

Transformational Leadership and Employees' Job satisfaction in the Educational sector of Nepal.

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Abstract

This paper aims to analyze the relationship between transformational leadership variables and employees' job satisfaction in the educational sector of Nepal. Transformational leadership is grounded in moral foundations that are based on four components: Idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration. The research uses Multifactor Leadership Questionnaire (MLQ form 5X) for measuring Transformational leadership style whereas Minnesota Satisfaction Questionnaire (MSQ) is used to measure the level of job satisfaction among 200 teachers and faculties from educational institutions. The study investigates transformational leadership and job satisfaction by means of descriptive and analytical research methodology. Transformational leadership behavior must be considered by the educational leaders to insure the employees' job satisfaction which leads to increment of effectiveness, efficiency and performance of the employees.

Keywords: Transformational Leadership; Leadership Style; Job Satisfaction; Educational institution

1. Introduction:

Leadership style is a key determinant of the success or failure of any organization. A leader is person who influences, directs, and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. (Ojokuku, Odetayo and Sajuyigbe, 2012)

The interests of the organization and its members need to be aligned. Such is a task for the transformational leader. The transformational leader inspires, intellectually stimulates, and is individually considerate of them. Requiring higher moral development, transformational leadership is recognized universally as a concept (Bass, 1999). Transformational leadership style focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail, Halim, Abdullah, Shminan, Muda, & Samsudin, 2009).

Bass and Riggio (2006) noted that authentic transformational leadership is grounded in moral foundations that are based on four components: Idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration. According to Aziri (2011), job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations.

Common sense dictates that in any work environment, a worker's relationship with his or her supervisor can have an impact on his or her job satisfaction. Schools are certainly no exception. There are direct correlations between all dimensions of transformational leadership behavior and the outcome variables (teachers' intrinsic job satisfaction, extrinsic job satisfaction, general job satisfaction and organizational commitment) (Kieres, 2012).

2. Literature Review

According to Bass (1985), transformational leadership is comprised of the "four I's": idealized influence (charisma), individualized consideration, intellectual stimulation, and inspirational motivation. Transformational leadership studies have been conducted in a variety of work environments from corporations to factories to the military and educational settings. Leaders who are transformational are those who exhibit the four I's and as a result, improve both the capacity and commitment of those they lead.

By adopting the appropriate leadership styles, leaders can affect employee job satisfaction, commitment and productivity. Two hundred Malaysian executives working in public sectors voluntarily participated in this study. The results showed that transformational leadership style has a stronger relationship with job satisfaction (Voon, Lo, Ngui and Ayob, 2011).

Transformational leadership is a tool that enhances subordinate satisfaction. Job satisfaction also comes from the ability of workers to have a clear understanding of the goals and the objectives of the organization. Transformational leadership improves employee job satisfaction by increasing positive employee attitudes and clarifying the role of employees (Gill, Flaschner, Shah and Bhutani, 2010).

Transformational leadership can be used to raise organizational commitment and employees' performance. Transformational leadership cannot raise job satisfaction. Organizational commitment can raise job satisfaction and employees' performance. To build employees' job satisfaction, transformational leadership model should pay more attention on internal and external reward for employees (Thamrin, 2012).

Only two factors viz. Idealized influence and individualized consideration have effect on subordinate job satisfaction. As the practical implementation of transformational leadership increase so does subordinate job satisfaction (Darshan, 2011).

The transformational leadership style has a strong positive and statistically significant effect on faculty's intrinsic, extrinsic and overall job satisfaction. An increased practice of transformational leadership behaviors could enable principals/directors to be effective and to enhance the faculty members' job satisfaction. (Amin, Shah and Tatlah, 2013)

Transformational leadership, an approach of enhanced interpersonal relationship between supervisors and subordinate, is a way to create higher level of job satisfaction of employees. If managers adopt transformational leadership behavior, they could get better satisfied and committed employees (Metwally, El-bishbishy and Nawar, 2014).

3. Objectives and Theoretical Framework

There are different factors which effect employee's job satisfaction among which transformational leadership is also one of the factors. The general objective of the research paper is to identify the impact of transformational leadership on employees' job satisfaction.

