



The Impact of Transformational Leadership Style on Employees' Job Satisfaction in the Education Sector in Cameroon

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Abstract

This study examines the impact of transformational leadership on employees' job satisfaction within Cameroon's education sector. Employing a quantitative approach, it used a questionnaire as the main data collection tool. A sample of 327 participants was selected through simple random sampling. Data analysis was conducted using the ordinary least squares (OLS) method with STATA 17. Results indicate that transformational leadership significantly enhances job satisfaction; specifically, a one-unit increase in transformational leadership corresponds to a 0.391609-point rise in job satisfaction in Cameroon's educational sector. The findings are statistically significant at the 1% level, leading us to reject the null hypothesis in favour of the alternative, and confirming that transformational leadership substantially affects job satisfaction. For policy, emphasis should be placed on promoting transformational leadership- encouraging, inspiring, training, and supporting employees to improve morale, job satisfaction, and overall institutional performance.

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1. Introduction

In today's rapidly evolving competitive business environment, transformational leadership has gained significant attention among scholars, especially within the educational sector (Ardiyansah & Mon, 2023; Siahaan, 2017; Isna, 2024) ^[1, 23, 13]. Among these leadership styles frameworks transformational leadership style stands out by creating a culture that encourages employees' commitment and work happiness by sharing a vision with their staff, promoting new ideas, and encouraging personal growth. According to Essel (2023) ^[8] "transformational leadership have a direct impact on how organizations manage their resources, motivate employees, and achieve their goals these impact on employees' job satisfaction further stand out a factor to impact overall enterprise performance since when employees are being motivated, new ideals are being shared among employees increases their moral in doing their job well".

Modise (2023) ^[16] highlights that leadership philosophies emphasising strategic vision, employee empowerment, and teamwork, such as transformational leadership, positively influence employees' job satisfaction. Employee satisfaction reflects a positive attitude towards work, often resulting from transformational leadership styles (Respati, 2019) ^[19]. As Voon *et al.* (2011) ^[25] note, an individual's attitude toward work influences their level of job satisfaction. Bushra, Ahmad, and Naveed (2011) ^[6] define job satisfaction as a positive or pleasurable emotional state resulting from one's assessment of their work or professional experience. Voon *et al.* (2011) ^[25] also find that workers who perceive their jobs as fulfilling tend to be happier with their roles. Employee satisfaction is regarded as a key factor in organisational success. Belias and Koustelios (2014) ^[5] state that work satisfaction ultimately enhances job performance and organisational goals, contributing to overall success.

Rezvani *et al.* (2016) ^[20] describe job satisfaction as a favourable emotional condition stemming from evaluating one's work. Mujkic *et al.* (2014) ^[17] emphasise that a leader's style significantly affects employees' job satisfaction. Research indicates that

different leadership styles foster unique work environments, which can directly impact satisfaction levels (Mangkunegara, 2016; Voon *et al.*, 2011; Mujkic *et al.*, 2014) ^[25, 17]. Specifically, Voon *et al.* (2011) ^[25] suggest that transformational leadership is particularly effective in raising job satisfaction by providing employees with a sense of purpose and intellectual stimulation. Long, Yusof, Kowang, and Heng (2014) ^[14] add that transformational leaders tend to motivate and empower team members, encouraging accountability and improving their sense of achievement and overall satisfaction. Both transformational and transactional leadership styles are linked to positive workplace dynamics (Gundersen, Hellesøy, & Raeder, 2012) ^[9]. Cavazotte, Moreno, and Bernardo (2013) ^[7] found these strategies to have a positive correlation with employee attitudes and satisfaction with organisational and managerial practices. Additionally, Belias and Koustelios (2014) ^[5] observed that employees' overall job satisfaction increases when they see their managers demonstrating task-oriented behaviours. This subject's theoretical importance is to advance the academic debate on the "impact of transformational leadership style on employees' job satisfaction in the education sector in Cameroon. It offers empirical findings that underscore their significance for individual institutions, especially within a developing country like Cameroon, whose education sector is still lagging in terms of infrastructure and quality of human capital in this sector. By carefully examining the complexities of how transformational leadership influences employees' job satisfaction in the educational sector in Cameroon, the goal is to deepen understanding of the critical role that transformational leadership plays in fostering employee satisfaction. This will contribute valuable insights to ongoing academic and practical conversations in the field. The study suggests that strong transformational leadership is essential for maintaining employees' job satisfaction, acting as a safeguard against educational institutions' failures while enhancing overall educational institutions' performance. The research seeks to confirm the importance of these systems in improving the effect of transformational leadership on employee satisfaction in the educational sector in Cameroon.

