

The Relationship between transformational leadership and job satisfaction Empirical Study of Police Force in Libya

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ABSTRACT

The purpose of this study quantitative cross-sectional research study was to determine the degree of the relationship between transformational leadership and job satisfaction in the Libyan police. The study was conducted to address the gap in the literature by providing a more detailed analysis of the extent to which the contribution of transformational leadership in the adoption of employee job satisfaction within a Libyan policing organization. The sample selected from 289 police forces. The population included the all Libyan police forces ranks, from Lance Corporal to Colonel. T-test and descriptive test showed that there is no bias response in between the responses provided by the participants. Regression analysis was used to test these hypotheses. The data for this study suggested that there was positive and significant relationship between Transformational leadership and the overall job satisfaction. Recommendations for future research and practice are also provided.

Key Words: Transformational Leadership, Job Satisfaction and Libyan Police.

1. INTRODUCTION

The light of increasing competition on the regional and global level is imperative that the police organization moves to adopt the radical structural changes. In order to improve the efficiency and flexibility of the police organization, it should shift from traditional management hierarchy to the modern management concepts, which adopt the modern concepts, such as transformational leadership and job satisfaction.

On the scientific front, there is a link between providing a style of leadership known as 'transformational' within the police organization; and achieving improved job satisfaction of police personnel (Dobby, Anscombe et al. 2004). Accordingly, that transformational leaders provide an environment that encourages and motivates employees to use their energies and abilities of human and this depends on the job satisfaction of workers, because the traditional leadership in this era cannot lead the change that has become the dominant feature of most of police organization (Bass 1997). Here the researcher found the importance of study to determine the transformational leadership, who is linked to the events of job satisfaction, and nature definition from theory side. On the other hand, many of the studies addressed the relationship of transformational leadership and job satisfaction and neglected the impact on this relation in the Libyan police organization.

2. Significance of the Study

The importance of this research that there are no empirical researches on the subject of this research has been conducted on members of the Libyan police forces. In addition to that the study highlights the importance that the application of transformational leaders in the police make their organization more flexibility and the ability to deal with the challenges resulting from the intensity of competition, such as the increase of the change pace, provide the technology, and changing styles of crime.

The lies of the theory importance for this study in what will it add to the knowledge domain in the literatures of transformational leadership and job satisfaction in the Libyan police organization.

And lies of its empirical significance in the importance of the Libyan police organization, particularly in educating the police hierarchy characteristics of transformational leadership and what could result from the findings and recommendations of the benefit of the chiefs of the Libyan police in raising the efficiency of police personnel and improving their job satisfaction, and the development of awareness of the importance of the services performed by them to society in light of current developments, and the development of moral values that promote the preference which the public interest to private interest.

3. Research Objectives

Based on the problem statement and the significance of study, this study aims to examine the relationship between transformational leadership of the police chiefs and police personnel's job satisfaction in the organization of Libyan police.

4. Scope of the Study

The scope of this study was to achieve the study's purpose, answer the research questions, and test the hypothesis, through the analysis and interpretation of a questionnaire survey design within a defined period within the Libyan police departments, Libya (French and Raven 1959; Smith and et al. 1969; Bass and Avolio 2003). A sample consisting of all Libyan police forces ranks, from Ordinary to Major General. The target population was the chiefs and personnel of police forces in the Libyan police departments, Libya. A random sample of 384 police forces was solicited to assist in the study. The sample size was determined using a sample-size-estimation formula for a finite population used by Sekaran, (2003). The formula allowed for the calculation of the sample size at various confidence levels when the population proportion 95%, and Margin of Error = 5% (Sekaran 2003).

5. Limitations of the Study

The research work is designed to focus on the relationship between the transformational leadership and job satisfaction in the police. With particular emphasis on Libyan police forces in Libyan police departments as a case study.

The researcher faces a number of challenges in his efforts to carry out a survey among sample study. Including inability to obtain necessary information due to administrative bottleneck, coupled with the fact that some information was considered as confidential, these do not encourage sound research. In addition, the time and finance, among other constraints hindered the researcher from doing a more thorough and rigorous work.

