

# Transformational Leadership Style and Teacher Job Satisfaction in Shanghai, China

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## ABSTRACT

Education has a critical role in supporting the growth of the knowledge, abilities, attitudes, and values that allow individuals to contribute to and benefit from a sustainable and inclusive future. In the coming years, it will be essential to be able to develop clear and purposeful objectives, interact with persons who have multiple points of view, unearth unrealized opportunities, and discover a variety of solutions to difficult problems. Consequently, it is essential that leaders at all levels play a significant role if the nation is to achieve its stated aim. This study highlights the significance of transformational leadership styles among China's secondary school leaders and administrators. This study suggested a methodology for measuring the significance of four leadership dimensions, namely charismatic leadership, individual consideration, intellectual stimulation, and inspirational leadership, in relation to the transformational leadership style. In addition, the study investigates the effect of transformational leadership methods on job satisfaction. By analyzing the links between the numerous variables and employing the Style theory, this proposed framework would be able to assess China's secondary education system and its performance. Notably, this framework can be utilized as a comprehensive technique for assessing school system performance and addressing education problems and issues, and it is essential for constructing the blueprint for China's educational pathway.

*keywords: transformational leadership, job satisfaction, secondary school, China*

## I. INTRODUCTION

The rapid advancement of science and technology may increase inequalities, exacerbate social fragmentation, and hasten resource depletion if not directed with a purpose. This aim has become increasingly defined in terms of well-being in the twenty-first century. However, there is more to well-being than access to financial resources like cash and wealth, jobs and wages, and housing. It is also associated with aspects of life quality, such as health, civic involvement, social connections, education, safety, life satisfaction, and the environment. Access to all of these is fundamental to the concept of inclusive growth. Education has a crucial role in fostering the development of the knowledge, skills, attitudes, and values that enable individuals to contribute to and benefit from a sustainable and inclusive future. In the next years, it will be necessary to be able to formulate clear and purposeful goals, collaborate with individuals who have diverse viewpoints, discover unrealized opportunities, and uncover various solutions to complex challenges (OECD,2018). Therefore, it is crucial that leaders at all levels play a significant role in order for the nation to accomplish its declared objective (Celik, Akgemcia & Akyazi, 2016).

Transformational leadership has a significant impact on the quality enhancements of educational institutions. And it has been demonstrated that the strength and power of an educational institution's growth and enhancements are contingent on the extent to which its leaders can fulfil the entire leadership transformational in order to improve teachers' performance in facing global challenges and growing our future generation. In actuality, leaders are tasked with developing a new kind of transformational leadership; hence, it is essential for every leader to be involved in every change in an institution's performance (Hauschildt and Schewe, 2000). To develop a strategic vision in secondary school entails examining how exceptional leaders sustain financial gains and how leaders can enhance their capacity to steer the complete organization with superior methodologies and strategies for financial gains and enhanced performance.

Moreover, leaders are required to update the overall procedures and plans in accordance with the contemporary educational climate of this century. In other words, secondary school leaders should assist financial improvements through a significant transformation of leadership and strategies that will regularly update the complete performance working systems in accordance with the requirements of global business competitiveness (Martensen & Dahlgaard, 1999). Transformational leadership is regarded as essential for ensuring and monitoring that all systems of leadership strategy are moving and flowing in the proper directions and movements. And the entirety of leadership transformative depends on how effective the secondary school's leadership style is at supporting and motivating the institution as a whole to study and practise leadership transformational in each given process (Crawford, 2005).

Other than that, the other factors of institution's successful is job satisfaction. Job satisfaction affects every worker on the planet. Job satisfaction and transformational leadership are subjects of attention and research in the business and employment worlds because satisfied and motivated employees are dedicated to the organization and contribute to production growth. In other words, human factors, along with technological, financial, and time concerns, continue to play a vital role (Busu, 2009). Preparing secondary school leaders in China for a higher degree of leadership transformative in the future could improve the quality and standing of leadership transformational performance, if an issue exists. Leadership strategies and performance of secondary schools in China depend on how leader's viewpoints in transforming leadership strategy and delivering exceptional leadership ideals to strengthen the institution (Chong, 2009).

