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Examining a dynamic leadership approach that influences job satisfaction in dynamic and stable environments

Francois Kammoe
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Walden University

College of Management and Technology

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Francois Kammoe

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2020

Abstract

Examining a Dynamic Leadership Approach that Influences Job Satisfaction in Dynamic-
Stable Environments

by

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MPhil, Walden University, USA, 2019

MSc, University of Yaoundé, Cameroon, 2005

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

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Abstract

Effectively managing the turnover of qualified staff has become a major challenge for managers. In this dynamic business era, companies in various industries experience an annual staff turnover rate of at least 10%. Scholars have linked employee turnover to job dissatisfaction and inadequate leadership styles. A quantitative non-experimental correlation study was conducted to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction as well as the moderating and mediating mechanisms in which this relationship occurs. The theoretical framework for this study included Harber and McMaster's dynamic leadership approach, the adaptable emphasis leadership model by Staats, and the comparative model on transformational and servant leadership by Smith, Montagno, and Kuzmenko. Data were collected using a survey of 712 adult employees working in different organizations around the world. Pearson correlation analysis, hierarchical multiple regression, and mediation testing were used to analyze data. Findings indicated that there was a correlation between transformational/servant leadership and job satisfaction, but that there was no correlation between transactional leadership and job satisfaction. Results indicated that the relationship between servant/transformational leadership and job satisfaction was stronger in stable environments than in turbulent environments, and that follower maturity mediates the relationship between transformational/servant leadership and job satisfaction regardless of the follower maturity level. Findings supported the development of a new dynamic leadership approach in which leadership style can be tailored to follower maturity and the dynamism level of the organizational environment. Results might serve as a source of policy guidance for organizational leaders to provide an appropriate leadership response to employee job satisfaction according to the maturity level of the people they lead and the frequency of organizational pressures they face.

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Dedication

This dissertation is dedicated to GOD who works in me to produce the will and the doing in order to fulfill his good purpose. It is also dedicated to my children, Sarah Fomo Kammoe, Savio Lucas Ndjatchi Kammoe, and Marc Alexandre Kamdem Kammoe which I have always wanted to stimulate their intellectuals so that they can positively impact society through their future work in alignment with the will of GOD. Lastly, this study is dedicated to my parents and siblings for their love and support.

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Table of Contents

List of Tables	vi
List of Figures	ix
Chapter 1: Introduction to the Study.....	1
Background of the Study	2
Problem Statement	4
Purpose of the Study	6
Research Questions and Hypotheses	7
Theoretical Foundation	9
Nature of the Study	10
Definitions.....	11
Assumptions.....	12
Scope and Delimitations	13
Limitations	14
Significance of the Study	15
Significance to Theory	15
Significance to Practice.....	16
Significance to Social Change	16
Summary and Transition.....	16
Chapter 2: Literature Review.....	18
Literature Search Strategy.....	19
Theoretical Foundation	22

Smith et al.'s Comparative Model on Transformational and Servant Leadership.....	23
Adaptable Emphasis Leadership Model	27
Harber and McMaster's Dynamic Leadership Approach	28
Literature Review Related to Key Variables	29
Leadership styles.....	30
Job satisfaction.....	45
Relationship between leadership styles and employee job satisfaction.....	48
Relationship between transformational leadership, servant leadership, and environmental dynamism.....	52
Relationship between servant leadership, transactional leadership, transformational leadership, and follower maturity.....	53
Summary and Conclusions	56
Chapter 3: Research Method.....	58
Research Design and Rationale	58
Variables	58
Research Approach	59
Research Design.....	61
Methodology.....	62
Population	63
Sampling and Sampling Procedures	64
Procedures for Recruitment, Participation, and Data Collections	73

Instrumentation and Operationalization of Constructs	76
Data Analysis Plan	84
Statistical tests.....	87
Statistical assumptions underlying the study	89
Missing data	89
Treats to Validity	90
External Validity.....	91
Internal Validity	91
Ethical Procedures	92
Summary	93
Chapter 4: Results	95
Data Collection	97
Survey Administration	99
Study Results	100
Descriptive Statistics.....	101
Assumptions for Statistical Analyses.....	109
Test Results for Hypothesis 1	121
Test Results for Hypothesis 2	124
Test Results for Hypothesis 3	132
Additional Findings	143
Summary	145
Chapter 5: Discussion, Conclusions, and Recommendations	147

Interpretation of Findings	148
Effects of Transformational, Servant, and Transactional Leadership on Job	
Satisfaction.....	148
Moderating Effect of the Dynamism of the Organizational Environment	150
Mediating Effect of Follower Maturity.....	152
Dynamic Leadership Approach	153
Limitations of the Study.....	154
Recommendations.....	157
Recommendations Based on Findings	157
Theoretical Recommendations.....	159
Methodological Recommendations	160
Implications.....	164
Implications Relating to Existing Studies.....	164
Implications for Empirical Theory.....	165
Methodological Implications	166
Implications for Practice	166
Positive Social Change Implications	169
Conclusions.....	170
References.....	173
Appendix A: Survey Questions	197
Appendix B: Permission to use MLQ 5X Short	216
Appendix C: Permission to use JSS.....	217

Appendix D: Permission to use Environmental dynamism scale	218
Appendix E: Permission to use SLS	219
Appendix F: Recruitment invitation for my referral friends through LinkedIn and Facebook (WhatsApp)	220
Appendix G: Recruitment post invitation for survey participants contacted by my referral friends on their Social media channels such as Facebook (WhatsApp) or LinkedIn.....	221

List of Tables

Table 1. Literature Search Keywords	22
Table 2. Descriptive Statistics Obtained for the Survey	104
Table 3. Descriptive Statistics for the Independent and Dependent Variables	113
Table 4. Model Summary for Linear Regression.....	119
Table 5. Coefficients for Multiple Regression Analysis.....	119
Table 6. Residuals Statistics	121
Table 7. Bivariate Analysis Among Transformational Leadership and Employee Job Satisfaction.....	123
Table 8. Bivariate Analysis Among Transactional Leadership and Employee Job Satisfaction.....	123
Table 9. Bivariate Analysis Among Servant Leadership and Employee Job Satisfaction	124
Table 10. ANOVA Results for the Moderating Effect of Dynamism on the Relationship Between Transformational Leadership and Job Satisfaction.....	127
Table 11. Model Summary of Hierarchical Regression Analysis of Transformational Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments	128
Table 12. Correlation Coefficients in the Hierarchical Regression Analysis of Transformational Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments	129

Table 13. ANOVA Results for the Moderating Effect of Dynamism on the Relationship Between Servant Leadership and Job Satisfaction	130
Table 14. Model Summary of Hierarchical Regression Analysis of Servant Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments.....	130
Table 15. Correlation Coefficients in the Hierarchical Regression Analysis of Servant Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments	131
Table 16. Mediation Steps for Hypothesis 3.....	133
Table 17. Bivariate Analysis Among Transformational Leadership and Follower Maturity	136
Table 18. Bivariate Analysis Among Servant Leadership and Follower Maturity.....	137
Table 19. ANOVA Results for the Mediating Effect of Follower Maturity on the Relationship Between Transformational Leadership and Job Satisfaction.....	138
Table 20. Correlation Coefficients in the Relationship Between Transformational Leadership and Job Satisfaction for Low, Moderate, and High Mature Followers	139
Table 21. ANOVA Results for the Mediating Effect of Follower Maturity on the Relationship Between Servant Leadership and Job Satisfaction	140
Table 22. Correlation Coefficients in the Relationship Between Servant Leadership and Job Satisfaction for Low, Moderate, and High Mature Followers	141
Table 23. Descriptive Statistics for the Follower Maturity.....	142
Table 24. ANOVA Results for the Moderating Effect of Dynamism on the Relationship Between Transactional Leadership and Job Satisfaction.....	143

Table 25. Model Summary of Hierarchical Regression Analysis of Transactional Leadership and Job Satisfaction in Low, Moderate, and High Dynamic

Environments	144
Table A1. Environmental Dynamism Questions	207
Table A2. Follower Maturity Questions	208
Table A3. Servant Leadership Questions.....	211
Table A4. MLQ Questions.....	212
Table A5. Job Satisfaction Questions	213

List of Figures

Figure 1. Results of the G*Power analysis related to the first research question.	69
Figure 2. G*Power statistical graph related to the first research question.....	70
Figure 3. Results of the G*Power analysis related to the second research question.	70
Figure 4. G*Power statistical graph related to the second research question.	71
Figure 5. Sample size calculator for hierarchical multiple regression.....	71
Figure 6. Simple scatter of job satisfaction by transformational leadership.....	112
Figure 7. Simple scatter of job satisfaction by transactional leadership.....	113
Figure 8. Simple scatter of job satisfaction by servant leadership.....	113
Figure 9. Normal distribution plot for job satisfaction.	114
Figure 10. Normal distribution plot for transformational leadership.....	115
Figure 11. Normal distribution plot for transactional leadership.....	115
Figure 12. Normal distribution plot for servant leadership.....	116
Figure 13. Frequency distribution of the regression standardized residual on job satisfaction.	119
Figure 14. Homoscedasticity plot of residuals and predicted values.....	120
Figure 15. P-Plot of job satisfaction.	120
Figure 17. Simple scatter of job satisfaction by servant leadership.....	142
Figure 18. Simple scatter of job satisfaction by servant leadership.....	143

Chapter 1: Introduction to the Study

Organizational leaders struggle to retain their staff and maintain their companies competitive in this digital age, resulting in high staff turnover rates since 2012 (European Federation of Management Consultancies Associations, 2018). Managers strive to find solutions to reduce the high rate of staff turnover and employee job dissatisfaction (Sukriket, 2018). Managers attempt to adopt appropriate leadership styles among existing leadership styles to improve employee job satisfaction (Babalola, 2016). This suggests the need to develop a better understanding of the relationship between leadership styles and employee satisfaction. In order to do so, one must identify the moderating and mediating factors that influence this relationship. Previous research has shown that the level of dynamism of the organizational environment is a moderating variable that can help determine the conditions (e.g., a stable or dynamic organizational environment) in which servant leadership style is more or less effective than transformational leadership style (Smith, Montagno, & Kuzmenko, 2004). Recent research shows that follower maturity is a mediating variable in the relationship between leadership styles and employee job satisfaction (Harber & McMaster, 2018). Previous research has also shown how important it is for organizational leaders to strategically adapt to their organizational environment to survive and evolve in this digital age and adopt the perspective of person-environment fit (e.g., employee maturity-environment fit) to enhance the effects of leadership on follower outcomes (e.g., job satisfaction; Tepper et al., 2018). A gap in the research literature exists in determining the relationship between leadership styles and employee job satisfaction by diagnosing both the

dynamism of the organizational environment and the maturity of employees (Tepper et al., 2018). The focus of the study is on any organization in which there are dyadic relationships between managers and employees.

A quantitative non-experimental study was conducted to examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction within organizations around the world. According to contingency theory and the paradigm of person-environment fit, leaders need to configure organizations to fit into their external environment in order to provide adequate resources in amounts that fit employee needs, especially as a lack of 'fit' can have a negative impact on follower outcomes, thus resulting in employee dissatisfaction (Tepper et al., 2018). The positive social change implications include the revision of leadership curriculum within organizations to prescribe the leadership styles appropriate to the levels of environmental dynamism and employee maturity. In this chapter, I present the background, problem, purpose, research questions, theoretical foundation, definitions, assumptions, limitations, delimitations, nature, and overall significance of the study.

Background of the Study

Anderson and Sun (2017) showed the chaos characterized by the large number of overlapping leadership styles found in the leadership literature, which confuses leadership scholars in identifying the most effective leadership styles to optimize organizational and follower outcomes. Because of this chaos, Anderson and Sun

emphasized the urgency of moving towards a new *full-range* conceptualization of leadership style that encompasses what distinguishes existing leadership styles. Similarly, Staats (2016) discussed the need to move towards a fuller range of leadership and offered a new perspective that combines transactional, transformational, and servant leadership to achieve organizational outcomes and satisfy organizational members.

As markets, companies, generations, and business environments change, both scholars and practitioners have recognized the importance of adopting effective and dynamic leadership that adapts to the modern workplace (Harber & McMaster, 2018; Staats, 2016). Different concepts of leadership have emerged over the past decades in an attempt to achieve a dynamic leadership approach that adapts either to the organization, job situation, or person (Grobler, 1996). By diagnosing the organizational situation, Smith et al. (2004) argued that transformational leadership is adapted to dynamic organizational contexts, while servant leadership is adapted to static organizational environments that are characterized by slow change processes. Based on the job situation that may require leaders to focus primarily either on achieving job objectives or developing individuals, Staats (2016) proposed a leadership model that mixes transactional, servant, and transformational leadership styles to maximize the effectiveness of organizations and their people. From a person-oriented view, Harber and McMaster (2018) expanded Staats' model by establishing a dynamic leadership approach that adapts to an environment of diverse followers with different levels of maturity.

Harber and McMaster highlighted the mediating factors that could help leaders choose the appropriate leadership style in an environment of diverse followers, but they

failed to identify the moderating factors that could help leaders diagnose their organizational situation. As such, Harber and McMaster's dynamic leadership approach considers both a job situation-oriented view and a person-centered view but ignores the importance of the organization-oriented view in determining appropriate leadership styles. Consistent with the organization-oriented view in optimizing leadership effectiveness, Smith et al. (2004) stressed the importance of the dynamism of the organizational environment in the selection of leadership styles between transactional and transformational leadership. In agreement with the importance of the organizational context, Oc (2018) pointed out that contextual factors within and outside the organization have an impact on the effectiveness of leadership. One aspect of the study was to bridge the gap related to the moderating variable (i.e., dynamism of the organizational environment) that was missing in Harber and McMaster (2018)'s dynamic leadership approach to help leaders make the right choice of leadership styles in harmony with the organization, the job situation, and the maturity level of followers. Indeed, researchers (e.g., Tepper et al., 2018; Zaccaro, Green, Dubrow, & Kolze, 2018) stressed the importance of matching leadership styles with the organizational environment, situational factors, and individual employee characteristics within the person–environment fit paradigm.

Problem Statement

Effectively managing the turnover of qualified staff has become a major challenge for organizational managers in this dynamic and competitive business era (Wamwangi & Kagiri, 2018). Such a challenge is especially apparent as companies experience an annual

staff turnover rate of at least 10% (Malek, Kline, & DiPietro, 2018). Staff turnover has adverse effects on the effectiveness and competitiveness of firms, as turnover costs can be expensive (Malek et al., 2018). Scholars have linked employee turnover to job dissatisfaction and inadequate leadership styles (Jang & Kandampully, 2018). The general management problem is the low level of job satisfaction among employees, thus resulting in higher employee turnover rate and organizational inefficiency (Ntenga & Awuor, 2018).

To determine an appropriate leadership response to organizational challenges and job dissatisfaction, Harber and McMaster (2018) suggested using a dynamic leadership approach that relies on follower maturity. Smith et al. (2004) examined the dynamism level of organizational environments to find a leadership style appropriate for employees among servant and transformational leadership. Addressing the decrease in employee job satisfaction by diagnosing both the dynamism of the organizational environment and the maturity of employees to apply the right leadership style is a gap in the leadership literature (Tepper et al., 2018). The specific management problem is the difficulty of determining leadership styles that are well suited for employees to improve their job satisfaction levels in both stable and turbulent work environments. Determining leadership styles that are congruent with the dynamism of the organizational context and the maturity of employees might be promising for improving employee job satisfaction (Grobler, 1996).

Purpose of the Study

The purpose of this quantitative non-experimental correlation research study was to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction within organizations. A specific aim of the study was to examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction. The independent variables of the study were transformational, transactional, and servant leadership styles. Servant leadership was measured using the short version of the Servant Leadership Survey (SLS), and transformational and transactional leadership styles were measured using the Multifactor Leadership Questionnaire (MLQ-5X Short). The dependent variable is employee job satisfaction, which was quantitatively measured using the Job Satisfaction Survey (JSS). The moderating variable is the dynamism of the organizational environment that may moderate the strength of the relationship between leadership styles and employee job satisfaction. The mediating variable is follower maturity to mediate the relationship between leadership styles and employee job satisfaction. The moderating and mediating variables, namely the dynamism of the organizational environment and the maturity of followers, were statistically controlled in the study and were measured respectively using the measurement scale adapted by Akgun, Keskin, and Byrne (2008) and Employee Readiness Scale (ERS).

Research Questions and Hypotheses

Three primary research questions were formulated to examine the relationship between leadership styles and employee job satisfaction:

RQ1: To what extent, if any, is there a correlation between transformational, transactional, and servant leadership styles and employee job satisfaction?

H_{01} : There is no correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

H_{a1} : There is a correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

H_{02} : There is no correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

H_{a2} : There is a correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

H_{03} : There is no correlation between servant leadership style and employee job satisfaction among leaders and their followers.

H_{a3} : There is a correlation between servant leadership style and employee job satisfaction among leaders and their followers.

RQ2: To what extent, if any, does environmental dynamism moderate the relationship between servant and transformational leadership styles and employee job satisfaction?

RQ2.1: To what extent, if any, does transformational leadership influence employee job satisfaction in dynamic environments?

RQ2.2: To what extent, if any, does servant leadership influence employee job satisfaction in stable environments?

H₀₂₁: Environmental dynamism does not moderate the relationship between transformational leadership and employee job satisfaction.

H_{a21}: The relationship between transformational leadership and employee job satisfaction will be stronger in turbulent environments than in stable environments.

H₀₂₂: Environmental dynamism does not moderate the relationship between servant leadership and employee job satisfaction.

H_{a22}: The relationship between servant leadership and employee job satisfaction will be stronger in stable environments than in turbulent environments.

RQ3: To what extent, if any, does follower maturity mediate the relationship between transformational, servant, and transactional leadership styles and employee job satisfaction?

H₀₃₁: Follower maturity does not mediate the relationship between transformational leadership and employee job satisfaction.

H_{a31}: The relationship between transformational leadership and employee job satisfaction will be effective when follower maturity is moderate.

H₀₃₂: Follower maturity does not mediate the relationship between servant leadership and employee job satisfaction.

H_{a32}: The relationship between servant leadership and employee job satisfaction will be associated with highly mature followers.

H₀₃: Follower maturity does not mediate the relationship between transactional leadership and employee job satisfaction.

H_{a3}: The relationship between transactional leadership and employee job satisfaction will be appropriate when follower maturity is low.

Theoretical Foundation

Three theories served as the foundation for the study: Staats' (2016) adaptable emphasis leadership model, Harber and McMaster's (2018) dynamic leadership approach, and Smith et al.'s (2004) framework. According to Staats, leaders can use transactional, transformational, and servant leadership styles to maximize follower and organizational outcomes. Staats' (2016) adaptable emphasis leadership model was used in the study to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction. According to Harber and McMaster (2018), leaders could choose between servant, transformational, and transaction leadership styles depending on the professional maturity of the follower. Harber and McMaster's approach was used to establish follower maturity as a mediating variable in the relationship between leadership styles and employee job satisfaction. Smith et al. (2004) diagnosed the dynamism of the organizational environment and proposed a leadership model in which transformational leadership is more effective in a highly dynamic environment and servant leadership is more effective in a static or weakly dynamic environment. Smith et al.'s (2004) framework was used to specify the

environmental conditions in which one leadership style among servant or transformational leadership is stronger than the other, perhaps suggesting that the level of environmental dynamism is a moderating variable in the relationship between leadership styles and employee job satisfaction.

Nature of the Study

For the quantitative study, a non-experimental correlational design was used to examine the relationship between leadership styles and employee job satisfaction within organizations. This quantitative analysis could help examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction. Researchers use quantitative methods when they want to make deductive reasoning and gather numerical data (Burkholder, Cox, & Crawford, 2016). A quantitative research approach was selected because the goal of the study was to numerically quantify the extent to which leadership styles are related to employee job satisfaction within organizations.

A quantitative, non-experimental, correlational design was appropriate for the study because the purpose of the study was to determine if there is a correlation between leadership styles and employee job satisfaction when these variables are not manipulated (Burkholder et al., 2016). A non-experimental correlational design was more appropriate for the study because the goal of the study was to examine the extent to which servant, transactional, and transformational leadership styles could be correlated with employee job satisfaction. Other quantitative research designs, such as experimental and quasi-

experimental designs, are appropriate when the researcher is seeking cause and effect relationships among the study variables (Burkholder et al., 2016), which was not the objective of this study. Quasi-experimental and experimental designs were not the most appropriate research designs for this study.

Data were collected through questionnaires sent to employees and leaders working in different organizations. The sources of information for the study included the following instruments:

- The Multifactor Leadership Questionnaire, MLQ-5X, which measures transactional and transformational leadership styles (Bass & Avolio, 1995).
- The Servant Leadership Survey, which measures servant leadership style (Van Dierendonck et al., 2017).
- The Job Satisfaction Survey that measures the job satisfaction level of employees (Spector, 1997).
- The Employee Readiness Scale developed by Fernandez and Vecchio (1997), which helps measure follower maturity in terms of employee competence and commitment.
- The measurement scale adapted by Akgun et al. (2008) that measures the dynamism level of the organizational environment.

Definitions

The key terms used in this study are defined as follows:

Job satisfaction: Although there are different constructs of job satisfaction such as work satisfaction, quality of work life, and well-being at work, job satisfaction in this

study represents the overall satisfaction score for multiple work factors, as measured on the Job Satisfaction Survey (Van Saane, Sluiter, Verbeek, & Frings-Dresen, 2003).

Leadership style: A pattern of behaviors, characteristics, attitudes, assumptions, skills, and traits that leaders use when interacting with their subordinates (Ye, Feng, Ma, & Huang, 2018). The leadership styles examined in this study include transformational leadership, transactional leadership, and servant leadership.

Transformational leadership: A leadership style in which the leader transforms employees to perform beyond expectations (Ribeiro, Yucel, & Gomes, 2018). This leadership style is defined by a work-based exchange relationship in which the social partnership between leaders and their followers is motivated by the attractiveness of the task for the collaborator (Cardona, 2000).

Transactional leadership: A leadership style defined by an economically-based exchange relationship that seeks to maintain stability rather than promoting change within an organization (Zhu & Wang, 2019).

Servant leadership: A leadership style in which leaders develop their followers in multiple dimensions (e.g., relational, ethical, emotional, spiritual) to meet their individual needs and the needs of the broader organizational stakeholders and the wider community (Eva, Robin, Sendjaya, Van Dierendonck, & Liden, 2019).

Assumptions

Four assumptions underpinned the study. The first assumption was that the willingness of participants to voluntarily participate in the study may not generate any bias. The second assumption was that participants in the study may objectively complete

the survey as accurately as possible. Because the sample of participants were drawn from a diverse group of leaders and employees, the third assumption was that (a) the leaders of the selected organization practice the transactional, transformational, and servant leadership styles and (b) employees would exhibit different levels of maturity. The fourth assumption was that the leaders and employees of the organizations under study may be exposed to highly and weakly dynamic organizational task environments to be able to measure the variable *environmental dynamism*.

Scope and Delimitations

The study, based on a quantitative non-experimental correlational design, focused on the relationship between servant, transactional, and transformational leadership styles and employee satisfaction within organizations. The study aimed to determine to what extent (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction within organizations. A delimitation of the study involved reducing its scope of application to the adult employees reporting hierarchically to an organizational leader. More specifically, this study focused on the perceptions of followers only in examining a dynamic leadership approach that may influence employee job satisfaction in dynamic and stable environments. Using only the follower questionnaire helped reduce the risk of participant bias in which organizational leaders can self-rate their leadership styles. As such, followers could rate their leader's leadership styles as accurately as possible and without any bias or fear.

The boundaries of the study were confined to the formation of a new leadership approach centered on both the maturity of the followers and the dynamism of the organizational environment as the mediating and moderating factors of leadership style selection. Another delimitation of the study entails its confinement to the environmental dynamism dimension included in the overall organizational uncertainty concept, especially as other variables of the organizational task environment such as environmental munificence and environmental complexity were not considered. Although the data collected came from different organizations located in different countries and continents, the findings of the study did not have the potential to be generalized to all organizations around the world, particularly because of the convenience and snowball sampling strategies used in the study.

Limitations

Four limitations emerge from the study. First, given that the study participants reported their own perceptions of certain variables, a potential limitation exists regarding common method bias due to the collection of survey data from the same source. Second, there is a limitation related to the inference of causality between the variables under study, especially as the dynamism of the organizational environment can both influence and be influenced by managers' leadership styles. Third, some Western leadership styles such as servant, transactional, and transformational leadership may not be as acceptable or necessary in the organizations located in Francophone countries due to the paucity of leadership publications in French-speaking countries, thus limiting the validity of the study in these regions specifically. This scarcity is explained by the fact that the two large

research projects on leadership in Africa, namely the Global Leadership and Organizational Behavior Effectiveness (GLOBE) and the Leadership Effectiveness in Africa and the Diaspora (LEAD), have mainly considered the English-speaking African countries in their sample (Lituchy, Galperin, & Punnett, 2017). Finally, the use of convenience and snowball sampling strategies provides a poor generalizability of the study, which may yield biased estimates of the target population and its socio-demographic subpopulations.

Significance of the Study

In this section, the significance of the study is addressed in terms of how the study may advance management theory, advance management practice, and affect positive social change.

Significance to Theory

Researchers might use the results of the proposed research to better understand how servant, transactional, and transformational leadership styles impact job satisfaction in both static and dynamic organizational environments. The research project was an extension of previous studies on the conceptualization of a dynamic leadership approach, which is needed to help leaders choose a leadership style that is tailored to the needs of their organization. The project is one of the first studies providing empirical evidence to support a dynamic leadership approach in which both the maturity of followers and the dynamism of the environment help leaders select a leadership style.

Significance to Practice

For organizations that participated in this study, the results of the research might serve as a source of policy guidance by providing managers with insight into the environmental and follower conditions that impact employee job satisfaction. This knowledge could guide them in their decision to choose the appropriate leadership style among transactional, transformational, and servant leadership. The results of the study may yield practical leadership implications for managers in understanding which leadership style is adequate for improving employee job satisfaction when the organizational context shifts from a stable environment to a dynamic one.

Significance to Social Change

The findings of the study could inspire human resource academics within organizations to revise their leadership curriculum and prescribe the leadership styles appropriate to the levels of environmental dynamism and maturity of employees. By determining the leadership styles that are appropriate for employees, organizational leaders could increase employee job satisfaction, thus effecting positive social change for the employees of the organizations which participated in this study. Those results could also be extended to employees of other companies operating in the same countries by considering the cultural similarities.

Summary and Transition

To present the overall picture of the study, Chapter 1 began with the introduction, background, problem statement, and the purpose of the study. These sections were used to inform the reader about the history of the problem and the specific problem requiring a

quantitative non-experimental correlation research study to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction. The research questions, the theoretical foundation, and the nature of the study established the focus and boundaries of the study, which helped to highlight that a non-experimental correlational design was the most suitable research design for this study. The correlational design may eventually help establish a relationship between servant, transactional, and transformational leadership styles and employee job satisfaction using the maturity of followers and the dynamism of the organizational environment. The definitions, assumptions, scope, and limitations of the study have helped to refine both the focus and boundaries of the study.

Chapter 1 sets the tone for the literature review presented in the next chapter by providing the background, focus, and boundaries of the study. The literature review builds on the information in Chapter 1 to provide additional and detailed information on the existing literature relevant to the research topic to address the identified problem and purpose of the study. Chapter 2 also defines the search strategy in the literature review, the theoretical foundation used to guide the literature review, and the literature review itself.

Chapter 2: Literature Review

Due to the high rate of staff turnover in the dynamic business world of the digital age, managers strive to identify leadership styles that can improve employee job satisfaction and reduce the rate of turnover (Sukriket, 2018). The specific problem of this study lies in the difficulty of determining the best leadership styles to improve job satisfaction in both stable and turbulent work environments. Addressing this problem suggests understanding the relationship between leadership styles and employee job satisfaction and identifying the moderating and mediating factors that may influence this relationship. Unfortunately, almost no empirical study presents both the moderating role of the dynamism of the organizational environment and the mediating role of employee maturity in the relationship between leadership styles and employee job satisfaction (Tepper et al., 2018).

In this chapter, I identify the search strategy used in the literature review, the theoretical foundation incorporating seminal theorists, and a concise review of the literature regarding the main concepts used in this study (servant, transactional, transformational leadership, and employee job satisfaction). After the search strategy section, I describe the theoretical framework and the concepts of servant leadership, transformational leadership, transactional leadership, and employee job satisfaction. Next, I review past findings on the relationship between each of these three leadership styles and employee job satisfaction. Then, I examine how the dynamism level of the organizational environment moderates the relationship between two of these leadership styles (servant and transformational leadership) and employee job satisfaction. After that,

I examine the mediating role of follower maturity in the relationship between the three leadership styles and employee job satisfaction. At the end of this chapter, I summarize and conclude on its key takeaways.

Literature Search Strategy

I used various multidisciplinary databases and types of resources. The principal resources used for this literature review were peer-reviewed journals and foundational textbooks. For locating these resources, I searched 14 databases and library search engines including ABI/Inform, Business Source Complete, EBSCO Host, ERIC, Emerald Management, Expanded Academic, Google Scholar, Informit, Sage Premier, Science Direct, SocINDEX with Full Text, ProQuest, PsycARTICLES, and Psych Info. By searching these search engines and databases, I found a multitude of studies that have a focus on servant, transactional, and transformational leadership.

Due to the abundance of articles found, I conducted a literature review using both quantitative and qualitative literature review approaches, as recommended by Randolph (2009). As such, I first focused my review on articles presenting systematic reviews and meta-analyses and/or meta-syntheses to easily synthesize literature pertinent to servant, transactional, and transformational leadership, and then identify patterns and consistencies across studies. Indeed, Hinde and Spackman (2015) found that conducting a systematic review of existing literature is a vital starting point for identifying all relevant articles in the literature of any reliable study. Moreover, meta-analyses provide a "quantitative" method for research synthesis in which the results of articles related to the topic of interest are commonly reported in tables, which helps researchers summarize the

results of studies on the same topic (Kaufmann, 2018). With this strategy in mind, I was able to get an overview of what has been done before and what is already known about servant, transactional, and transformational leadership through existing empirical research. In this regard, I used the keywords of *transformational leadership* and *servant leadership* and combined them with the specific keywords of *systematic review*, *meta-analysis*, and *meta-synthesis*, as follows: (a) "*transformational leadership*" "*servant leadership*" "*systematic review*," (b) "*transformational leadership*" "*servant leadership*" "*meta-analysis*," and (c) "*transformational leadership*" "*servant leadership*" "*meta-synthesis*." Based on the results obtained, I easily excluded the majority of articles based on duplicates and the fact that their titles and abstracts describe neither servant leadership nor transformational leadership. Next, I continued this first review with the most recent articles to have an exhaustive list of up-to-date information on servant leadership and transformational leadership and to identify the titles of relevant studies that compare servant leadership to transformational leadership.

After having structured and synthesized the list of key articles relevant to this initial quantitative research review, I focused my second review on "qualitative" literature reviews by locating and reviewing key studies comparing transactional, transformational, and servant leadership. To this end, I combined several search terms using Boolean operators, as follows: (a) *transformational leadership versus servant leadership*, (b) "*servant leadership*" AND "*transactional leadership*" AND "*transformational leadership*" AND *comparison*, and (c) *servant* AND *transactional* AND *transformational* AND *leadership* AND "*job satisfaction*" OR "*employee satisfaction*" AND "*sub-Saharan*

francophone Africa" OR Ghana OR Cameroon OR "ivory coast" Gabon OR Guinea OR Equatorial Guinea. Finally, I used the following key search terms to retrieve additional articles that present the mediating/moderating mechanisms in the relationships between leadership styles and follower outcomes and that show staff turnover statistics: (a) *follower maturity OR environmental dynamism AND servant AND transformational AND leadership,* and (b) *employee turnover increase per year OR staff turnover statistics.* After performing all the above search terms, I set up keywords in Google Scholar to receive alerts on the most recent articles related to the main theories used in this study: *"dynamic leadership approach "*and *"adaptable emphasis leadership model. "*As a result of the application of these keywords in Google Scholar, I did not find any empirical evidence in organizations.

