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A Quantitative Model Studying the Effects of Transformational Leadership on Job Satisfaction

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Walden University

College of Management and Technology

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Kenneth Chukwuba

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Walden University

2015

Abstract

A Quantitative Model Studying the Effects of Transformational Leadership on

Job Satisfaction

by

Kenneth Chukwuba

MBA, Webster University, 2003

BS, Columbia College, 2000

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

December 2015

Abstract

Hotels have lost \$3.4 billion over the last 5 years because of high rates of employee turnover. Leaders must use the tools necessary to increase job satisfaction and retain professional employees. The problem was that insufficient data described the relationships between transformational leadership, gender, education, and job satisfaction for hotel professionals. The purpose of this survey study was to understand the relationship between transformational leadership and job satisfaction for the hotel professionals in the United States. A total of 248 hotel professionals from the Colorado Lodging and Hotel Association were surveyed using the Multifactor Leadership Questionnaire and the Job Satisfaction Survey. The theoretical foundation of transformational leadership informed this study. Using a survey design, data were collected and a multiple regression technique was applied to analyze the data. Gender, education, and transformational leadership accounted for 20% of the variation in job satisfaction. Transformational-leadership style and gender were significant predictors of job satisfaction; however, education was not a significant predictor of job satisfaction. Results from this study may aid managers in learning to use transformational leadership to create necessary opportunities for hotel professionals to help increase their job satisfaction. Such leadership can lead to better productivity in the hotel industry with a positive contribution to hotel guests.

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Dedication

This study is dedicated to my wife, Laura; my children, Trenton, Emillie, Amanda, and Marcie; and almighty God through whom all things are made possible. Thank you for your continued support throughout my doctoral journey. This doctoral journey would not have been possible without the love and support of my wife, children, and friends while I completed this study, for their never-ending support. This work is also dedicated to Professor Jerry and Lucy Gana, and Jerry and Barbara Matson for their unwavering support. Finally, I dedicate this study to my late father who instilled the importance of education in me; I know for sure if he were here, he would be very proud of this achievement. Thanks to all for believing in me.

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Chapter 1: Introduction to the Study

U.S. hotel companies have experienced losses of more than \$3.4 billion due to lost productivity in the last 5 years; a 2011 study by Self and Dewald found that losses in productivity was due to the drain of experienced hotel professionals.” . A lack of organizational commitment causes hotel professionals to leave their jobs at high rates this high turnover in the hotel industry makes it important that leaders of hotel industry organizations use tools to increase morale and job satisfaction for professional employees in hotel organizations (Self & Dewald, 2011). The attitudes of professionals and their intention to stay with an organization increase significantly when leaders introduce transformational-leadership strategies in organizations (Gill, Flaschner, Shah, & Bhutani, 2010; Riaz & Haider, 2010). This suggests that transformational leadership can be successfully used to positively influence the attitudes of professionals and motivated professionals in the U.S. hotel industry.

This study was designed to examine the effects of transformational leadership on job satisfaction for U.S. hotel employees. In the banking industry, the use of transformational leadership has led to increased job satisfaction levels for professionals (Bushra, Usman, & Naveed, 2011). This chapter contains a discussion of the background of the study, problem statement, purpose of the study, research question and hypotheses, theoretical foundation, nature of the study, sources of information, analytical strategies, definitions of terms, assumptions, scope, and limitations. Additionally, discussed in this chapter are the significance of the study, significance to theory and practice, and significance to social change.

Background of the Study

Serious challenges confront the U.S hospitality industry, such as in hiring and retaining professionals (Kim & Jogaratnam, 2010). The hotel industry in the United States dates back to the 19th century. In 1809, the first U.S. hotel opened in New York, named the City Hotel, and Boston's Tremont Hotel was opened in 1809 and was the first business-style hotel (Ingram & Baum, 1998). The hospitality industry represents 2.8% of the U.S. gross domestic product (U.S. Department of Commerce, Bureau of Labor Statistics, 2014). Due to changes in the hotel industry, customer satisfaction is now an essential component in the survival of hotel companies; a 1999 study by Pizam and Ellis found that attracting a new customer costs five times as much time, money, and resources as retaining an existing customer. In the United States in 2014, travelers spent more than \$2.4 billion a day on hotels and industry-related services, and the U.S. hotel industry supported approximately 7.3 million jobs (Department of Commerce, Bureau of Labor Statistics, 2014). The American public is largely familiar with frontline workers in the hotel industry such as reservationists, workers in customer relations and services, and hotel guest-services workers (Cho et al., 2009). Myriad other professionals employed in the hotel industry are virtually invisible to the public but are critical to the hotel industry's survival (Kimes, 2011). Hotel-industry professionals obtain industry-specific certifications in financial management, revenue management, hospitality marketing, real estate and hotel investment, and hotel-properties management and sustainability (Kimes, 2011). The high general turnover in these hotel-industry jobs presents a significant business problem.