It is necessary for a leader's approach to be adaptable in order to alter the organization as a whole and to ensure that all teachers have the appropriate direction and understanding of how leadership can enhance and raise their job satisfaction as well. Those aspects will lead the entire teachers to enhance their performance, ability and capability to sustain their great positions education institution (Hughes & Avey, 2008). Theories and concepts are requiring for supporting the entire leadership strategies for secondary schools, in purpose of identifying the model of leadership transformational is needed to run as strategy among secondary school in China (Tickle et al., 2005). In light of the aforementioned objectives, the present study generates the following research questions:

**RQ1:** Does charismatic leadership have significance on transformational leadership?

**RQ2:** Does individual consideration have significance on transformational leadership?

**RQ3:** Does intellectual stimulation have significance on transformational leadership?

**RQ4:** Does inspiration leadership have significance on transformational leadership?

**RQ5:** Does transformational leadership significantly affect job satisfaction?

## **II. LITERATURE REVIEW**

### **A. Transformational Leadership Style**

Leadership transformation entails the manner in which leaders apply their formula to the entirety of the organization's processes in order to boost the level of performance and generate significant financial gains (Jackson, 2000). It is more about the operations of the formulation approaches to continuously improve the complete formulation's performance in the firm's operation systems (Ausat, Suherlan, Peirisal, & Hirawan, 2022), which will be viewed as discipline improvements for the company (Kin, 2000). On the transformative side of the leadership strategy, leaders must have competitive advantages, which will enable them to manage business settings and organisations with firm strength.

Business environments are created when a corporation is able to implement a transformational leadership approach; this enables executives to govern and monitor the business environments of the entire organisation. When it comes to the subsequent tiers of the leadership strategy, leaders will clearly launch their market into the product focus, also known as product forces, which will correct the complete leadership and production. And when a company's leaders are successful in fostering the success of its business settings, those leaders can expand the company's production capacity in a way that considers and emerges as an organisation (Beugre et al., 2006). Organization of the company is the location where the leaders must be capable of covering the entire productions independently and the entire production of the product without relying on the production of other companies to complete their product (Ballé, 1998).

#### **1) Charismatic Leadership**

On the basis of (Tichy & Ulrich, 2008) research, it was determined that charisma might transform the power of vision and mission in leadership, thereby assisting leaders in becoming effective company successors. And another study discovered the similarities between the definition and functions of charisma and transformational leadership, concluding that charisma is an inspirational motivation that leaders use to inspire their followers with their vision. And they also mention in their article that charisma and transformational leadership will have a synergy when leaders and their followers are able to achieve their goals by having a great relationship, thereby enhancing the great motivational movements in the company and achieving their satisfactions in the great movements of company success. Leaders and followers must respect the charisma theory in order to increase the success of leadership change activities within their organisation. To accomplish tremendous transformational leadership successes, charisma

movements must also grow their movements into distinct categories, including selection, training, and development (Fuller et al., 1996).

## **2) *Individual Consideration***

Previous study had proven that individual consideration is the movements when leaders are trying to inspire and motivate their followers by giving them a sample of leadership in a great characteristic, for example, leaders have to maintain having positive attitudes at work. So, all employees or followers will easily copy the leaders' great attitudes, it is a great process that will support and motivate leaders and followers to interact and help each other's in their leadership transformational, and (Fuller et al, 1996) said that great individual consideration will support leaders to easily organize a great and potential candidate in the company, this is important for leaders in leadership transformational to build followers candidates with a good individual consideration, before preparing them with a great skill in leadership.

Bass and Avolio (1990) had shown that individual consideration is a part of leadership transformational, when leaders have to be able to shows their positive individual and characters, that will inspire the followers and impact positively in their working systems. Furthermore, individual consideration also has an effect as a leaders and followers to work more or less in effectiveness in their working systems. Individual consideration is a part of leadership transformational that will bring a values and powerful impact into the emotions and behaviors of the followers. It is shows to us that individual consideration will bring great impacts into the company working systems and performance, when leaders can bring positives influence into a follower's working systems and use individual consideration as a great motivational to the entire followers (Ausat et al., 2022).