The inclusion criteria for literature to be included in the review were as follows: (a) articles written in English and linked to servant, transactional, transformational leadership, and employee job satisfaction; and (b) conceptual or empirical studies. From the initial cumulative sample of 67,929 articles, my database investigations resulted in approximately 150 journal articles after using these inclusion criteria to focus on articles relevant to the topic of interest and after applying filters to prevent redundancy. Then, I examined the reference list section of all extracted articles to identify other relevant documents that were not included in my initial database search, resulting in 50 other articles. Then, I repeated the above investigative steps until no new relevant article was found. Of the 200 articles, I cited 150 articles, 90% of which were published between 2013 and 2019 (see Table 1). Table 1 highlights the total quantity of research articles

found per search keyword. By reviewing the 200 articles, I found that there is still a need to examine both the level of dynamism of the organizational environment and the level of maturity of employees to better understand the relationship between the three leadership styles under study and employee job satisfaction.

Table 1

Literature Search Keywords

Search keywords	Results
"Transformational leadership" "servant leadership" "systematic review"	1,020
"Transformational leadership" "servant leadership" "meta-analysis"	4,660
"Transformational leadership" "servant leadership" "meta-synthesis"	45
Transformational leadership versus servant leadership	21,400
"Servant leadership" AND "transactional leadership" AND "transformational leadership" AND comparison	6,470
Servant AND transactional AND transformational AND leadership AND "job satisfaction" OR "employee satisfaction" AND "sub-Saharan francophone Africa" OR Ghana OR Cameroon OR "ivory coast" Gabon OR Guinea OR Equatorial Guinea	88
Follower maturity OR environmental dynamism AND servant AND transformational AND leadership	17,500
Employee turnover increase per year OR staff turnover statistics	17,800
"Dynamic leadership approach"	23
"Adaptable emphasis leadership model"	6

Theoretical Foundation

The theoretical foundation for this study involves three theories: the comparative model on transformational and servant leadership by Smith et al. (2004), Staats' (2016) adaptable emphasis leadership model, and Harber and McMaster's (2018) dynamic leadership approach. These theories contributed to the framework of the study through research on transactional leadership, transformational leadership, servant leadership, employee job satisfaction, the maturity level of followers, and the dynamism level of the organizational environment. As a result, this theoretical foundation should help answer

the three research questions in the study by testing (a) the relationship between the three leadership styles (transformational, transactional, and servant leadership) and employee job satisfaction and (b) the moderating and mediating factors proposed in this relationship.

Smith et al.'s Comparative Model on Transformational and Servant Leadership

Driven by the need to understand what good or effective leadership is and whether this effectiveness depends on the environmental context, specifically among the most popular leadership styles (transformational and servant), Smith et al. (2004) conducted content and contextual comparison studies between these two styles. From a contextual standpoint, Smith et al. concluded that the application of transformational leadership would lead to greater success in a dynamic organizational environment while the adoption of servant leadership may be more effective in environments characterized by low dynamism and slow change processes. More specifically, Smith et al. asserted that servant leadership may be effective in not-for-profit, voluntary, religious, and community organizations, which often operate in a more static environment and attract employees seeking personal growth, support, and healing. In connection with this study, Smith et al.'s model provides a contextual comparison between transformational leadership and servant leadership to determine the situation in which one leadership style is preferable to the other, depending on the dynamism of the organizational context.

Several authors have found convergent conclusions with the contextual assertions of the Smith et al.'s model, particularly from theoretical and empirical perspectives. Consistent with the ideas of Smith et al.'s contextual comparative model, Gregory Stone,

Russell, and Patterson (2004) argued that the difference between transformational leadership and servant leadership styles in practice may also depend on the organizational context. From an empirical standpoint, Humphreys (2005) conducted a historical investigation of the military retreats of two leaders (Xenophon and Chief Joseph) exhibiting transformational and servant leadership in ancient times to compare the effectiveness of transformational leadership against servant leadership during similar turbulent times. As a result, Humphreys found that transformational leadership was more effective than servant leadership in highly dynamic organizational environments.

In contrast to Humphreys' (2005) findings, Van Dierendonck, Stam, Boersma, De Windt, and Alkema (2014) found inconsistent results that did not support the premises of Smith et al.'s contextual model. Indeed, Van Dierendonck et al. conducted two experimental studies to examine the role of *environmental uncertainty* as a moderator of the effects of servant and transformational leadership on follower outcomes (e.g., follower need satisfaction). In their first study, Van Dierendonck et al. used a snowball sample of 184 people (employees of various organizations with their family members and friends) using a 2x2 factorial design (leadership: servant versus transformational leadership; business environment: stable versus unstable). As a result of their first study, Van Dierendonck et al. found no moderating effect of environmental uncertainty in the relationship between transformational/servant leadership and follower outcomes (e.g., follower need satisfaction). Reflecting on the absence of an effect of environmental uncertainty, Van Dierendonck et al. attributed the reason for this discrepancy in results to

the nature of the sample, which was a snowball sample of relatively diverse persons. To fill this gap in the nature of the sample and to assess the effects of transformational leadership and servant leadership independently, these authors replicated their findings in a second study by using a more homogeneous sample (participants of a single organization) of 200 hospital employees (mainly nurses and doctors). In their second study, Van Dierendonck et al. conducted a 4x2 experimental design (leadership: servant leadership versus transformational leadership versus transactional leadership versus laissez-faire leadership; business environment: stable versus unstable). As a result of this second study, Van Dierendonck et al. found partial consistency in the results with Smith et al.'s contextual comparative model. Van Dierendonck et al. found that the effect of servant leadership on the satisfaction of employees' psychological needs was more pronounced in stable times than in uncertain times and that there was no apparent difference in the effect of transformational leadership on follower outcomes in stable or dynamic times.

A potential theoretical explanation for this inconclusive result could be attributed to the fact that Van Dierendonck et al. (2014) considered the overall variable *organizational uncertainty* in their study instead of using only its sub-dimension *environmental dynamism* to which Smith et al.'s (2004) contextual model refers to.

Indeed, environmental uncertainty consists of three different dimensions: environmental dynamism, environmental munificence, and environmental complexity (Dess & Beard, 1984), thus suggesting that environmental dynamism is not identical to environmental

uncertainty. This limitation shows the need to pursue further research using an optimal and valid measurement scale of environmental dynamism to confirm whether transformational and servant leadership may be more or less applicable depending on the dynamism of the organizational context (Van Dierendonck et al., 2014).

Holtzhausen and de Klerk (2018) also found inconsistent results that contradicts Smith et al.'s (2004) assertion that servant leadership is not suited for high change environments. Indeed, Holtzhausen and de Klerk (2018) examined the role and influence of the Scrum master's servant leadership on the software development team's effectiveness. These authors classified the software development environment as a high change environment. Holtzhausen and de Klerk (2018) conducted an online questionnaire that was fully completed by 71 Scrum team members (excluding Scrum masters) and 22 Scrum masters employed in 17 organizations based in the Western Cape in South Africa. As a result, Holtzhausen and de Klerk (2018) found that Scrum masters extensively used servant leadership style. What was probably not considered by Holtzhausen and de Klerk (2018) was the use of a valid and reliable instrument that measures all the components of the dynamism of the software development environment. Indeed, the authors just assumed that the study participants were operating in a high change environment without trying to accurately measure the dynamism level of this environment. This gap shows the need to conduct the study using an optimal and valid measurement scale of environmental dynamism to confirm whether the software development environment is truly dynamic and adapted to the use of servant leadership style.

To verify the reliability in the present times of Humphreys' (2005) results that stem from ancient times and to crosscheck the consistency of Smith et al.'s (2004) contextual comparative model with a valid scale, I conduct this study to find empirical evidence of Smith et al.'s model. To this end, the contextual dimension of Smith et al.'s comparative model was used to test the moderating role of dynamic organizational context in the relationship between leadership styles (transformational and servant leadership) and follower outcomes.

Adaptable Emphasis Leadership Model

Building on the fact that markets, firms, and business environments evolve faster than ever before, Macik-Frey, Quick, and Cooper (2009) argued that leadership can play a more important role in maximizing results for organizations and their followers. To achieve both organizational and follower outcomes, Gregory Stone et al. (2004) argued that transformational leaders focus on achieving organizational objectives and servant leaders emphasize on serving followers. Despite this difference in emphasis between organizational goals and people's well-being in these two leadership models, Staats' (2016) core idea was to leverage on the respective strengths of each model and mitigate the weaknesses of each model. By doing so and using transactional leadership as a foundation to support servant and transformational leadership, Staats theoretically built a more complete range of leadership that he named the "adaptable emphasis leadership

model." In this adaptable emphasis leadership model, Staats argued that leaders can use all the advantages of transactional, transformational, and servant leadership styles to maximize both follower and organizational outcomes. As such, leaders who apply the adaptable emphasis leadership model can recognize the short- and long-term impacts of their behaviors on the organization and their followers and can also determine when to focus more on the objectives of the organization, their employees, or exchanges with followers (Staats, 2016). To the best of my knowledge, this adaptable emphasis leadership model is still purely theoretical and its effectiveness has not yet been empirically tested within organizations. By applying Staats' model in the organization of study, I foresaw that transactional, transformational, and servant leadership styles may help predict employee satisfaction at work because employee job satisfaction is an example of follower attitudinal outcome (Eva et al., 2019).

Harber and McMaster's Dynamic Leadership Approach

Harber and McMaster's (2018) theoretical model is a dynamic leadership approach for a diverse environment that incorporates Staats' (2016) adaptable emphasis leadership model as well as Hersey and Blanchard's (1982) situational leadership style, while drawing on servant, transactional, and transformational leadership styles. Harber and McMaster have developed this recent leadership approach which seems to have not yet been applied and used in prior research. Their leadership approach contains the following three main propositions: (a) a leader can incorporate the attributes of a servant

leader while applying transactional or transformational leadership, depending on the maturity of the followers; (b) transactional servant leadership consists of applying rewards and punishments in order to further develop followers while still attaining organizational objectives; and (c) transformational servant leadership provides an authentic style of leadership that aims to grow followers through collaboration and the achievement of organizational goals. I adopt Harber and McMaster's (2018) leadership approach in this study because these authors argued that follower maturity drives the choice of leadership styles among transactional, transformational, or servant leadership. Applying this leadership approach to this study, I expected that follower maturity may mediate the relationship between (a) transactional leadership and employee job satisfaction, (b) transformational leadership and employee job satisfaction, and (c) servant leadership and employee job satisfaction.

Literature Review Related to Key Variables

In this literature review, I analyze the current literature on the key variables of this study, namely, servant leadership, transformational leadership, and transactional leadership. As such, I begin this literature review with a brief description of what leadership style is. Then, I provide a brief explanation of the relevance for this study of the choice of servant, transformational, and transactional leadership styles in relation to other popular styles of leadership. Through this literature review analysis, I compare and contrast studies from the scholarly literature on servant leadership, transformational leadership, transactional leadership, and employee job satisfaction. After analyzing each topic, I examine the linkages between leadership styles and employee job satisfaction in a

summary of how each topic fits into the theoretical framework. Next, I examine the moderating effect of environmental dynamism in selecting a leadership style among transformational leadership and servant leadership. After that, I analyze the mediating role of follower maturity in the relationship between servant leadership, transactional leadership, transformational leadership, and employee job satisfaction. Finally, I conclude with an introduction to Chapter 3.

Leadership styles

Leadership style has many definitions in the literature and it refers broadly to the style with which an individual leads other persons. Wakabi (2016) postulated that leadership style refers to a kind of relationship whereby someone utilizes his methods and ways to get many people to work together for a common task. Other scholars (e.g., Göksoy, 2017; İnce, 2018; Ye, Feng, Ma, & Huang, 2018) viewed leadership style as a pattern of behaviors, characteristics, managerial attitudes, assumptions, skills, personality traits that leaders use when interacting with their subordinates. Iqbal, Anwar, and Haider (2015) argued that leadership style is the result of personality traits, experience, attitudes, choices, and philosophy of the leaders when governing and supervising others. Given that leaders can choose the leadership style they wish to adopt to influence, guide, and inspire employees to achieve their organization's goals, the leadership literature is endowed with a multitude of leadership styles.

Given the multitude of leadership styles in the scholarly literature, I approached my literature analysis by first justifying the choice of servant, transactional, and

transformational leadership as the basic leadership styles for the study. Next, I examined studies related to servant leadership. Then, I examined studies related to transformational leadership and concluded with studies on transactional leadership.

Among the most popular contemporary leadership styles in the leadership literature, servant leadership and transformational leadership were more relevant for the study than ethical and authentic leadership to predict employee job satisfaction. On the one hand, the relevance of using transformational leadership and servant leadership styles for the study was explained by the fact that servant leadership is conceptually different from transformational leadership (Chiniara & Bentein, 2016). Specifically, transformational leaders are more focused on achieving organizational results, while servant leaders are primarily focused on the multidimensional development of employees before considering the achievement of organizational goals and the goals of the leaders themselves (Sendjaya, 2015). On the other hand, the empirical redundancy and similarity of ethical leadership and authentic leadership to transformational leadership are the determinant factors that have led me to the exclusion of ethical leadership and authentic leadership in this study. Indeed, authentic and ethical leadership styles display significant construct redundancy, as evidenced by their strong correlation and low amounts of incremental variance with transformational leadership (Hoch, Bommer, Dulebohn, & Wu, 2018). Similarly, Banks, McCauley, Gardner, and Guler (2016) found that there was a strong correlation between authentic leadership and transformational leadership and there was no significant incremental validity of authentic leadership over transformational leadership, thus indicating a redundancy of constructs between these

two leadership styles. Moreover, given that authentic leadership has a relative lower weight than transformational leadership in influencing follower job satisfaction (Banks et al., 2016), transformational leadership seems more relevant to this study than authentic leadership to help maximize employee job satisfaction, which is the dependent variable in this study.

Servant leadership. Robert Greenleaf (1977) coined the concept of servant leadership in 1970 to combat the leadership crisis of poor quality relationships and unethical flaws he saw in modern society after consulting for companies, foundations, professional societies, churches, and universities in the US, Europe, and developing nations. To provide a potential solution to the leadership crisis he witnessed within organizations, Greenleaf founded the concept of servant leadership on the premise that leaders who retain the ability to motivate followers are those who give priority to the development of their employees and who focus less on the satisfaction of their personal desires. Specifically, servant leaders focus on developing employees to their fullest potential in areas of task effectiveness, community stewardship, self-motivation, and future leadership capabilities (Greenleaf, 1977). To help employees reach their full potential, Greenleaf underscored the importance of a leader's motivation, to serve or to lead, as an identifying factor of servant leadership, especially since he did not provide any definition of servant leadership (Smith et al., 2004).

Many authors have attempted to define the servant leadership construct. Graham (1991) conceptualized servant leadership as a leadership approach that emphasizes both personal integrity and the development of strong *long-term* relationships between leaders

and employees. In addition to building relationships with an organization's employees, Graham argued that the scope of servant leadership extends outside the organization, particularly because servant leaders serve multiple stakeholders, including their communities and society as a whole. Likewise, Laub (1999) defined servant leadership as an understanding and practice of leadership that puts the good of followers above the personal interest of the leader for the common good of every individual, the whole organization, and the stakeholders of the organization. By examining the diversity of stakeholders served by servant leaders, Sendjaya (2015) defined an order of priority among the types of stakeholders by arguing that the priorities of servant leaders are: followers first, second organizations, leaders last. Hoch et al. (2018) echoed Laub's sentiment by defining servant leadership as a leadership approach that emphasizes wisdom, emotional healing, and altruistic values through which servant leaders put the interests of others ahead of their own for the greater good of the society.

To better highlight the interests of others, scholars (e.g., Chughtai, 2018; Ye, Lyu, & He, 2019) showed that servant leadership is a leadership approach in which the leadership behaviors of servant leaders are characterized by actions that strongly respect the self-esteem and self-worth of followers while increasing their desire to become servant leaders. To exhibit the self-esteem of followers, Barbuto and Wheeler (2006) described servant leadership as comprising (a) an *altruistic appeal*, which is the motivation of leaders to put the needs and interests of others ahead of their own; and (b) an *organizational stewardship*, which directs others towards the benefit and service of the

community. With regard to organizational stewardship, servant leaders see themselves as stewards of organizations (Chan, 2016), who seek to develop the organizational resources (financial, human, etc.) that have been entrusted to them. With regard to the altruistic aspect of servant leadership, Barbuto Jr(Jay) and Gottfredson (2016) asserted that servant leaders transcend their personal interests and aspire to meet the physical, ethical, and emotional needs of others. To respond to the needs of followers, Van Dierendonck and Patterson (2015) argued that servant leaders act by understanding the abilities, needs, desires, goals, and potential of their followers through one-on-one communications with each follower. After providing definitions and conceptualizations of servant leadership, I now review and synthesize research related to servant leadership.

Given the different facets and orientations mentioned above in the definitions of servant leadership, Eva et al. (2019) provided a new and comprehensive definition of servant leadership that includes three features that capture the essence of servant leadership, namely the *motive*, *mode*, and *mindset* of servant leadership. As such, Eva et al. viewed servant leadership as a leadership approach oriented towards individuals other than the leader (i.e., motive), manifested through the recognition of the individual needs of followers (i.e., mode), and evidenced by a deep concern towards the well-being of the broader organizational stakeholders and the wider community (i.e., mindset). By recognizing that each individual follower is unique and has different needs, desires, interests, goals, strengths, and limitations, servant leaders develop their followers in multiple dimensions (e.g., relational, ethical, emotional, spiritual) to meet their needs (Eva et al., 2019). Given the holistic and developmental nature of servant leadership in

meeting the needs of followers, the adoption of servant leadership was appropriate for the study to predict employee job satisfaction and then respond to the first research question.

Three streams of research have categorized research on servant leadership (Eva et al., 2019). First, a *conceptual stream* in which scholars focused on the conceptual development of servant leadership has emerged based on the early works of Greenleaf (1977), as pointed out by Eva et al. (2019). Second, a *measurement stream* came into play in which researchers (e.g., Laub, 1999; Van Dierendonck et al., 2017) developed measures of servant leadership and tested the relationships between servant leadership and organizational outcomes through cross-sectional research (Eva et al., 2019). Third, the current stream of *model development* has emerged in which scholars have used more complex research designs to go beyond simple relationships between servant leadership and organizational outcomes in order to understand the antecedents, mediating mechanisms, and boundary conditions of servant leadership (Eva et al., 2019). Unfortunately, an *empirical stream* in which researchers explore servant leadership within organizations and confirm the consistency and reliability of the results obtained is almost absent from the research streams above (Parris & Peachey, 2013).

To fill this gap in the consistency of the empirical evidence of servant leadership and to contribute to the maturity of the current model development phase, I provide a model for testing the theory of servant leadership in a given organizational context to help advance research on servant leadership. Indeed, examining the role of *follower maturity* as a mediating variable in the relationship between servant leadership and employee job satisfaction would help scholars and practitioners better understand the

mediating mechanisms of servant leadership. Moreover, using the concept of servant leadership in this study could help examine the boundary conditions (highly or weakly dynamic organizational environments) in which servant leadership is highly effective in maximizing employee job satisfaction, thus helping to answer the second research question of the study.

Transformational leadership. In his descriptive research on political leaders, Burns (1978) examined the characteristics and behaviors of political leaders to distinguish between *leaders* and mere *power-wielders* and between *leadership* and *management*. Burns argued that the difference between leadership and management lies in the characteristics and behaviors of people. For this reason, Burns (1978) established the concepts of *transforming leadership* and *transactional leadership*, in which the behavior of followers is based on the reward for compliance (i.e., transaction) or the motivation to meet higher order needs (i.e., transformation). According to Burns, transforming leadership is a process in which leaders elevate their followers from lower to higher levels of motivation and morality in order to serve common interests and achieve the necessary organizational and cultural changes in the best interest of the organization (Iverson, McKenzie, & Halman, 2019).

Although Burns (1978) coined the concept of transforming leadership, Bass (1985) expanded Burn's political concept of transforming leadership and subsequently operationalized it as *transformational leadership* to apply it to organizational contexts. In contrast to Burns' ideas, Bass argued that leaders can simultaneously exhibit both transformational and transactional leadership behaviors. In addition to Burns' initial

conceptualization, Bass (1985) explained how transformational leadership could be measured as well as how it could impact the motivation and performance of followers. As such, Bass explained that the extent to which a leader is transformational is measured in terms of his/her influence on his/her followers, which is manifested by the fact that followers have trust, admiration, loyalty, and respect for their leader and are willing to work harder than originally expected.

Bass (1985) defined the process of transformational leadership as a leadership process in which leaders demonstrate their ability to transform and inspire followers to achieve performance beyond the usual limits. According to Bass (1985), transformational leaders transform the personal interests and goals of their followers into collective interests and goals. In this collective perspective, transformational leaders transform and motivate their followers to exceed expectations by offering followers something greater than just working for self-gain, through a commitment to the four following dimensions of leader behavior: *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration* (Bass, 1985). As such, transformational leadership can be summarized as a multidimensional leadership style in which leaders encourage followers to exceed expectations and focus on collective values and needs in achieving the bigger picture rather than the individual values and needs of followers (Burawat, 2019).

The four dimensions of transformational leadership include:

- Inspirational Motivation
-

Inspirational motivation is manifested in leaders who (a) articulate reasonable visions that inspire their followers in envisioning attractive future states, (b) challenge followers with high standards in enhancing performance, (c) communicate optimism about future goals, and (d) provide meaning to followers' works and arouse team spirit (Banks, Gooty, Ross, Williams, & Harrington, 2018). In practice, leaders express important goals in simple terms and use symbols and imagery in their communication to focus group members' efforts to achieve organizational goals (Samson & Ilesanmi, 2019). For example, a CEO may emphasize the prosocial impact and strategic importance of the job by explaining that the new role of the manager may help the organization and other employees to ensure the company's future growth and long-term sustainability (Hamdani, 2018).

- Individualized Consideration

Leaders displaying this behavior pay close attention to the needs and concerns of each individual follower, act as mentors or coaches to their followers, and try to understand their followers' cultural perceptions and shared values, and how they affect their performance and productivity (Aga, Noorderhaven, & Vallejo, 2016). This understanding/diagnosis of followers' individual differences helps the transformational leader integrate employee mental and emotional

participation into the organization's day-to-day operations and decision-making processes to optimize the potential and development of each follower (Hamdani, 2018). An example of this type of leadership is a manager who spends time treating each employee in a caring and unique way. For some employees, the leader may give strong affiliation or restructure the work to address the employee's concerns; for others, the leader may give specific directives with a high degree of structure (Northouse, 2018).

- Intellectual Stimulation

Leaders who demonstrate intellectual stimulation behavior encourage innovation and creativity in their followers by (a) challenging assumptions to abandon unnecessary processes and practices, (b) reframing problems, (c) proposing new ways of seeing old situations, and (d) highlighting the big picture (Adanri & Singh, 2016). In practice, an intellectually stimulating leader avoids publicly criticizing the mistakes of followers and promotes intelligence, rationality, logical thinking, careful problem solving, and risk-taking for long-term organizational success (Northouse, 2018). For intellectually stimulating leaders, learning is a value and unforeseen situations are viewed as learning opportunities (Feniser & Sadeh, 2017). Examples of this type of behavior include (a) a CEO who consults with senior managers to develop new and effective practices to achieve broader organizational objectives and (b) a manager who

promotes workers' individual efforts to develop unique ways of solving problems that have caused production slowdowns (Northouse, 2018).

- Idealized influence

Idealized influence is manifested in leaders who (a) behave as *role models* for their followers by demonstrating high standards of ethical and moral conduct and avoiding the use of power for personal gain, (b) *instill pride* in and among the group, and (c) *gain respect and trust* (Northouse, 2018). Examples of this type of behavior include setting an example of courage and dedication, and making self-sacrifices for the benefit of the group or organization. Idealized influence can be considered as a culmination of the other three dimensions of transformational leadership, combined with the fact that it denotes a strong emotional connection of followers with their leader (Allen et al., 2016). Leaders who exert idealized influence over followers develop much personal power and influence with their followers and are often described as charismatic leaders. As such, idealized influence refers to as an *ethical charisma* in which followers identify with and emulate their leaders (Change, Linge, & Sikalieh, 2019). This charismatic dimension of transformational leadership is divided into *behavioral* and *attributed* idealized influence (Banks et al., 2018). The attributional component of idealized influence refers to the socialized charisma of leaders or the attributions of leaders made by followers based on perceptions they have of their leaders as being trustful and powerful, and as people focusing on higher order ideals and ethics (Banks et al., 2018). The behavioral component of idealized influence refers to

the observations made by followers on the behavior of their leader on his/her charismatic actions centered on values, beliefs, and a sense of mission (Northouse, 2018).

Transformational leaders use the above four behaviors to create an organizational culture in which the vision, mission, and values of the organization are constantly evaluated, and adaptation to organizational/cultural change is encouraged (Mutali, 2017). With an emphasis on organizational change, Smith et al. (2004) recommended that leaders should adopt a transformational leadership style at the early/birth/initial growth and late/decline stages of an organization's life cycle, when adaptation or revolutionary change is particularly necessary. As many industries in Africa are characterized by rapid change, fierce competition (Pillay, Flotman, & Mitonga-Monga, 2019), organizational leaders have displayed the four transformational leadership behaviors in some African countries (Waziri, Ali, & Aliagha, 2015). The study was conducted to investigate the relationship between transformational leadership and employee job satisfaction to cope with the intense external pressure within organizations, which depends on adaptation to market trends and industry innovations.

Transactional leadership. Unlike transformational leadership, transactional leadership is a leadership practice in which leaders motivate their followers through the exchange of resources to fulfill low-order follower needs (Günzel-Jensen, Hansen, Jakobsen, & Wulff, 2017). As its name suggests, the concept of transactional leadership suggests that there is a *transaction* between leaders and followers related to an economic or social exchange for praise, resources, rewards, or for the avoidance of disciplinary

action by the leader in return for contracted services rendered by followers (Bass, 1985). As such, transactional leadership is psychologically contractual in nature through transactional or task-based interactions (Nazarian, Atkinson, Foroudi, & Dennis, 2019). Transactional leadership is based on a leader's bureaucratic or positional authority over followers in which transaction-oriented leaders rely on the use of rewards for satisfactory performances and punishments for dissatisfactory performances (Chow, Salleh, & Ismail, 2017). Transactional leadership reflects a mechanistic image of organizational behavior that emphasizes productivity, goals achievement, risk reduction, and maintaining the status quo through clearly defined rules and goals (Harber & McMaster, 2018). In practice, the transactional leader clarifies performance expectations, goals, and a pathway that links the achievement of goals to rewards; and he/she monitors the performance of followers and takes corrective actions when necessary (Samson & Ilesanmi, 2019).

As transactional leadership motivates followers to achieve in-role task performance extrinsically through reward exchanges and clarifications of work and work goals, transactional leadership is less likely to affect followers' extra-role behaviors and motivate followers beyond the initial goals set for them (Dartey-Baah & Addo, 2019). By maintaining the status quo on the goals set out in the contractual agreement between leaders and followers, transactional leaders fail to significantly develop followers or help foster organizational/cultural change (Saleh, Nusari, Ameen, & Alrajawy, 2018). With the focus on leader-follower interactions in their contractual agreement, transactional leaders are less likely to consider external organizational factors such as potential situational or environmental issues/changes in an organization (Khan, 2017). This

emphasis on transactional goals set out in the contractual agreement between leaders and their subordinates is also observed in various African organizations (Gitoho, Kamau, & Muchara, 2016) and even within African consultancy firms (Pillay et al., 2019) that adopt transactional leadership styles. Gitoho et al. found that transactional leaders within the South African consulting industry adopted a reward and sanction system in specific situations when there are urgent matters to be solved or fires that needed to be killed or dealt with.

As transactional leadership is based on a system of reward and punishment, transactional leadership can be described in terms of the use of contingent rewards and management by exception, either as a positive contingent reward or an active or passive form of management-by-exception, as described below (Bass 1985).

i. Contingent Reward

Contingent reward involves an interaction between the leader and the follower in which the leader uses rewards, incentives, promises, and praise to motivate followers to gain their compliance in achieving performance levels contracted by both parties (Arenas, 2019). As such, transactional leaders lead employees by fulfilling their own interests that come in different forms of rewards such as benefits, monetary returns, appraisals, and many other tangible ways (Khan, 2017). Contingent reward is an exchange process between leaders and followers in which leaders provide followers a reward for achieving a set target (e.g., adhering to policy and regulations) and maintaining the status quo (Khan, 2017).

ii. Passive Management by Exception

A leader using the passive form of management-by-exception passively waits for deviances, mistakes, and errors to occur, and then takes corrective actions (Northouse, 2018). To influence followers' behavior, the leader intervenes only after standards have not been met or problems have arisen, and then uses correction or sanctions in response to unacceptable performance or deviation from accepted standards (Dajani & Mohamad, 2017). An example of passive management-by-exception is illustrated in the case where a leader gives an employee a poor performance appraisal without ever talking with the employee about his or her past work performance.

iii. Active Management by Exception

A leader using the active form of management-by-exception closely monitors the work of followers for mistakes or rule violations, and then takes corrective action (Fischer, 2016). To influence the behavior of followers, the leader actively monitors task execution for any problems that might arise and uses corrective methods to maintain current performance levels or accepted standards (Northouse, 2018). Such leadership is effective in certain situations, such as when safety is paramount in importance.

Transactional leadership behavior is used to one degree or another by most leaders. Bass (1985) saw the transactional and transformational leadership dimensions as complementary rather than contrary to one another. Bass ranked the different leadership styles in the following way:

1. Transformational leaders.
2. Leaders using Contingent Rewards.
3. Leaders using Active Management by Exception.
4. Leaders using Passive Management by Exception.
5. Laissez-faire Leaders or leaders showing an absence of leadership.

Job satisfaction

Job satisfaction concept and definitions.

Although job satisfaction has been conceptualized and defined in a variety of ways, job satisfaction is a multifaceted construct that includes job satisfaction, work satisfaction, quality of work life, and well-being at work (Van Saane et al., 2003). Some scholars (e.g., Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017; Kianto, Vanhala, & Heilmann, 2018) defined job satisfaction as an employee's attitude towards work while others (e.g., Locke, 1969) defined it as an employee's emotional response to work, which is based on comparing actual results to desired results. Bowling, Wagner, and Beehr (2018) argued that job satisfaction can be conceptualized either through (a) the global satisfaction approach as a worker's overall attitude toward his/her job or (b) the facet satisfaction approach as a worker's attitude towards specific aspects of his/her job. Rahmat, Ramly, Mallongi, and Kalla (2019) considered many characteristics of the job and the work environment to define employee job satisfaction as an attitude that people have about their jobs and the various aspects of their work. Robbins, Coulter, and DeCenzo (2017) argued that there are three different components that make up an attitude: the *cognitive component* (e.g., beliefs, opinions, and knowledge), the *affective*

component (i.e., emotions or feelings), and the *behavioral component* (e.g., an intent to behave in a certain way). In Africa, job satisfaction is mainly seen as a positive emotional state resulting from the assessment of one's job characteristics or experiences, or as the degree to which an employee enjoys or feels satisfied with their job (Vigan & Giauque, 2018).

Job satisfaction theories

As job satisfaction is a multifaceted construct that requires the interaction of a range of behavioral, emotional, and cognitive factors, a number of theoretical approaches have been developed to explain job satisfaction: *content theories* and *process theories* (Dilig-Ruiz et al., 2018). By reviewing the content theories, Dilig-Ruiz et al. argued that leaders strive to identify and prioritize the needs, motives, and goals of individuals to ensure their job satisfaction. Content theories include:

- i. Herzberg's (1968) two-factor theory in which satisfaction is influenced by motivation/intrinsic factors (e.g., meaningful work, growth prospects, responsibility, and recognition of achievement) and hygiene/extrinsic factors (e.g., pay and job security).
 - ii. Maslow's (1954) hierarchy of needs in which people are motivated by fulfilling their needs in a hierarchical order ranging from lower order needs to higher order needs.
 - iii. McGregor's (1960) theory of motivation 's theory of motivation in which a theory X management style requires close and firm supervision of employees
-

and a theory Y management style consists of the willingness of people to work, achieve their goals, and take responsibility.