2. Literature Review

2.1. Conceptual Literature Transformation Leadership Type

According to Avolio (2004) ^[4], "Transformational leadership is associated with higher levels of innovation and employee engagement. By creating a common vision and promoting problem-solving, transformational leaders inspire and empower staff members to go above and beyond their expectations". According to research, transformational leadership results in notable advancements in organisational management, especially in complex settings that call for creativity and adaptation (Avolio & Bass, 2004) ^[4]. Because it encourages sustainable organisational growth, a shared organisational vision among workers, and better resource utilisation, this leadership style is becoming more widely acknowledged as a major factor in job happiness and employee success.

Job Satisfaction

Job happiness varies from person to person. According to Arifin *et al.* (2019) ^[2], job satisfaction is the outcome of an employee's assessment of how effectively an employee does

all of the tasks that are deemed significant in her profession. Each person has a different degree of satisfaction. If workers can perform well and get the best possible outcomes from their employment, they will be happy. According to Robbins (1996) ^[21], a person's overall attitude towards their work is referred to as job satisfaction. A very satisfied individual who has a good attitude towards his employment. Rather, a person who is dissatisfied with their job will have unfavourable opinions about it.

2.2. Empirical review

According to Hilton *et al.* (2023) ^[11], the findings indicate that the most common transformational leadership done by managers and supervisors in the chosen commercial banks is personalised attention. Once again, work satisfaction plays a substantial mediating role in the favourable impact of the four characteristics of transformative leadership on organisational performance. According to Hanaysha *et al.* (2012) ^[10], followers' work happiness is impacted by personalised attention and intellectual stimulation. However, work satisfaction and intellectual stimulation are favourably correlated, but job satisfaction and personalised attention are adversely correlated. It was discovered that work happiness was unaffected by the charm or inspiration of the leader. According to Long *et al.* (2014) ^[14], individualised attention as transformational leadership was determined to be the most significant factor in work satisfaction.

Tesfaw (2014) ^[24] showed that overall teacher "job satisfaction" and "transformational leadership style" had a favourable and substantial association. Tesfaw (2014) ^[24], in his findings, further revealed that there was a positive and significant correlation between teachers' work satisfaction and each element of transformational leadership. According to Shurbagi (2014) ^[22], "transformational leadership style and job satisfaction, while the relationship between transformational leadership style, job satisfaction and organisational commitment was positive and significant relationship in the petroleum sector in Libya". Atmojo (2012) ^[3] shows that transformational leadership significantly influences job satisfaction,

Hussain and Khayat (2021) ^[12] revealed a positive correlation between transformational leadership and work satisfaction, while studies have indicated a favourable correlation between transformational leadership and organisational commitment. Hussain and Khayat (2021) ^[12] findings demonstrate the significant impact transformational leadership has on hospital employees and the hospital setting. According to Othman and Khrais (2022) ^[18], "their study found out that there is a significant and positive association between transformational leadership and job satisfaction, ($r = 0.297$, $P = 0.000$). There was a positive relationship between transformational leadership and OC ($r = 0.200$, $P = 0.001$)".

3. Methods

The study makes use of a survey research design since it allows researchers to gather information from a large population. These designs are particularly useful when studying large populations or when seeking to generalise findings to a wider group. The independent variable is transformational leadership style. The dependent variable, job satisfaction, is the outcome of an employee's assessment of how effectively they perform all tasks deemed significant in their profession (Arifin *et al.*, 2019) ^[2]. The current study utilises a simple random sampling technique, as education

institutions are widely distributed within Cameroon, and this technique was used to minimise bias. The Google Form questionnaires were sent to individuals managing small and medium enterprises across the city.