## **3) *Intellectual Stimulation***

According to Bi et al. (2012), intellectual stimulation, is where the leader participates in problem awareness, and a challenge for followers to realise and view their situation in a new light. These transformative behaviours are associated, supported, and inspired by leadership effectiveness, and they improve the quality of the company's working system performance (Dvir et al., 2002; Barling et al., 1996). While Bass and Avolio (1990) discovered that intellectual stimulation affects and improves followers' conceptualization, comprehension, problem analysis, and quality of solution. Intellectual stimulation not only raises awareness, but also teaches followers how to develop excellent solutions to their difficulties (Brown, 1994). In addition, Pillai et al. (1999) discovered that intellectual stimulation improves the quality of followers' solutions, and on this solution, leaders will use some motivating language to encourage followers to be more creative when developing solutions to their difficulties (Jensen et al., 2019).

Therefore, it is evident that intellectual stimulation will have a significant impact on transformational leadership in fostering greater creativity and innovation. Intellectual stimulation is the method through which leaders boost their followers' aptitude and capacity to think positively in whatever working circumstance they may encounter. Bi et al., (2012) It encourages readers to examine their functioning systems from a variety of perspectives and points

of view. Intellectual stimulation is more concerned with assisting followers and encouraging them to approach problems and finding solutions from a variety of perspectives in order to obtain a superior answer and preserve the quality of their work performance. By virtue of the great power of the leader's behavior, the company will construct a new company structure with a new aim, namely, to build their company's performance by obtaining more strength to address any future challenges. In addition, it will raise the likelihood that leaders will introduce a comprehensive range of transformative behaviors to the entire company's working structure (Celik et al., 2016). This approach will also increase the efficacy of guiding followers to a greater understanding of appropriate behavior.

#### **4) *Inspiration Leadership***

Inspiration is a component of leadership philosophy that enables leaders to impart to their followers' new methods for achieving greater success. Inspiration also creates a multi-tiered model of leadership into leadership transformational systems (Yukl, 2002) and attempts to provide followers with a new range of leadership perspectives so that they can transform leadership strategies in the workplace. Inspiration is also used by leaders in order to motivate and communicate with their followers; this has been done by leaders in order to encourage their followers to attain great accomplishments and exceed expectations. Communicate with the followers can inspire the followers. This occurs when leaders are able to inspire the followers by utilising effective communication channels. It also has a significant impact on the motivation that followers receive from their leaders, as the motivations that followers receive from their leaders have a significant impact on workplace motivations and supports (Avolio & Bass, 2002) add that inspiration is a component of leadership transformation in which leaders must be able to inspire their followers to have effective communication and personal growth. These elements will inspire followers to have a greater impact on their work processes by drawing inspiration from their leaders at work.

## **B. Job Satisfaction**

The conceptual domain of job satisfaction is expansive, since it encompasses all aspects of the job and work environment that individuals feel rewarding, gratifying, and satisfying, or frustrating or unsatisfied (Churchill et al., 1974). The operational components of job satisfaction include satisfaction with the supervisor, work, compensation, advancement prospects, coworkers, and customers. Variable-specificity job satisfaction measures have been extensively employed in both theoretical and applied research. One method for measuring job satisfaction is to inquire directly about overall feelings about the position, sometimes known as a global scale. Global scales require respondents to incorporate their responses to numerous facets of the job into a single response. In the study of organizational behavior, it is widely acknowledged that job satisfaction is the most significant and studied characteristic. Organizational behavior researchers have developed a compelling interest in employee attitudes toward job engagement and job satisfaction in the employing organization, primarily due to their influence on employee behavior at work (Robbins, 2005).

Situational theories postulate that the interaction of variables including work characteristics, organizational features, and individual traits influences job satisfaction (Hoy and Miskel, 1996). Before beginning employment,

the individual examines the scenario qualities (Quarstein et al., 1992), whereas situational events are evaluated later. According to Quarstein et al. (1992), total pleasure is a function of both situational qualities and occurrences. Smith et al. (1969) identified the following situational aspects as crucial to job satisfaction: the work itself, salary, promotion, supervision, and coworkers. Other variables, such as employee involvement and organizational dedication, may also have an effect.