In process theories, leaders focus on how motivation, needs, and objectives are fulfilled (Locke, 1969).

Job satisfaction factors

Given the abundance of job satisfaction theories, there are also numerous factors that can be considered when determining how satisfied an employee is with his or her job (Sukriket, 2018). For example, Spector (1997) argued that job satisfaction factors include many facets of satisfaction such as appreciation, co-workers, fringe benefits, communication, nature of the work, job conditions, recognition, security, organization's policies and procedures, pay, personal growth, promotion, and supervisory. Similarly, Mosadegh and Yarmohammadian (2006) pointed out that the factors influencing employee job satisfaction include: degree of professionalism, wages, fringe benefits, job security, achievement, recognition, communication, working conditions, job importance, co-workers, organizational climate, interpersonal relationships, working for a reputable organization, autonomy, supervisory support, positive affectivity, genetic factors, workplace flexibility, and teamwork. Dilig-Ruiz et al. (2018) and Muterera, Hemsworth, Baregheh, and Garcia-Rivera (2018) summarized the determinants of employee job satisfaction into three categories: *individual factors* (e.g., age, number of years of experience, educational level), *job factors* (e.g., autonomy, job stress, task variety), and *organizational factors* (e.g., team cohesion, organizational structure and climate, workplace training, salary,

organization size, and leadership practices). In terms of job satisfaction factors at the organizational level, Janicijevic, Kovacevic, and Petrovic (2015) identified six factors that affect job satisfaction such as relationships between colleagues, management skills, the job itself, rewarding results and creating conditions for achieving them, working conditions and safety at work, and significant support from the company.

Relationship between leadership styles and employee job satisfaction

Various studies have been conducted to examine the influence of leadership styles on employee job satisfaction, but the findings are mixed. For example, some research results indicate a positive relationship between leadership styles (e.g., transactional, transformational, and servant leadership) and employee job satisfaction, as reported by Alonderiene and Majauskaite (2016), Barnett (2018), Girma (2016), and Rahmat et al. (2019). The results of these studies differ from those of the studies by Moslehpour, Altantsetseg, Mou, and Wong (2019) who found that leadership style has no direct impact on employee job satisfaction. Conducting the study within a sample of employees from different companies helped verify previous claims about the relationship between leadership styles and employee job satisfaction.

Relationship between servant leadership and employee job satisfaction

Given that servant leadership is predominantly a people-centered leadership style in which servant leaders develop and satisfy their followers' needs, servant leadership is positively associated with employee job satisfaction (Eva et al., 2019). Findings of previous research show the positive effect of servant leadership on job satisfaction, either directly or through mediating/moderating factors. The positive relationship between

servant leadership and employee job satisfaction has been demonstrated through mediating variables such as *organizational justice* (Khajepour, Baharlou, Yeganeh, & Hashemi, 2016), *empowerment* (Khajepour et al., 2016), *trust* (Ilkhanizadeh & Karatepe, 2018), and *leader-member exchange* (Amah, 2018). In addition to mediating variables, moderating variables such as *follower motivation orientations* (Donia, Raja, Panaccio, & Wang, 2016) and *cultural factors* (Zhang et al., 2019) have been found in some studies as variables affecting the strength of the relationship between servant leadership and employee job satisfaction.

The correlation between servant leadership and employee job satisfaction has been evidenced in various types of organization, especially in business and educational contexts (Alonderiene & Majauskaite, 2016). For instance, in a religious educational organization, Thompson (2015) found that the more employees perceive the principles of servant leadership in their workplace, the more they feel satisfied with their work. In educational settings, researchers (e.g., Al-Mahdy, Al-Harhi, & Salah El-Din, 2016; Alonderiene & Majauskaite, 2016) reported that there was a positive correlation between servant leadership and job satisfaction.

Relationship between transformational leadership and employee job satisfaction

Findings from several studies revealed that transformational leadership correlates positively with employee satisfaction in a variety of organizations and in a large number of different countries and industries. Results from a study conducted by Barnett (2018) at a for-profit university in the USA indicate that transformational leadership was a

significant predictor of employee job satisfaction. Shah, Shah, and Pathan (2017) presented a result in accordance with Barnett's findings in a public university in Pakistan. Hijazi, Kasim, and Daud (2017) found that there was a positive and significant relationship between transformational leadership and employee job satisfaction in higher education organizations in United Arab Emirates. Ho, Dinh, and Vu (2016) found that transformational leadership was a strong predictor of intrinsic, extrinsic, and general job satisfaction in local companies representing all industries in Vietnam. Boamah, Laschinger, Wong, and Clarke (2018) also found a positive relationship between transformational leadership and job satisfaction in the hospital sector. Deshpande, Sahni, Karemore, Joshi, and Chahande (2018) also found that transformational leadership was positively related to job satisfaction amongst healthcare professionals in the medical, dental, and physiotherapy fields. In Indonesia, Hatta, Rachbini, Riskarini, and Mandagie (2018) also found that transformational leadership style had an effect on employee job satisfaction.

In Ghana, Tetteh and Brenyah (2016) found that transformational leadership was a predictor of employee job satisfaction in the telecommunications sector. Gitoho et al. (2016) found a positive relationship between transformational leadership and employee job satisfaction in companies listed on the Nairobi Securities Exchange in Kenya. Musinguzi et al. (2018) found that transformational leadership positively influenced employee job satisfaction in health facilities in Uganda. The results of the above-mentioned studies suggest that, regardless of the country, transformational leadership in high-tech industries has a positive effect on job satisfaction, as in traditional industries,

whether the company produces products for sale or provides services. This study could help verify the claim that transformational leadership positively correlates with employee job satisfaction in different organizations located in different countries.

Relationship between transactional leadership and employee job satisfaction

Mixed results were found in the relationship between transactional leadership style and employee job satisfaction (Asrar-ul-Haq & Kuchinke, 2016). Yahaya and Ebrahim (2016) argued that contingent reward is related to the subordinate's satisfaction with the work due to the fact that transactional leaders motivate followers by offering some form of satisfaction based on needs such as pay or other rewards in return for work effort. Asrar-ul-Haq and Kuchinke (2016) found that contingent reward positively predicted job satisfaction, whereas no other dimension of transactional leadership style had significant relationship with job satisfaction. Conversely, Torlak and Kuzey (2019) found that only management by exception had a positive significant relationship with employee job satisfaction, while contingent reward had no significant relation with employee job satisfaction. Hijazi et al. (2017) found that the relationship between transactional leadership style and job satisfaction was significantly negative in higher education organizations. Given that not all researchers have reached the same conclusion on the relationship between transactional leadership and employee job satisfaction, the proposed empirical study could help establish the correlation between transactional leadership and employee job satisfaction in different organizations located in different countries.

Relationship between transformational leadership, servant leadership, and environmental dynamism

Environmental dynamism

In the face of increasing competition and technological advances characterized by complex and dynamic environments, organizational leaders are confronted with the challenge of understanding how changes in the external environment might affect their business (Garcia-Sanchez, Garcia-Morales, & Martin-Rojas, 2018). The frequency of changes, the degree of instability or turbulence, the extent of volatility or the unpredictability of changes in a firm's external environment represent environmental dynamism (Dess & Beard, 1984). An environment deemed dynamic has both a high frequency of change in market trends and industry conditions, unpredictable customer and competition actions, as well as technological, economic, social, and political forces of influence (Miller & Friesen, 1983).

Moderating Role of environmental dynamism in comparing transformational to servant leadership

Scholars examined the relationship between transformational leadership, servant leadership, and environmental dynamism from a contingency perspective. In the contingency view of leadership, leaders adapt their leadership style based on the circumstances and conditions they encounter in their organizations and environments (Lussier & Achua, 2015). Gregory Stone et al. (2004) argued that the choice of leadership style between servant and transformational leadership is most likely dependent on the situation, as both styles of leadership bring about real change within organizations, albeit

in different ways. Smith et al. (2004) examined situational factors in the organizational environment to distinguish transformational leadership from servant leadership. Smith et al. proposed that an effective leader can use a (a) transformational leadership style in dynamic environments to better achieve organizational goals oriented toward external challenges and (b) servant leadership style in more static organizational environments to attract followers in search of personal growth. As a result, the dynamic level of the organizational environment, whether high or low, may serve as a decisive factor in helping organizational leaders to choose between transformational and servant leadership, thus suggesting that environmental dynamism can be used as a moderator in the study to compare transformational leadership with servant leadership.

Relationship between servant leadership, transactional leadership, transformational leadership, and follower maturity

Follower maturity

The definition of follower maturity has undergone some modest changes over time, ranging from *employee maturity*, deemed too value-laden and potentially pejorative to *employee readiness*, which has a neutral tone and refers to a more job-specific individual capacity (Fernandez & Vecchio, 1997). Employee readiness/maturity is defined as the extent to which an employee (a) can set high but attainable goals, (b) has the ability and willingness to perform a given task, and (c) can take responsibility for their behavior (Anwar, 2018). Ability is more precisely defined as the knowledge, skills, and experience that an individual brings to a particular activity, whereas willingness is the extent to which an employee has confidence, commitment, and motivation required to

complete a given task (Darwis, Arismunandar, Sailan, Muharram, & Viridi, 2018). Harber and McMaster (2018) defined follower maturity/readiness as an employee's professional maturity that is influenced by personal competence, willingness to take responsibility, and commitment to their organization, in addition to their level of professional development. Employee maturity is consistent with changes in employee behavior from dependent to independent state, from superficial to deeper interests, from short-time perspectives to long-time perspectives, from subordinate to equal or superordinate positions, and from lack of awareness and control to awareness and self-control (Budiaji, 2019).

Hersey and Blanchard (1982) argued that employee maturity/readiness consists of two dimensions: *psychological maturity* and *job maturity*. Job maturity refers to the ability and capacity of an employee to perform a particular task or job based on the level of education, skills, and/or practical experience a person has acquired over time (Anwar, 2018). Psychological maturity reflects an employee's level of confidence, self-motivation, and self-esteem in performing the task, as well as the willingness to accept responsibility for doing quality work (Anwar, 2018).

Hersey and Blanchard (1982) emphasized that adopting the right leadership style would depend on the maturity level of the person or group being led. Hersey and Blanchard identified four levels of employee maturity from M1 to M4:

1. M1 – which refers to an employee who does not possess the specific skills required for the job and who is unable and unwilling to perform or assume responsibility for the work or tasks.
2. M2 – which refers to a person having a moderate competence and low commitment.
3. M3 – which refers to an employee having high competence and moderate commitment.
4. M4 – which refers to an individual having high competence and commitment.

Such a highly mature person is capable for self-direction and does not need supervision.

Mediating role of follower maturity in selecting leadership style

According to Yun et al. (2006), follower attributes can be an important element in the contingency theories of leadership. Harber and McMaster (2018) adapted servant leadership in the contingency theory of leadership to introduce a new model of leadership that relies on the maturity of followers as a mediating factor in the selection of leadership style. Hersey and Blanchard (1982) argued that the choice of an appropriate style of leadership depends on the maturity of the subordinate toward the task, thus suggesting that follower maturity is a key mediating variable in selecting an appropriate style of leadership.

Summary and Conclusions

The review of literature was focused on the characteristics of servant, transactional, and transformational leadership and their impact on employee job satisfaction as detailed by various researchers. As reflected in the review of the literature on leadership and organizational environment, scholars have indicated that transformational leadership is stronger than servant leadership in highly dynamic environments while servant leadership is suitable in weakly dynamic environments (Allen et al., 2016). To capitalize on the respective strengths of transformational and servant leadership, Staats (2016) proposed a contingency approach to leadership style selection by introducing the adaptable emphasis leadership model that blends transactional, transformational, and servant leadership. Harber and McMaster (2018) expanded Staats' model by introducing a dynamic leadership approach that is centered on follower maturity as a mediating factor in the selection of leadership style. The consideration of a moderating factor in the choice of leadership style is absent in Harber and McMaster's (2018) dynamic leadership approach and the overall leadership literature.

This study would extend Harber and McMaster's dynamic leadership approach to incorporate a moderating factor in the selection of leadership style between transactional, transformational, and servant leadership to maximize both follower and organizational effectiveness. This study would help establish a new dynamic leadership approach in which organizational leaders could adjust their leadership styles based on two core elements: *follower maturity* and the *dynamism level of the organizational task*

environment. The first half of the proposed dynamic leadership approach is related to a leader that adapts to its audience/followers in terms of follower maturity. The second half of the proposed dynamic leadership approach consists of leaders who adapt to the organizational situation or the dynamism of the organizational environment. Examining both the maturity of followers and the dynamism of the organizational environment in a new dynamic leadership approach suggests using a more scientifically rigorous approach and developing a methodology to fill the gap in the literature, which is addressed in Chapter 3.

Chapter 3: Research Method

The purpose of this quantitative non-experimental correlation research study was to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction within organizations. A specific purpose of the study was to examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction within organizations. In this chapter, I provide details on how the research purpose was achieved by discussing the research methodology and providing a detailed explanation of the research design of the study and the rationale behind my selection of the research design. Specifically, this chapter encompasses the research design and rationale, the study population, the sample and sampling procedures, the data collection approach and strategy, instrumentation and operationalization of constructs, data analysis plan, potential threats to validity, and ethical procedures. In the concluding section of Chapter 3, I provide a summary and introduction to Chapter 4.

Research Design and Rationale

Variables

The independent variables for the study were transformational, transactional, and servant leadership styles. The dependent variable for the study was employee job satisfaction, as measured by the JSS instrument to assess the job satisfaction level of employees (Spector, 1997). The moderating variable that may help moderate the strength

of the relationship between leadership styles and employee job satisfaction in the second research question was the dynamism of the organizational environment, as measured by Akgun et al.'s (2008) scale. The mediating variable that may help mediate the relationship between leadership styles and employee job satisfaction in the third research question was follower maturity, as measured by the employee readiness scale (Fernandez & Vecchio, 1997).

Research Approach

The quantitative research approach was selected for the study based on the following rationales: (a) the research questions and hypotheses suggest that a relationship exists between the variables *leadership styles* and *employee job satisfaction*, (b) the study purpose requires a deductive approach to test existing theories and not developing new ones, and (c) the goal of the study was to numerically quantify the extent to which leadership styles are related to employee job satisfaction (Burkholder et al., 2016). As the specific problem of the study was the difficulty of determining the leadership styles that adequately suit employees to improve their level of job satisfaction in both stable and turbulent work environments, this problem statement suggested adopting a quantitative research approach. The need to improve employee job satisfaction suggested measuring the satisfaction level of employees and checking whether it was improving. This in turn suggested quantifying employee attitudes toward their satisfaction at work, that is, quantifying the problem by generating numerical data or data that can be transformed into usable statistics. This quantification of the problem informed the need to use quantitative research approach, as pointed out by Burkholder et al. (2016).

The qualitative research approach was not chosen for the study on the basis of the following arguments: (a) the research questions did not begin with how and what, (b) the study purpose did not require the exploration of a phenomenon in which there is a lack of theory, and (c) words in the research questions were not more indicative of the meanings that people ascribe to societal or human problems (Ravitch & Carl, 2016). The research study was not exploratory in nature, as it was not intended to build a leadership framework that provides in-depth analysis and understanding of how individuals construct their worldview of job satisfaction and what styles of leadership may be needed by employees. The goal of the study was to examine a potential relationship between leadership styles and employee job satisfaction, as opposed to exploring the meanings that people ascribe to the reportedly low levels of job satisfaction in their organization. As the purpose of the study and problem statement did not align with the qualitative research approach, I eliminated the qualitative research approach as a possible research approach for the study.

I considered applying a mixed methods approach as an alternative research approach, but this approach was not fully qualified to truly answer the research questions of the study. As the words used in the research questions did not indicate the need to both explore the meaning that people attribute to the phenomenon under study and understand the relationship between the variables of the study, the mixed methods approach was not adequate for the study (Barnes, 2019). Because the mixed-methods approach encompasses both qualitative and quantitative approaches, it is a time-consuming method that requires more resource constraints (e.g., cost, research skills) than the qualitative or

quantitative method (Barnes, 2019). The elimination of qualitative and mixed methods approaches implied that the type of study best suited to answer the research questions of the study was quantitative.

Research Design

A non-experimental correlational design was utilized for the quantitative study to examine the relationship between leadership styles and employee job satisfaction. Such a non-experimental design choice was appropriate for the study because its purpose was to determine if there is a relationship between leadership styles and employee job satisfaction without controlling and/or manipulating the variables and conditions of the study (Burkholder et al., 2016). The fact that the specific problem underlines the difficulty of determining the leadership styles that adequately suit employees suggests that this situation currently exists, thus suggesting using a research design that helps to obtain facts or to make judgments about existing situations and not to look for cause and effect relationships. Other quantitative research designs, such as true experimental and quasi-experimental designs, are appropriate when the researcher is seeking cause and effect relationships among the study variables (Burkholder et al., 2016), which was not the objective of the study. Rather than true experimental and quasi-experimental research designs, a non-experimental research design was considered the most appropriate design choice for the study because the manipulation of explanatory variables under treatment conditions was not necessary to answer the research questions (Barnes, 2019). As the purpose of the study was not to establish a cause and effect relationship, but to examine

whether there was a relationship between leadership styles and employee job satisfaction, a non-experimental design was appropriate to answer the research questions.

Among the non-experimental research designs, which are typically *descriptive* and, at best, *correlational*, a correlational design was more appropriate for the study because the goal of the study was to examine the extent to which servant, transactional, and transformational leadership styles could be correlated with employee job satisfaction (Barnes, 2019). A descriptive research design is particularly useful when researchers seek to describe the sample population to develop a deeper understanding (Heppner, Wampold, Owen, Thompson, & Wang, 2015). A descriptive research design was not the best option for this non-experimental research study because the purpose of the study was to define the relationship between independent and dependent variables rather than limiting the study to a description of the sample population. Determining the presence of a relationship between variables was most appropriate via a correlational design, which also has the advantages of not having time or resource constraints. Such advantages for the study included: (a) easy access to participants to sample the population at a low cost, (b) greater anonymity and reduction of bias errors, and (c) a low risk of ethical breach (Barnes, 2019).

Methodology

This section includes the logic used to select participants; the instruments utilized to collect data; the procedures for recruitment, participation, and data collection; and the plan for analyzing the data.

Population

A study population can be defined in two ways: theoretical and accessible (Trochim, Donnelly, and Arora, 2016). The theoretical population is the population of interest for which the researcher wishes to generalize the results of the study while the accessible population is the subset of the larger population or the final sample that the researcher can access to actually measure the study variables (Trochim et al.). For this study, the theoretical population includes the global workforce. Due to the difficulty of developing a reasonable sampling plan for the entire target population, the accessible population was made up of a population of U.S. employees and other adult employees worldwide accessible through social media groups, Qualtrics panel audience, and the Walden participant pool. Employees working in different industries were grouped into the following five categories: non-management staff, middle management (supervisor, team leader, manager...), senior management, top management (directors, general managers), and chief/top executives (CEO, vice-president, senior partners, president, etc.). The total estimated population for the employed adult U.S. workforce is over 152,388,000 (Bureau of Labor Statistics, 2017). The overall population for this study was difficult to predict because of the difficulty of reliably consolidating the adult workforce worldwide. More specifically, the proliferation of connections in social networks makes it difficult to estimate the population of adult employees recruited via social media channels.

The Walden participant pool is made up of volunteer university faculty and students who wish to participate in various research opportunities. The reason for adding

the participation pool was to stimulate additional responses. The population from my social media (Facebook, WhatsApp, and LinkedIn) accounts included personal friends, academic colleagues, immediate and extended family members, acquaintances, and coworkers (contacted privately and outside their company). Due to a potential risk of low participation rate from the Walden pool and social media channels, I considered using qualified volunteers from the Qualtrics panel audience (e.g., employed U.S. workforce).

Sampling and Sampling Procedures

Sample frame. Adequately drawing the sample frame from an entire population ensures an equal chance of being selected for each member of the study population.

Trochim et al. (2016) recommended that obtaining an adequate sample frame requires an assessment of the sample to verify its completeness, its effectiveness, and the likelihood that each individual sample is adequately represented in the selected population. For this study, the list of adult employees located in the United States and other countries constitutes the sample frame, that is, the practical population from which the sample was determined.

Sampling strategy. Given that participants in the Qualtrics panel and the Walden pool were conveniently accessible and available to participate in the study and that the participants accessed via social networks were difficult to find in a specific place, I used *convenience* and *snowball sampling* to contact adult employees working in different organizations around the world. This sampling design was chosen for four main reasons. First, the sample population composing the sampling frame was impossible to define in the world population and was selected in a non-systematic process that did not guarantee

equal chances for each participant in the target population, thus suggesting the adoption of non-probability sampling methods for this study (Trochim et al., 2016). The participants selected from the Walden pool, the Qualtrics panel, and my referrals were gathered in a process that did not give all adult employees of the world an equal opportunity to be selected in their respective countries and industries. Second, participants recruited from the Walden pool and the Qualtrics panel were conveniently available to participate in the study because of their accessibility and proximity previously defined and organized with Walden University and Qualtrics^{XM} respectively, which then facilitated an efficient recruitment of participants in less time to make the use of convenience sampling appropriate (Trochim et al., 2016). Third, given that I had a previously established relationship with some of my contacts on social media (Facebook, WhatsApp, and LinkedIn) who were eligible to participate in this study and volunteered to recruit more eligible participants, the use of snowball sampling was an appropriate sampling choice for this study. As such, some personal friends, academic colleagues, family members, and professional colleagues (contacted via social media privately and outside their company) were accessible participants who could recruit additional eligible participants from their social networks to increase the study participation rate like a rolling snowball. To reduce the bias of the study participants in the snowball sampling strategy, I planned to inform my referral friends not to transmit the survey to participants to whom they have any influence (e.g., their subordinates or relatives), and I refrained from asking or knowing the identity of the participants contacted by my referral friends. Fourth, given that there was no reliable way of knowing the total size of the adult

employee population in the world, snowball sampling was also an appropriate sampling strategy to locate adult employees around the world with less money and time.

Convenience and snowball sampling methods formed the most appropriate sampling design for this study because of the nature of the design, the parameters of the study, and the accessibility of the population via the audience of the Qualtrics panel, the Walden pool, and my referrals' social networks.

Among the non-probability sampling methods, the *judgmental sampling* or *purposive sampling* strategy was not selected as the main sampling strategy for this study because there was no judgment criterion to believe that some adult employees were more fit for the research compared to other individuals for representing the population (Trochim et al., 2016). Trochim et al. argued that the researcher should have a specific purpose in mind to deliberately choose participants by seeking one or more specific types of people or groups, which was inadequate for the purpose of this study which sought to examine the leadership styles that help influence employee job satisfaction without mentioning specific demographic characteristics of the population (like gender, location, organization). Although snowball sampling could be considered as a sub-category of purposive sampling methods, convenience and snowball sampling strategies were particularly suitable for this study due to the difficulty of reaching inaccessible or hard-to-find adult populations around the world (Trochim et al., 2016). Such a challenge of inaccessibility to adult populations worldwide had become manageable with the help of my referral contacts (via social media) and research participation platforms (Walden pool

and Qualtrics panel) which offer the ease to quickly reach the sample size, thus justifying the use of convenience and snowball sampling strategies.

The *quota sampling* strategy was not appropriate for the study because this type of sampling requires producing a sample matching the target population with regard to certain characteristics (e.g., sex, religion, social class) by filling quotas for each of these characteristics (Trochim et al., 2016). Such a requirement did not apply in this study because the study included all types of adult employees accessible in the global population and not only people who meet specific characteristics in the population of adult employees. Unlike quota sampling, the integration of convenience and snowball sampling strategies for this study was not constrained by the decision-making process to decide on the appropriate characteristics on which to base the quota, but this integration offered the opportunity to (a) quickly reach the sample size based on the accessibility of Qualtrics panelists and Walden participation pool and (b) expand the sample to reach hard-to-find adult populations worldwide.

Sample size

Because the population size for the study was very large (i.e., millions of people), the mathematics of probability prove that the population size is irrelevant unless the sample size exceeds a few percent of the total population being examined (Frankfort-Nachmias & Leon-Guerrero, 2018). As such, the sample size for the study was determined by considering the statistical power, confidence interval, effect size, and the number of predictors (Frankfort-Nachmias & Leon-Guerrero, 2018). The statistical

power was set at .80 (i.e., 80%). The alpha level (i.e., error of probability) was established at .05; which represents the 95% confidence interval.

G*Power calculator version 3.1. 9.6 was used to conduct a power analysis to avoid an inadequate or excessive sample size in the study (Faul, Erdfelder, Buchner, & Lang, 2009). Based on the first research question, Pearson correlation analysis was the most appropriate statistical analysis to determine if there was a correlational relationship between leadership styles and employee job satisfaction. As indicated in Figures 1 and 2, the recommended minimum sample size to conduct this analysis was determined to be 344 based on five input parameters: an effect size of 0.0229885, an alpha level of 0.05, a power level of 0.80, a number of tested predictors of 1, and a total number of predictors of 3 that represented the three independent variables. Based on the second research question, hierarchical linear regression was the most appropriate statistical test to examine whether the dynamism of the organizational environment moderates the relationship between servant leadership, transformational leadership, and job satisfaction. As indicated in Figures 3 and 4, the recommended minimum sample size was determined to be 344 based on five input parameters: an effect size of 0.0229885, an alpha of 0.05, a standard power level of 0.80, a number of tested predictors of 1, and a total number of predictors of 3 representing the two independent variables and the moderating variable.

The version 4.0 of the *Free Statistics Calculators* was also used to perform a power analysis to confirm the adequacy of the sample size initially computed using the G*Power calculator (Soper, 2020). With a small effect size of 0.02298, an alpha of 0.05, a desired statistical power level of 0.80, a number of 2 independent variables, and a

number of 1 moderator, the results of the power analysis showed that a minimum of 338 participants would be needed to achieve an appropriate power level for this study, as indicated in Figure 5. When comparing the three minimum sample sizes (i.e., 344, 338, and 344), the highest value was 344, which was then defined as the minimum sample size for this study to be able to perform all the statistical tests required for this study. To increase the probability of reaching the minimum sample size, I planned to recruit 400 participants in the hope of collecting valid data from at least 344 participants, thus explaining why the number of participants in the Qualtrics audience was set at 400.

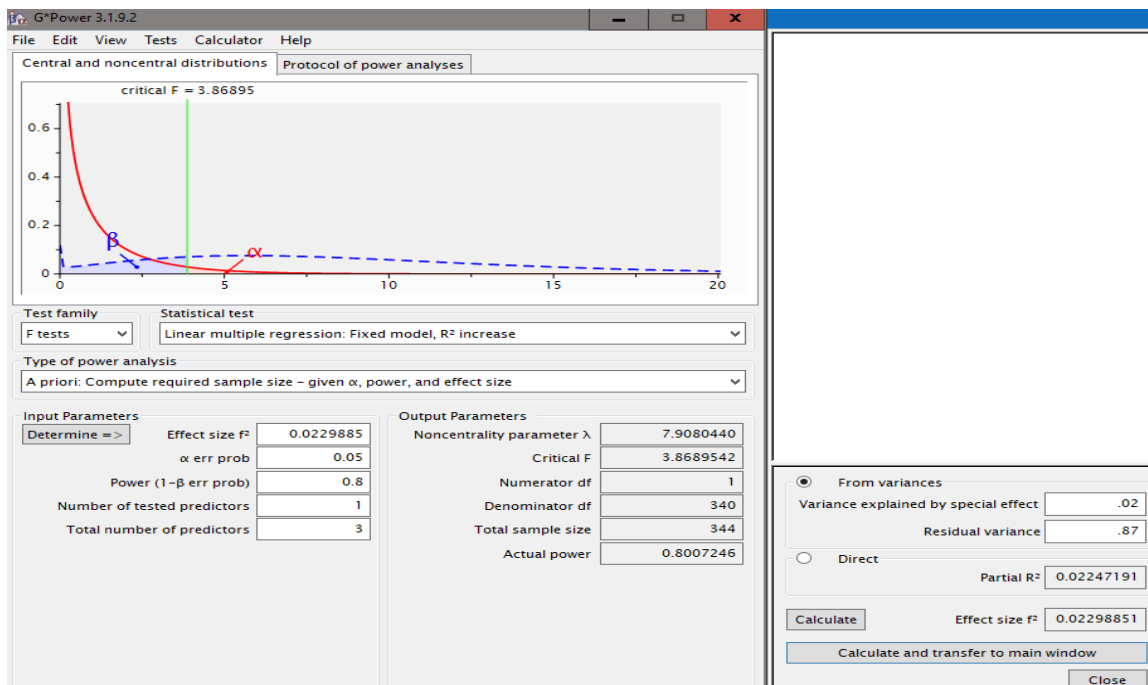


Figure 1. Results of the G*Power analysis related to the first research question.

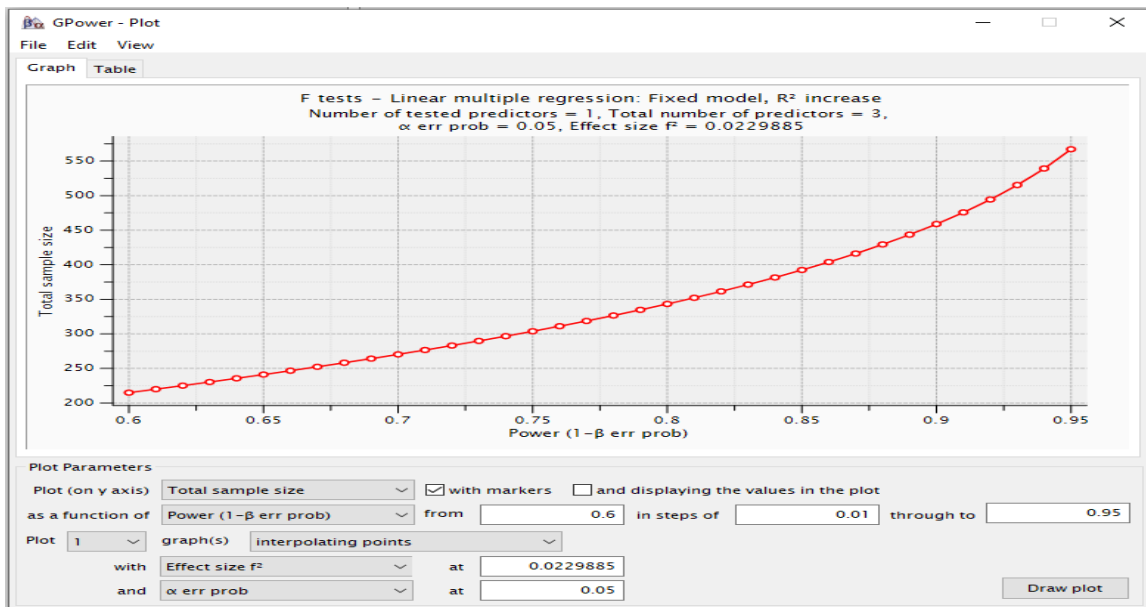


Figure 2. G*Power statistical graph related to the first research question.