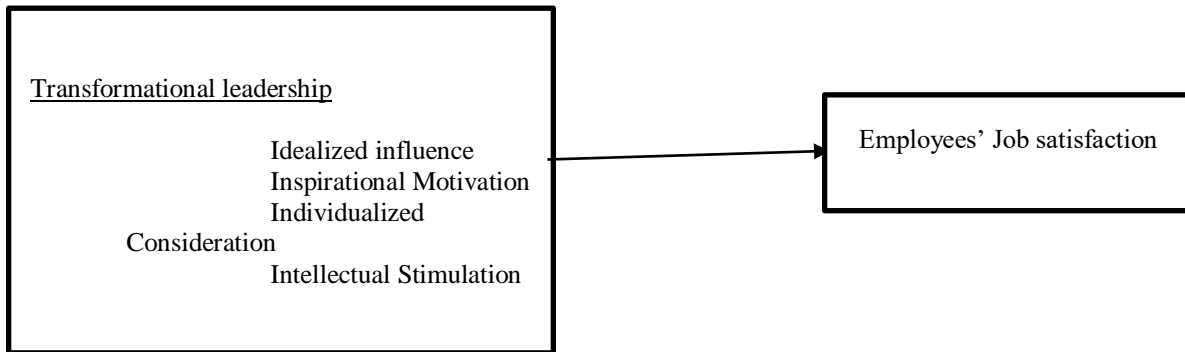
Specific objectives are as follows:

- To measure the level of job satisfaction among employees working in educational sector of Nepal
- To explore the factors of transformational leadership in educational sector of Nepal
- To determine the relationship between transformational leadership variables i.e. idealized influence, inspirational motivation, individualized consideration and intellectual stimulation and employees' job satisfaction

Transformational leaders are role models; they are respected and admired by their followers. Followers identify with leaders and they want to emulate them. Leaders have a clear vision and sense of purpose as well as they are willing to take risks (Stewart, 2006).The leader gets the followers to complete a goal (Barry, 2002).Inspirational motivation represents behaviors when a leader tries to express the importance of desired goals in simple ways, communicates high level of expectations and provides followers with work that is meaningful and challenging(Muen john & Armstrong, 2008).Transformational leaders actively solicit new ideas and new ways of doing things. They stimulate others to be creative and they never publicly correct or criticize others (Stewart, 2006). The leader gets the followers to question the tried and true ways of solving problems; encourages them to question the methods they use to improve upon them (Barry, 2002).The leader focuses on understanding the needs of the followers and works continuously to get them to develop their full potential (Barry, 2002). Individualized Consideration refers to leaders who spend more time teaching and coaching followers by treating followers based on individual basic (Muenjohn& Armstrong, 2008).Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace (Heathfield, 2016).

Independent Variable

Dependent Variable



Note. From Metwally, El-bishbishy and Nawar(2014)

Figure No. 1: Conceptual Framework

Based on the objectives of the study and the discussion of the theoretical issues and framework the following hypotheses can be drawn.

- H1: There is a significant relationship between idealized influence and employee job satisfaction.
- H2: There is a significant relationship between inspirational motivation and employee job satisfaction.
- H3: There is a significant relationship between individualized consideration and employee job satisfaction.
- H4: There is a significant relationship between intellectual stimulation and employee job satisfaction.

4. Methodology

This paper investigates transformational leadership and job satisfaction by means of a descriptive and analytical research methodology. Quantitative research design is adopted. The survey research is applied as descriptive type of research design. A structured questionnaire is utilized to obtain primary data from the participants. The data has been analyzed using Statistical Package for Social Sciences Version 23 (SPSS 23). The collected data is then analyzed using descriptive statistics, and Pearson correlation analysis is used to test the hypothesis. Some major statistical techniques, which are

importantly applicable in this study, are: One way ANOVA, Independent sample t test, Descriptive statistics, Pearson's correlation coefficient and linear regression.

The population for the research is all the teachers and faculties working in educational institution of Nepal. The sample for this study is the teachers and faculties working in the several educational institutions focusing secondary level i.e. school. The sampling technique that is used in this research is non-probability sampling method given that the questionnaire is distributed randomly for the fair presentation of the study of population. Among the various non-probability techniques, convenience sampling technique is used for the study of research because the data is collected from 200 teachers and faculties within the Kathmandu Valley. The total number of questionnaire distributed was 300. However, the returned and usable responses were 200 which made the response rate of 67%. The Multifactor Leadership Questionnaire (MLQ form 5X) developed by Bass (1997) was used to measure transformational leadership style. The Minnesota Satisfaction Questionnaire (MSQ) will be used to measure the level of satisfaction among employees.