6. LITERATURE REVIEW

This literature review looks at previous research on transformational leadership to understand its impact on followers and entire organizations. Special attention is given to research that examines the deeper connection transformational leaders seem to have with followers. This naturally leads to a review of literature dealing with job satisfaction to see if previous research supports there is the relationship between this variable and transformational leadership.

6.1 Transformational leadership: it term was appeared by Burns (1978) in his book "Leadership". Where he defined: leadership as leaders inducing followers to act for certain goals that represent the values and motivations, the wants and needs, the aspirations and expectations of both leaders and followers (Burns 1978). In 1985, Bass presented a formal TL theory which, in addition to other things also includes the models and factors of behaviour. Burns assumed that TL is not the prerogative of a few select individuals but occurs at all levels of organizations and in the routine tasks of everyday life. That is, anyone can be a transformational leader (Rada 1999).

6.2 Job satisfaction: One of the biggest introductions to the study of job satisfaction was the Hawthorne studies; these studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, seeks to research on the effects of various conditions (most notably illumination) on workers' productivity. These the studies found that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was first defined by Hoppock (1935) as a set of psychological, physical and environmental circumstances that causes a person to say, "I am satisfied with my job".

6.3 Relationships between study variables

Some studies have reported empirical results that suggest the existence of relationships between the constructs of transformational leadership and job satisfaction, but the studies that reported findings of these relationships have presented mixed results. See below:

Besides, Tseng & Kang (2008) their study aimed investigate the relationship between regulatory focus, transformational leadership, and job satisfaction. The participants were from the National Police Administration employing 500 full-time employees in Taiwan. The results of this study indicate that transformational leadership has a significantly positive effect on job satisfaction (Tseng and Kang 2008). Further, Gazzoli, et al (2010) examined the answers from 474 restaurant contact employees and their 1,259 customers to determine the effects of empowerment and job satisfaction on customers' perception of service quality. Findings suggest that the relationship between empowerment and job satisfaction was significant (Gazzoli, Hancer et al. 2010). Besides, Fuller, J. B., R. Morrison, et al. (1999) in their study examines the effects of psychological empowerment on transformational leadership and job satisfaction. The respondents were 230 of nurses in the regional medical facility in the Southeastern United States. The findings suggest that the empowerment consider as an improved the relationship between transformational leadership and job satisfaction (Fuller, Morrison et al. 1999).

7. Problem statement

In many cases, the police organizational focus on administrators, and omit its attention of leaders, despite the fact that leadership in the contemporary police is the main engine of the process of administrative and; effective means to accomplish its tasks and real goals.

There are Libyan police organization suffers from several drawbacks which are in many routine procedures in the provision of services, and the slow decision-making, and weakness police personnel empowerment; because of patterns and traditional means of management are no longer able to deal with recent developments (Steinheider 2006). Some researchers believe that the transformational leader one, who arouses awareness and interest in the group or organization, increases the confidence of individuals or groups, and attempts to move the concerns of subordinates to higher levels of achievement and growth (Hayashi and Ewert 2006). So, the predictors of job satisfaction among police personnel must be identified in order for police organization to enact change which closer of relation between police forces and the civil community (Miller, Mire et al. 2009).

Through what has been mentioned above, this study intends to address the gap in the literature by providing a more detailed analysis of the extent to which the contribution of the transformational leadership in the adoption of job satisfaction, and what is the impact thaton this process within Libyan police organization.

8. Theoretical framework

The theoretical framework guiding this research study was the Transformational Leadership Theory first developed by Burns in 1978. Bass (1985) later expanded this theory to provide a useful model for effective police leadership in police organization. These leaders organize their world based on personal values and motivate followers by integrating these values into the group (Bass 1985).

According to Bass (1985), the outcome of transformational leadership is enhanced increased job satisfaction within organizations. Those under the transformational leadership leader often view their work as not only a job but a career. Transformational leadership in this study will be operationalized in this study using the following attributes (a) Idealized Influence (attributed), Idealized Influence (behavior), (b) Inspirational Motivation, (c) Intellectual Stimulation, and; (d) individual Consideration. The key to the Transformational Leadership Theory is the ability of the leader to motivate followers to accomplish change and it contributes to employee's job satisfaction.