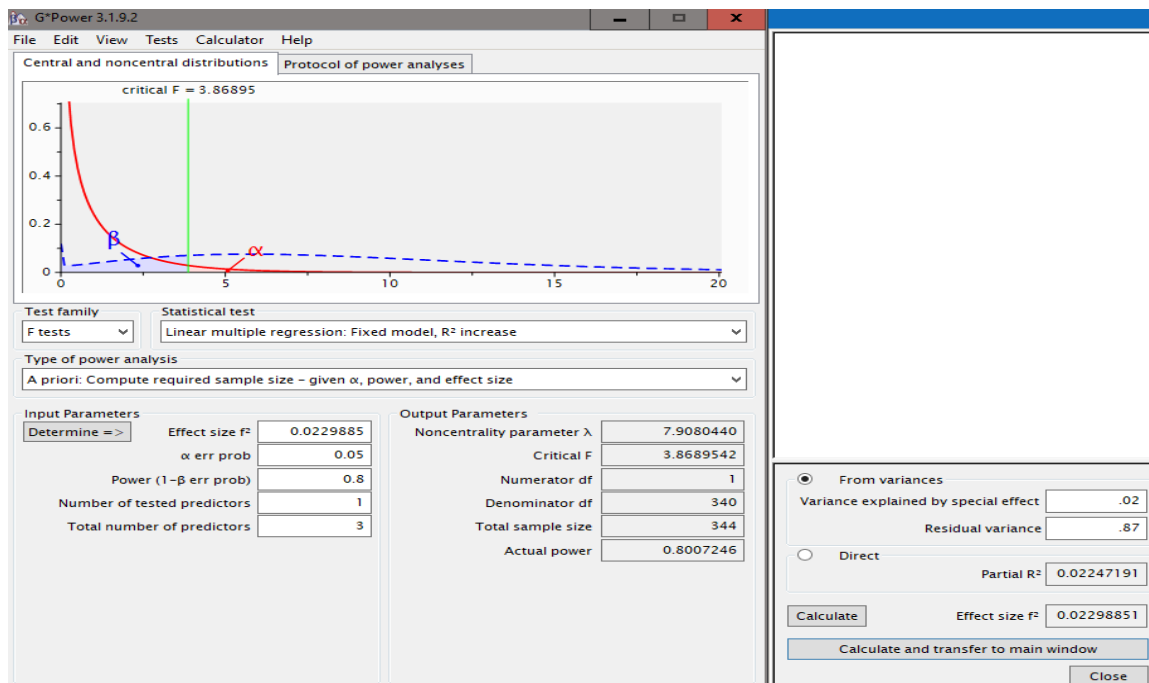


Figure 3. Results of the G*Power analysis related to the second research question.

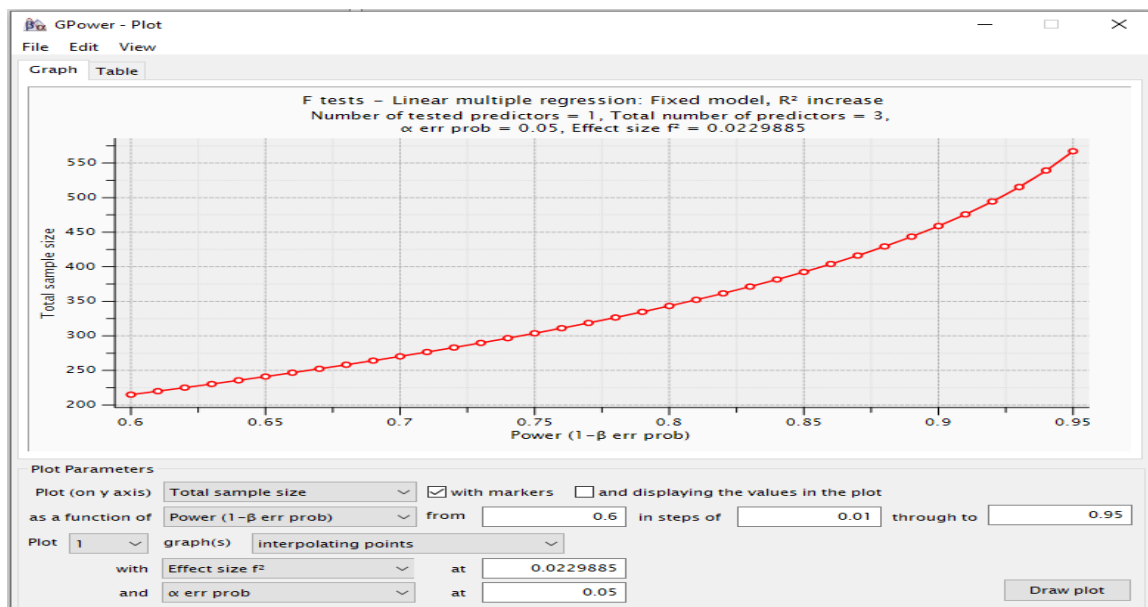


Figure 4. G*Power statistical graph related to the second research question.

A-priori Sample Size Calculator for Hierarchical Multiple Regression

This calculator will tell you the minimum sample size required for a hierarchical multiple regression analysis; i.e., the minimum sample size required for a significance test of the addition of a set of independent variables B to the model, over and above another set of independent variables A. The value returned by the calculator is the minimum sample size required to detect an effect of the specified size, probability level, and power level for the addition of set B to the model.

Please enter the necessary parameter values, and then click 'Calculate'.

Example: $\hat{Y} = \beta_0 + \overbrace{\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3}^{\text{Set A}} + \overbrace{\beta_4 X_4 + \beta_5 X_5}^{\text{Set B}}$

Anticipated effect size for set B: ?

Desired statistical power level: ?

Number of predictors in set A: ?

Number of predictors in set B: ?

Probability level: ?

Minimum required sample size: 338

Figure 5. Sample size calculator for hierarchical multiple regression.

Strengths and weaknesses of the convenience and snowball sampling strategy

One of the main advantages of the selected snowball sampling method is that it is quick and cost-effective to find samples from a global population, which provides a chain referral process allowing the researcher to reach adult employees around the world who were difficult to locate when using other sampling methods (Trochim et al., 2016). Such an advantage is mainly due to the fact that it would have taken months for the researcher to locate eligible participants in different countries of the world, thus allowing a small group of initial participants to help the researcher find more eligible participants by accessing to their social networks. In addition to snowball sampling, adopting the convenience sampling strategy in the study provided the following advantages: (a) *simplicity of sampling* which also provided an economic way of sampling to expedite data collection, (b) *ready availability of participants* to obtain eligible participants readily available from research gateway platforms to help quickly reach the sample size, and (c) *a great ease of research* that allowed me to focus on data analysis rather than on rigorous interviews and selections of participants (Trochim et al., 2016). On the other hand, the integration of convenience and snowball sampling strategies does not give an accurate representation of the whole population due to the potential bias of the sampling technique related to the under-representation of some countries and industries in the world population (Trochim et al., 2016). Given that the sample is not representative of the population, the results of the study cannot be generalized to the entire population, thus leading to a low external validity of the study (Trochim et al., 2016). Such a limitation is not problematic for this study because the nature of this study is correlational, which is

not a study of the proportions of the target audience but an examination of the correlation between variables.

Procedures for Recruitment, Participation, and Data Collections

Recruitment procedure

The study participants were recruited using two recruitment methods: an outsourcing commercial method via Qualtrics panel system and do-it-yourself (DIY) methods via social networks (LinkedIn and WhatsApp) and Walden participation pool. Recruiting participants required the study population to be notified of the availability of a survey. The notification of participants contacted through Walden participation pool was managed by Walden participation pool administrators after posting the survey details on Walden University research pool website. The notification of participants contacted through Qualtrics panel system was managed by Qualtrics panel administrators. The recruitment of survey respondents via LinkedIn and WhatsApp involved an invitation message sent by the researcher.

The invitation message was posted on social media (see Appendix A) to volunteer participants aged 18 and over. In the invitation message, I encouraged participants to share the survey link with other individuals on social media (LinkedIn and WhatsApp). Referral friends extended the invitation to other people who might be interested in becoming participants in this study. For participants contacted via social media and Walden participation pool, a SurveyMonkey link was made available while a Qualtrics survey link was used by participants contacted via Qualtrics panel system.

The Qualtrics panel system consists of respondents who have signed up to take online surveys in exchange for incentives such as rewards, cash, and gift cards. Recruitment and compensation were managed by the firm Qualtrics^{XM}, so I had no direct control over how much respondents were paid or who was targeted, apart from defining the target audience and specifying certain characteristics (e.g., employment status). Based on the target characteristics defined for the required sample (i.e. full-time employment status), Qualtrics^{XM} applied a sampling methodology that combines *quota sampling* to reach target groups and *random sampling* within those groups. Knowing that the minimum sample size required for this study was 344, I opted to define 400 respondents with full-time employment status as the target audience to guarantee reaching the sample size of participants distributed around the world.

Demographic information

The following demographic information were collected from the study participants: industry sector, age range, gender, educational attainment, hierarchical position, total years of experience, years of management experience in the current organization, years of management experience in all the organizations worked regardless of the industry, tenure in the current organization, number of years in the current hierarchical position in the current organization, years of experience under the current manager in the current organization, and country name. This demographic information was collected to determine whether the findings of the study are consistent with those of the literature regarding the relationship between transformational, servant, and transactional leadership styles, and employee job satisfaction. Based on the demographic

information provided by the study participants, the study results could be used to provide more insights into the study.

Data collection

The data collection tools that were used to distribute survey links to the study participants were the online survey tools *SurveyMonkey*® and *Qualtrics*^{XM}. The SurveyMonkey link was used by respondents contacted via Walden participation pool and social media while the Qualtrics survey link was used by respondents contacted via Qualtrics panel system to complete the study questionnaire. The study questionnaire initially designed in SurveyMonkey® was replicated in Qualtrics system to harmonize the survey questions and unify the data collected. The study questionnaire started with an eligibility criteria page that included screening questions to either qualify or disqualify respondents from taking the survey, depending on how they answer. The use of screening questions contributed to (a) reach the desired people and confirm the target audience, (b) eliminate respondents' biases, and (c) improve the respondent's experience. After the eligibility criteria page, the consent page was made available to employees aged 18 and over. After the consent page, demographic questions and questions related to the instruments of the study followed for eligible participants who agreed to participate in the study. At the end of the questionnaire, participants were allowed to provide their personal contact information if they wish to receive a copy of the summary of the results of the study.

In the consent page, participants were first asked to read, understand, and accept the provisions set out in the informed consent form before deciding whether or not to

voluntarily participate in the study. The informed consent form contained information such as my name and contact information, the purpose of the study, and information relating to the confidential and anonymous nature of the study. In addition to this basic information, the informed consent form contained information on the rights of participants to withdraw from the study at any time during the data collection process, as well as the opportunity to ask questions or express their concerns. By clicking on the YES button, participants consented that they had read and understood the consent information and that they were willing to answer the survey questions.

Instrumentation and Operationalization of Constructs

For this study on the dynamic leadership approach that might influence employee job satisfaction in dynamic and stable environments, web-based questionnaires relating to the dependent and independent variables were designed and administered to respondents. A set of 20 questions was developed for this study to collect empirical data on the dependent and independent variables. The independent and dependent variables were measured at the ordinal and measurement interval levels using a Likert scale. A Likert-type scale provides the means of measuring the degree of agreement with a statement by survey participants (Kuhlmann, Dantlgraber, & Reips, 2017). Such a type of scale was used to determine the extent to which follower maturity could mediate the relationship between leadership styles and employee job satisfaction, and the dynamism of the organizational environment could moderate the relationship between leadership styles and employee job satisfaction within organizations.

Relation of Survey Questions to the Research Questions

The survey questions were grouped into six main sets to examine the extent to which the independent variables are related to the dependent variable, and the moderator and mediator variables strengthen and mediate this relationship. Apart from the first set of questions which aimed to (a) ensure the eligibility of participants, (b) obtain their informed consent, and (c) buttress the results of the study with demographic information, the remaining five sets of questions aimed at eliciting answers to RQ1, RQ2, and RQ3. The first set of questions included demographic information characterizing each participant. Individual survey responses did not contain any participant identification (i.e., names, postal addresses, telephone numbers, social security number, date of birth), unless the participant provided their email address to request a copy of the summary report. The third and fourth sets of questions focused on the independent variables, while the sixth set of questions focused on the dependent variable. The initial combination of these three sets of questions addressed RQ1. The addition of the fifth set of questions to this initial combination helped address RQ2, while the integration of the second set of questions into the initial combination addressed RQ3.

Within the second set of survey questions, the ten questions were aimed at determining the extent to which employees perceive their own level of maturity in achieving work objectives. Within the third set of survey questions, the eighteen questions were aimed at determining the extent to which employees view their respective managers as servant leaders. The fourth set of survey questions, the thirty-two questions were aimed at determining the extent to which employees perceive their managers as transformational leaders. Within the fifth set of survey questions, the nine questions were

aimed at soliciting the extent to which employees perceive the level of dynamism of their organizational environment is more or less frequent. Within the sixth set of survey questions, the thirty-six questions were aimed at determining the extent to which employees are satisfied with their jobs. Sample survey questions are provided in the Appendix.

Instrumentation

The instruments chosen to measure the variables in the study include:

- The Multifactor Leadership Questionnaire (MLQ-5X Short) that measures transactional and transformational leadership styles (Bass & Avolio, 1995).
- The Servant Leadership Survey (SLS) short version, which measures servant leadership style (Van Dierendonck et al., 2017).
- The Job Satisfaction Survey (JSS) that measures the job satisfaction level of employees (Spector, 1997).
- The Employee Readiness Scale (ERS) developed by Fernandez and Vecchio (1997), which helps measure follower maturity in terms of employee competence and commitment.
- Akgun et al.'s (2008) scale that measures the dynamism of the organizational task environment.

Multifactor leadership questionnaire. To measure the variables of transformational and transactional leadership, the *rater* form of the MLQ 5X-Short instrument developed by Bass and Avolio (1995) was used in the study. The *rater* form was completed by followers to record their perceptions of their leaders'

transformational / transactional leadership styles. The *rater* form has been widely used and has shown acceptable psychometric properties in several studies (Bass & Avolio, 1995). The *self-assessment* and *multi-rater* forms of the MLQ 5X-Short instrument were not considered in the study because the focus of the study was more on the follower's perspective.

The MLQ 5X-Short contains 45 items in which 20 items measure transformational leadership, 12 items measure transactional leadership, four items measure laissez-faire, and nine items measure leadership outcomes (Bass & Avolio, 1995). Respondents were asked to rank the frequency with which the leader displays each of the items of behavior using a five-point Likert scale, described as follows: 0 = *not at all*, 1 = *once in a while*, 2 = *sometimes*, 3 = *fairly often*, and 4 = *frequently if not always*. Examples of items included "I enable others to look at problems in new ways" to measure transformational leadership and "I help keep others focused on the task at hand" to measure transactional leadership. For the study, the MLQ 5X-Short questionnaire contained only 32 questions items, excluding the four items that help measure the laissez-faire behaviors and the nine items that help measure leadership outcomes which are outside the scope of the study.

Although the number of items in the MLQ 5X-Short was reduced, I was confident that the MLQ 5X-Short instrument remained reliable and internally consistent in the study. MLQ 5X-Short is a well-established instrument that has shown high reliability and validity in several studies in different countries and cultures (Bass & Avolio, 1995).

Given that MLQ 5X-Short is a well-established instrument that is reliable and valid, a reliability analysis was not necessary to be conducted for this study.

Servant leadership survey. To measure servant leadership in a similar way in different countries, internationally and cross-culturally, the short version of the SLS instrument developed by Van Dierendonck et al. (2017) was used in the study. The SLS short version consists of 18 items that represent five dimensions of servant leadership, including empowerment, humility, standing back, stewardship, and authenticity (Van Dierendonck et al., 2017). Van Dierendonck et al. (2017) argued that these five dimensions translate into servant leaders who empower and develop people (i.e., empowerment), have an openness to learn and a willingness to admit mistakes (i.e., humility), are willing to retreat into the background and let others shine (i.e., standing back), work for the good of the whole (i.e., stewardship), and are willing to show what they stand for (i.e., authenticity). The empowerment dimension contains six items (e.g., my manager encourages me to use my talents) while the other four dimensions include three items each (e.g., my manager learns from criticism), as pointed out by Van Dierendonck et al. (2017). Followers were asked to rate the servant leadership behaviors of their leaders on a six-point Likert scale, ranging from 1 = *fully disagree* to 6 = *fully agree* without a middle category. The results of several studies conducted in different countries and in different languages have revealed that the SLS instrument is a valid and reliable measure for operationalizing servant leadership around the world.

Job satisfaction survey. To measure the level of job satisfaction among employees, the JSS instrument developed by Spector (1997) was used in the study

because it is a well-established multidimensional instrument for jobs in general regardless of the industry sector. The JSS questionnaire includes the following nine sub-scales: pay satisfaction, fringe benefits satisfaction, contingent rewards satisfaction, promotion satisfaction, communication satisfaction, supervision satisfaction, working conditions satisfaction, nature of the job satisfaction, and co-worker satisfaction (Dhamija, Gupta, & Bag, 2019). This questionnaire contains 36 items with four items for each sub-scale. Respondents were asked to rate their job satisfaction level based on a six-point Likert scale, described as follows: 1 = *disagree very much*, 2 = *disagree moderately*, 3 = *disagree slightly*, 4 = *agree slightly*, 5 = *agree moderately*, and 6 = *agree very much*. Examples of items included: "my job is enjoyable" and "I like doing the things I do at work."

JSS instrument has been repeatedly investigated for reliability and validity. The nine sub-scales related moderately to well between each other in terms of internal consistency with a score of 0.60 for coworker to 0.91 for the total scale (Spector, 1997). Overall, an average on 0.70 for internal consistency was obtained out of a sample of 3,067 individuals (Spector, 1997). The JSS instrument has a reliability value of 0.895 (Dhamija et al., 2019).

Employee readiness scale. A modified ten-item ERS developed by Fernandez and Vecchio (1997) was used in the study to measure subordinate developmental level in terms of follower competence and commitment. Such a scale combines items to assess both follower competence and commitment. Employee competence was measured with five items (sample items include: *knowledge of the subject area*, *past job experience*, and

understanding of job requirements). Employee commitment was measured with five items (sample items include: *willingness to take responsibility* and *positive work attitude*). Respondents were asked to rate their maturity level based on an eight-point Likert scale, ranging from 1 = *low* to 8 = *high*, as pointed out by Fernandez and Vecchio (1997). Fernandez and Vecchio reported an internal consistency coefficient of 0.87 for this scale.

Environmental dynamism scale. To measure the dynamism level of the organizational environment, the measurement scale adapted by Akgun et al. (2008) was used in the study. This measurement scale contains nine items in which three items represent the frequency of changes in the industry, three other items represent changes in competitors, and the last three items represent the dynamism in consumers' preferences (Akgun et al., 2008). Sample items include: *changes in consumer preferences in product features* and *changes in competitor's sales promotion/advertising strategies*. Respondents were asked to indicate the frequency of changes in industry, in competitors' strategies and products, and in customers' tastes and preferences on a five-point Likert scale, with anchors ranging from 1 = *very infrequent change/no change* to 5 = *very frequent change*. Psychometric results on this instrument have shown satisfactory levels of convergent, discriminant, and nomological validity in several studies (Akgun et al., 2008).

Operationalization of constructs

According to Dess and Beard (1984), *dynamism* in the environment is manifested by the rate and unpredictability of changes in a firm's external environment. Park and

Ryu (2015) conceptualized environmental dynamism into two sub-constructs, namely *competitor dynamism* and *customer dynamism*. More specifically, Akgun et al. (2008) pointed out that environmental dynamism includes three sub-dimensions including: *dynamism in industry, competition, and consumers*. For this study, environmental dynamism was operationalized as the unpredictability and rate at which the preferences and tastes of the firm's consumers, the strategies and products developed by the firm's competitors, and the industry settings change over time.

Transformational leadership is defined as a leadership style in which the leader transforms employees to perform beyond expectations (Bass, 1985). Transactional leadership is defined as an exchange relationship based on economic considerations or a leadership style based on transactions between a leader and his/her followers (Sheshi & Kërçini, 2017). Transformational and transactional leadership styles were measured by the MLQ-5X short (Bass & Avolio, 1995). The MLQ-5X questionnaire helps measure leadership style as being transformational, transactional, or passive-avoidant, but only 32 items of this questionnaire were considered in the study to measure only transformational and transactional leadership styles.

Servant leadership is defined as a leadership style in which leaders develop their followers in multiple dimensions (e.g., relational, ethical, emotional, spiritual) to meet their individual needs and the needs of the broader organizational stakeholders and the wider community (Eva et al., 2019). Servant leadership was measured by the short version of the SLS instrument developed by Van Dierendonck et al. (2017). The short version of the SLS questionnaire includes 18 questions.

Job satisfaction is operationalized as the total job satisfaction score for multiple work factors such as salaries, fringe benefits, recognition, promotion, communication, supervision, working conditions, nature of the job, and co-workers (Van Saane et al., 2003). Job satisfaction was measured by the JSS instrument (Spector, 1997). Each respondent assessed his/her level of job satisfaction.

Follower maturity is defined as *employee readiness* or *subordinate developmental level* (Fernandez & Vecchio, 1997). Follower maturity is operationalized as the combination of subordinate commitment and competence. Employee readiness was measured by the ERS instrument to assess both follower competence and commitment. The results on the maturity level of followers would help facilitate the selection of leadership styles in the proposed dynamic leadership approach (Thompson & Glaso, 2018).

Data Analysis Plan

The research questions and hypotheses that were used to guide the data analysis in the study were as follows:

RQ1: To what extent, if any, is there a correlation between transformational, transactional, and servant leadership styles and employee job satisfaction?

H_{01} : There is no correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

H_{a1} : There is a correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

*H*₀₁₂: There is no correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

*H*_{a12}: There is a correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

*H*₀₁₃: There is no correlation between servant leadership style and employee job satisfaction among leaders and their followers.

*H*_{a13}: There is a correlation between servant leadership style and employee job satisfaction among leaders and their followers.

RQ2: To what extent, if any, does environmental dynamism moderate the relationship between servant and transformational leadership styles and employee job satisfaction?

RQ2.1: To what extent, if any, does transformational leadership influence employee job satisfaction in dynamic environments?

RQ2.2: To what extent, if any, does servant leadership influence employee job satisfaction in stable environments?

*H*₀₂₁: Environmental dynamism does not moderate the relationship between transformational leadership and employee job satisfaction.

*H*_{a21}: The relationship between transformational leadership and employee job satisfaction will be stronger in turbulent environments than in stable environments.

*H*₀₂₂: Environmental dynamism does not moderate the relationship between servant leadership and employee job satisfaction.

H_{a2}: The relationship between servant leadership and employee job satisfaction will be stronger in stable environments than in turbulent environments.

RQ3: To what extent, if any, does follower maturity mediate the relationship between transformational, servant, and transactional leadership styles and employee job satisfaction?

*H₀₃*₁: Follower maturity does not mediate the relationship between transformational leadership and employee job satisfaction.

*H_{a3}*₁: The relationship between transformational leadership and employee job satisfaction will be effective when follower maturity is moderate.

*H₀₃*₂: Follower maturity does not mediate the relationship between servant leadership and employee job satisfaction.

*H_{a3}*₂: The relationship between servant leadership and employee job satisfaction will be associated with highly mature followers.

*H₀₃*₃: Follower maturity does not mediate the relationship between transactional leadership and employee job satisfaction.

*H_{a3}*₃: The relationship between transactional leadership and employee job satisfaction will be appropriate when follower maturity is low.

The rejection or acceptance of a null hypothesis was based on some level of significance (alpha level) as a criterion. For testing any hypothesis in the study, an alpha level of 0.05 was used as the level of significance to identify the presence of statistical significance. As such, 5% (0.05) alpha level of significance was considered as a standard for rejection of null hypothesis (Brase & Brase, 2016). This value represents the 95%

confidence interval which has a 95% likelihood of containing the true but unknown parameter (Trafimow, 2018).

Statistical tests

The data to be collected in the study were analyzed using the version 25 of IBM's Statistical Package for the Social Sciences (SPSS) analytical tool. Both descriptive and inferential statistical procedures were used to analyze the data received from the sample. Descriptive statistics such as frequencies, percentages mean, and standard deviations were used to profile the sample in several parts and as a whole and to compare one set of scores to another. Inferential statistics such as Pearson correlation analysis, hierarchical multiple regression, and the four-step method of mediation testing were used to analyze quantitative data that help answer research questions.

A Pearson correlation analysis was used to analyze the correlation between servant, transformational, and transactional leadership styles and employee job satisfaction. Given that each leadership style and employee job satisfaction were continuous variables, Pearson's bivariate correlation analysis was the most appropriate statistical tool for analyzing linear relationships between pairs of continuous variables (Frankfort-Nachmias & Leon-Guerrero, 2018). Applying the Pearson correlation analysis to the study analysis should help me verify whether each of the three independent variables has a correlational effect on the dependent variable. Such a verification should help answer the first research question.

Hierarchical multiple regression was used in the study to examine whether the dynamism of the organizational environment moderates the relationship between servant

leadership, transformational leadership, and employee job satisfaction. Hierarchical multiple regression helps explain the relationship between a dependent variable and two or more independent variables in a series of steps that differ from each other by the introduction of the moderation/interaction term (Field, 2018). Given that the dynamism of the organizational environment has three main hierarchical levels, low/stable, moderate, or high/turbulent; performing a hierarchical regression analysis through SPSS consisted of performing a simple linear regression analysis by hierarchical level. Doing such a hierarchical regression analysis was equivalent to performing a simple linear regression between transformational/servant leadership and employee job satisfaction based on the different hierarchical levels (i.e., low, moderate, high) of the moderating variable *environmental dynamism*.

The four-step method of mediation testing initially designed by Baron and Kenny (1986) was used in the study to test if the effect of transformational, servant, and transactional leadership styles on employee job satisfaction is partly or entirely transmitted by follower maturity. Mediation testing was the most appropriate choice of statistical test to answer the third research question because it helps determine the presence of mediating effects in the relationship between transformational, servant, and transactional leadership styles and employee job satisfaction. Previous studies showed that level of maturity of employees helps determine the appropriate leadership style to achieve certain organizational goals (Perna, 2016). Given that there is an influence between leadership style and follower maturity (Ebere & Fragouli, 2015) and between follower maturity and employee job satisfaction (Matthews, Daigle, & Houston, 2018),

follower maturity can be considered as a possible explanation of the relationship between leadership style and employee job satisfaction. As such, mediation analysis was the most appropriate statistical test to answer the third research question.

Prior to conducting the simultaneous and hierarchical multiple linear regression analyses, the data collected from the surveys were screened for violations of assumptions and checked for consistency (Leech, Barrett, & Morgan, 2015). These data were also verified for inconsistent responses as well as missing data. These checks allowed me to determine whether the data collected meet the statistical assumptions underlying the simultaneous and hierarchical multiple linear regression analyses.

Statistical assumptions underlying the study

Two statistical assumptions underlying the correlation analysis and the multiple linear regression analyses were considered appropriate for this study to answer RQ1, RQ2, and RQ3. Regarding RQ1, four assumptions required to conduct a Pearson correlation analysis were considered to verify whether the independent and dependent variables of the study were correlated (Jeong & Jung, 2016). Regarding RQ2 and RQ3, eight assumptions were considered to verify the eligibility requirements for conducting a multiple regression analysis, which then also apply for hierarchical linear regression and mediation testing (Ross & Willson, 2017; Yu, Jiang, & Land, 2015).

Missing data

An examination of missing data was carried out during the data analysis process to avoid threatening the external validity of the study (Little & Rubin, 2019). Missing data may appear in the data collection process due to errors in data entry such as

insufficient information provided to participants to answer a question, accidental jump of questions by participants, incomprehensible questions, and discomfort among participants to respond appropriately to specific questions (Raghunathan, 2015). Missing data may appear in this study if participants feel uncomfortable expressing their perception of their own maturity level, which may then cause a reduction in the overall sample size.

Treats to Validity

Validity in quantitative research designs consists of determining whether what was intended to be measured in a study has been measured or whether the research results accurately describe or reflect the phenomenon being studied (Burkholder et al., 2016). As such, validity in a research study relates to both the research design and the measures used to measure the variables in the study. Ombok and Aila (2015) argued that the validity of a research design involves assessing how well it fits the type of study that a researcher intends to conduct. Due to the relevance of the quantitative non-experimental correlational design chosen as the data collection technique for the study, the validity of this design to examine the extent to which servant, transactional, and transformational leadership styles are correlated with employee satisfaction was achieved.

Validity relating to measurement entails determining whether (a) the right variables are being measured, (b) the appropriate level of measurement is being used to measure these variables, and (c) the measurement instrument tool is being used for the purposes for which it was designed (Burkholder et al., 2016). Given that all variables in the study were continuous with an interval level of measurement and all chosen instruments were well-established and valid in the literature, the validity related to the

measurement of independent, dependent, moderator, and mediator variables was achieved. Other types of validity include external validity and internal validity.

External Validity

A potential threat to external validity could be found in similar types of leadership questionnaires that participants may have completed or previous informal discussions that employees may have participated about the quality/type of their leader's leadership style and the effect that it may have on their overall level of job satisfaction. Another threat to external validity is related to the sample and the design of the study. The sample was composed of employees from different countries in the world. Not all the countries in the world were considered in this study. As a result, the findings of the study may not be generalized to the overall population of employees in the world. The use of a snowball sampling strategy was an attempt to control this sampling limitation. Another threat concerned the potential low response rate of the participants contacted through SurveyMonkey as the survey remained open for only a few months, with the understanding that if the sample is not reached, the survey may be closed without the possibility of generalization. This threat was mitigated by the use of Qualtrics panel audience that helped increase the overall response rate of the study.

Internal Validity

Several threats to internal validity may occur in the study. Given that employees self-reported their maturity levels, they may identify themselves as highly mature differently from their actual behaviors. Given this risk of self-overestimation, this study could be confronted with an insufficient number of low-mature followers to validate the

hypothesis Ha33 concerning this category of followers. An introduction to the study and an explanation of all questionnaires was provided to participants to minimize this threat.

Ethical Procedures

To protect the rights of human subjects, the proposal for the study was reviewed and approved according to the protocol and strict guidelines set out by the Institutional Review Board (IRB) of Walden University (Approval number: 02-11-20-0628704). Informed consent was obtained from participants prior to their participation in the study. The informed consent contained the researcher's name, the mode of selection of participants, the purpose of the research, the benefits of participating in the research study, the level and type of participation required by the participant, and the risks to the participant. The informed consent also contained a guarantee of confidentiality for the participant that any information will only be seen by the researcher and his dissertation committee members, the information that the participant may withdraw from the study at any time as well as the name and contact information of the person a participant can call if he/she has a question.

Participants did not receive financial compensation for participation in the study. To help with reciprocity, the conclusion page of the survey in SurveyMonkey® and Qualtrics^{XM} allowed respondents to provide contact information (i.e., email) if they would like to receive a copy of the summary results of the study. The contact information was ignored from SurveyMonkey® and Qualtrics^{XM} data before analyzing the summary data.

To protect the confidentiality of participants, the summary data and the data analysis files were stored in password-protected files on a password-protected computer to ensure data confidentiality and privacy. Once the data were analyzed, a summary report was generated and will be sent to the individuals who wished to receive the summary report. The contact information of participants who wished to receive the summary report will be deleted once the summary report will be published.

Summary

In Chapter 3, a detailed outline was provided including the research approach and design, the data analysis plan, potential threats to validity, and the study's methodology that includes the recruitment of participants and the sampling and data collection strategies. A quantitative non-experimental correlational research design was found to be appropriate for the study to examine the extent to which servant, transactional, and transformational leadership styles could be correlated with employee job satisfaction. A combination of convenience sampling and snowball sampling techniques was found to be adequate in the study to select participants from multiple countries in the world. A sample size of 344 was needed to achieve generalizability. Informed consent, ethical procedures, and IRB approval for the study were achieved prior to the collection of any data. Data were collected using SurveyMonkey® and Qualtrics^{XM} tools containing demographic data, MLQ 5X-Short, the SLS survey, the JSS survey, a modified ten-item ERS survey, and the Akgun et al.'s (2008) survey. The data received from the sample were analyzed using descriptive statistics and inferential statistics such as the Pearson correlation analysis, hierarchical multiple regression, and mediation testing for

addressing the research questions of the study. Following the data collection process described in Chapter 3, the results of the study are described in Chapter 4.

Chapter 4: Results

The purpose of this quantitative, non-experimental, correlational study was to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction within organizations. A specific aim of the study was to examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction within organizations. The research questions and hypotheses that were used to guide the data analysis in the study were as follows:

RQ1: To what extent, if any, is there a correlation between transformational, transactional, and servant leadership styles and employee job satisfaction?