5. Analysis and Findings:

Respondents' considered in this research are the teachers and faculty members of schools within the Kathmandu Valley. The schools which are considered in this research are government school, private school and trust schools. The response of the teachers and faculty members were collected and analyzed in order to determine the transformational leadership and its relationship with employees' job satisfaction in the educational sector of Nepal.

The total percentage of male respondents was 40% whereas the total percentage of female respondents was 60%. The total percentage of respondents below 20 years was 3.5%, between 21 to 30 years was 42%, between 31 to 40 years was 22%, between 41 to 50 years was 21% and above 50 years was 11.5%. The total percentage of respondents from management background was 29%, humanities background was 25%, science background was 17.5% and education background was 28.5%. The total percentage of respondents from Kathmandu Valley was 45% whereas the total percentage of respondents from outside the valley was 55%. The total percentage of

respondents working in private schools was 33.5%, respondents working in government schools were 33.5% and respondents working in trust schools were 33%.

5.1. Analysis of Level of Employees' Job Satisfaction

The Minnesota satisfaction questionnaire is used to measure employees' job satisfaction. There are twelve five point Likert scale questions in the questionnaire.

While asking the respondents about their job satisfaction with the help of Minnesota Satisfaction Questionnaire and given the options 5 i.e. "Extremely Satisfied", 4 i.e. "Very Satisfied", 3 i.e. "Satisfied", 2 i.e. "Somewhat Satisfied" and 1 i.e. "Not Satisfied", the range was 1 to 5. The minimum value is 1 which is "Not Satisfied". The maximum value is 5 which is "Extremely Satisfied". The mean value of variable job satisfaction is 2.97 which is close to "Satisfied". The standard deviation is 1.03.

Based on the survey done to teachers working in the educational institutions of Nepal, it can be interpreted that the employees' job satisfaction level is good enough as the mean value of employees' job satisfaction is derived as 2.97 which is close to "satisfied". So the employees in educational sector of Nepal are neither extremely or very satisfied nor not or somewhat satisfied. They are satisfied with their job.

Table 1
Level of employees' job satisfaction

Description	Min.	Max.	Mean	Std. Deviation
The chance to do different things from time to time	1	5	3.19	.980
The chance to be "somebody" in the community	1	5	3.01	.916
Being able to do things that don't go against my conscience	1	5	3.12	1.043
The way my job provides for steady employment	1	5	3.27	1.118
The way my boss handles his/her workers	1	5	3.23	1.023
The chance to do something that make use of my abilities	1	5	3.08	1.025

The way company policies are put into practice	1	5	2.77	1.169
My pay and the amount of work I do	1	5	2.39	1.097
The freedom to use my own judgment	1	5	2.77	1.026
The chance to try my own methods of doing the job	1	5	2.89	1.021
The working conditions	1	5	3.10	1.047
The praise I get for doing a good job	1	5	2.81	.947
Overall Average			2.97	1.03

Note. From Researcher Calculation

Therefore, employees in the educational sector of Nepal are satisfied with their jobs based on the criterion: the chance to do different things from time to time, the chance to be "somebody" in the community, being able to do things that don't go against their conscience, the way job provides for steady employment, the way boss handles his/her workers, the chance to do something that make use of their abilities, the way company policies are put into practice, pay and the amount of work they do, the freedom to use their own judgment, the chance to try their own methods of doing the job, the working conditions and the praise they get for doing a good job.

5.2. Analysis of Factors of Transformational Leadership

While asking the respondents about the transformational leadership variables i.e. idealized influence, inspirational motivation, individualized consideration and intellectual Stimulation, which instills in their boss and given the options that 0 i.e. "Not at all", 1 i.e. "once in a while", 2 i.e. "Sometimes, 3 i.e. "Fairly often" and 4 i.e. "Frequently, if not always", the respondents had the following responses.

5.2.1. Magnitude of Idealized Influence on Transformational leadership

This section measures the agreement of respondents to different statements related to idealized influence as a factor of transformational leadership. This section shows the employees' perception towards idealized influence of their boss. There are eight five point

likert scale questions used in the questionnaire to measure the idealized influence of their bosses.