However, previous research has found links between transformational leadership and employee job satisfaction (e.g., Tseng & Kang, 2008, Wu, 2006; Yun, Cox, Sims Jr, & Salam, 2007; Emery & Barker, 2007; Hamidifar, 2010; Gellis, 1999, Banff, Mendelson, Frooman, & Murphy, 2006; Ramey, 2002; Yusof & Shah, 2008; Nielsen, Yarker, Randall, & Munir, 2009; Blankenship, 2010; Brown, 2009; Nemanich & Keller, 2007).

Indeed, there are not studies is combines among transformational leadership and employee job satisfaction in the Libyan police force.

The theoretical framework is summarized of the relationships between transformational leadership (as the independent variable) and job satisfaction (as the dependent variable) in Figure1.

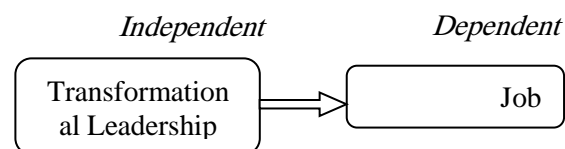


Figure 1: Revised research framework – Transformational Leadership and Job Satisfaction (Fuller, Morrison et al. 1999; Gill, Flaschner et al. 2010)

9. Definition of Terms

9.1 Transformational Leadership: A relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents or it is a process whereby the leader and followers to promote each of them the other to reach the highest levels of motivation and morality (Burns 1978).

9.2 Job Satisfaction: A measure of the degree to which the employee is satisfied and happy with the job; it is higher when a person feels that he or she has control over the way a given task is accomplished (Dawal, Taha et al. 2009).

9.3 Police: According to Article 10 and 11 of Act Libyan the Security and Police (1992), the police is a civilian body of order belonging to the General People's Committee for Public Security responsible for implementing the plans for the popular security programs, and to maintain public security, public order, protect the lives, honor and money (1992).

10. Research Questions

The purpose of this study was to investigate the relation the transformational leadership, empowerment and job satisfaction in Libyan police organization. Based on the review of the literature, we develop the following research questions for further investigate:

Q1: Is there a positively related between the transformational leadership of the police chiefs and police personnel's job satisfaction in the organization of Libyan police?

Q2: Is there a negatively related between the transformational leadership of the police chiefs and police personnel's job satisfaction in the organization of Libyan police?

11. Revised Research Hypothesis

The main revised hypothesis based on the revised research framework is as follows:

H0: Transformational Leadership will have no relationship with Job Satisfaction

H1: Transformational Leadership will have a positive relationship with Job Satisfaction.

12. METHODOLOGY

A quantitative cross-sectional survey design was used to collect the required data to answer the research questions and to provide the capability to test hypotheses through a questionnaire survey design within a defined period (French and Raven 1959; Smith and et al. 1969; Bass and Avolio 2003; Avolio, Bass et al. 2004). This to determine whether the transformational leadership was a pattern of behavior displayed by chiefs of police it has the

relationship with job satisfaction of police personnel and role of empowerment in the Libyan police organization. The population in this study refers to whole of Libyan police forces that they are registered with the Libyan Ministry of Internal for the year (2011) and of the numbers (120,000) police forces in Libya that with a population is 6,597,960 according to Central Intelligence Agency (CIA July 2011 est.). The sample of this study is consisting of all Libyan police forces ranks, from Ordinary to Major General. The target population was the chiefs and personnel of police forces in the Libyan police departments, Libya to complete the survey. A random sample of 384 police forces was solicited to assist in the study. The sample size was determined using a sample-size-estimation formula for a finite population used by Sekaran, (2003).

The researcher will use systematic random sampling to select the sample study. Where, the Libyan police forces names are selected using the skip interval. The skip interval calculated as follows:

$$k = N/n.$$

Where:

k = Skip interval

N = population list size

n = Sample size

The formula allowed for the calculation of the sample size at various confidence levels when the population proportion 95%, and Margin of Error = 5% (Sekaran 2003).