H_{01_1} : There is no correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

H_{a1_1} : There is a correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

H_{01_2} : There is no correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

H_{a1_2} : There is a correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

H_{01_3} : There is no correlation between servant leadership style and employee job satisfaction among leaders and their followers.

H_{a13}: There is a correlation between servant leadership style and employee job satisfaction among leaders and their followers.

RQ2: To what extent, if any, does environmental dynamism moderate the relationship between servant and transformational leadership styles and employee job satisfaction?

RQ2.1: To what extent, if any, does transformational leadership influence employee job satisfaction in dynamic environments?

RQ2.2: To what extent, if any, does servant leadership influence employee job satisfaction in stable environments?

H₀₂₁: Environmental dynamism does not moderate the relationship between transformational leadership and employee job satisfaction.

H_{a21}: The relationship between transformational leadership and employee job satisfaction will be stronger in turbulent environments than in stable environments.

H₀₂₂: Environmental dynamism does not moderate the relationship between servant leadership and employee job satisfaction.

H_{a22}: The relationship between servant leadership and employee job satisfaction will be stronger in stable environments than in turbulent environments.

RQ3: To what extent, if any, does follower maturity mediate the relationship between transformational, servant, and transactional leadership styles and employee job satisfaction?

H₀₃₁: Follower maturity does not mediate the relationship between transformational leadership and employee job satisfaction.

H_{a31}: The relationship between transformational leadership and employee job satisfaction will be effective when follower maturity is moderate.

H₀₃₂: Follower maturity does not mediate the relationship between servant leadership and employee job satisfaction.

H_{a32}: The relationship between servant leadership and employee job satisfaction will be associated with highly mature followers.

H₀₃₃: Follower maturity does not mediate the relationship between transactional leadership and employee job satisfaction.

H_{a33}: The relationship between transactional leadership and employee job satisfaction will be appropriate when follower maturity is low.

Chapter 4 includes the data collection strategy in more detail, the data analysis process, and the results pertaining to the data collected for this quantitative cross-sectional study. Chapter 4 begins with the review of the data collection procedure used for this study. Next, I outline the descriptive statistics, which help describe the characteristics of the study participants, and then present the results of the data analysis addressing the three research questions. I conclude Chapter 4 with a summary and an introduction to Chapter 5.

Data Collection

Data collected directly from research participants provided the primary data in the survey questionnaire of this study. A cross-sectional survey was developed to collect empirical data on the independent and dependent variables. Data collection for this study

took place over an 8-week period in two rounds of surveys distributed through SurveyMonkey and Qualtrics. On April 20, 2020, the study was approved by Walden IRB, then the survey designed from SurveyMonkey was distributed to my referring friends via social media. On April 22, 2020, this survey was made visible to members of the Walden participant pool. A total of 461 participants responded to the survey invitation that I and my referring friends posted on social networks (WhatsApp and LinkedIn) and that I also posted on the Walden participation pool website. Of these 461 participants, 302 participants completed all survey questions after the first round of surveys distributed through SurveyMonkey.

One month after the distribution of the first round of surveys, the number of completed responses was only 184, thus making the sample size considerably smaller than the minimum of 344 completed responses required for this study. Given that the first round of surveys failed to generate a sufficient audience with the participants contacted via the social networks and the Walden participation pool, I launched a second round of surveys via the Qualtrics panel system to obtain the required sample size of 344 participants for this study. A total of 410 participants from the Qualtrics panel audience had fully answered all of the survey questions as of May 29, 2020, thus bringing the total of respondents to 871 and the total of completed responses to 712 when combining all responses from Qualtrics and SurveyMonkey tools. Regarding the statistical power analysis, I needed 344 participants, and the final number of completed responses ($N=712$) far exceeded the minimum sample size. The overall completion rate for this study was 81.74%. Such a response rate of 81.74% is considered acceptable and would not affect

the validity of the results of a study (Frankfort-Nachmias & Nachmias, 2008). One hundred and fifty-eight responses (18.26%) were incomplete or failed to meet the inclusion criteria for the study and were then dropped from the study.

There were no major deviations from the data collection plan, except that the sample size far exceeded the minimum sample size required for this study. The minimum sample size required for this study was 344, while the sample size ultimately obtained for this study was 712. Such a deviation is a strength for this study because larger samples increase the statistical power and decrease the estimation error to produce a large effect (Warner, 2013). Based on this larger sample, the results more accurately represent the characteristics of the populations from which the data originate.

Survey Administration

I collected psychometric data from participants spread across the world with the help of my referral friends and the survey coordinators from Qualtrics panel system and Walden participant pool system. On April 20, 2020, I distributed the survey link to my referral contacts, who then forwarded it to larger groups of participants. Data collection for this study took place over a 11-week period in two rounds: a first round of surveys administered through SurveyMonkey and a second round of surveys administered through Qualtrics. Overall, data collection for this study started on April 20, 2020 and ended on July 4, 2020. As of July 4, 2020, the total number of participants who fully responded was 712.

At the end of the data collection, I logged into my password protected computer and onto the password protected websites of SurveyMonkey® and Qualtrics^{XM} to view

and export data. The response data was exported to a password-protected SPSS file on a password protected computer. Data from the SPSS file were used in SPSS to perform the data analysis for the study. To develop an understanding of the demographics of all variables, I performed descriptive statistics using SPSS. Means, variances, and standard deviations were computed for all of the study variables to indicate the characteristics of each variable.

Study Results

SPSS was used to obtain descriptive statistics that could be used to buttress the study results. The overall results showed that there is a correlation between servant leadership and employee job satisfaction, and a correlation between transformational leadership and employee job satisfaction, but no correlation between transactional leadership and employee job satisfaction. Moreover, these results showed that the relationship between (a) transformational leadership and employee job satisfaction is a moderate positive relationship that is statistically significant and (b) servant leadership and employee job satisfaction is a moderate positive relationship that is statistically significant. Furthermore, the results indicated that the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction and that follower maturity mediates this relationship. More specifically, the results indicated that the relationship between servant leadership and employee job satisfaction is stronger in stable environments than in turbulent environments. The results showed that transformational leadership does not influence employee job satisfaction in highly dynamic environments more than in weakly dynamic environments. The results

also indicated that follower maturity mediates the relationship between transformational leadership and employee job satisfaction regardless of the level of follower maturity (low, moderate, high) and this mediation is more pronounced for followers who are weakly mature. Similar results showed that follower maturity mediates the relationship between servant leadership and employee job satisfaction regardless of the level of follower maturity and this mediation is more effective for followers who are weakly mature.

Descriptive Statistics

Frequencies and percentages were computed for all variables examined in this study. The demographic characteristics of the sample in this study are presented in Table 1. Out of the 871 respondents who clicked on the survey link, a total of 763 individuals reported their gender. Table 2 indicates that 382 (50.1%) participants were male and 381 (49.9%) were female. A total of 766 individuals reported their age. Out of these participants, 140 respondents reported being under the age of 30 (18.4%), 219 respondents were between the ages of 31 and 40 (28.8%), 204 respondents were between the ages of 41 and 50 (26.8%), 102 respondents were between the ages of 51 and 60 (13.4%), and 97 respondents were over the age of 61 (12.7%). A total of 767 individuals reported their hierarchical rank in their organization. Out of these participants, 270 (35.2%) were non-management staff, 247 (32.2%) were middle-managers, 104 (13.6%) were senior-managers, 95 (12.4.0%) were top-managers, and 51 (6.6%) were C-Chief executives.

A total of 767 people reported their level of education. Out of these 767 participants, 345 respondents possessed a master's degree (45.0%), 221 (28.8%) had a bachelor's degree, 58 (7.6%) participants had a doctorate degree, 48 (6.3%) participants held an associate degree, 23 (3.0%) respondents held professional training certificates, 71 (9.3%) respondents held some college levels, and 1 participant (.1%) decided not to answer this question. The range of years of experience of participants regardless of the industry in which they worked was 6 to 10 years (20.1%), followed by 11 to 15 years (17.5%), over 31 years (14.9%), 16 to 20 years (14.1%), 1 to 5 years (13.2%), 21 to 25 years (11.2%), 26 to 30 years (8.4%), and finally less than one year (.7%). A total of 766 people declared their seniority as employees in their organization. The range of years of experience in their organization was 1 to 5 years (31.7%), followed by 6 to 10 years (25.2%), then 11 to 15 years (14.1%), then 16 to 20 years (9.5%), then less than a year (7.2%), then 21 to 25 years (4.8%), then more than 31 years (4.4%), and finally 26 to 30 years (3.0%).

All the major industry sectors in the world were represented in the sample. The most represented industries were health care and social assistance (12.7%), financial activities (10.1%), educational services (10.1%), information (9.1%), professional and business services (7.9%), and other services (12.7%). A total of 759 people reported their number of years of management experience regardless of the industry in which they worked. The range of years of management experience regardless of the industry was 1 to 5 years (26.1%), followed by 6 to 10 years (21.6%), and 11 to 15 years (11.2%). A total of

152 (20.0%) respondents had not yet reached a management role in any organization or had never reported to a manager in any organization.

A total of 762 people reported their number of years of management experience in their organization at the time of the data collection. The range of years of management experience in their organization was 1 to 5 years (30.8%), followed by 6 to 10 years (19.3%), then 11 to 15 years (8.9%), and the range of less than a year (6.2%). A total of 209 (27.4%) participants had not yet reached a management role in their organization or had not yet reported to a manager in their organization. The range of years of service of respondents in their position within their organization at the time of the data collection was 1 to 5 years (31.7%), followed by 6 to 10 years (25.2%), then 11 to 15 years (14.1%), then 16 to 20 years (9.5%), then the range of less than a year (7.2%), 21 to 25 (4.8%), the range of over 61 years (4.4%), and 26 to 30 years (3.0%). The range of years of service of respondents working under their manager within their organization at the time of the data collection was 1 to 5 years (51.6%), then the range of less than a year (17.1%), followed by 6 to 10 years (16.2%), 11 to 15 years (5.1%), the "not applicable" range (5.0%), 16 to 20 years (2.6%), 21 to 25 (1.0%), 26 to 30 years (.9%), and the range of over 61 years (.5%). A total of 30 countries were represented in the sample. The descriptive statistics in Table 1 revealed a disproportionate number of respondents were geographically located in different parts of the world: Africa, America, Asia, and Europe. The most represented countries were the United States of America with 521 (59.82%) respondents, Cameroon with 114 (13.09%) participants, Ivory Coast with 40 (4.59%) respondents, France with 10

participants (1.15%), Canada with 9 participants (1.03%), and the United Kingdom (.92%) with 8 participants.

Table 2

Descriptive Statistics Obtained for the Survey

		Frequency	%
Gender	Female	381	49.9
	Male	382	50.1
	Total	763	100
Age range	18-30 years	140	18.4
	31-40 years	219	28.8
	41-50 years	204	26.8
	51-60 years	102	13.4
	61+ years	97	12.7
	Total	760	100.0
Education level	Some college	71	9.3
	Professional Training Certificates	23	3.0
	Associates Degree	48	6.3
	Bachelor's Degree	221	28.8
	Master's Degree	345	45.0
	Doctoral Degree	58	7.6
	Prefer not to answer question	1	0.1
Total	767	100.0	
Hierarchical rank	Non-Management	270	35.2
	Middle-Management	247	32.2
	Senior Management	104	13.6
	Top Management	95	12.4
	C-Chief executives	51	6.6
	Total	767	100.0
Industry	Federal government	38	4.6
	State and local government	50	6.1
	Agriculture, forestry, fishing, and hunting	10	1.2
	Goods-producing, excluding agriculture	3	.4
	Mining	4	.5
	Construction	33	4.0
	Manufacturing	45	5.5
	Services-providing excluding special industries	35	4.2
	Utilities	16	1.9
	Wholesale trade	7	.8
	Retail trade	28	3.4
	Transportation and warehousing	17	2.1
	Information	75	9.1
	Financial activities	83	10.1
Professional and business Services	65	7.9	

	Educational services	83	10.1
	Health care and social assistance	104	12.6
	Leisure and hospitality	15	1.8
	Other services	113	13.7
	Total	824	100.0
Total Years of experience in all working organizations	Less than one year	5	0.7
	1-5 years	101	13.2
	6-10 years	154	20.1
	11-15 years	134	17.5
	16-20 years	108	14.1
	21-25 years	86	11.2
	26-30 years	64	8.4
	31+ years	114	14.9
	Total	766	100.0
Years of management experience in their organization	Not Applicable / Has not yet reached a management role	209	27.4
	Less than one year	47	6.2
	1-5 years	235	30.8
	6-10 years	147	19.3
	11-15 years	68	8.9
	16-20 years	23	3.0
	21-25 years	14	1.8
	26-30 years	9	1.2
	31+ years	10	1.3
	Total	762	100.0
Years of management experience in all working organizations	Not Applicable / Has not yet reached a management role	152	20.0
	Less than one year	38	5.0
	1-5 years	198	26.1
	6-10 years	164	21.6
	11-15 years	85	11.2
	16-20 years	60	7.9
	21-25 years	30	4.0
	26-30 years	15	2.0
	31+ years	17	2.2
	Total	759	100.0
Length of service in their organization	Less than one year	55	7.2
	1-5 years	243	31.7
	6-10 years	193	25.2
	11-15 years	108	14.1
	16-20 years	73	9.5
	21-25 years	37	4.8
	26-30 years	23	3.0
	31+ years	34	4.4
	Total	766	100.0
Length of service in their position in the organization	Less than one year	84	11.0
	1-5 years	376	49.1
	6-10 years	167	21.8
	11-15 years	69	9.0
	16-20 years	33	4.3
	21-25 years	19	2.5
	26-30 years	8	1.0
	31+ years	10	1.3
	Total	766	100.0

	Not applicable	38	5.0
	Less than one year	131	17.1
Years of service working under their manager in their organization	1-5 years	396	51.6
	6-10 years	124	16.2
	11-15 years	39	5.1
	16-20 years	20	2.6
	21-25 years	8	1.0
	26-30 years	7	.9
	31+ years	4	.5
	Total	767	100.0
Country	Burkina Faso	1	.11
	Cameroon	114	13.09
	Canada	9	1.03
	Chad	1	.11
	Dominican Republic	2	.23
	Egypt	2	.23
	Ethiopia	1	.11
	France	10	1.15
	Gabon	1	.11
	Germany	1	.11
	Ghana	8	.92
	Hungary	1	.11
	India	4	.46
	Indonesia	1	.11
	Ireland	2	.23
	Ivory Coast	40	4.59
	Jamaica	2	.23
	Japan	1	.11
	Jordan	1	.11
	Kenya	4	.46
	Madagascar	1	.11
	Mauritania	1	.11
	Mauritius	1	.11
	Nigeria	4	.46
	Republic of Congo	2	.23
	Saudi Arabia	1	.11
	Senegal	1	.11
	South Africa	3	.34
	South Korea	1	.11
	Trinidad and Tobago	1	.11
	Tunisia	3	.34
	United Arab Emirates	2	.23
	United Kingdom	8	.92
	United States of America	521	59.82
	Not specified	3	.34
	Total	689	100.0

Regarding demographic variables, descriptive statistics revealed that a disproportionate number of respondents were mainly located in the United States of

America, Cameroon, Ivory Coast, France, Canada, and the United Kingdom. Moreover, descriptive statistics showed that the majority of the respondents were found in the age categories of 31- 40 and 41-50, so the respondents were mature enough to provide information related to the study. Given that the highest level of education for the majority of respondents was the master's degree, participants were at an acceptable level of educational qualification requirements to provide information related to the study. Given that the majority of respondents had between 6 and 10 years of work experience or higher, respondents had adequate experience to provide information about their leader's leadership style, the dynamism level of their organizational environment, and their own maturity level.

Regarding the independent and dependent variables, Table 3 shows the descriptive statistics associated with transformational leadership, transactional leadership, servant leadership, and employee job satisfaction. As shown in Table 3, transformational leadership scores ranged from 0 to 4, with a mean score of 2.5852 and a standard deviation of .90220. Such a mean score implies that transformational leadership exercised by the respondents' leaders was less than the ideal frequency (i.e., 3 or greater) of transformational leadership according to the research validated benchmark (Bass & Avolio, 1995). This result shows that the respondents' leaders were not applying transformational leadership behavior as equal as the suggested ideal level for the most effective transformational leadership score.

Regarding transactional leadership, Bass and Avolio (1995) suggested that the mean score should be between 2.0 - 3.0 (sometimes and fairly often) for contingent

rewards and between 1.0 - 2.0 (once in a while and sometimes) for management by exception-active. Table 3 shows that the mean level of transactional leadership was 2.1536 with a standard deviation of .69839. This result indicates that respondents more often perceived their managers as transactional leaders than transformational leaders. Table 3 indicates that the standard deviation of transactional leadership style (i.e., .69839) was less than the standard deviation of transformational leadership style (i.e., .90220). This result shows that the responses of participants were less dispersed for transactional leadership than for transformational leadership.

Servant leadership scores ranged from 1 to 6 with a mean score of 4.4873 and a standard deviation of 1.07268. Given that this mean score is closer to 5 (i.e., agree) than 4 (somewhat agree), respondents more generally agreed that their managers were practicing servant leadership behaviors. Given that the mean score for servant leadership was higher than that for transactional leadership, which was also higher than that for transformational leadership, this result implies that comparatively the leadership style most frequently used by the respondent's leaders was servant leadership, followed by transactional leadership, then transformational leadership. As a result, servant leadership style was relatively the dominant leadership style in the organizations of the study participants.

Regarding the job satisfaction levels of employees, job satisfaction scores ranged from 47 to 212 with a mean score of 143.2792 and a standard deviation of 28.12787. Given that this mean score was between 108 and 144, the majority of participants showed that they were ambivalent most of the time regarding their job satisfaction levels. There

were variations in the responses, with some participants being neither dissatisfied nor satisfied, while other respondents were satisfied and others were dissatisfied.

After examining the descriptive statistics for the sample, I performed statistical calculations of hierarchical regression, mediation, and correlation tests to verify the hypotheses formulated for the three research questions of this study. The results of these tests and their implications for validating the hypotheses of this study are presented in the following sections. The following sections start by the assumptions required to perform statistical analyses.

Assumptions for Statistical Analyses

Due to the fact that this study was a quantitative, nonexperimental, correlational study examining the relationship between each of the three independent variables (servant, transformational, and transactional leadership styles) and one dependent variable (employee job satisfaction), a 2-tailed Pearson correlation analysis was chosen to answer RQ1. The predictive relationship between the three leadership styles and employee job satisfaction was further analyzed by using a multiple linear regression analysis, which all leadership styles were taken as independent variables and employee job satisfaction was considered as the dependent variable. Hierarchical multiple regression was also conducted to answer RQ2, as a supplementary statistical analysis, to examine whether the dynamism of the organizational environment moderates the relationship between servant leadership, transformational leadership, and employee job satisfaction. The four-step method of mediation testing originally designed by Baron and Kenny (1986) was used to answer RQ3 by testing whether the effect of transformational,

servant, and transactional leadership styles on employee job satisfaction is partially or fully transmitted by follower maturity.

Statistical assumptions for Pearson correlation analysis

Before conducting the Pearson r correlation analysis, the following four assumptions were conducted: level of measurement, related pairs, absence of outliers, and linearity.

Assumption 1: Variable classification. The classification of variables involves the independent and dependent variables being independently classified as quantitative and considered continuous, either interval or ratio. The dependent variable and the three independent variables in this study fell into this classification with a *scale* level of measurement. A linear relationship can be determined. This assumption was not violated.

Assumption 2: Linearity. Linearity involves a linear relationship between the independent variables and the dependent variable. A monotonic linearity (i.e., straight line and not curved) was observed in the scatter diagrams, as shown in Figures 6, 7, and 8. Given that a relatively “straight line” relationship between the variables was formed, this assumption was not violated.

Assumption 3: Lack of extreme outliers in either variable. A first visual reading of the scatterplots was performed, and one extreme outlier was apparently identified but its servant leadership score (i.e., 5.50) was less than ± 3.29 standard deviation from the mean (i.e., 4.4873). This assumption was not also violated, so the results of the correlation did not skew in either direction the line of best fit formed by the correlation.

Assumption 4: Normality. The presence of normal distribution was tested by applying skewness and kurtosis tests as well as histograms. As shown in Table 3, the results of the skewness and kurtosis tests for the three independent variables and the dependent variable were in the range of -1 and +1, indicating that the assumption of normality was met. Regarding the kurtosis, job satisfaction has a negative kurtosis, meaning that the distribution is slightly flatter than normal or platykurtik. Table 3 shows the opposite for transformational, transactional, and servant leadership in which the kurtosis value is positive. The histogram plots enabled the data to be inspected to determine whether normal distribution was evident. An analysis of the histograms depicted in Figures 9–12 indicated that the assumption of normality had not been violated for any of the three independent variables and the dependent variable.



Figure 6. Simple scatter of job satisfaction by transformational leadership.



Figure 7. Simple scatter of job satisfaction by transactional leadership.



Figure 8. Simple scatter of job satisfaction by servant leadership.

Table 3

Descriptive Statistics for the Independent and Dependent Variables

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Servant leadership	742	1.00	6.00	4.4873	1.07268	-.970	.090	.804	.179
Transactional	720	.00	4.00	2.1536	.69839	.267	.091	.136	.182
Transformational	720	.00	4.00	2.5852	.90220	-.681	.091	.088	.182
Job satisfaction	702	47.00	212.00	143.2792	28.12787	.243	.092	-.093	.184
Valid N (listwise)	699								

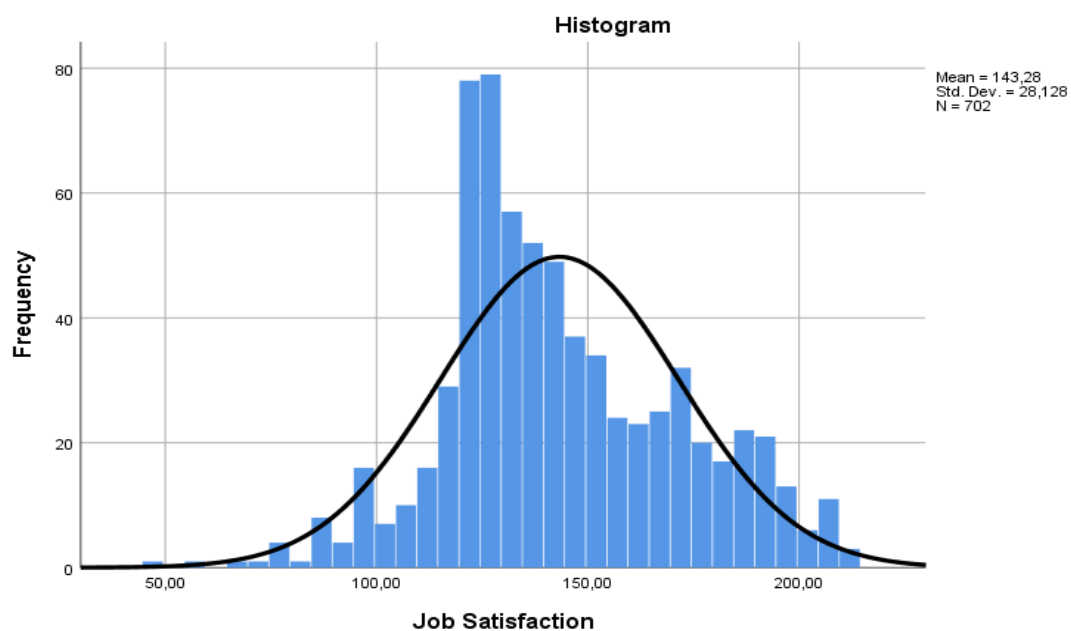


Figure 9. Normal distribution plot for job satisfaction.

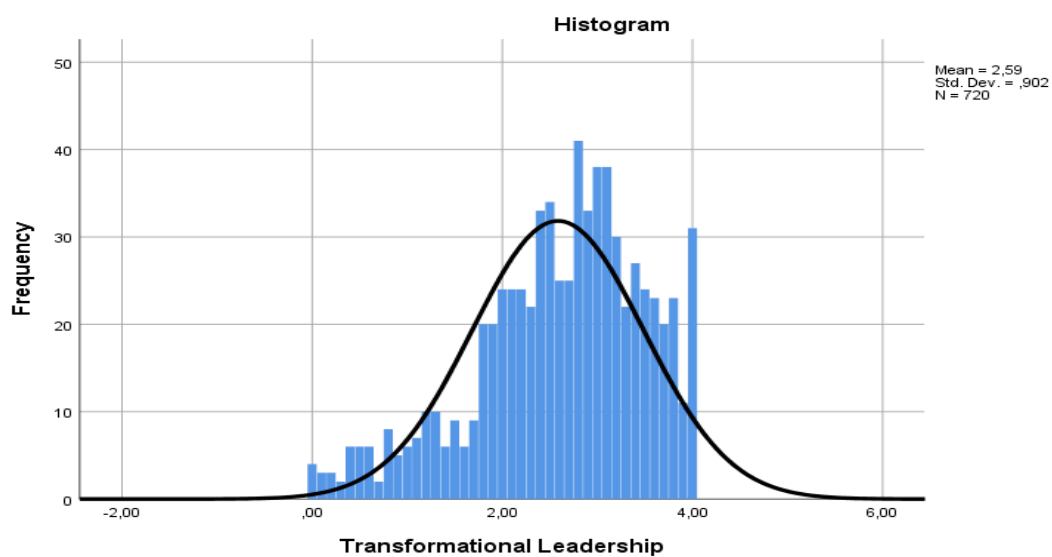


Figure 10. Normal distribution plot for transformational leadership.

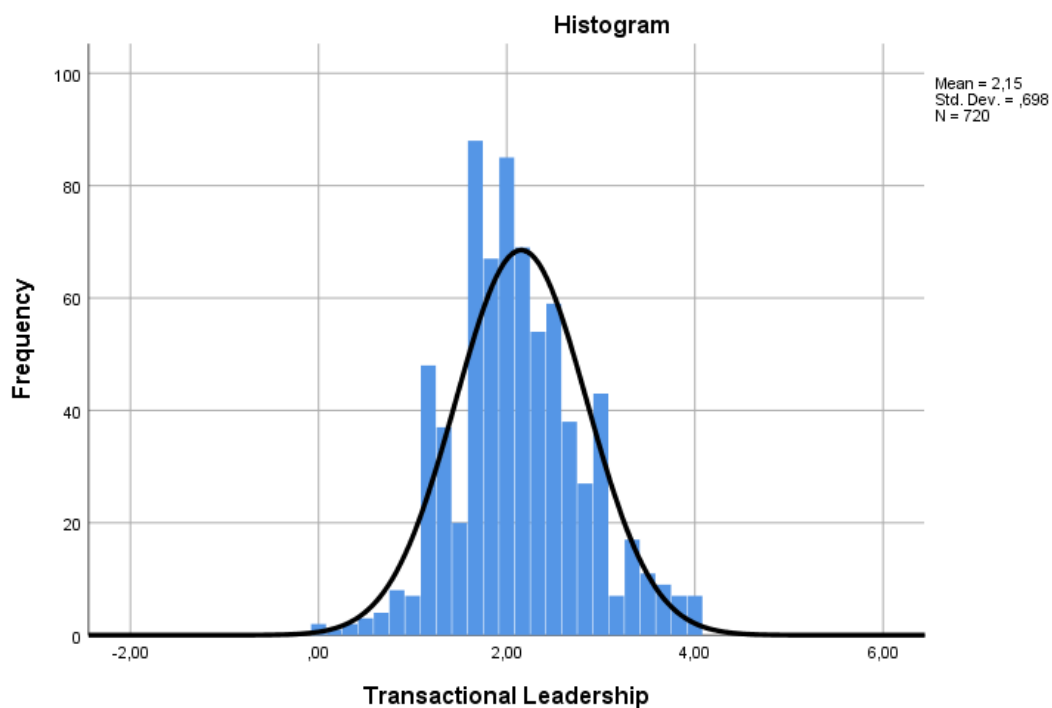


Figure 11. Normal distribution plot for transactional leadership.

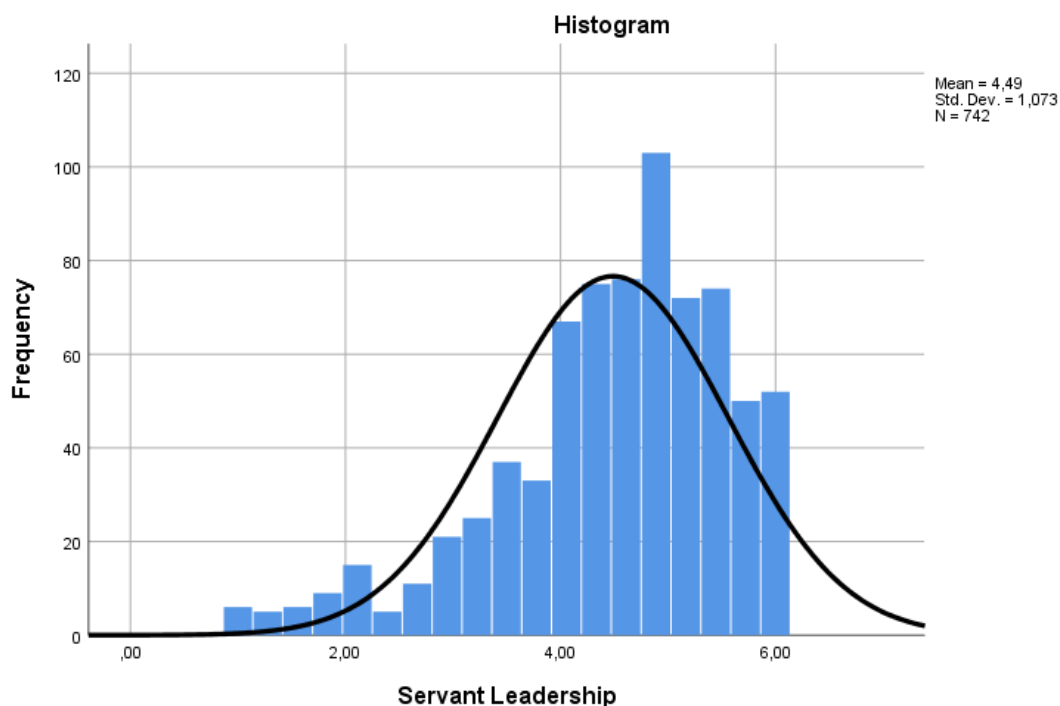


Figure 12. Normal distribution plot for servant leadership.

Statistical assumptions for multiple regression analysis

The first step in performing a multiple regression analysis was to verify the eligibility requirements by checking whether that data "passed" the eight assumptions. The first assumption of variable classification was fulfilled because the study had one dependent variable which was measured at a scale level of measurement. The dependent variable in this study is employee job satisfaction, which was measured by the JSS instrument.

The second assumption was met because the study involved at least two independent variables that were measured at the continuous level. The first independent variable *transformational leadership* is a continuous variable. The second independent

variable *servant leadership* represents a continuous variable. The third independent variable *transactional leadership* is also a quantitative variable.

To check the third assumption, a standard multiple regression procedure was performed to inspect for residuals. The *independence of observations* was verified using the Durbin-Watson statistic (see Table 4) to determine the independent errors. For all the three independent and the dependent variables, there was independence of residuals, as assessed by a Durbin-Watson statistic of 1.853. Regarding diagnostics for the regression model, the model summary in Table 4 shows that the Durbin-Watson statistic has the value of 1.853, which is close to 2, thus indicating that there is no autocorrelation detected in the sample between the residuals. So, the assumption of independence of errors is met.

The fourth assumption, linearity was tested through the observed partial regression plot. The partial regression plot in Figure 14 indicated a linear relationship, thus meeting the linearity assumption. The fourth assumption was met.