Table 2
Magnitude of idealized influence on transformational leadership

Description	Min.	Max.	Mean	Std. Deviation
My boss instill pride in others for being associated with him/her	0	4	2.55	1.074
My boss goes beyond self-interest for good of the group	0	4	2.61	1.020
My boss act in ways that build others' with respect	0	4	2.79	.940
My boss display a sense of power and confidence	0	4	2.80	.977
My boss talks about his/her most important values and beliefs	0	4	2.59	1.073
My boss specify the importance of having a strong sense of purpose	1	4	2.97	.805
My boss consider the moral and ethical consequences of decisions	0	4	2.88	.773
My boss emphasize the importance of having a collective sense of mission	0	4	2.91	.852
Overall Average			2.76	0.94

Note. From Researcher Calculation

For the variable, Idealized influence of the boss, the range was from 0 to 4. The minimum value is “Not at all” and the maximum value is 4 which is “Frequently, if not always”. The mean value of the variable is 2.76 which is close to “Fairly often”. The standard deviation is 0.94. This shows leaders are fairly often respected and admired by their followers and leaders fairly often have a clear vision and sense of purpose and they are willing to take risks.

5.2.2. Magnitude of Inspirational Motivation on Transformational leadership

This section measures the agreement of respondents to different statements related to inspirational motivation as a factor of transformational leadership. This section shows the

employees’ perception towards inspirational motivation of their boss. There are four five point likert scale questions used in the questionnaire to measure the inspirational motivation of their bosses.

Table 3

Magnitude of inspirational motivation on transformational leadership

Description	Min.	Max.	Mean	Std. Deviation
My boss talks optimistically about the future	0	4	2.97	.900
My boss articulate a compelling vision for the future	0	4	2.83	.804
My boss talks enthusiastically about what needs to be accomplished	0	4	3.05	.745
My boss express confidence that goals will be achieved	0	4	3.14	.857
Overall Average			3.00	0.83

Note. From Researcher Calculation

For the variable, inspirational motivation of the boss, the range was from 0 to 4. The minimum value is 0 which is “Not at all” and the maximum value is 4 which is “Frequently, if not always”. The mean value of the variable is 3 which is “Fairly often”. The standard deviation is 0.83. This shows that leaders fairly often behave in ways that motivate others, generate enthusiasm and challenge people and leaders clearly communicate expectations and they demonstrate a commitment to goals and a shared vision fairly often.

5.2.3. Magnitude of Individualized Consideration on Transformational leadership

This section measures the agreement of respondents to different statements related to individualized consideration as a factor of transformational leadership. This section shows the employees’ perception towards individualized consideration of their boss.

There are four five point likert scale questions used in the questionnaire to measure the individualized consideration of their bosses.

Table 4

Magnitude of individualized consideration on transformational leadership

Description	Min.	Max.	Mean	Std. Deviation
My boss spend time teaching and coaching	0	4	2.27	1.082
My boss treats others as individuals rather than just as a member of a group	0	4	2.11	1.210
My boss consider an individual as having different needs, abilities, and aspirations from others	0	4	2.51	1.128
My boss help others to develop their strengths	0	4	2.98	.903
Overall Average			2.47	1.08

Note. From Researcher Calculation

For the variable, individualized consideration of the boss, the range was from 0 to 4. The minimum value is 0 which is close to “Not at all” and the maximum value is 4 which is “Frequently, if not always”. The mean value of the variable is 2.47 which is close to “Sometimes”. The standard deviation is 1.08. This shows that leaders sometimes actively solicit new ideas and new ways of doing things. They stimulate others to be creative sometimes.

5.2.4. Magnitude of Intellectual Stimulation on Transformational leadership:

This section measures the agreement of respondents to different statements related to intellectual stimulation as a factor of transformational leadership. This section shows the employees' perception towards to intellectual stimulation of their boss. There are four five point likert scale questions used in the questionnaire to measure the intellectual stimulation of their bosses.

Table 5

Magnitude of intellectual stimulation on transformational leadership

Description	Min.	Max.	Mean	Std. Deviation
My boss re-examine critical assumptions to question whether they are appropriate	0	4	2.86	.969
My boss seek differing perspectives when solving problems	0	4	2.82	.977
My boss gets others to look at problems from many angles	0	4	2.84	.980
My boss suggest new ways of looking at how to complete assignments	0	4	2.77	.890
Overall Average			2.82	0.95

Note. From Researcher Calculation

For the variable, intellectual Stimulation of the boss, the range was from 0 to 4. The minimum value is 0 which is “Not at all” and the maximum value is 4 which is “Frequently, if not always”. The mean value of the variable is 2.82 which is close to “Fairly often”. The standard deviation is 0.95. This shows that the leaders fairly often pay attention to the needs and the potential for developing others. This shows that the leaders fairly often establish a supportive climate where individual differences are respected. Interactions with followers are fairly often encouraged and the leaders are aware of individual concerns.