This study exclusively focused on individuals within the educational sector in Cameroon. The study Participants consisted of 327 respondents, representing various educational sectors in Cameroon. The survey was conducted in Cameroon to capture a diverse range of perspectives, since Cameroon is made up of diverse cultural backgrounds with diverse leadership styles, which makes it suitable to examine the impact of transformational leadership in the different institutions' perspectives. The survey links were distributed to various individuals across Cameroon. A total of 327 responses gave their concern within the education sector. This diversity enriches the study's context and enhances the interpretation of findings.

To assess the impact of transformational leadership on job satisfaction, the Cronbach's Alpha value of each variable under study was calculated and presented in the table below;

Table 1

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items

Transformation leadership	.753	5
Job Satisfaction	.808	8

With the majority of values over the generally recognised cut-off of 0.70, the Cronbach's Alpha values for every variable show a reasonable degree of internal consistency. This implies that the study's instruments are reliable for assessing the relevant constructs, thereby fostering confidence in the analysis's findings. Stronger measures are indicated by higher reliability in constructs like job satisfaction (0.802), while values around 0.753 of transformational leadership still show acceptable reliability for the goals of the study.

The collected data were analysed using STATA 17. Once the survey responses were collected, ordinary least squares (OLS) was used as the analytic technique for the regression analysis to examine the impact of transformational leadership on job satisfaction in Cameroon. This analytical approach allowed for a comprehensive understanding of how these variables interact within the context of Cameroon.

4. Results

4.1. Demographic Analysis

The demographic analysis for the studied population. Table 1 provides a summary of the Frequency and percentage Information obtained from the respondents.

Table 2: Demographic Distribution of Respondents

Items	Categories	Frequency	Percentage (%)
Rank in Organization	Departmental Manager	67	20.5
	Employee	107	32.7
	Member of the BOD	66	20.2
	Top Management	75	22.9
	Total	327	100.0
Position in the Organization	Entry Level	52	15.9
	Management	90	27.5
	Mid-Level	68	28.8
	Senior Level	106	32.4
	Total	327	100.0
Years of Work Experience	Less than 1 year	58	17.7
	1-5 Years	72	22.0
	6-10 Years	69	21.1
	11-15 Years	63	19.3
	16 Years and Above	65	19.9
	Total	327	100.0

Source: Author Computation (2023)

The results in Table 1 show that the majority of the respondents are workers (32.7%), followed by 32.4% of the respondents who were working in senior management. Top management and department managers comprise the largest shares in terms of rank (20.5% and 22.9%, respectively). In terms of employment experience, 17.7% have less than a year, while a noteworthy 22.0% have between one and five

years.

Variables Analysis

The variables analysis was conducted to assess the status of research variables within the studied population. Table 2 presents a summary of the obtained data from the respondents.

Table 3: Descriptive Statistics of Research Variables

Variable	Obs	Mean	Std. dev.	Min	Max
Transformation leadership	327	3.33211	.9014862	1	5
Job satisfaction	327	3.44159	.9379431	1	5

Based on a sample of 327 observations, Table 2 displays descriptive statistics for a number of study variables pertaining to work satisfaction and transformational leadership. All variables have mean values between around 3.33 and 3.49, suggesting that respondents typically have a

good opinion of them, with scores that tend to be higher on the 1–5 scale. The standard deviations, ranging from about 0.87 to 0.94, suggest moderate variability in responses, reflecting differing opinions among participants. Every answer choice was used, as shown by the minimum and

maximum values for each variable being within the whole range of 1 to 5.

4.2. Inferential Analysis

Post Test

In this section, the preliminary post validated the classical model of multilinear regression, the test for homoscedasticity was verified using pairwise correlation analysis and variance inflation factor, and the test for heteroscedasticity was also verified, as shown in Tables 4,5, and 6 below.

Table 4: Pairwise correlation coefficient

	Transformation leadership	Job Satisfaction
Transformation leadership	1.0000	
Job Satisfaction	0.3767	1.0000

Transformational leadership and job satisfaction have a somewhat favourable link, as seen by their 0.3767 pairwise correlation coefficient. This implies that employees' job satisfaction tends to increase in tandem with transformational leadership practices, indicating the potential influence of motivating and encouraging leadership on raising employee morale and contentment at work. The statistical significance of the association highlights how crucial strong transformational leadership is to creating a productive workplace.