To verify assumption five, homoscedasticity, the studentized residuals were plotted against the standardized predicted values. A visual inspection of a plot of studentized residuals versus standardized predicted values in Figure 14 shows that there was homoscedasticity. The residuals in the plot showed an approximate rectangular distribution. The scatter plot in Figure 14 shows no discernible pattern with the spread of scatter (e.g., no funnel or cone-shaped pattern), thus suggesting that the assumption of homoscedasticity was satisfied.

The sixth assumption involved the importance of having no multicollinearity. Table 5 shows that the values of the variance inflation factor (VIF) for all predictor variables range from 1.346 to 3.738, which are well below that 10.0 general rule, which indicate there was not any problem with collinearity. Table 5 also shows that the tolerance for all predictor variables were superior to .1. The assumption of no multicollinearity was also met.

The seventh assumption was checked to see whether significant outliers existed. Table 6 show that all cases had standardized residuals less than ± 3 . The Cook's Distance values for each case were checked for influential points. Table 6 shows also that the Cook's Distance values range from a minimum of .000 to .046, well below the general rule of 1.0 (i.e., no Cook's Distance values greater than 1), thus none of the cases needed to be investigated further. As a result, there was no undue influence in this model.

Assumption eight is related to the assumption of normality. The histogram in Figure 13 revealed that the standardized residuals appeared to be approximately normally distributed. The histogram in Figure 13 shows that the distribution of errors is fairly normal, thus indicating that the assumption of the normal distribution of errors is also met (no significant deviation from normality). The assumption of normality was also evaluated by viewing the P-P Plot. The P-P Plot in Figure 15 confirmed this result because the points were aligned along the diagonal line and these points did not show a large deviation from normality. As a result, no transformation or adaptation was needed because the assumption of normality was met.

Table 4

Model Summary for Linear Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.646	.418	.415	21.47070	1.853

Note. Predictors: (Constant), Transactional leadership, Servant leadership, Transformational leadership
 Dependent Variable: Job Satisfaction

Table 5

Coefficients for Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	100.204	3.993		25.093	.000	92.364	108.045		
	Transformational	17.876	1.757	.569	10.173	.000	14.426	21.326	.267	3.738
	Servant	4.989	1.361	.191	3.665	.000	2.317	7.662	.307	3.257
	Transactional	-11.865	1.341	-.297	-8.851	.000	-14.498	-9.233	.743	1.346

Note. Dependent Variable: Job Satisfaction

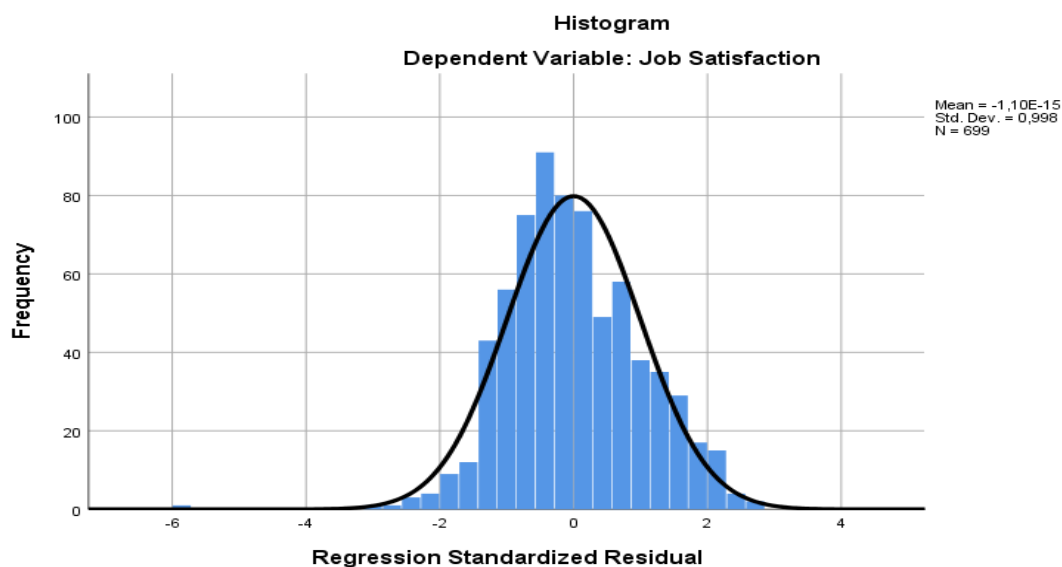


Figure 13. Frequency distribution of the regression standardized residual on job satisfaction.

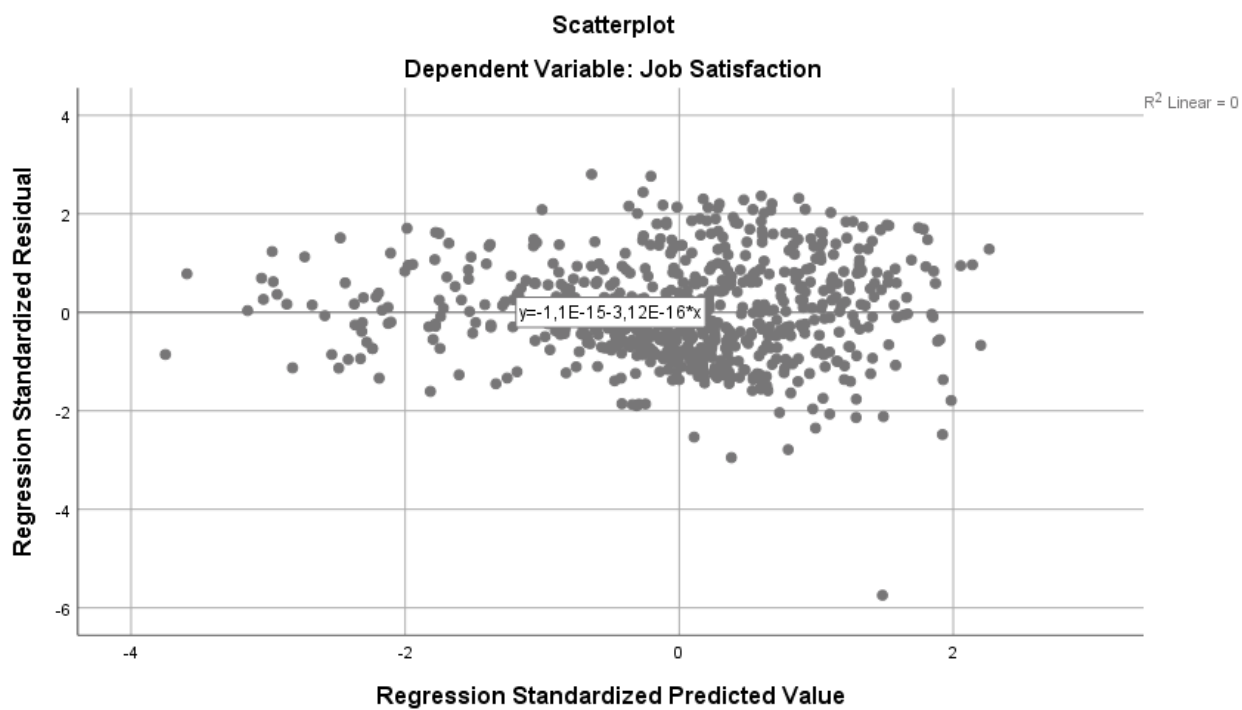


Figure 14. Homoscedasticity plot of residuals and predicted values.

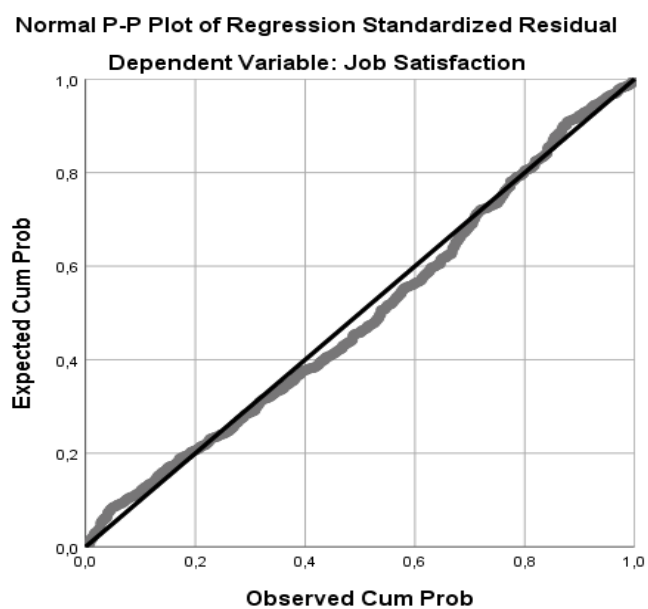


Figure 15. P-Plot of job satisfaction.

Table 6

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	75.3723	184.4686	143.4177	18.14899	699
Std. Predicted Value	-3.749	2.262	.000	1.000	699
Standard Error of Predicted Value	.820	4.835	1.540	.517	699
Adjusted Predicted Value	75.8071	184.1243	143.4207	18.15544	699
Residual	-123.33912	60.18741	.00000	21.42451	699
Std. Residual	-5.745	2.803	.000	.998	699
Stud. Residual	-5.760	2.810	.000	1.001	699
Deleted Residual	-124.01714	60.47720	-.00298	21.54977	699
Stud. Deleted Residual	-5.899	2.824	.000	1.003	699
Mahal. Distance	.020	34.403	2.996	3.140	699
Cook's Distance	.000	.046	.001	.003	699
Centered Leverage Value	.000	.049	.004	.004	699

Note. Dependent Variable: Job Satisfaction

Test Results for Hypothesis 1

RQ1: To what extent, if any, is there a correlation between transformational, transactional, and servant leadership styles and employee job satisfaction?

H_{01} : There is no correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

H_{a1} : There is a correlation between transformational leadership style and employee job satisfaction among leaders and their followers.

H_{02} : There is no correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

H_{a2} : There is a correlation between transactional leadership style and employee job satisfaction among leaders and their followers.

H_{03} : There is no correlation between servant leadership style and employee job satisfaction among leaders and their followers.

H_{a13} : There is a correlation between servant leadership style and employee job satisfaction among leaders and their followers.

Hypothesis 1 in statistical terms

H_{011} : $r_1 = 0$. r_1 is the population correlation coefficient in the relationship between transformational leadership and employee job satisfaction.

H_{a11} : $r_1 \neq 0$.

H_{012} : $r_2 = 0$. r_2 is the population correlation coefficient in the relationship between transactional leadership and employee job satisfaction.

H_{a12} : $r_2 \neq 0$.

H_{013} : $r_3 = 0$. r_3 is the population correlation coefficient in the relationship between servant leadership and employee job satisfaction.

H_{a13} : $r_3 \neq 0$.

Correlational analysis for hypothesis 1

A Pearson correlation analysis was conducted to examine the relationship between transformational leadership and employee job satisfaction, which yielded the results shown in Table 7. The results in Table 7 show that the correlation coefficient (i.e., .579) is statistically significant at the .05 level (two-tailed) and that this correlation is moderately closer to 1 than 0, thus signaling that transformational leadership was moderately a good predictor of employee job satisfaction. Given that the Pearson correlation coefficient r_1 is +.579 and statistically significant at 0.05 level, there was a moderate positive relationship between transformational leadership and employee job satisfaction. Given that the statistical significance was found in examining the correlation between transformational

leadership and employee job satisfaction, the null hypothesis H_{01_1} was rejected in favor of the alternative hypothesis H_{a1_1} .

Table 7

Bivariate Analysis among Transformational Leadership and Employee job satisfaction

		Transformational	Job satisfaction
Transformational leadership	Pearson Correlation	1	.579
	Sig. (2-tailed)		.000
	N	720	699
Job satisfaction	Pearson Correlation	.579	1
	Sig. (2-tailed)	.000	
	N	699	702

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

Table 8 shows that the correlation between transactional leadership and employee job satisfaction did not achieve statistical significance. In this case, the significance (2-tailed) P-value (i.e., .111) was greater than alpha ($P > 0.05$) at 95% confidence level. Table 8 shows that the Pearson correlation coefficient (r_2) between transactional leadership and employee job satisfaction was .060 ($r_2 = .060$), thus meaning that the strength of the relationship was very weak. As a result, Table 8 shows that the correlational relationship between transactional leadership between employee job satisfaction was not statistically significant. The null hypothesis H_{01_2} was supported.

Table 8

Bivariate Analysis among Transactional Leadership and Employee job satisfaction

		Transactional	Job satisfaction
Transactional leadership	Pearson Correlation	1	.060
	Sig. (2-tailed)		.111
	N	720	699
Job satisfaction	Pearson Correlation	.060	1
	Sig. (2-tailed)	.111	
	N	699	702

As shown in Table 9, the results of the analysis indicated a statistically significant correlation between servant leadership and employee job satisfaction. These results show that the Pearson correlation coefficient ($r_3 = .553$) is statistically significant at the .05 level (two-tailed) and that this correlation was moderately closer to 1 than 0, thus indicating a moderate positive relationship between servant leadership and employee job satisfaction. The hypothesis H_{a3_1} is confirmed.

Table 9

Bivariate Analysis among Servant Leadership and Employee job satisfaction

		Servant	Job satisfaction
Servant leadership	Pearson Correlation	1	.553
	Sig. (2-tailed)		.000
	N	742	700
Job satisfaction	Pearson Correlation	.553	1
	Sig. (2-tailed)	.000	
	N	700	702

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

Test Results for Hypothesis 2

RQ2: To what extent, if any, does environmental dynamism moderate the relationship between servant and transformational leadership styles and employee job satisfaction?

RQ2.1: To what extent, if any, does transformational leadership influence employee job satisfaction in highly dynamic environments?

RQ2.2: To what extent, if any, does servant leadership influence employee job satisfaction in stable environments?

H_{02_1} : Environmental dynamism does not moderate the relationship between transformational leadership and employee job satisfaction.

H_{a2_1} : The relationship between transformational leadership and employee job satisfaction will be stronger in turbulent environments than in stable environments.

H_{02_2} : Environmental dynamism does not moderate the relationship between servant leadership and employee job satisfaction.

H_{a2_2} : The relationship between servant leadership and employee job satisfaction will be stronger in stable environments than in turbulent environments.

Hypothesis 2 in statistical terms

The second research question concerned the determination of the moderating effect of (a) transformational leadership on employee job satisfaction in highly dynamic environments and (b) servant leadership on employee job satisfaction in weakly dynamic environments. Testing whether the dynamism of the organizational environment moderates the relationship between transformational leadership and employee job satisfaction suggests testing for moderation in the context of a model in which the regression equation is:

$Y = A_0 + A_1X_1 + \beta_iX_2$ where Y = employee job satisfaction; X_1 is transformational leadership; X_2 is the score of the dynamism of the organizational environment = high/frequent if the score is between 4 and 5, moderate if the score is between 2 and 4, and low if the score is between 1 and 2. A_0 is the intercept; A_1 is the effect of X_1 on Y ; and β_i is the effect of X_2 on Y in which $i = 1$ in lowly dynamic environments, $i = 2$ in moderately dynamic environments, and $i = 3$ in highly dynamic environments. $\beta_i = 0$ means that there is no moderation between transformational leadership and job satisfaction.

$$H_{021}: \beta_1 = \beta_2 = \beta_3 = 0.$$

$$H_{a21}: \beta_1 \neq 0 \text{ and } \beta_2 \neq 0 \text{ and } \beta_3 \neq 0 \text{ and } A_1 \neq 0.$$

To express the stronger importance of highly dynamic environments than weakly dynamic environments (i.e., $\beta_3 > \beta_1$) in the relationship between transformational leadership and job satisfaction, the hypothesis H_{a21} becomes:

$$H_{a21}: \beta_1 \neq 0 \text{ and } \beta_2 \neq 0 \text{ and } \beta_3 \neq 0 \text{ and } \beta_3 > \beta_1 \text{ and } A_1 \neq 0.$$

Testing whether the dynamism of the organizational environment moderates the relationship between servant leadership and employee job satisfaction suggests testing for mediation in the context of a model in which the regression equation is:

$Y = C_0 + C_1 X_3 + \mu_j X_2$ where Y = employee job satisfaction; X_3 is servant leadership; X_2 is the score of the dynamism of the organizational environment = high/frequent if the score is between 4 and 5, moderate if the score is between 2 and 4, and low if the score is between 1 and 2. C_0 is the intercept; C_1 is the effect of X_3 on Y ; and μ_j is the effect of X_2 on Y in which $j = 1$ in lowly dynamic environments, $j = 2$ in moderately dynamic environments, and $j = 3$ in highly dynamic environments. $\mu_j = 0$ means that there is no moderation between servant leadership and job satisfaction.

$$H_{022}: \mu_1 = \mu_2 = \mu_3 = 0.$$

$H_{a22}: \mu_1 \neq 0 \text{ and } \mu_2 \neq 0 \text{ and } \mu_3 \neq 0 \text{ and } C_1 \neq 0.$ To express the stronger importance of weakly dynamic environments than highly dynamic environments in the relationship between servant leadership and job satisfaction, the hypothesis H_{a22} becomes:

$$H_{a22}: \mu_1 \neq 0 \text{ and } \mu_2 \neq 0 \text{ and } \mu_3 \neq 0 \text{ and } \mu_3 > \mu_1 \text{ and } C_1 \neq 0.$$

Moderation testing for Hypothesis 2

To test the hypothesis H_{a21} , an ANOVA was conducted to find out whether the relationship between transformational leadership and employee job satisfaction would be stronger in turbulent environments than in stable environments. The results of ANOVA may be viewed in Table 10 below. The ANOVA model in Table 10 shows that the overall regression was significant at $p < 0.05$ regardless of the dynamism level (i.e., low, moderate, or high). Given that $F(1, 139) = 35.260$ and $p = .000 < .05$, these results reveal that the relationship between transformational leadership and employee job satisfaction was statistically significant in highly dynamic environments.

Table 10

ANOVA Results for the Moderating Effect of Dynamism on the Relationship between Transformational Leadership and Job Satisfaction

Dynamism	Model		Sum of Squares	df	Mean Square	F	Sig.
Moderate dynamism	1	Regression	119781.883	1	119781.883	252.950	.000
		Residual	204569.289	432	473.540		
		Total	324351.173	433			
Stable- Low dynamism	1	Regression	49505.101	1	49505.101	96.975	.000
		Residual	62280.342	122	510.495		
		Total	111785.444	123			
Turbulent-High dynamism	1	Regression	22208.930	1	22208.930	35.260	.000
		Residual	87550.829	139	629.862		
		Total	109759.759	140			

Note. Dependent Variable: Job Satisfaction

Predictors: (Constant), Transformational leadership

Given that significance was found in the model, further analysis was conducted on the individual predictors. Table 11 shows that $R^2 = 0.202$ depicting 20.2% of change in employee job satisfaction was due to the application of transformational leadership style in highly dynamic environments, while 79.8% of change was due to unexplained variability in such highly dynamic environments. Given that R-square has the highest

value in weakly dynamic environments ($R^2 = 0.443$) and the smallest value in highly dynamic environments, this result implies that stable environments were more favorable to the practice of transformational leadership to improve job satisfaction than turbulent environments.

Table 11

Model Summary of Hierarchical Regression Analysis of Transformational Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments

Dynamism	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
							F Change	df1	df2	Sig. F Change
Moderate dynamism	1	.608	.369	.368	21.76097	.369	252.950	1	432	.000
Stable- Low dynamism	1	.665	.443	.438	22.59413	.443	96.975	1	122	.000
Turbulent-High dynamism	1	.450	.202	.197	25.09705	.202	35.260	1	139	.000

Note. Dependent Variable: Job Satisfaction

Predictors: (Constant), Transformational leadership

Table 12 shows that each level of dynamism (i.e., low, moderate, high) in the organizational environment significantly moderated the relationship between transformational leadership and job satisfaction because $p = .000 < .05$. The standardized correlation coefficient between transformational leadership and job satisfaction was .450 in turbulent environments ($\beta_3 = .450$), 0.608 in moderate environments ($\beta_2 = .608$), and .665 in stable environments ($\beta_1 = .665$). This result implies that a stable environment was the most conducive environment to the practice of transformational leadership in improving job satisfaction than a moderate or turbulent environment, thus the null hypothesis H_{021} was rejected. As a result, environmental dynamism significantly moderated the relationship between transformational leadership and employee job

satisfaction, but this relationship was found to be stronger in stable environments than in turbulent environments, which is the reverse of the expected result. This inverse result shows that the alternative hypothesis H_{a2_1} was partially supported. Moreover, this relationship was found to be a moderate, positive relationship regardless of the dynamism level since the standardized coefficient was always positive and situated between .4 and .7.

Table 12

Correlation Coefficients in the Hierarchical Regression Analysis of Transformational Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments

Dynamism	Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
			B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
Moderate dynamism	1	(Constant)	92.788	3.239		28.644	.000	86.421	99.155
		Transformational	19.510	1.227	.608	15.904	.000	17.099	21.922
Stable-Low dynamism	1	(Constant)	100.604	5.207		19.320	.000	90.296	110.913
		Transformational	19.213	1.951	.665	9.848	.000	15.351	23.075
Turbulent-High dynamism	1	(Constant)	95.047	8.718		10.903	.000	77.810	112.284
		Transformational	16.715	2.815	.450	5.938	.000	11.149	22.281

Note. Dependent Variable: Job Satisfaction

To test the hypothesis H_{a2_2} , an ANOVA was conducted to find out whether the relationship between servant leadership and employee job satisfaction would be stronger in stable environments than in turbulent environments. The ANOVA model in Table 13 shows that the overall regression was significant at $p < 0.05$ regardless of the dynamism level (i.e., low, moderate, or high). Given that $F(1, 122) = 106.842$ and $p = .000 < .05$,

these results reveal that the relationship between servant leadership and employee job satisfaction was statistically significant in stable environments.

Table 13

ANOVA Results for the Moderating Effect of Dynamism on the Relationship between Servant Leadership and Job Satisfaction

Dynamism	Model		Sum of Squares	df	Mean Square	F	Sig.
Moderate dynamism	1	Regression	114335.644	1	114335.644	235.650	.000
		Residual	210088.553	433	485.193		
		Total	324424.198	434			
Stable- Low dynamism	1	Regression	52190.619	1	52190.619	106.842	.000
		Residual	59594.824	122	488.482		
		Total	111785.444	123			
Turbulent-High dynamism	1	Regression	12362.103	1	12362.103	17.642	.000
		Residual	97397.656	139	700.703		
		Total	109759.759	140			

Note. Dependent Variable: Job Satisfaction

Predictors: (Constant), Servant leadership

Given that significance was found in the model for any level of dynamism of the organizational environment, further analysis was conducted on the individual predictors. The analysis of the data resulted in R-square of .463 (see Table 14) in stable environments. The R-square of .467 implies that 46.7% of the variation in job satisfaction was due to the application of servant leadership style in stable environments, while 53.3% of change was due to unexplained variability in such stable environments. Given that R-square has the highest value in weakly dynamic environments ($R^2 = .467$) and the smallest value in highly dynamic environments (i.e., .113), this result implies that stable environments were more conducive to the practice of servant leadership to improve job satisfaction than turbulent environments.

Table 14

Model Summary of Hierarchical Regression Analysis of Servant Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments

Dynamism	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
							F Change	df1	df2	Sig. F Change
Moderate dynamism	1	.594	.352	.351	22.02710	.352	235.650	1	433	.000
Stable- Low dynamism	1	.683	.467	.463	22.10163	.467	106.842	1	122	.000
Turbulent-High dynamism	1	.336	.113	.106	26.47079	.113	17.642	1	139	.000

Note. Dependent Variable: Job Satisfaction
Predictors: (Constant), Servant leadership

Table 15 shows that each level of dynamism (i.e., low, moderate, high) in the organizational environment significantly moderated the relationship between servant leadership and job satisfaction because $p = .000 < .05$. The standardized correlation coefficient between servant leadership and job satisfaction was 0.322 in turbulent environments ($\mu_3 = .336$), 0.594 in moderate environments ($\mu_2 = .594$), and .683 in stable environments ($\mu_1 = .683$). This result implies that stable environments were the most conducive environments to the practice of servant leadership in improving employee job satisfaction than moderate or turbulent environments, thus the null hypothesis H_{022} was rejected. As a result, environmental dynamism significantly moderated the relationship between servant leadership and employee job satisfaction. This relationship was found to be stronger in stable environments than in turbulent environments, thus the alternative hypothesis H_{a22} was fully supported. Moreover, this relationship was found to be a moderate, positive relationship regardless of the dynamism level since the standardized coefficient was always positive and situated between .3 and .7.

Table 15

Correlation Coefficients in the Hierarchical Regression Analysis of Servant Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments

Dynamism	Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
			B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
Moderate dynamism	1	(Constant)	72.237	4.636		15.581	.000	63.125	81.350
		Servant leadership	15.838	1.032	.594	15.351	.000	13.810	17.866
Stable-Low dynamism	1	(Constant)	74.906	7.329		10.220	.000	60.397	89.414
		Servant leadership	16.831	1.628	.683	10.336	.000	13.607	20.054
Turbulent-High dynamism	1	(Constant)	93.968	12.416		7.569	.000	69.420	118.516
		Servant leadership	10.174	2.422	.336	4.200	.000	5.385	14.963

Note. Dependent Variable: Job Satisfaction

Test Results for Hypothesis 3

RQ3: To what extent, if any, does follower maturity mediate the relationship between transformational, servant, and transactional leadership styles and employee job satisfaction?

H_{03_1} : Follower maturity does not mediate the relationship between transformational leadership and employee job satisfaction.

H_{a3_1} : The relationship between transformational leadership and employee job satisfaction will be effective when follower maturity is moderate.

H_{03_2} : Follower maturity does not mediate the relationship between servant leadership and employee job satisfaction.

H_{a3_2} : The relationship between servant leadership and employee job satisfaction will be associated with highly mature followers.

H_{03} : Follower maturity does not mediate the relationship between transactional leadership and employee job satisfaction.

H_{a3} : The relationship between transactional leadership and employee job satisfaction will be appropriate when follower maturity is low.

The third research question focused on examining the mediating role of follower maturity in the relationship between leadership styles and employee job satisfaction. Performing a mediation test required applying a four-step approach in which several regression analyses are performed and the significance of the coefficients is examined at each step (Baron & Kenny, 1986). The four steps are presented in Table 16. Graphically, the mediation of the third research question can be represented in the following way in which X is leadership style, M is follower maturity, and Y is job satisfaction:



Table 16

Mediation Steps for Hypothesis 3

	Analysis	Visual depiction
Step 1	Performing a simple regression analysis with X predicting Y, $Y = B_0 + B_1X + e$	$X \longrightarrow Y$
Step 2	Performing a simple regression analysis with X predicting M, $M = B_0 + B_1X + e$	$X \longrightarrow M$
Step 3	Performing a simple regression analysis with M predicting Y, $Y = B_0 + B_1M + e$	$M \longrightarrow Y$
Step 4	Performing a multiple regression analysis with X and M predicting Y, $Y = B_0 + B_1X + B_2M + e$	$X \longrightarrow Y$ $M \nearrow Y$

Table 16 shows the four verification steps required for testing mediation with regression analysis. First, checking that each independent variable—servant, transformational, and transactional leadership—was related to the dependent variable—

employee job satisfaction. Secondly, checking that each independent variable was related to the mediator variable, follower maturity. Thirdly, verifying that the mediator variable, follower maturity, was significantly related to the dependent variable *job satisfaction*. Finally, when the mediator variable was controlled for, checking that the relationship (i.e., the correlation coefficient) between each independent variable and the dependent variable is either no longer significant (full mediation) or substantially reduced (partial mediation).

Hypothesis 3 in statistical terms

Testing whether the variable *Maturity* (i.e., follower maturity) explains the relationship between the variable *Leadership* (i.e., leadership style) and the variable *JobSatisfaction* (i.e., employee job satisfaction) suggests fitting a sequence of three linear regression models (Baron & Kenny, 1986). If alternative hypothesis is supported, then *Leadership* should be substituted by (a) transformational leadership when *Maturity* is moderate, (b) transactional leadership when *Maturity* is low, and (c) servant leadership when *Maturity* is high. The three linear regression models for mediation analysis can be expressed as below:

$$\text{Model 1: JobSatisfaction} = A_{01} + B_1 * \text{Leadership} + \varepsilon_{01}$$

$$\text{Model 2: Maturity} = A_{02} + B_2 * \text{Leadership} + \varepsilon_{02}$$

$$\text{Model 3: JobSatisfaction} = A_{03} + B_{31} * \text{Leadership} + B_{32} * \text{Maturity} + \varepsilon_{03}$$

Model 1 consisted of testing whether the leadership predictor variable—servant, transformational, or transactional leadership—was correlated to the dependent variable—job satisfaction. Model 2 is the zero-order correlation between each independent variable

and the mediator variable. Model 3 consisted of a multiple regression analysis in which each independent variable and the mediator variable predict the dependent variable.

When *Leadership* is transformational and *Maturity* is moderate, the statistical hypothesis is expressed as below:

$$H_{031}: B_1 = 0 \text{ or } B_2 = 0 \text{ or } B_{32} = 0.$$

$$H_{a31}: B_1 \neq 0 \text{ and } B_2 \neq 0 \text{ and } B_{32} \neq 0.$$

Regarding servant leadership, the statistical hypothesis is expressed as below:

$$H_{032}: B_1 = 0 \text{ or } B_2 = 0 \text{ or } B_{32} = 0.$$

$H_{a32}: B_1 \neq 0 \text{ and } B_2 \neq 0 \text{ and } B_{32} \neq 0$ when *Leadership* is servant leadership and *Maturity* is high.

Regarding transactional leadership, the statistical hypothesis becomes:

$$H_{033}: B_1 = 0 \text{ or } B_2 = 0 \text{ or } B_{32} = 0.$$

$H_{a33}: B_1 \neq 0 \text{ and } B_2 \neq 0 \text{ and } B_{32} \neq 0$ when *Leadership* is transactional leadership and *Maturity* is low.

If $B_{31} \neq 0$ in model 3, then the results would indicate that variable *Maturity* partially mediates the relationship between *Leadership* and *JobSatisfaction* (Warner, 2013). If $B_1 \neq 0 \text{ and } B_2 \neq 0 \text{ and } B_{32} \neq 0 \text{ and } B_{31} = 0$, then the results would indicate that variable *Maturity* completely mediates the relationship between *Leadership* and *JobSatisfaction*.

Mediation testing for Hypothesis 3

The model 1 was already examined in the hypothesis 1 in which the hypotheses H_{a11} and H_{a13} were supported by showing that there was a statistically significant correlation

between transformational/servant leadership and job satisfaction, thus leading to $B_1 \neq 0$ when leadership style was either transformational or servant. On the other hand, the model 1 was not statistically significant when leadership style was transactional, thus leading to $B_1 = 0$ when leadership style was transactional. As a result, the null hypothesis H_{03} is accepted when leadership style was transactional. In this case, follower maturity does not mediate the relationship between transactional leadership and employee job satisfaction.

To test model 2, a bivariate analysis of type *Pearson correlation* was conducted to find out whether there was a correlation between transformational/servant leadership and follower maturity. The results in Table 17 show that the model 2 was statistically significant at $p = .020 < .05$ when leadership style is transformational. Similarly, Table 18 shows that the correlation coefficient (i.e., .003) was statistically significant at the .05 level when leadership style is servant. These results reveal that the relationship between transformational/servant leadership and follower maturity was statistically significant, thus leading to $B_2 \neq 0$ when leadership style was either transformational or servant.

Table 17

Bivariate Analysis among Transformational Leadership and Follower Maturity

		Transformational	Maturity
Transformational leadership	Pearson Correlation	1	.087
	Sig. (2-tailed)		.020
	N	720	719
Maturity	Pearson Correlation	.087	1
	Sig. (2-tailed)	.020	
	N	719	753

Note. Correlation is significant at the 0.05 level (2-tailed)

Table 18

Bivariate Analysis among Servant Leadership and Follower Maturity

		Servant	Maturity
Servant leadership	Pearson Correlation	1	.107
	Sig. (2-tailed)		.003
	N	742	741
Maturity	Pearson Correlation	.107	1
	Sig. (2-tailed)	.003	
	N	741	753

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

Model 3 entails performing the mediation analysis through hierarchical regression analysis in order to examine the extent to which the relationship between transformational/servant leadership and employee job satisfaction was mediated by follower maturity. Performing a hierarchical regression analysis required checking the significant relationship between transformational/servant leadership and job satisfaction when follower maturity is included into the regression to evaluate the effect of transformational leadership on employee job satisfaction. Given that follower maturity has three levels, low, moderate, or high; performing a hierarchical regression analysis in model 3 consisted of performing a simple linear regression analysis by category level of follower maturity between transformational/servant leadership and job satisfaction. Performing a linear regression analysis between transformational/servant leadership and job satisfaction by category level of follower maturity required conducting an ANOVA model.