5.3. Analysis of Relationship between Transformational Leadership and Employees’ Job Satisfaction:

Table 6

Correlation matrix of idealized influence and employees' job satisfaction

		Idealized Influence	Employees' Satisfaction	Job
Idealized Influence	Pearson Correlation	1	.495**	
	Sig. (2-tailed)		.000	
	N	184	176	

Employees' Job Satisfaction	Pearson Correlation	.495**	1
	Sig. (2-tailed)	.000	
	N	176	191

Note. From Researcher Calculation

Table 6 illustrates the relationship between idealized influence and employees' job satisfaction with correlation matrix of idealized influence and employees' job satisfaction. The correlation coefficient of idealized influence of the boss and employees' job satisfaction is 0.495 which shows that idealized influence of the boss and employees' job satisfaction have positive correlation.

According to hypothesis 1, there is significant relationship between idealized influence and employee job satisfaction. After the analysis, p-value= 0.000 is determined which is less than 0.05. Hence, the hypothesis is accepted and thus there is significant relationship between idealized influence and employee job satisfaction.

Given,

H1: There is significant relationship between idealized influence and employee job satisfaction.

p-value= 0.000

Since p-value< 0.05, H1 is accepted.

Table 7

Correlation matrix of Inspirational Motivation and Employees' Job Satisfaction

		Employees' Satisfaction	Job Inspirational Motivation
Employees' Satisfaction	Pearson Correlation	1	.441**
	Sig. (2-tailed)		.000
	N	191	189
Inspirational Motivation	Pearson Correlation	.441**	1
	Sig. (2-tailed)	.000	

N	189	195
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Note. From Researcher Calculation

Table 7 illustrates the relationship between inspirational motivation and employees’ job satisfaction with correlation matrix of inspirational motivation and employees’ job satisfaction. The correlation coefficient of inspirational motivation of the boss and employees’ job satisfaction is 0.441 which shows that inspirational motivation of the boss and employees’ job satisfaction have positive correlation.

According to hypothesis 2, there is significant relationship between inspirational motivation and employee job satisfaction. After the analysis, p-value= 0.000 is determined which is less than 0.05. Hence, the hypothesis is accepted and thus there is significant relationship between inspirational motivation and employee job satisfaction.

Given,

H2: There is a significant relationship between inspirational motivation and employee job satisfaction.

p-value= 0.000

Since p-value< 0.05, H2 is accepted.

Table 8

Correlation matrix of Individualized Consideration and Employees’ Job Satisfaction

		Employees' Job Satisfaction	Individualized Consideration
Employees' Job Satisfaction	Pearson Correlation	1	.119
	Sig. (2-tailed)		.109
	N	191	183
Individualized Consideration	Pearson Correlation	.119	1
	Sig. (2-tailed)	.109	
	N	183	189

Note. From Researcher Calculation

Table 8 illustrates the relationship between individualized consideration and employees’ job satisfaction with correlation matrix of individualized consideration and employees’ job satisfaction. The correlation coefficient of individualized consideration of the boss and employees’ job satisfaction is 0.119 which shows that individualized consideration of the boss and employees’ job satisfaction have positive correlation.

According to hypothesis 3, there is significant relationship between individualized consideration and employee job satisfaction. After the analysis, p-value= 0.109 is determined which is more than 0.05. Hence, the hypothesis is rejected and thus there is no significant relationship between individualized consideration and employee job satisfaction.

Given,

H3: There is a significant relationship between individualized consideration and employee job satisfaction.

p-value= 0.109 Since p-value > 0.05, H3 is rejected.

Table 9

Correlation matrix of Intellectual Stimulation and Employees' Job Satisfaction

		Employees' Job Satisfaction	Intellectual Stimulation
Employees' Job Satisfaction	Pearson Correlation	1	.094
	Sig. (2-tailed)		.204
	N	191	184
Intellectual Stimulation	Pearson Correlation	.094	1
	Sig. (2-tailed)	.204	
	N	184	191

Note. From Researcher Calculation

Table 9 illustrates the relationship between intellectual stimulation and employees’ job satisfaction with correlation matrix of intellectual stimulation and employees’ job satisfaction. The correlation coefficient of inspirational motivation of the boss and employees’ job satisfaction is 0.094 which shows that inspirational motivation of the boss and employees’ job satisfaction have positive correlation.