Based on the supporting literature, the researcher generates several hypotheses as below:

**Hypothesis 1:** Charismatic leadership confirm as a significant measurement of transformational leadership.

**Hypothesis 2:** Individual consideration confirm as a significant measurement of transformational leadership.

**Hypothesis 3:** Intellectual stimulation confirm as a significant measurement of transformational leadership.

**Hypothesis 4:** Inspiration leadership confirm as a significant measurement of transformational leadership.

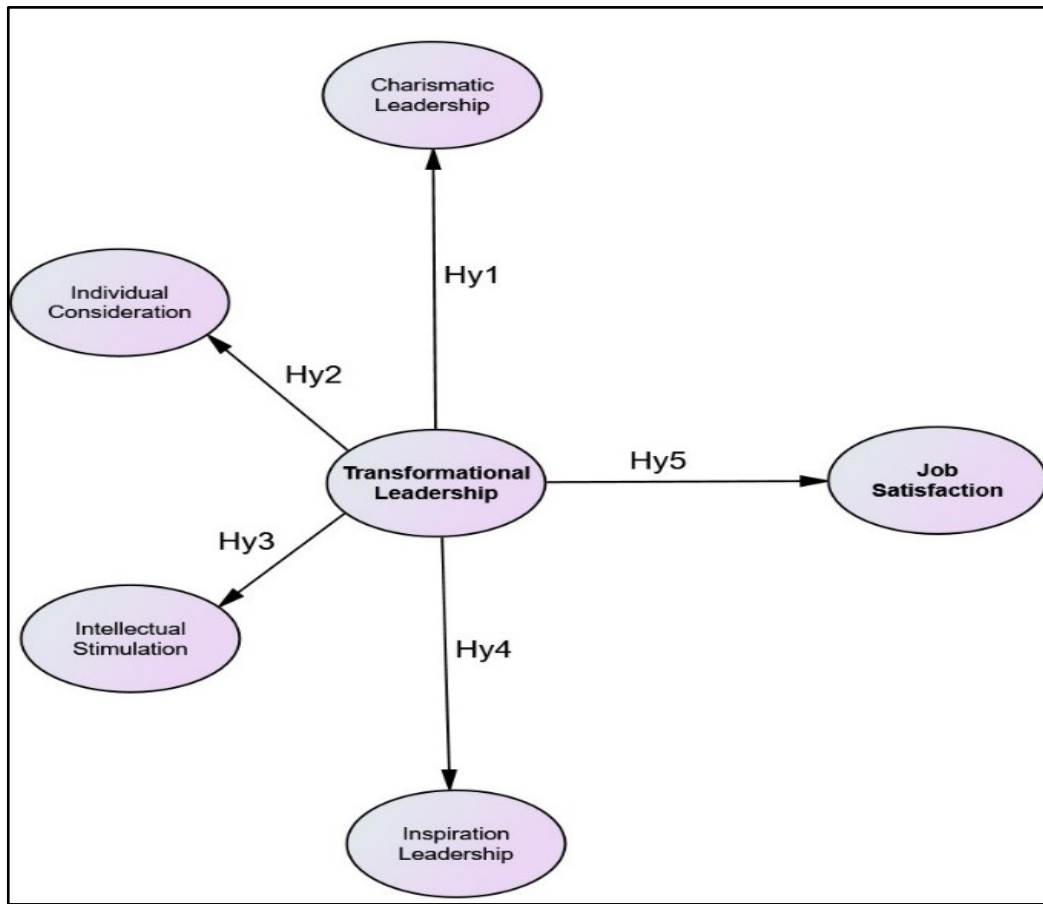
**Hypothesis 5:** Transformational leadership significantly effect on job satisfaction.

### **III. CONCEPTUAL DEVELOPMENT**

As a conceptual framework for this study, the researcher employs the Style Theory as the study's lens. The style theory acknowledges the significance of certain necessary leadership skills that serve as an enabler for a leader who performs an act, while drawing a parallel between that act and the leader's previous capacity and suggests that each individual has a leadership style with which he or she is most comfortable. Similar to how one hat cannot fit all heads, one style cannot be useful in all settings. Yukl (2002) presented three distinct kinds of leadership. The employees working for democratic leaders displayed a high level of satisfaction, creativity, and motivation; they worked with great enthusiasm and energy regardless of the leader's presence or absence; and they maintained better connections with the leader in terms of productivity, whereas autocratic leaders were primarily concerned with increasing output volume. In the past, laissez-faire leadership was only regarded applicable when heading a team of highly skilled and motivated individuals with a great track record.