When leadership style is transformational, the results of the ANOVA model in Table 19 shows that the overall regression was significant at $p < 0.05$ regardless of the maturity level (i.e., low, moderate, or high), thus the null hypotheses H_{03_1} was rejected.

Table 20 shows that each level of maturity (i.e., low, moderate, high) significantly mediated the relationship between transformational leadership and job satisfaction at the 0.05 level. Table 20 shows that the standardized correlation coefficient between transformational leadership and job satisfaction was .593 for high mature followers, 0.488 for moderate mature followers, and .678 for less mature followers. This result implies that practice of transformational leadership in improving employee job satisfaction was more favorable for the less mature followers than for the moderately and highly mature followers.

Taken together, the four steps of Baron and Kenny (1986) for mediation testing are met because $B_1 \neq 0$ and $B_2 \neq 0$ and $B_{32} \neq 0$ and $B_{31} \neq 0$ when leadership is transformational. In other words, follower maturity partially mediated the relationship between transformational leadership and employee job satisfaction. On the other hand, this relationship was found to be stronger for less mature followers than for moderate mature followers, thus the alternative hypothesis H_{a31} was partially accepted. Moreover, this relationship was found to be a moderate, positive relationship regardless of the maturity level since the standardized coefficient was always positive and situated between .4 and 0.7 for each level of maturity (low, moderate, high). As a result, the partial mediation in the relationship between transformational leadership and job satisfaction was statistically significant for any level of follower maturity and this relationship was more pronounced for followers who are weakly mature.

Table 19

ANOVA Results for the Mediating Effect of Follower Maturity on the Relationship between Transformational Leadership and Job Satisfaction

Maturity	Model		Sum of Squares	df	Mean Square	F	Sig.
Low maturity	1	Regression	6866.075	1	6866.075	11.890	.004
		Residual	8084.362	14	577.454		
		Total	14950.437	15			
Moderate maturity	1	Regression	22693.515	1	22693.515	65.396	.000
		Residual	72526.826	209	347.018		
		Total	95220.341	210			
High maturity	1	Regression	147031.632	1	147031.632	253.942	.000
		Residual	271549.723	469	578.997		
		Total	418581.355	470			

Note. Dependent Variable: Job Satisfaction

Predictors: (Constant), Transformational leadership

Table 20

Correlation Coefficients in the Relationship between Transformational Leadership and Job Satisfaction for Low, Moderate, and High Mature Followers

Maturity	Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
			B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
Low maturity	1	(Constant)	86.420	15.633		5.528	.000	52.890	119.950
		Transformational	18.892	5.479	.678	3.448	.004	7.141	30.642
Moderate maturity	1	(Constant)	101.787	4.345		23.428	.000	93.222	110.352
		Transformational	13.720	1.697	.488	8.087	.000	10.375	17.065
High maturity	1	(Constant)	96.950	3.346		28.972	.000	90.375	103.526
		Transformational	18.912	1.187	.593	15.936	.000	16.580	21.244

Note. Dependent Variable: Job Satisfaction

When leadership style is servant, the results of the ANOVA model in Table 21 shows that the overall regression was significant at $p < 0.05$ regardless of the maturity level (i.e., low, moderate, or high), thus the null hypotheses H_{032} was rejected. Table 22 shows that each level of maturity (i.e., low, moderate, high) significantly mediated the relationship between servant leadership and job satisfaction at the .05 level. Table 22

shows that the standardized correlation coefficient between servant leadership and job satisfaction was .553 for high mature followers, 0.503 for moderate mature followers, and .647 for less mature followers. This result implies that practice of servant leadership in improving employee job satisfaction was more favorable for the less mature followers than for the moderately and highly mature followers.

Taken together, the four steps of Baron and Kenny (1986) for mediation testing are met because $B_1 \neq 0$ and $B_2 \neq 0$ and $B_{32} \neq 0$ and $B_{31} \neq 0$ when leadership is servant. In other words, follower maturity partially mediated the relationship between servant leadership and employee job satisfaction. On the other hand, this relationship was found to be stronger for less mature followers than for very mature followers, thus the alternative hypothesis H_{a32} was partially accepted. Moreover, this relationship was found to be a moderate, positive relationship regardless of the dynamism level since the standardized coefficient was always positive and situated between 0.5 and 0.7 for each level of maturity (low, moderate, high). As a result, the partial mediation in the relationship between servant leadership and job satisfaction was statistically significant for any level of follower maturity and this relationship was more pronounced for followers who are weakly mature.

Table 21

ANOVA Results for the Mediating Effect of Follower Maturity on the Relationship between Servant Leadership and Job Satisfaction

Maturity	Model		Sum of Squares	df	Mean Square	F	Sig.
Low maturity	1	Regression	6258.952	1	6258.952	10.082	.007
		Residual	8691.485	14	620.820		
		Total	14950.437	15			

Moderate maturity	1	Regression	24087.065	1	24087.065	71.104	.000
		Residual	71138.799	210	338.756		
		Total	95225.863	211			
High maturity	1	Regression	128189.128	1	128189.128		.000
		Residual	290392.226	469	619.173	207.033	
		Total	418581.355	470			

Note. Dependent Variable: Job Satisfaction

Predictors: (Constant), Servant leadership

Table 22

Correlation Coefficients in the Relationship between Servant Leadership and Job Satisfaction for Low, Moderate, and High Mature Followers

Maturity	Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
			B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
Low maturity	1	(Constant)	54.745	26.395		2.074	.057	-1.867	111.357
		Servant leadership	18.154	5.718	.647	3.175	.007	5.891	30.417
Moderate maturity	1	(Constant)	85.333	6.064		14.072	.000	73.378	97.287
		Servant leadership	11.599	1.376	.503	8.432	.000	8.888	14.311
High maturity	1	(Constant)	80.293	4.794		16.750	.000	70.873	89.712
		Servant leadership	14.601	1.015	.553	14.389	.000	12.607	16.595

Note. Dependent Variable: Job Satisfaction

Descriptive statistics associated with *follower maturity* show that the number of cases is 16 (see Table 23) when follower maturity is low, which is less than the minimum sample size of 50 required for running multiple linear regression for mediation essentially with two independent variables (Fritz & MacKinnon, 2007). Given that the minimum sample size for a statistical power of 0.8 required to detect a mediated effect with a small effect size value was not reached, the results obtained for this study in hypothesis 3 must be taken with a high precaution. This caution is supported by the results of the post-hoc and sensitivity power analyses conducted for a sample of 16 cases. Figure 17 shows that the statistical power resulted in a small value (i.e., 0.2170963) when the sample size was

set to 16 for two predictors. Figure 18 shows that the effect size is so large (0.7653277) when the sample size was set to 16 for two predictors. The resulting statistical power and effect size did not correspond to the predefined values defined for this study, thus supporting the precaution to be considered for the results related to low mature followers.

Table 23

Descriptive Statistics for the Follower Maturity

Maturity		N	Mean	Std. Deviation
Low maturity	Maturity	16	1.0000	.00000
	Valid N (listwise)	16		
Moderate maturity	Maturity	234	2.0000	.00000
	Valid N (listwise)	234		
High maturity	Maturity	503	3.0000	.00000
	Valid N (listwise)	503		

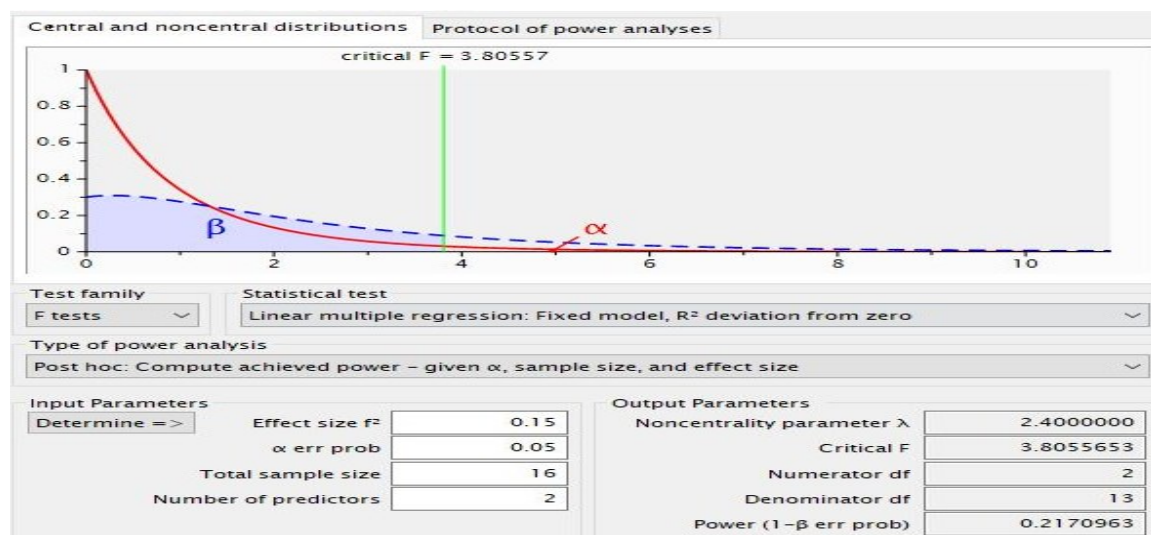


Figure 16. Simple scatter of job satisfaction by servant leadership.

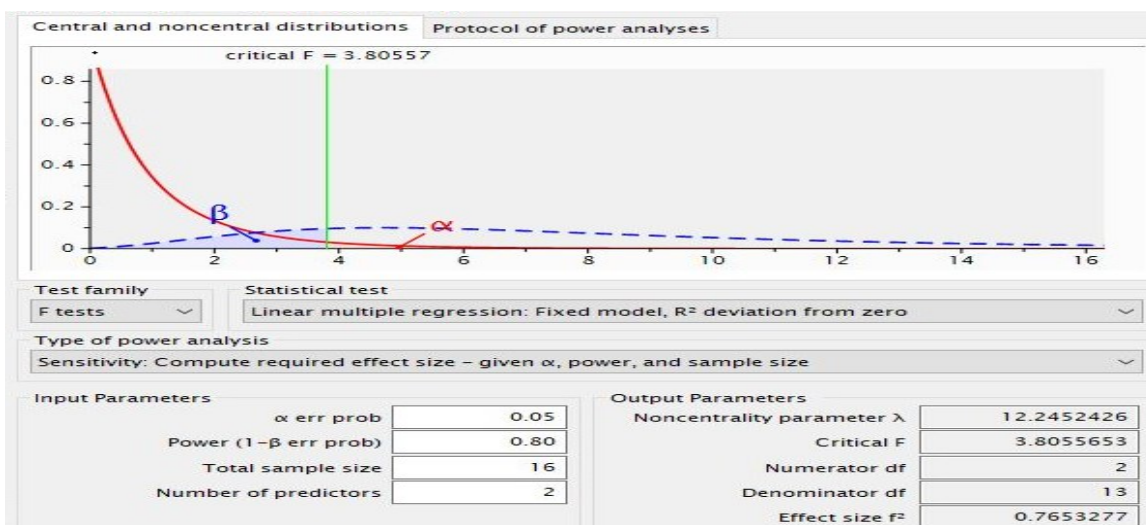


Figure 17. Simple scatter of job satisfaction by servant leadership.

Additional Findings

An ANOVA was performed to determine if there could be any statistically significant relationship between transactional leadership and job satisfaction when the dynamism of the organizational environment comes into play to re-evaluate the case where this relationship might be appropriate. The results of the ANOVA in Table 24 reveal that the overall regression was significant at $p < 0.05$ when the dynamism level is low and not significant when the dynamism level is moderate or high. Given that $F(1, 122) = 8.355$ and $p = .005 < .05$, these results reveal that the relationship between transactional leadership and employee job satisfaction was statistically significant in stable environments. Table 25 shows that $R^2 = 0.064$ depicting 6.4% of change in employee job satisfaction was due to the application of transactional leadership style in stable environments, while 93.6% of change was due to unexplained variability in such stable environments.

Table 24

ANOVA Results for the Moderating Effect of Dynamism on the Relationship between Transactional Leadership and Job Satisfaction

Dynamism	Model		Sum of Squares	df	Mean Square	F	Sig.
Moderate dynamism	1	Regression	1765.541	1	1765.541	2.364	.125
		Residual	322585.632	432	746.726		
		Total	324351.173	433			
Stable- Low dynamism	1	Regression	7165.171	1	7165.171	8.355	.005
		Residual	104620.273	122	857.543		
		Total	111785.444	123			
Turbulent-High dynamism	1	Regression	1114.359	1	1114.359	1.426	.235
		Residual	108645.399	139	781.622		
		Total	109759.759	140			

Note. Dependent Variable: Job Satisfaction
Predictors: (Constant), Transactional leadership

Table 25

Model Summary of Hierarchical Regression Analysis of Transactional Leadership and Job Satisfaction in Low, Moderate, and High Dynamic Environments

Dynamism	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Moderate dynamism	1	.074	.005	.003	27.32629
Stable- Low dynamism	1	.253	.064	.056	29.28384
Turbulent-High dynamism	1	.101	.010	.003	27.95750

Note. Dependent Variable: Job Satisfaction
Predictors: (Constant), Transactional leadership

Given that the relationship between leadership style and job satisfaction was moderated by the dynamism of the organizational environment and was mediated by follower maturity, these findings supported the development of a new dynamic leadership approach in which leadership style should be used situationally to be tailored to the situations of employees (i.e., follower maturity) and the organization (i.e., the dynamism level of the organizational environment). This new approach to dynamic leadership

emphasized the importance of matching leadership styles with the dynamism level of the organizational environment and individual characteristics of employees (e.g., the level of maturity of followers) to influence employee job satisfaction. These findings were consistent with the person–environment fit paradigm required to influence leadership outcomes, as prescribed by several researchers (e.g., Tepper et al., 2018; Zaccaro et al., 2018).

Summary

In this chapter, I described the data collection, analysis of data, and results of the study. Before conducting the statistical tests required to answer the three research questions, I tested the underlying statistical assumptions. ANOVA tests were performed to examine the research questions. Based on their results, the null hypotheses for RQ2 and RQ3 were rejected. Concerning RQ1, the null hypothesis was rejected for the cases of transformational and servant leadership, but not rejected for transactional leadership. The overall results revealed statistical significance in the relationship between transformational/servant leadership and employee job satisfaction. Moreover, the results showed that the dynamism level of the organizational environment moderated the relationship between transformational/servant leadership and employee job satisfaction. Furthermore, the results indicated that follower maturity mediated the relationship between transformational/servant leadership and employee job satisfaction. Given that the number of cases for low-mature followers was below the minimum sample size required for mediation testing, a great precaution must be taken with the result related to the fact that the mediation role of follower maturity in the relationship between

transformational/servant leadership and employee job satisfaction was more pronounced for less mature followers. Chapter 5 presents an interpretation of the findings and limitations of the study, the study's implications for positive social change, as well as recommendations and potential opportunities for further research.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this quantitative, non-experimental, correlational study was to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction within organizations. A specific aim of the study was to examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction within organizations. Concerning the correlation between the three leadership styles under study and employee job satisfaction, two leadership styles (transformational and servant) and employee job satisfaction had a statistically significant, moderate, and positive relationship. The study findings failed to reveal a statistically significant relationship between transactional leadership and employee job satisfaction. In addition, the findings revealed that the dynamism level of the organizational environment moderated the relationship between transformational/ servant leadership and employee job satisfaction, and that follower maturity mediated the relationship between transformational/servant leadership and employee job satisfaction. Furthermore, the study findings confirmed the relevance of the proposed dynamic approach to leadership, whereby different contexts (i.e., dynamism levels) of the organizational environment require employing different leadership styles (i.e., servant and transformational leadership), which themselves require different situations (i.e., maturity levels) of the contingency variable *follower maturity* to link to employee job satisfaction. Due to the lack of evidence of a correlational relationship between

transactional leadership and employee job satisfaction, this dynamic leadership approach is not relevant to transactional leadership style. This chapter presents an interpretation of the study results, a discussion of the limitations of the study, some recommendations for future research, and potential implications for promoting positive social change.

Interpretation of Findings

Three research questions were addressed in this study. Regarding the first research question, the results confirmed that there was a statistically significant correlational relationship between transformational/servant leadership and employee job satisfaction. The results showed no evidence of a correlational relationship between transactional leadership and employee job satisfaction. As for the second research question, the results showed that the level of dynamism of the organizational environment helps moderate the relationship between transformational / servant leadership and employee job satisfaction. Regarding the third research question, the results showed follower maturity partially mediates the relationship between transformational/servant leadership and employee job satisfaction.

Effects of Transformational, Servant, and Transactional Leadership on Job Satisfaction

The first research question aimed at determining whether there is a correlation between transformational/transactional/servant leadership and employee job satisfaction. Results for the first research question indicated that there is a statistically significant correlational relationship between servant leadership and employee job satisfaction. Presented findings are consistent with the empirical research (Alonderiene &

Majauskaite, 2016; Eva et al., 2019). Given that servant leadership emphasizes the need of followers, servant leadership naturally improves employee job satisfaction.

The findings of this study also confirm that a transformational leadership style of managers contributes to increasing employee job satisfaction. This finding is consistent with the empirical research (Barnett, 2018; Hijazi, 2017; Shah & al., 2017). When managers use charisma, inspirational motivation, intellectual stimulation, and individualized consideration, they help elicit positive reactions from employees and promote the higher-level needs and satisfaction of employees (Awamleh, Evans, & Mahate, 2005). The attention that managers give to employees is likely to be reflected in their overall positive attitude towards work and working conditions, which in turn is likely to foster employee job satisfaction (Awamleh et al., 2005).

Regarding transactional leadership, the results for the first research question indicated that there was no statistically significant correlational relationship between transactional leadership and employee job satisfaction. Such a finding is consistent with the mixed results found in empirical research in which transactional leadership may not have a significant correlational relationship with employee job satisfaction (Awamleh et al., 2005). A significant relationship between transactional leadership and job satisfaction may or may not exist depending on the dimensions of transactional leadership (Asrar-ul-Haq & Kuchinke, 2016). One potential reason why transactional leadership may not have a significant impact on job satisfaction is that dimensions of transactional leadership such as *management-by-exception* and *contingent rewards* place too much emphasis on a counterparty approach, which in turn may significantly offset their effect on employee

job satisfaction. More specifically, the positive side of transactional leadership that includes contingent rewards could be offset by the reactive management-by-exception approach, which taken together do not significantly influence employee job satisfaction. Moreover, employees appear to respond more positively to a work system in which managers define their tasks and clearly state their job objectives and performance expectations, thus establishing rewards-goals relationships and performance–reward links (Awamleh et al., 2005). Furthermore, Awamleh et al. argued that transactional leadership may be redundant or irrelevant in the organizations in which the majority of tasks are routinized, structured, and highly standardized. As a result, employees seek flexibility in the task execution process which is more balanced and complemented by a transformational style than a transactional style. This explains why transformational leadership promotes job satisfaction as opposed to transactional leadership (Awamleh et al., 2005).

Moderating Effect of the Dynamism of the Organizational Environment

The second research question aimed at examining the extent to which the dynamism of the organizational environment moderates the relationship between transformational/servant leadership and employee job satisfaction. Results for the second research question showed that environmental dynamism significantly moderates the relationship between servant leadership and employee job satisfaction, and this relationship is stronger in stable environments than in turbulent environments, thus fully supporting H_{a2_2} . These results support the conceptual findings of Smith et al. (2004), the historical results of Humphreys (2005), and the empirical findings of Van Dierendonck et

al. (2014) that the effect of servant leadership on employee job satisfaction is more pronounced in stable environments than in highly dynamic environments.

Regarding the moderating effect of the dynamism of the organizational environment in the relationship between transformational leadership and employee job satisfaction, the results received mixed support. Results showed that environmental dynamism significantly moderates the relationship between transformational leadership and employee job satisfaction, but this moderating effect is not more effective in highly dynamic environments than in static environments, which is the inverse result of the alternative hypothesis H_{a21} . This inverse result is consistent with the findings of the experimental studies by Van Dierendonck et al. (2014) which report that transformational leadership is not more effective in uncertain environments than in stable environments.

A potential reason why the hypothesis H_{a22} is fully supported and the hypothesis H_{a21} is partially supported is that servant leadership emphasizes individual needs (e.g., employee job satisfaction) whereas transformational leadership focuses on the needs of the organization (Van Dierendonck et al., 2014). Moreover, given that the dependent variable in the second research question is employee job satisfaction, which is an individual-level outcome rather than an organizational-level outcome, servant leadership is likely to be more effective than transformational leadership in improving job satisfaction even in highly dynamic environments. Furthermore, another reason why the H_{a21} hypothesis is partially supported may be that the variable “stage of the organizational cycle” was not considered to examine whether the organizations of the study respondents were at their stage of maturity. Smith et al. (2004) argued that

transformational leadership should be most effective in the initial stage of birth and growth and in the declining stage of an organization's cycle, while servant leadership is most effective when an organization enters its stage of maturity. Given that employee concerns and personal growth are the priority in the maturity stage, servant leadership is more appropriate than transformational leadership during this stage (Smith et al., 2004). This may explain why transformational leadership was found less effective on turbulent environments. Given that the result of H_{a2_1} is partially inconsistent with the reasoning by Smith et al. (2004) but fully consistent with the empirical studies by Van Dierendonck et al. (2014), these divergent results open a new path for future theorizing and research.

Mediating Effect of Follower Maturity

The third research question aimed at examining the extent to which follower maturity mediates the relationship between transformational/servant/transactional leadership and employee job satisfaction. Results for this research question showed that follower maturity significantly mediates the relationship between transformational/servant leadership and employee job satisfaction, and this relationship is stronger for low-mature followers than for followers of moderate or high maturity, thus partially supporting the hypotheses H_{a3_1} and H_{a3_2} . These results fully support the main principles of the theoretical model of Harber and McMaster (2018) that the maturity of followers serves as an intermediary variable for the selection of servant or transformational leadership style. On the other hand, these results do not support Harber and McMaster's theoretical model that servant leadership is the preferred leadership style when follower maturity is high and that transformational leadership is more adequate than servant

leadership when follower maturity is moderate. This result suggests that Harber and McMaster's theoretical model could be slightly revised to reconsider the maturity level that should apply to transformational leadership versus servant leadership. According to Harber and McMaster's model, the high level of maturity refers to persons with high competence and medium commitment (M3) as well as persons with high competence and high commitment (M4) while it may be possible that only M4 is valid and reliable for high-mature people.

Given that the results of this study showed that transactional leadership is not correlated with job satisfaction, these results imply that transactional leadership may not be preferable to transformational and servant leadership when follower maturity is low, especially for individual outcomes such as employee job satisfaction. Such a finding suggests that the choice among servant/transformational/transactional leadership may depend on the type of expected leadership outcomes. This potential explanation suggests that Harber and McMaster's (2018) theoretical model may consider the types of leadership outcomes in which their model may be fully valid: organizational-level outcome or individual-level outcome.

Dynamic Leadership Approach

Given that the maturity level of followers and the dynamism level of the organizational environment are respectively valid mediators and moderators in the relationship between transformational/servant leadership and employee job satisfaction, the proposed dynamic approach to leadership is valid in these reviewed cases. The findings of this study extend leadership knowledge in relation to a new dynamic approach

to leadership in which environmental dynamism serves as a moderator and follower maturity serves as a mediator for applying the correct leadership style in order to better serve employees and their organizations. The results of this study provide empirical evidence to further support the proposed dynamic approach to leadership, which can be considered valuable when it comes to using the identified moderating and mediating factors in the relationship between transformational/servant leadership and employee job satisfaction.

Limitations of the Study

This study had several limitations. The aforementioned interpretations of the study results are limited by the sampling procedures used in this study –convenience and snowball sampling strategies– which imply that the data may not be representative of the world population. On the other hand, the fact that the sample was somewhat distributed in terms of industries, countries, and hierarchical ranks of respondents and that the sample size was larger than the minimum required for this study, has strengthened confidence in the potential representativeness of populations and the validation of findings. Moreover, the majority of the data comes from the Qualtrics source and that Qualtrics^{XM} applied a sampling methodology that combines *quota sampling* to reach target groups and *random sampling* to reach participants within these groups. This sampling procedure reduced the impact of selection bias and the risk of representativeness. Furthermore, because this study used a convenience sample that was homogeneous with respect to the sociodemographic factors of interest (i.e., any employee working in an organization, any industry type, any country), the study results yield estimates with clearer, albeit narrower,

generalizability, thus providing more accurate accounts of population effects (Jager, Putnick, & Bornstein, 2017). Although the homogeneous convenience sample in this study was not equipped to directly examine sociodemographic differences regarding the type of employment (full-time, part-time, other; formal employment, informal employment), the generalizability of homogeneous convenience samples is clearer and closer to the level of generalizability of probability samples. Jager et al. (2017) argued that the more homogeneous the samples are (i.e., the more sociodemographic factors that are homogeneous), the closer they get to the level of generalizability of probability samples.

The data used were self-reported by employees in relation to the assessment of their own maturity level, which showed a concern regarding the data collection method leading to a common method variance. Employees tended to view themselves as more mature than their managers could assess them, which likely inflated the percentage of moderate and high maturity observed in the data. As such, follower maturity should be assessed by the leaders of employees instead of employees themselves to avoid any bias. This bias may explain why there are only 16 respondents who rated themselves with a low maturity level. Moreover, given that all variables in the study were assessed from an individual's perspective without considering other sources of assessment (e.g., leaders, peers), the relationships between the study variables could have been inflated because they were all taken from a single source – the individual employee.

Another important limitation of the study was that the number of observations for the *low mature employees* was too small (i.e., 16), which may not yield valid results and

may explain the partial support of the hypotheses H_{a31} and H_{a32} . More specifically, only 16 respondents declared themselves as having a low maturity level, which may have influenced the results of this study concerning the hypotheses H_{a31} and H_{a32} . Knowing that an appropriate sample size can produce an accuracy of results, the results obtained from the small sample size of low-mature employees are questionable. More specifically, the results showing that the mediation between servant / transformational leadership is more effective for followers who are weakly mature may not be valid. On the other hand, this limitation is amplified in this study by the fact that many researchers established a rule-of-thumb that there should be at least 50 observations per variable in regression analysis, which is not the case for this study because the number of low mature employees was 16 in total (Frankfort-Nachmias & Nachmias, 2008; Kyriazos, 2018).

Another potential limitation was related to the drawback of correlational research, especially as correlational studies can only detect measures of association and cannot help determine the direction of causality between the variables under study. Although the theoretical framework underlying the conceptualizations of the leadership process indicates that a leader's leadership style is a predictor of employee job satisfaction, it is also plausible that employee job satisfaction predicts leadership style. Furthermore, the dynamism of the organizational environment can both influence and be influenced by managers' leadership styles. Although the cross-sectional nature of the study did not allow inferring causal relationships and generating more detailed and insightful results, this correlational design was important for this study to make predictions between the independent and the dependent variables.

An additional potential limitation concerns the fact that the study focused primarily on the bivariate relationships between leadership styles and employee job satisfaction with a single moderator and a single mediator. A more accurate account of the relative importance of leadership styles would be provided if other factors, such as demographic characteristics (e.g., age-range, hierarchical rank) and follower characteristics were also considered. For instance, Kelley (1992) found that follower characteristics (e.g., independent critical thinking, active management in the task) could be an important moderator of the effects of leadership styles on the attitudes and behaviors of followers (e.g., employee job satisfaction).

Recommendations

Recommendations Based on Findings

The primary recommendation that can be generated from the findings of this study is to continue research in this area. The findings of this study established that there is a relationship between servant/transformational leadership and employee job satisfaction; however, the direction of this association cannot be accurately predicted and the causality of the relationship cannot be proven without further research, which should replicate this study and revalidate the results with other samples. Given that this study was not intended to find causal relationships, future research could focus on analyzing how exactly the variables under study may affect the proposed dynamic leadership approach. Future research based on the results of this study can greatly inform the development of the proposed dynamic leadership approach.

Based on the partial support of the H_{a31} and H_{a32} hypotheses and the rejection of the H_{a21} alternative hypothesis in this study, steps should be taken to confirm and better understand these results. As such, another recommendation concerns the need for further studies to validate the rejection of the H_{a21} hypothesis and the partial support of H_{a31} and H_{a32} hypotheses. Given the rejection of the H_{a21} hypothesis, further research is required to (a) confirm that transactional leadership is not correlated with employee job satisfaction or (b) identify the factors that explain this rejection. Regarding the partial support of H_{a31} and H_{a32} hypotheses, future research is required with at least 50 cases for low-mature followers to confirm or refute the results related to the fact that the mediating role of follower maturity in the relationship between transformational/servant leadership and employee job satisfaction is higher among low-mature followers than among medium-mature and high-mature followers.

Given that the findings showed the relevance of the proposed dynamic leadership approach in relation to its effect on employee job satisfaction, future research should study other impacts of the proposed dynamic leadership approach to better quantify its value to leadership education and practice. Testing other employee outcomes (e.g., intention to leave, employee work motivation) and organizational outcomes (e.g., work performance) can all be salient research objectives. More specifically, in addition to employee job satisfaction, further studies need to examine other organizational outcomes and employee outcomes to confirm the relevance of the proposed dynamic leadership approach.

Theoretical Recommendations

Further refinement of the proposed dynamic leadership approach is recommended, implying to move from a dynamic leadership approach to empirical theory-testing to conceptual theory building. This evolution should facilitate the transition from a dynamic leadership approach to a dynamic leadership theory. Additional empirical evidence would help further the building of the theory, especially when a new theory is still in the process of being developed and expanded on through continuous research. Given that the proposed dynamic leadership approach was successfully verified with respondents working in various industries and countries around the world, future research is needed to test whether the proposed dynamic leadership approach may evolve into a new leadership theory in which levels of employee maturity and organizational turbulence would help select the best leadership style among transformational and servant leadership.

Future studies are needed to measure at the organizational-level the proposed dynamic leadership approach in order to compare with the results of other studies in which the proposed dynamic leadership approach should be measured at both group/team and individual levels, as well as the organizational level. Future research should consider the types of desired leadership outcomes either at the individual level for follower growth and development, or at the organizational level for organizational success in order to examine the conditions under which the theoretical models of Smith et al. (2004) and Harber and McMaster (2018) can be fully supported. Researchers should examine the proposed dynamic leadership approach to determine if it also improves other levels of

employee relationships such as (a) top management and their followers, and (b) these followers and their direct reports to determine if correlations exist between the two groups. Given that interpersonal/dyadic relationships (e.g., leader–follower/supervisor–subordinate, employee–customer, and employee–coworker) transcend a single level of conceptualization and analysis, future research within the realm of multilevel research should be conducted.

Another important area to study involves expanding the understanding of the underlying dynamic process related to the proposed dynamic leadership approach to further investigate the processes by which this new leadership approach develops. As such, future research needs to move toward a more precise articulation of the conditions and contexts under which the proposed dynamic leadership approach would be expected to affect employee job satisfaction and other individual and organizational outcomes. Future areas of research include examining correlates –antecedents and/or outcomes– and demographic variables as well as additional mediating and moderating variables. Some potential factors at work may moderate or mediate the relationship between servant / transformational leadership and employee job satisfaction such as follower characteristics (e.g., independent critical thinking). Kelley (1992) found that follower characteristics can be an important moderator of the effects of leadership styles on the attitudes of followers (e.g., employee job satisfaction).