According to hypothesis 4, there is significant relationship between intellectual stimulation and employee job satisfaction.

After the analysis, p-value= 0.204 is determined which is more than 0.05. Hence, the hypothesis is rejected and thus there is no significant relationship between inspirational motivation and employee job satisfaction.

Given,

H4: There is a significant relationship between intellectual stimulation and employee job satisfaction.

p-value= 0.204

Since p-value> 0.05, H4 is rejected.

Table 10

Correlation matrix of transformational leadership and Employees’ Job Satisfaction:

			Employees’ Satisfaction	Job	Transformational leadership
Employees’ Satisfaction	Job	Pearson	1		.367**
		Correlation			
		Sig. (2-tailed)			
Transformational leadership	Job	N	191		170
		Pearson	.367**		1
		Correlation			
Sig. (2-tailed)	.000				
		N	170		173

Note. From Researcher Calculation

Table 10 illustrates the relationship between transformational leadership and employees’ job satisfaction with correlation matrix of transformational leadership and employees’ job satisfaction. The correlation coefficient of transformational leadership of the boss and employees’ job satisfaction is 0.367 which shows that transformational leadership of the boss and employees’ job satisfaction have positive correlation. After the analysis, p-value= 0.000 is determined which is lesser than 0.05. Thus there is significant relationship between transformational leadership and employee job satisfaction.

Table 11
Variance in Employees' Job Satisfaction

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.367 ^a	.135	.130		.63713

Note. From Researcher Calculation

The R² value is 0.135 which indicate that transformational leadership contributes 13.5% of the variation of the employees' job satisfaction.

Table 12

Relationship between Transformational Leadership and Employees' Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.615	.257		6.277	.000
	transformational leadership	.469	.092	.367	5.118	.000

a. Dependent Variable: Employees' Job Satisfaction

Note. From Researcher Calculation

The beta value is a measure of how strongly each predictor variable influences the dependent variable. The B value (constant) is 0.367. The corresponding t value is 5.118, which is significant at 0.000 level (2-tailed).

Model 1

$$Y=B_0+B_1X_1$$

Employees' Job Satisfaction= B₀+B₁ Transformational Leadership

Employees' Job Satisfaction= 1.615+0.367 Transformational Leadership

Table 13

ANOVA Table showing relationship between transformational leadership and employees' job satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.632	1	10.632	26.191	.000 ^b
	Residual	68.197	168	.406		
	Total	78.828	169			

a. Dependent Variable: Employees' Job Satisfaction

b. Predictors: (Constant), transformational leadership

Note. From Researcher Calculation

In linear regression, it has been predicted that the scores on one variable from score on a second variable. The variable that is being predicted is the criterion variable and is referred to as Y i.e. employees' job satisfaction. The variable in which we are basing our predictions on is called the predictor variable i.e. transformational leadership.

The F-value of 26.191 confirms the strength of the model employees' job satisfaction and transformational leadership and improved the prediction of outcome i.e. employees' job satisfaction. There is significant relationship between transformational leadership and employee job satisfaction as p-value= 0.000 is determined which is lesser than 0.05.

6. Conclusion:

This study provides insight about the level of employees' job satisfaction in educational sector of Nepal which is focused to secondary level schools within Kathmandu Valley. The employees in educational sector of Nepal are satisfied with their jobs. The study also provides analysis of transformational leadership variables i.e. idealized influence, inspirational motivation, individualized consideration and intellectual stimulation in context with educational leaders of Nepal as perceived by their employees or followers. The study has illustrated that amongst the four transformational leadership variables, only two variables i.e. idealized influence and inspirational motivation have significantly positive relationship with employees' job satisfaction whereas the other two variables i.e. individualized consideration and intellectual stimulation have positive but not significant relationship with employees' job satisfaction. There is significantly positive relationship between transformational leadership and employee job satisfaction.

By considering the factors of transformational leadership behavior i.e. idealized influence, inspirational motivation, individualized consideration and intellectual stimulation, the educational leader can insure the employees' job satisfaction which leads to increment of effectiveness, efficiency and performance of the employees. This ultimately uplifts quality of services provided by teachers resulting in improvement of quality of education in Nepal.

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