As depicted in Figure 1, the present study commences the creation of a framework for transformational leadership and its impact on teacher job satisfaction. The approach also considers how educational institutions, particularly secondary schools in China, might boost their delivery quality and organizational effectiveness. This holistic framework is used to comprehend and describe complex and organized phenomena in which each component has a strong relationship and contributes to the total system. Figure 1 depicts the four characteristics of transformational leadership as exogenous variables and job satisfaction as an endogenous variable. This framework is applicable and suited for all management system kinds. In terms of controlling the use of resources and achieving its different objectives, each component is distinct. This concept has been widely employed in both resource management and finance field as well. The

operationalization of the assessment instruments for Transformational Leadership and Job Satisfaction are shown and explained in Table 1 and Table 2, respectively.



**Figure 1: Conceptual Framework**

**Table 1: Operationalization of Measurement Instrument for Transformational Leadership**

Variable	Dimension	Items
<b>Transformational Leadership</b>	Charismatic Leadership	My leader concretizes a clear vision for the organization’s future
		My leader communicates a clear vision of the organization’s future
		My leader seeks to make employees accept common goals for the organization
		My leader has a clear sense of where he or she believes our organization should be in 5 years
	Individual Consideration	My leaders always maintain having positive attitudes at work
		My leader makes a continuous effort to generate enthusiasm for the organization’s vision

		My leader preparing me with a great skill in leadership for future
	Intellectual stimulation	My leader participates in problem awareness, and a challenge me to realize and view the situation in a new light.
		My leader strives to get the organization to work together in the direction of the vision
		My leader strives to clarify for the employees how they can contribute to achieve the organization's goals
	Inspiration leadership	My leader encourages me to attain great accomplishments and exceed expectations
		My leader inspires me to have effective communication and personal growth

**Source: Fuller et al. (1996); Avolio & Bass (2002); Jensen et al. (2019)**

**Table 2: Operationalization of Measurement Instrument for Job Satisfaction**

Dimensions	Indicator	Items
<b>Job Satisfaction (Extrinsic)</b>	Supervision-Technical	The competence of my supervisor in making decisions.
	Supervision-Human Relations	The way my boss handles his/her workers.
	Recognition	The praise I get for doing a good job.
	Company Policies and Practices	The way company policies are put into practice.
	Advancement	The chances for advancement on this job.
	Compensation	My pay and the amount of work I do.
<b>Job Satisfaction (Intrinsic)</b>	Security	The way my job provides for steady employment.
	Social Service	The chance to do things for other people.
	Moral Values	Being able to do things that don't go against my conscience.
	Activity	Being able to keep busy all the time.
	Responsibility	The freedom to use my own judgment.



	Variety	The chance to do different things from time to time.
	Independence	The chance to work alone on the job.
	Creativity	The chance to try my own methods of doing the job
	Ability	The chance to do something that makes use of my abilities
	Achievement	The feeling of accomplishment I get from the job.
	Authority	The chance to tell people what to do.
	Social Status	The chance to be “somebody” in the community

**Source:** Tietjen, M.A., & Myers, R.M. (1998)

#### IV. DISCUSSION AND RECOMENDATIONS

The researchers' initial objective was to examine the paradigm of transformational leadership in China's secondary schools and its impact on teachers' job satisfaction. The study organized the literature on leadership strategy for the knowledge and awareness of education administration in China, explored the optimal configuration for enhancing it, and could be practices by the educational leaders and administrators. The suggested framework (Figure 1) will assist the Ministry of Education in designing and planning school development policies, training and encouragement. All of us cannot deny that effective leadership will have a big impact on the job satisfaction of employees, which in this study is the instructor.

It is difficult for a corporation to survive without employees. Employees are the most important aspect in the lifespan of a firm. Teachers are the institution's pillar, play the most important roles, and contribute considerably to the nation's future generation. To maintain them, the institution must therefore pay special attention to them. This will also impact production, which will add to the school's attainment of its objectives (Guo, Huang & Zhang 2019). In the wide context, China education system has enormous potential to increase its position in this framework, and if any of the suggested improvements are implemented, they will make tremendous steps in improving the education industry and educating people about these issues.

In addition, the proposed framework serves to bolster the notion that the drivers of education system performance are mostly driven by a complex interplay between the internal and external pressures of institutional transformational leadership techniques. This study will provide a deeper understanding of the relationships between the major elements (charismatic leadership, individual consideration, intellectual stimulation, and inspirational leadership) influencing job satisfaction among education practitioners, which will be useful for future research. Notably, this framework might be utilized as a complete method for monitoring school system performance and addressing education difficulties and challenges, as well as being essential for building the blueprint for the educational pathway in China.

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