This study has three instrumentations will use, first, the Multifactor Leadership Questionnaire (MLQ); Transformational leadership was measured using all twenty items (encompassing the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) from the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 2000). We used a five-point Likert scale ranging from (5) = strongly agree to (1) = strongly disagree (Lievens, Van Geit et al. 1997; Wofford, Goodwin et al. 1998; Carless, Wearing et al. 2000; Berson and Avolio 2004; Krishnan 2004; Trottier 2005; Shivers-Blackwell 2006; Jung, Wu et al. 2008; Gumusluoglu and Ilsev 2009; Li and Hung 2009; Rowold and Schlotz 2009; Wang and Huang 2009; Zhu, Riggio et al. 2011).

Second, the Job Descriptive Index (JDI); a standardized measure of five dimensions of job satisfaction is: 1- Work environment; 2- Supervision; 3- Co-workers; 4- Promotions; 5- Pay

(Smith et al., 1969). We used a five-point Likert scale ranging from (5) = strongly agree to (1) = strongly disagree (Kittiruengcharn 1997; Holley and Olds 1998; Ramayah, Jantan et al. 2001; Ehlers 2003; Snyder and Cornetto 2005; Meyerson and Kline 2008; Riaz and Akbar 2009; KHALIFA and TRUONG 2010; Liu, Wang et al. 2010; Dhladhla 2011).

Thus, the data from the 289 Libyan police forces' questionnaire will be analyzed through the SPSS software with methods of descriptive statistics and Pearson correlation including frequency and percentage, and other statistical methods including means, standard deviations and t-test.

13. Hypothesis Testing

Research hypothesis is used for the prediction of making decisions using data to determine the probability that the given hypothesis is true and the test statistics is used to assess the truth of the null hypothesis. Comparing the significant level if p value less than 0.05, real hypothesis is accepted and the null hypothesis is ruled out.

13.1 Testing the relationship between Transformational Leadership and Job Satisfaction through linear regression

The beta for value of the Transformational Leadership was significant to the dependent variable job satisfaction. This means that hypothesis H1 is accepted. From the beta coefficient it was found that Transformational Leadership is having 49.1% of influence on Job Satisfaction and was significant at ($p = 0.000$). The standardized betas for Transformational Leadership on Job Satisfaction are significantly related by 49.1% at significant level of 0.000.

Table 1
Testing the Relationship between Transformational Leadership and Job Satisfaction through Linear Regression

Variables	Beta Standardized		
	Model 1	t-value	p-value
Intercept	0.629	3.130	.002**
Transformation Leadership	0.701	16.954	.000***
R ²	0.491		.000***
Adj. R ²	0.489		
R ² Change	0.491		

F change	287.425
Durbin Watson	1.756

Note: ***Sig. at 0.01 **Sig. at 0.05 *Sig. at 0.10

Table 1 depicts the results of regression of Transformational Leadership with Job Satisfaction. The proposed model gives the coefficient of determination (R^2) of .491 indicating that 49.1% of Job Satisfaction is explained by independent variable Transformation Leadership. The R^2 change of .491 is significant. It implies that Transformation Leadership with simple linear regression analysis was able to explain 70.1% of job satisfaction.

14. Summary

A total of 289 useful questionnaires from a cross section of the police department in Libya were used in the analysis. Factors and reliability analysis were carried out. T-test and descriptive test showed that there is no response bias in between the responses provided by the potential participants. From the results of factor and reliability analysis, the research model and hypothesis is revised accordingly. Regression analysis was used to test these hypotheses and the summary of the results of these testing is presented below:

Table 2

The Summary Results of Hypothesis Testing

Hypothesis	Statement of Hypothesis	Remarks
H0	Transformational Leadership will have no relationship with Job Satisfaction	Rejected
H1	Transformational Leadership will have a positive relationship with Job Satisfaction.	Fully supported

Thus in summary provided a comprehensive discussion on the data analysis addressing the various research objectives. The part of the data analysis concentrated on multivariate analysis testing the regression models. On the whole this part provides the conclusion of the research finding the relation to the research hypothesis. The last part discussed on the finding with some reference to the literature and previous studies following the final conclusion.

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