Table 5: Variance Inflation Text (VIF)

Variable	VIF	1/VIF
Employee job satisfaction	1.00	1.000000
Mean VIF	1.00	

Table 7: Estimating the Model for Testing H_0 : Transformational leadership has no significant impact on employees' job satisfaction

"Source"	SS	df	MS	Number of obs	=	327
				F(1, 325)	=	53.75
Model	40.7025092	1	40.7025092	Prob > F	=	0.0000
Residual	246.091864	325	.757205735	R-squared	=	0.1419
				Adj R-squared	=	0.1393
Total	286.794373	326	.879737341	Root MSE	=	.87018
Job satisfaction	Coefficient	Std. err.	t	P>t	[95% conf. interval]	
Transformational leadership	.3919609	.0534612	7.33	0.000	.2867871	.4971346
_cons	2.135534	.1845238	11.57	0.000	1.772522	2.498545

The results show that transformational leadership significantly affects job satisfaction; this means that for every one-unit increase in transformational leadership, there will be a 0.391,609-point boost in job satisfaction. We can conclude that transformational leadership significantly affects job satisfaction because the p-value of 0.0000 was less than the threshold of 0.01, which indicates that the result was statistically significant at the 1% level of significance, and we rejected the null hypothesis in favour of the alternative hypothesis leading to the conclusion that transformational leadership has a significant impact on job satisfaction.

Discussion of Findings

The results showed that transformation leadership significantly affects job satisfaction; the outcome was statistically significant at the 1% level of significance, and we rejected the null hypothesis in favour of the alternative hypothesis, indicating that transformation leadership significantly affects job satisfaction. The results were in agreement with the research of Individualised attention and

The average VIF is 1.00, below the standard cut-off point of 5, which indicates there is no significant multicollinearity. Therefore, these findings suggest that, among the variables examined, multicollinearity is not a substantial issue.

Table 6: Breusch–Pagan/Cook–Weisberg test for heteroskedasticity

"Breusch–Pagan/Cook–Weisberg test for heteroskedasticity"
Assumption: Normal error terms
Variable: Fitted values of employees' job satisfaction
H0: Constant variance
chi2(1) = 1.29
Prob > chi2 = 0.2554"

The results of the Breusch-Pagan/Cook-Weisberg test for heteroskedasticity are shown in Table 4, with a focus on the job satisfaction (JS) fitted values. The null hypothesis (H_0) states that the variance of the error terms is constant. $\chi^2(1) = 1.29$ is the test statistic, and the p-value is 0.2554. Because the p-value is above the universally recognised significance level of 0.05, we are unable to reject the null hypothesis. This indicates that there is no sign of heteroskedasticity since the variance of the error terms remains constant throughout the fitted values.

Model Estimation

Based on the findings from the previous section, which validated the ordinary least squares technique to be used for the analysis. Changes in the independent variable explain the variables under study.

intellectual stimulation influence followers' job satisfaction, according to Hanaysha *et al.* (2012)^[10]. Work satisfaction and intellectual stimulation, on the other hand, have a positive correlation, whereas job satisfaction and individualised attention have a negative correlation contentment.

5. Conclusion and Policy Implications

The study's findings have important practical implications for the education sector. They show that transformational leadership has a positive and significant effect on job satisfaction in Cameroon's educational institutions. When employees are inspired, supported, and trained in new skills related to their tasks, their morale improves, motivating them to put in extra effort to meet deadlines, which in turn enhances overall institutional performance. The study concludes that transformational leadership has a moderate but significant effect on workers' job satisfaction in Cameroon's education sector. For policy, it recommends giving special emphasis to transformational leadership when aiming to improve job satisfaction. This can be achieved by

encouraging, inspiring, training, and supporting employees through leadership initiatives to boost morale, job satisfaction, and overall institutional success. The research finds that transformational leadership also significantly impacts productivity and satisfaction. However, the sample size was limited to 327 participants, making broad generalisations difficult.

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