Methodological Recommendations

Due to the self-report bias in assessing follower maturity, future research should improve the generalizability of the results of this study by using more unbiased data such

as using ratings by others or observing employees in real working conditions. Another area that deserves attention includes studies that measure servant and transformational leadership from the perspective of peers, leaders themselves, and the boss of each leader. Evaluating the maturity of followers from the point of view of their leader also deserves special scholarly attention to make comparisons between the scores of followers and the scores of leaders. Moreover, the observation of employees in real working conditions can strengthen the validity of the study results, which may reflect the respondents' real experience more than the self-perception of their own level of maturity and the leadership style of their leader. Future research on subordinate ratings and other people's ratings can help identify differences in agreement between subordinates and their leaders, thus shedding more light on the understanding of the effects of servant/transformational leadership on employee job satisfaction. Future research should replicate this study to extend the self-other ratings literature in the specific cases of servant leadership, transformational leadership, the dynamism of the organizational environment, and follower maturity.

Given the cross-sectional nature of this study, future studies should employ a carefully designed longitudinal methodology to capture the dynamic process of the proposed leadership approach and its impact on employee job satisfaction. Conducting longitudinal studies should help explore how transformational and servant leadership operate over time and influence employee job satisfaction over time. For example, researchers could examine data over long periods of time to ensure that the proposed dynamic leadership approach remains valid and reliable over time.

In addition to the need for more quantitative studies (e.g., quasi-experimental and experimental studies) to generalize the results, qualitative and mixed-method studies should also be pursued to supplement the in-depth insights necessary to confirm the validity of the proposed dynamic leadership approach. Regarding the application of qualitative methods, methodologies such as narrative stories, case study, or phenomenology can be employed to increase the level of knowledge of the what and why of the proposed dynamic leadership concept. A qualitative research approach is recommended for future studies that seek to understand in-depth perceptions of leadership styles and job satisfaction. Ultimately, grounded theory studies could allow the work to move more quickly from conceptual and theoretical to quantitative studies.

Regarding the sampling population, given that the sample did not cover all countries in the world population, further research is needed to extend the study to unexplored countries. This extension should help researchers gain an overall understanding of the proposed dynamic leadership approach and confirm whether it is valid and reliable in all countries and different types of organizations (e.g., not-for-profit or for-profit) and cultures. The perceptions of respondents from unexplored countries should allow researchers to compare results across countries for a better generalization of the results and to cross validate the findings of this study with the findings of other studies. Comparative studies from different cultures would be helpful for both the theory development and the practice of the proposed dynamic leadership approach.

Regarding the sampling technique, given that I used non-probability sampling techniques (i.e., convenience and snowball sampling techniques) and that Qualtrics^{XM}

used quota and random sampling techniques, the overall sample was not entirely random, which results in some form of selection bias. Given that such a bias may affect the strength of one or more relationships tested by the statistical regression analyses performed in this study, future research based solely on probability sampling methods is recommended to provide a greater ability to generalize the results. Probability sampling techniques should allow a better representation of the world population.

Regarding the measurement method, behaviorally-based leadership measures such as MLS and SLS do not use an established timeframe to ensure that respondents' ratings of their leader's leadership style reflect upon their cumulative experience with their leader (Hoption, 2016). Hoption argued that leadership behaviors are most memorable when exhibited during organizational milestones (e.g., announcing a merger, a massive layoff) or employee milestones (e.g., hiring interview, performance appraisal) to leave lasting impressions on employees. Further research is needed to add time-frames to both MLQ and SLS behaviorally-based leadership questionnaires (e.g., over the past two weeks) to help respondents select the relevant observations on which to base their assessments. Another avenue of research to pursue consists of asking respondents to clarify how they arrived at their ratings of leadership styles (e.g., in what context did the leader show the behavior, when did you last see the leader show this behavior, etc.). Future leadership studies should shift from measuring the frequency of leadership behaviors (i.e., how often) to measuring when leadership behaviors were exhibited (Hoption, 2016). Such studies should help progress the *episodic leadership* research that

focuses on examining the situations in which leaders have the most potential to make an impression on employees (Hopton, 2016).

Implications

Implications Relating to Existing Studies

Addressing the decrease in employee job satisfaction by diagnosing both the dynamism of the organizational environment and the maturity of employees to apply the right leadership style that serves both employees and their organization was a gap in the leadership literature (Tepper et al., 2018). This study filled this gap in the reviewed literature by establishing the extent to which transformational and servant leadership styles affect employee job satisfaction. Moreover, the results of this study showed that the relationship between servant leadership and employee job satisfaction is stronger in stable environments. Furthermore, the results of this study showed that follower maturity mediates the relationship between servant/transformational leadership and employee job satisfaction.

Researchers might use the results of this research to understand better how servant and transformational leadership styles could impact employee job satisfaction in both static and dynamic organizational environments. This research is an extension of previous studies on the conceptualization of a dynamic leadership approach, which is needed to help leaders choose a leadership style that is tailored to the needs of employees and their organization. This research was one of the first studies providing empirical evidence to support further a dynamic leadership approach in which both the maturity of followers and the dynamism of the organizational environment could help leaders select a

leadership style among servant and transformational leadership. Accordingly, the primary practical contribution of this research is that it provides necessary empirical data, which provide insight into a dynamic leadership approach that influences employee job satisfaction in stable and turbulent organizational environments.

Implications for Empirical Theory

The purpose of this research study was to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction within organizations. A specific aim of the study was to examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction within organizations. This study thus addressed the almost total lack of research evidence on the difficulty of determining leadership styles that are well-suited for employee maturity levels to improve their job satisfaction levels in both stable and turbulent work environments. This research can then contribute to the leadership knowledge by proposing a dynamic leadership approach to learn more about how the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction and how the maturity of followers mediates this relationship. Moreover, given that servant and transformational leadership styles are more effective in stable environments, environmental stability has a big role in leadership effectiveness.

The study findings suggest moving forward in the *followership* discipline, especially as the study is based on followers' perceptions of their leader's leadership

styles and the importance of the follower maturity in adopting a leadership style among servant and transformational leadership. Given that the study results revealed that transformational/servant leadership is more effective for some followers than for others in terms of follower maturity, these specific results suggest that *follower characteristics* could be an important moderator of the effects of these leadership styles on employee job satisfaction. As such, the follower is a vital source of variance in understanding the leadership process dynamics and the impact of leadership styles on followers' attitudes (e.g., employee job satisfaction). Kelley (1992) identified exemplary followers as being defined by two dimensions of followership style, which included *independent critical thinking* (characteristics such as being innovative and creative) and *active management in the task* (characteristics such as taking initiative, being proactive, and exhibiting a learning orientation).

Methodological Implications

The results of this study do support the proposed dynamic leadership approach, which confirms the relevance of the methodological approach used in this study. In the methodology for developing a new leadership model, this study succeeded in following a solid theory-testing approach. This success has the implication that researchers should start with a conceptual approach first, then progress towards the building of a theory, as opposed to working at random or building a theory without first grounding it.

Implications for Practice

The findings of this study could generate scientific thinking on the adoption of a new dynamic leadership approach in any industry in the world, which has important

implications for management practices. A specific implication of this study for management practices is the suggested idea that corporate leaders and their management teams can use the proposed dynamic leadership approach to improve employee job satisfaction. The results of this study may yield practical leadership implications for managers in understanding which leadership style among servant and transformational leadership is adequate to improve employee job satisfaction when the organizational context is highly dynamic or weakly dynamic. Moreover, the results of this study might serve as a source of policy guidance by providing managers with insight into the understanding of environmental and follower conditions that help improve employee job satisfaction, which could guide them in their decision to choose the appropriate leadership style among transformational and servant leadership. As such, leadership style choices made by organizational managers impact employee job satisfaction and the organization.

In the absence of empirical research on a dynamic leadership approach, corporate managers cannot not effectively use dynamic leadership theories necessary to maintain and advance leadership knowledge in the ever-changing environment in this digital age. The results and theoretical knowledge of this study may help corporate managers to improve their leadership styles and the job satisfaction levels of their employees, which could translate into increased productivity and performance. The proposed dynamic leadership approach finds its significance for managers and their organizations in this digital age because one of the critical determinant factors of organizational success is the satisfaction of its employees.

The results of this study could be considered for incorporation in leadership training curriculums. If leadership trainers can successfully develop future leaders to increase their use of servant and transformational leadership qualities, then improvements in employee job satisfaction can be expected. When training leadership styles within organizations, it will be helpful for trainees to specify the organizational context in which a leadership style is adequate when planning lessons and designing leadership curriculums. Instructors may also apply the results of this study to account for employee maturity in adopting a leadership style among servant leadership and transformational leadership. Given that the leadership style manifested by organizational managers reflects their knowledge, skills, and abilities, fostering the development of a dynamic leadership approach that applies to different leadership styles and that is based on follower maturity and the organizational context might enhance staff job satisfaction.

The results of this study provide a strong indication that transactional leadership is not significantly correlated with employee job satisfaction. Given that there is a statistically significant correlation between transformational/servant leadership and employee job satisfaction, organizational leaders should focus on transformational and servant leadership styles rather than transactional leadership when it comes to improving employee job satisfaction. The results of this study imply that transactional leadership has no direct impact on employee job satisfaction, which indicates that transactional leadership may have less value than expected in promoting employee job satisfaction. Such a finding can bring practical values to organizations.

Positive Social Change Implications

The potential impact on social change from this study proves to be positive. The results of this study indicated a moderate, positive correlation between transformational / servant leadership and employee job satisfaction. These findings point to strategies that might support the efforts of organizational managers to improve employee job satisfaction and then decrease staff turnover rates within organizations. As a result, such a decrease in staff turnover rates within organizations can greatly help organizations in gaining a competitive advantage at the employee level.

The implications of social change within organizations involve considering the organizational context in which the organization evolves and the situation of the employee (i.e., the maturity of the employee) to navigate between servant and transformational leadership styles to improve employee job satisfaction. According to the proposed dynamic leadership approach, the choice of leadership styles is dynamical and situational, so organizational leaders must be flexible and adopt the appropriate leadership style depending on the situation and context. Moreover, the proposed dynamic leadership approach showed that the leadership style required for an individual varies from one situation to another depending on the employee's situation - employee maturity- and the organizational context- the dynamism level of the organizational environment.

The findings of the study could inspire human resource academics within organizations to revise their leadership curriculum to prescribe the leadership styles appropriate to the levels of environmental dynamism and maturity of employees. By determining the leadership styles that are appropriate for employees, organizational

leaders could apply the results of this study to their organization as a way to increase employee job satisfaction, thus effecting positive social change for the employees within organizations. Those results could also be extended to employees of other companies operating in the same countries by considering the similarity of cultures. This study should not only stimulate other researchers intellectually to conduct additional studies, but it also has the potential to affect positive social change by encouraging decision-makers in companies and organizations around the world to develop staff leadership skills.

Conclusions

The purpose of this quantitative non-experimental correlation research study was to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction within organizations. A specific aim of the study was to examine to what extent, if any, (a) follower maturity mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment moderates the relationship between leadership styles and employee job satisfaction within organizations. To conduct this study, I developed a theoretical framework based on Smith et al.'s (2004) comparative model and Harber and McMaster's (2018) theoretical model. Next, I collected survey data from respondents working in different organizations in different countries around the world. My analysis of the quantitative data collected was intended to answer three research questions that guided the study. The results of the bivariate analysis confirmed

that there was a statistically significant correlational relationship between transformational/servant leadership and employee job satisfaction. The results of the moderation testing further suggested that the dynamism level of the organizational environment moderates the relationship between transformational/servant leadership and employee job satisfaction, and this relationship is stronger in stable environments than in turbulent environments. The results of the mediation testing revealed that follower maturity partially mediates the relationship between transformational/servant leadership and employee job satisfaction, and this relationship is stronger for low-mature followers than for followers of moderate or high maturity. Recommendations emerging from the study include the need for further quantitative and qualitative studies to confirm the validity of the proposed dynamic leadership approach and to capture the dynamic process from which this approach influences individual-level outcomes and organizational-level outcomes. Other recommendations include the need to evolve the proposed dynamic leadership approach towards a dynamic leadership theory.

The results generated in this study should serve as a baseline study that provides a conceptual and empirical basis for future research on a dynamic leadership approach that applies servant and transformational leadership styles to improve employee job satisfaction through situational and contingency variables. This study is particularly useful for human resources and leadership development professionals who can better adjust leadership styles in their organization as new information emerges, or, under certain circumstances, to achieve expected organizational outcomes (e.g., employee job satisfaction). From a practical point of view, organizational leaders should adjust their

leadership style according to the maturity level of the people they lead, the context in which they lead, and the frequency of external pressures they face. This study promotes a dynamic leadership approach that leaders can employ when the situation requires them to use a different leadership style by examining the maturity level of their employees and the dynamism level of the organizational environment for signals on when it is appropriate to adopt transformational leadership over servant leadership.

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Appendix A: Survey Questions

Section 1: Eligibility Criteria Page for Survey Participants

Do you work in an organization?

- Yes
- No

Section 2: Informed Consent Page for Survey Participants

You are invited to participate in a study examining a dynamic leadership approach that may help improve employee job satisfaction in both stable and turbulent organizational environments. The researcher is inviting anyone who works in an organization to participate in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part. This study is being conducted by a researcher named Francois Kammoe, who is a doctoral candidate in Management specializing in leadership and organizational change at Walden University in the United States. This questionnaire is purely for academic purpose and you are assured that your responses will be treated with utmost confidentiality and anonymity. Also, you are kindly request to respond to each item as frankly as you can. The results of this study, of course, will not identify either individuals or your organization, and your responses will remain confidential and anonymous.

Background Information:

The purpose of this study is to examine the relationship between servant, transactional, and transformational leadership styles and employee job satisfaction. A specific aim of this study is to examine to what extent, if any, (a) employee maturity

mediates the relationship between leadership styles and employee job satisfaction, and (b) the dynamism of the organizational environment influences the strength (low, moderate, strong) or direction of the relationship (positive or negative relationship) between leadership styles and employee job satisfaction within organizations.

Procedures:

If you agree to be in this study, you will be asked to:

- Complete a survey that consist of a total of 20 questions. This survey should take approximately 20 minutes to complete. All responses will be anonymous.
- Answer questions about your perceptions on your leader's leadership styles, your job satisfaction level, the dynamism level of your organizational task environment, and your own maturity level by considering your professional experience and the leadership support provided by your manager.

The survey is asking you for your opinion. Please note that:

- Read each statement carefully.
- While alternative answers are given, please select the answer that best describes your opinion.
- Multiple responses are not possible.

Voluntary Nature of the Study:

This study is voluntary. You are free to accept or turn down the invitation. The identity of the participant and the name of the organization are not required for this study. No one in your organization will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind later. You may stop at

any time. Given the confidential and anonymous nature of the study, this study cannot affect your employment or relations with your organization.

Risks and Benefits of Being in the Study:

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as fatigue or stress. If you feel tired for a moment, you are encouraged to take a short break before continuing to answer the survey. Being in this study would not pose risk to your safety or wellbeing.

The study has an indirect benefit to you as a participant as it may help improve the leadership practice in understanding which leadership style among servant and transformational leadership is adequate for improving the job satisfaction levels of employees within organizations when the organizational context shifts from a stable environment to a dynamic environment. Moreover, the results of the proposed research might serve as a source of policy guidance by providing organizational managers with insight into the understanding of environmental and follower conditions that may help improve employee job satisfaction, which could guide them in their decision to choose the appropriate leadership style among transactional, transformational, and servant leadership.

Payment:

There is no payment for your participation in this study. To provide reciprocity for your participation, you may submit your contact information (e.g., private email) on the last slide of the survey and receive an executive summary of the study findings. But, if you skip questions or do not complete the full survey, your results may not be included

in the survey analysis. You must complete the entire survey for your responses to be included.

Privacy:

Reports coming out of this study will not share the identities of organizations and individual participants. The identity of the participants and the name of their organizations are not required for this study. Any information you provide during this study will be kept anonymous. Data will be kept secure in separate password encrypted files on a password protected computer. Data will be kept for a period of at least 5 years, as required by the university, after which it will be destroyed.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via email francois.kammoe@waldenu.edu or (+225) 87 15 63 10 or (+237) 6 77 55 12 63. If you want to talk privately about your rights as a participant, you can call the Research Participant Advocate at +1-612-312-1210 or email irb@mail.waldenu.edu. Walden University's approval number for this study is 02-11-20-0628704 and it expires on February 10th, 2021. Please print or save this consent form for your records.

Obtaining Your Consent:

If you feel you understand the study well enough to contribute, please indicate your consent by clicking on the “Yes” button below. Indeed, this form is part of a process called “informed consent” to allow you to understand this study before deciding whether to participate or not.

Do you agree to participate in this study? By clicking Yes, you consent that you have read and understood the above information and that you are willing to answer the questions in this survey.

- Yes
- No

Section 3: Demographic Questions

1. Which of the following best describes the industry sector of the organization in which you work in?

- Federal government
 - State and local government
 - Agriculture, forestry, fishing, and hunting
 - Goods-producing, excluding agriculture
 - Mining
 - Construction
 - Manufacturing
 - Services-providing excluding special industries
 - Utilities
 - Wholesale trade
 - Retail trade
 - Transportation and warehousing
 - Information
 - Financial activities
-

- Professional and business Services
- Educational services
- Health care and social assistance
- Leisure and hospitality
- Other services

2. What is your age range?

- 18-30 years
- 31-40 years
- 41-50 years
- 51-60 years
- 61+ years
- Prefer not to answer question

3. What is your gender?

- Male
- Female
- Prefer not to answer question

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

- Some college
 - Professional Training Certificates
 - Associates Degree
 - Bachelor's Degree
 - Master's Degree
-

- Doctoral Degree
 - Prefer not to answer question
5. What is your hierarchical rank/position in your current organization?
- Non-Management
 - Middle-Management (Supervisor, Team Leader, Manager...)
 - Senior Management
 - Top Management/Directors/General Management
 - C-Chief executives
6. Considering all the companies for which you have worked since the start of your first job until today regardless of the industry sector (finance, federal government, etc.), what is your total number of years of work experience in both non-management and management roles?
- Less than one year
 - 1-5 years
 - 6-10 years
 - 11-15 years
 - 16-20 years
 - 21-25 years
 - 26-30 years
 - 31+ years
-

7. If you have already occupied a management role (middle-management, senior management, general management, C-Chief executives), what is your total number of years of management experience since you work in your current organization?
- Not Applicable / Has not yet reached a management role
 - Less than one year
 - 1-5 years
 - 6-10 years
 - 11-15 years
 - 16-20 years
 - 21-25 years
 - 26-30 years
 - 31+ years
8. If you have already occupied a management role (middle-management, senior management, general management, C-Chief executives), what is your total number of years of management experience in a management role if you consider all the companies you've worked for since you started your first job until today regardless of the industry sector (financial, education, federal government, etc.)?
- Not Applicable / Has not yet reached a management role
 - Less than one year
 - 1-5 years
 - 6-10 years
 - 11-15 years
-

- 16-20 years
- 21-25 years
- 26-30 years
- 31+ years

9. About how many years have you been employed since you work in your current organization?

- Less than one year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years
- 31+ years

10. About how many years have you been in your current position/role/grade/hierarchical rank since you work in your current organization?

- Less than one year
 - 1-5 years
 - 6-10 years
 - 11-15 years
 - 16-20 years
 - 21-25 years
-

- 26-30 years
- 31+ years

11. About how many years have you worked hierarchically under your current supervisor/manager since you work in your current organization?

- Not applicable / There is no leader above me hierarchically with whom I have worked
- Less than one year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years
- 31+ years

12. What is the name of the country in which you work in (United States, Ivory Coast, etc.)?

Section 4: Environmental Dynamism

13. Answer questions as the statement pertains to your perspective of the dynamism of your organizational environment. Please evaluate each statement, identifying the extent to which you perceive the frequency of changes in industry, in competitors' strategies and products, and in customers' tastes and preferences (1 = very infrequent /no change; 2 = weakly infrequent; 3 = somewhat frequent; 4 = frequent; 5 = very frequent).

Table 26

Environmental Dynamism Questions

	Very infrequent / highly unchanging	Weakly infrequent / weakly unchanging	Somewhat frequent / somewhat changing	Frequent / changing	Very frequent / highly changing
Changes in mix of products/ brands carried in the industry are ...					
Changes in sales strategies in the industry are ...					
Changes in sales promotion/ advertising strategies in the industry are ...					
Changes in competitor's mix of products/ brands features are ...					
Changes in competitor's sales strategies are ...					
Changes in competitor's sales promotion/ advertising strategies are ...					
Changes in consumer preferences in product features are ...					
Changes in consumer preferences in brands are ...					

Changes in consumer preferences in product quality/price are ...					
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Section 5: Employee Readiness

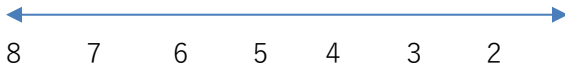
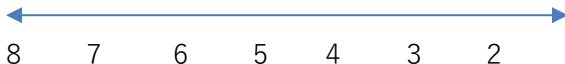
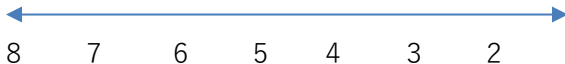
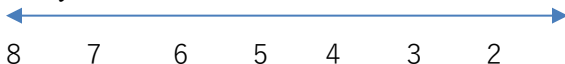
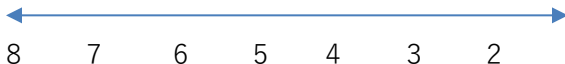
14. The purpose of this rating form is to help you determine your maturity. Maturity refers to willingness and ability of a person to direct his or her behavior while working on a particular objective or responsibility. Willingness and ability are referred to as psychological maturity and job maturity, respectively. Since a person's maturity level will depend upon the particular objective, your task will be to provide perceptions of your own maturity in performing usually job objectives. Before completing the rating form, recall your past behaviors in reference to quality of work output and attitudes in your current position in your current organization.

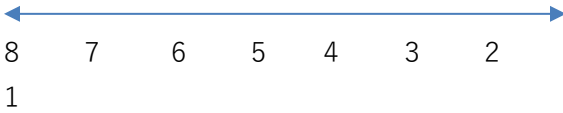
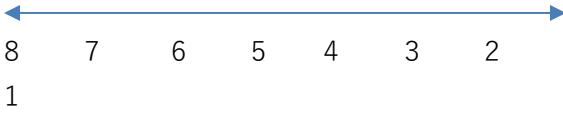

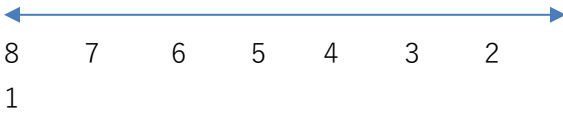
Please, do the following: Be sure to base ratings on the observations of your own behaviors. Rate yourself on each question. These questions use an eight-point scale. On the scale, "1" indicates the lowest possible rating and "8" indicates the highest. Select the answer that best reflects the observations of your own behaviors.

Table 27

Follower Maturity Questions

1. How much past job experience do you have that are relevant to your current job?	High Low ←—————→
High— Has high experience relevant to job	8 7 6 5 4 3 2 1

Low— Does not have relevant experience	
<p>2. How much job knowledge do you usually demonstrate in your current job?</p> <p>High— Has high/necessary job knowledge Low— Does not have necessary knowledge</p>	<p>High Low</p>  <p>8 7 6 5 4 3 2 1</p>
<p>3. How much are you generally able to solve problems independently? / To what extent are you generally able to resolve problems independently?</p> <p>High— Highly able to solve problems independently Low— Unable to solve problems independently</p>	<p>High Low</p>  <p>8 7 6 5 4 3 2 1</p>
<p>4. How much are you generally able to take responsibility?</p> <p>High— Can be left alone Low— Requires close supervision</p>	<p>High Low</p>  <p>8 7 6 5 4 3 2 1</p>
<p>5. How often do you finish the task on time? / How much often do you meet job deadlines?</p> <p>Consistently— Consistently finishes the task on time Rarely— Rarely finish on time</p>	<p>Consistently Rarely</p>  <p>8 7 6 5 4 3 2 1</p>
<p>6. How eager are you to take responsibility for the task? / How willing are you to take responsibility for the task?</p> <p>High— Has a strong willingness to take responsibility</p>	<p>High Low</p>  <p>8 7 6 5 4 3 2 1</p>

<p>Low— Does not have willingness to take responsibility</p>	
<p>7. What level of motivation do you have to accomplish the task?</p> <p>High— Has high desire to achieve Low— Has little desire to achieve</p>	<p>High Low</p> 
<p>8. How much persistent are you about the task?</p> <p>High— Won't quit until done Low— Gives up easily</p>	<p>High Low</p> 
<p>9. How much are you positively concerned about the task?</p> <p>High— Has high positive concern about work Low— Has little positive concern about the work</p>	<p>High Low</p> 
<p>10. How much are you willing to work on your own to achieve the task? / How much independence from managerial involvement do you prefer to complete the task?</p> <p>High— Is willing to work on own Low— Is unwilling to work on own</p>	<p>High Low</p> 

Section 6: Servant Leadership Survey

15. Answer questions as the statement pertains to your manager or immediate supervisor.

Please evaluate each statement, identifying the extent to which you agree or disagree with that statement based on your opinion of your immediate supervisor.

Table 28

Servant Leadership Questions

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1. My manager gives me the information I need to do my work well.						
2. My manager encourages me to use my talents.						
3. My manager helps me to further develop myself.						
4. My manager encourages his/her staff to come up with new ideas.						
5. My manager gives me the authority to take decisions which make my work easier to me.						
6. My manager offers me abundant opportunities to learn new skills.						
7. My manager learns from criticism.						
8. My manager learns from different views and opinions of others.						
9. If people express criticism, my manager tries to learn from it.						
10. My manager keeps himself/herself at the background and gives credits to others.						
11. My manager is not chasing recognition for the things he/she does for others.						
12. My manager appears to enjoy his/her colleagues' success more than his/her own.						

13. My manager emphasizes the importance of paying attention to the good of the whole.						
14. My manager has a long-term vision.						
15. My manager emphasizes the societal responsibility of our work.						
16. My manager is open about his/her limitations and weaknesses.						
17. My manager is often touched by the things he/she sees happening around him/her.						
18. My manager shows his/her true feelings to his/her staff.						

Section 7: Multifactor Leadership Questionnaire:

This questionnaire is to describe the leadership style of your current manager or immediate supervisor as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Thirty-two descriptive statements are listed on the following pages. Judge how frequently each statement fits this leader. Use the following rating scale:

Table 29

MLQ Questions

Not at all always 0	Once in a while 1	Sometimes 2	Fairly often 3	Frequently, if not 4
<i>THE MANAGER I RATE:</i>				
talks optimistically about the future 0 1				
2 3 4				

spends time teaching and coaching	0 1
2 3 4	

Section 8: Job Satisfaction Survey

16. In this page, you assess your own perception of your job satisfaction in your current organization. Please select the answer for each question that comes closest to reflecting your opinion about it:

Table 30

Job Satisfaction Questions

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6

10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6

31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

Appendix B: Permission to use MLQ 5X Short

For use by Francois Kammoe only. Received from Mind Garden, Inc. on December 7, 2019

**Permission for Francois Kammoe to reproduce 1000 copies
within one year of December 7, 2019**

Multifactor Leadership Questionnaire

Instrument (Leader and Rater Form)

**and Scoring Guide
(Form 5X-Short)**

English and French versions

by Bruce Avolio and Bernard Bass

Published by Mind Garden, Inc.

info@mindgarden.com
www.mindgarden.com

Appendix C: Permission to use JSS

From:**Sent:** Wednesday, November 27, 2019 3:05 PM**To:** Francois Kammoe**Subject:** RE: [Request for permission to use an instrument]: Job Satisfaction Survey (JSS)

Dear Francois:

You have my permission to use the JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms, in the Assessments/Our Assessments section of my website: paulspector.com. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in the JSS, and good luck with your research.

Best,

Paul Spector, Distinguished Professor
Department of Psychology
PCD 4118
University of South Florida
Tampa, FL 33620

Website: <http://shell.cas.usf.edu/~pspector/>

Appendix D: Permission to use Environmental dynamism scale

From: Ali Ekber Akgün ·
Sent: mardi 17 décembre 2019 06:55
To: Francois Kammoe □
Subject: Ynt: [Request for permission to use an instrument]: Environmental dynamism scale

Dear Kammoe,
I just saw your e-mail.
You can use them in your study.

Bests,
Ali

Gönderen: Francois Kammoe ·
Gönderildi: 16 Aralık 2019 Pazartesi 22:30
Kime: Ali Ekber Akgün ·
Bilgi: ·
Konu: RE: [Request for permission to use an instrument]: Environmental dynamism scale

Hello Dr. Akgun,

Please, any feedback?

Respectfully,

Appendix E: Permission to use SLS

From: Dirk van Dierendonck
Sent: Wednesday, November 27, 2019 9:04 AM
To: Francois Kammoe
Cc:
Subject: RE: [Request for permission to use an instrument]: Servant Leadership Survey (SLS) short version

Dear Francois,

Yes, you have permission to use the 18-items scale. I am not aware of a French version. So, may have to translate it yourself. Yes, reformulating the items for the self-rated form is fine.

Kind regards,

Dirk van Dierendonck

Dirk van Dierendonck, PhD
Professor of HRM, in particular Leadership and Management Development
Dean of Faculty/Vice-Dean
Rotterdam School of Management
Erasmus University
Burgemeester Oudlaan 50
3062 PA Rotterdam
The Netherlands
Tel: +31 10 408 9569



<http://www.rsm.nl>

Appendix F: Recruitment invitation for my referral friends through LinkedIn and
Facebook (WhatsApp)

Dear friend,

My Name is Francois Kammoe and I am a doctoral candidate in Management with a specialization in Leadership and Organizational Change at Walden University in the US country. I am seeking input through a Web based survey from employees who are over the age of 19. The purpose of this study is to examine a dynamic leadership approach that may help improve employee job satisfaction in both stable and turbulent organizational environments.

If you agree to take part in this study, you are asked to complete a survey that should take 20 minutes approximatively. I ask that you complete the survey within 1 month of receiving the below link. Participation in this study is *completely voluntary, anonymous*, and responses will be kept *completely confidential*. No names of individual organizations or individuals will be used. I need at least 344 volunteers to complete this survey. Please feel free to forward this message to anyone whom you think might be interested in being a participant.

You are free to exit the survey at any time. If you wish to take part in the study please access the survey online at:

<https://www.surveymonkey.com/r/DynamicLeadershipQuestionnaire>

Note: If the survey does not open automatically, please copy and paste the entire link into your internet browser's address bar to access the survey.

Kind Regards,

Francois Kammoe, MPhil in Management and Master degree in IT
Walden University, School of Management and Technology
Ph.D. Candidate

Appendix G: Recruitment post invitation for survey participants contacted by my referral

friends on their Social media channels such as Facebook (WhatsApp) or LinkedIn

Forwarded on behalf of Francois Kammoë

Dear,

My Name is Francois Kammoë and I am a doctoral candidate in Management with a specialization in Leadership and Organizational Change at Walden University in the US country. I am seeking input through a Web based survey from employees who are over the age of 19. The purpose of this study is to examine a dynamic leadership approach that may help improve employee job satisfaction in both stable and turbulent organizational environments.

If you agree to take part in this study, you are asked to complete a survey that should take 20 minutes approximatively. I ask that you complete the survey within 1 month of receiving the below link. Participation in this study is *completely voluntary, anonymous*, and responses will be kept *completely confidential*. No names of individual organizations or individuals will be used. I need at least 344 volunteers to complete this survey. Please feel free to forward this message to anyone whom you think might be interested in being a participant.

You are free to exit the survey at any time. If you wish to take part in the study please access the survey online at:

<https://www.surveymonkey.com/r/DynamicLeadershipQuestionnaire>

Note: If the survey does not open automatically, please copy and paste the entire link into your internet browser's address bar to access the survey.

Kind Regards,

Francois Kammoë, MPhil in Management and Master degree in IT
Walden University School of Management and Technology
Ph.D. Candidate