	1	5	4.21	1.055
My leader is okay with whatever we want to do.	193	1	5	4.02	1.010
My leader is content to let us continue working the same way as always.	193	1	5	4.13	.980
Valid N (listwise)	193				

Idealised Consideration Descriptive Statistics

Descriptive Statistics						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
My leader makes me feel good to be around them.	193	4	1	5	4.14	1.162
My leader inspires complete faith in me.	193	4	1	5	4.11	.959
My leader makes me proud to be associated with them.	193	4	1	5	4.12	1.028
My leader asks no more of us than what is absolutely essential.	193	4	1	5	3.83	.948
My leader is satisfied when we meet agreed-upon standards.	193	4	1	5	4.14	.893
Valid N (listwise)	193					

Inspirational Motivation Descriptive Statistics

Descriptive Statistics						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
My leader clearly expresses, with a few simple words, what we could and should do.	193	4	1	5	4.08	1.005
My leader provides appealing images of what we can achieve together.	193	4	1	5	4.19	1.041
My leader helps me find meaning in my work.	193	4	1	5	4.16	.957
My leader tells me what I need to do if I want to be rewarded for my work.	193	4	1	5	3.99	.960
My leader provides recognition or rewards when I reach my goals.	193	4	1	5	4.23	1.075
My leader calls attention to what I can get for what I accomplish.	193	4	1	5	4.05	.891
My leader clearly tells me the standards I need to know to carry out my work.	193	4	1	5	3.97	.968
Valid N (listwise)	193					

Intellectual Stimulation Descriptive Statistics

Descriptive Statistics						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
My leader does not try to change anything as long as things are working.	193	4	1	5	3.85	1.027
My leader gets me to rethink ideas I had never questioned before.	193	4	1	5	4.00	.884
My leader provides new ways of looking at puzzling situations.	193	4	1	5	4.09	1.050
My leader encourages me to think about old problems in new ways.	193	4	1	5	4.13	1.145
Valid N (listwise)	193					

Job Satisfaction Descriptive Statistics

Descriptive Statistics						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
1. Being able to keep busy all the time.	193	4	1	5	4.18	1.087
2. The chance to work alone on the job.	193	4	1	5	4.12	1.186
3. The chance to do different things from time to time.	193	4	1	5	3.81	.907
4. The chance to be "somebody" in the community.	193	4	1	5	4.28	.972
5. The way my boss handles his/her workers.	193	4	1	5	4.08	.986
6. The competence of my supervisor in making decisions.	193	4	1	5	4.10	1.010
7. Being able to do things that don't go against my conscience.	193	4	1	5	4.24	1.053
8. The way my job provides for steady employment.	193	4	1	5	4.13	.968
9. The chance to do things for other people.	193	4	1	5	4.11	1.054
10. The chance to tell people what to do.	193	4	1	5	4.05	1.064
11. The chance to do something that makes use of my abilities.	193	4	1	5	4.06	1.083
12. The way company policies are put into practice.	193	4	1	5	4.16	1.167
13. My pay and the amount of work I do.	193	4	1	5	3.81	.894
14. The chances for advancement on this job.	193	4	1	5	4.23	.823
15. The freedom to use my own judgement.	193	4	1	5	4.21	1.015
16. The chance to try my own methods of doing the job.	193	4	1	5	4.21	1.045
17. The working conditions.	193	4	1	5	3.99	.927
18. The way my co-workers get along with each other.	193	4	1	5	3.98	1.018
19. The praise I get for doing a good job.	193	4	1	5	4.12	1.033
20. The feeling of accomplishment I get from the job.	193	4	1	5	4.31	1.121
Valid N (listwise)	193					

Pearson Correlation Results

Individualised Consideration on Job Satisfaction

Correlations			
		TL1_TOTAL	JobSatis_Total
TL1_TOTAL	Pearson Correlation	1	.900**
	Sig. (2-tailed)		<.001
	N	193	193
JobSatis_Total	Pearson Correlation	.900**	1
	Sig. (2-tailed)	<.001	
	N	193	193

** . Correlation is significant at the 0.01 level (2-tailed).

Idealised Consideration on Job Satisfaction

Correlations			
		TL2_TOTAL	JobSatis_Total
TL2_TOTAL	Pearson Correlation	1	.873**
	Sig. (2-tailed)		<.001
	N	193	193
JobSatis_Total	Pearson Correlation	.873**	1
	Sig. (2-tailed)	<.001	
	N	193	193

** . Correlation is significant at the 0.01 level (2-tailed).

Inspirational Motivation on Job Satisfaction

Correlations			
		TL3_TOTAL	JobSatis_Total
TL3_TOTAL	Pearson Correlation	1	.903 ^{**}
	Sig. (2-tailed)		<.001
	N	193	193
JobSatis_Total	Pearson Correlation	.903 ^{**}	1
	Sig. (2-tailed)	<.001	
	N	193	193

^{**}. Correlation is significant at the 0.01 level (2-tailed).

Intellectual Stimulation on Job Satisfaction

Correlations			
		TL4_TOTAL	JobSatis_Total
TL4_TOTAL	Pearson Correlation	1	.846 ^{**}
	Sig. (2-tailed)		<.001
	N	193	193
JobSatis_Total	Pearson Correlation	.846 ^{**}	1
	Sig. (2-tailed)	<.001	
	N	193	193

^{**}. Correlation is significant at the 0.01 level (2-tailed).

Multi Regression Results

Anova Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.277	4	21.569	377.182	<.001 ^b
	Residual	10.751	188	.057		
	Total	97.028	192			

a. Dependent Variable: JobSatis_Total

b. Predictors: (Constant), TL4_TOTAL, TL1_TOTAL, TL2_TOTAL, TL3_TOTAL

Coeffecient Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.096	.106		.903	.368
	TL1_TOTAL	.339	.052	.351	6.463	<.001
	TL2_TOTAL	.170	.054	.172	3.174	.002
	TL3_TOTAL	.340	.058	.331	5.822	<.001
	TL4_TOTAL	.136	.045	.147	3.037	.003

a. Dependent Variable: JobSatis_Total

Normality Test Result

Kurtosis and Skewness results

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JobSatis_Total	193	2.45	5.00	4.1101	.71088	-1.104	.175	-.519	.348
TL4_TOTAL	193	1.25	5.00	4.0168	.77016	-1.361	.175	.626	.348
TL3_TOTAL	193	1.86	5.00	4.0955	.69274	-1.331	.175	.417	.348
TL2_TOTAL	193	1.60	5.00	4.0694	.71789	-1.431	.175	1.020	.348
TL1_TOTAL	193	2.00	5.00	4.0829	.73525	-1.352	.175	.423	.348
Valid N (listwise)	193								

Cronbach Alpha Results

Individualised Consideration Cronbach Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.777	5

Idealised Consideration Cronbach Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.762	5

Inspirational Motivation Cronbach Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.828	7

Intellectual Stimulation Cronbach Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.736	4

Job Satisfaction Cronbach Alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.943	20