The U.S. hospitality industry experiences annual turnover rates as high as 75%, with one of the highest turnover rates of any U.S. industry. Some causes hotel industry turnover rates were inadequate compensation, improper direction, and poor supervision (Josiam, Clay, & Graff, 2011). In the year before leaving their jobs, many hotel professionals display mental stress and behavioral symptoms (Gill, Mathur, Sharma, & Bhutani, 2011). Additionally, Gill et al. (2011) found a significant negative relationship between professionals' intentions to quit and the lack of transformational leadership in their organizations. Transformational leadership has a strong potential to reverse a professional's intention to quit. Additionally, transformational leadership has a demonstrated history of providing greater clarification of an organization's mission, objectives, and goals, and in reducing work-related frustrations (Gill et al., 2011).

A significant relationship exists between job satisfaction and customer satisfaction for service-industry employees like hotel professionals (Gil, Berenguer, & Cervera, 2008). For example, when customers make requests of front-line employees, fulfilling the request likely will involve professionals. Attitudes expressed by professionals to customers, directly or indirectly, are likely to influence the perceptions of customers, and a poor attitude could reduce the value of the service customers expect (Gil et al., 2008). Because professionals have a decisive role in establishing customer satisfaction, organizations must create positive experiences for professionals that lead to job satisfaction and high job performance (Gil et al., 2008).

Practitioners in the hospitality industry found that increasing job satisfaction among hospitality workers like hotel professionals was critical to organizational profitability and should be managed appropriately (Kim & Jogaratnam, 2010). The

success or failure of organizations was contingent on the ability of organizations to control the rate of turnover. Employee turnover cost U.S. organizations over \$5 trillion in 2004. Some factors responsible for high employee turnover were poor supervision, low wages, lack of self-development, lack of job security, and job dissatisfaction. Motivating employees, increasing wages and benefits, and communicating appropriately reduced employee turnover rates and may have enhanced performance and increased productivity (Kim & Jogaratnam, 2010).

Professionals who report low job-satisfaction levels commonly experience an unpleasant emotional state when working for their organizations. Professionals are the organization's backbone and a source of competitive advantage (Kazi, Shah, & Khan, 2013). Because of these findings, it is imperative that managers of organizations eagerly adopt strategies that motivate professionals and treat professionals as highly valued assets.

Using a transformational-leadership style has been demonstrated to enhance job satisfaction levels of professionals in the restaurant industry (Gill et al., 2010). Transformational leadership provides clear missions, visions, goals, and objectives for professionals, which causes a reduction in tension and an increase in job satisfaction. In addition, the attitudes of professionals and their intention to stay with the organization increases significantly when experiencing transformational leadership (Gill et al., 2010). In a similar study, transformational leaders enhanced the beliefs and attitudes of professionals and inspired excitement that motivated professionals to perform at their best. To reach strategic goals, leaders sometimes had to promote organizational change, which is one of the components of transformational leadership (Riaz & Haider, 2010).

Transformational leaders went to great lengths to reach strategic goals and promote organizational change.

The relationship between transformational leadership and job satisfaction has been studied by many researchers. For example, in a 2014 study by Tavakkol, Hamid, and Tabriz (2014), transformational leadership had a positive and significant correlation with job satisfaction. However, few studies exist that have specifically examined the affect of transformational leadership on job satisfaction in the hotel industry to help improve competitive advantage for hotel organizations in the United States. This study was designed to address this gap in the literature gap and to provide managers of hotel organizations with more tools to help increase their organization's value and profitability.

In this quantitative survey research study, I used authentic transformational-leadership (ATL) theory to examine transformational leadership and job satisfaction amongst hotel-industry professionals in the United States. The independent variable in this study was transformational leadership. Transformational leadership transforms the main concerns and values of professionals from personal interest to collective organizational purpose, and motivates professionals to achieve goals beyond their expectations (Riaz & Haider, 2010). The dependent variable was job satisfaction, defined here as a desire to achieve the daily functions of a job with a sense of fulfillment that produces a pleasurable emotional state from employment practices.

Problem Statement

Hospitality organizations have lost more than \$3.4 billion in productivity in the last 5 years due to a high rate of employee turnover (Self & Dewald, 2011). Employees leave their jobs at a high rate because of a lack of commitment to organizations, low

wages, low benefits, and high stress levels (Yang, Wan, & Fu, 2012). The general problem was that employee turnover in the hotel industry has been increasing and is now at 300% (Choi & Dickson, 2009). The specific problem was that hotel industry managers do not understand the relationship between the factors (transformational leadership, gender, and education) and job satisfaction.

This study may be useful in filling the literature gap that currently exists. No recent studies on transformational leadership described job-satisfaction relationships among hotel professionals in the United States. Understanding the effects of transformational leadership on job satisfaction for professionals on a national scale is limited; the results from this study extend knowledge in this area.

The results from this study may be beneficial to social change because when employees keep their jobs, they are able to care for their families and contribute to society. Organizations can benefit when professionals remain with an organization, thereby reducing the cost of employee turnover, increasing competitive advantage, and increasing profits. Social change occurs when the quality of work life for professionals improves, leading to job satisfaction.

Purpose of the Study

The purpose of this quantitative survey study was to understand the relationships between job satisfaction for hotel professionals and the variables of transformational leadership, gender, and education. The transformational-leadership variable was independent and the job-satisfaction variable was dependent. Jang and George (2012) found that U.S. hotel professionals had “temporal personalities” (p. 588) and needed to possess multiple skills to engage in numerous activities in a given time period. Hotel

professionals engaged in multiple-skill activities that were an inherent job requirement (Jang & George, 2012).

Because the U.S. hotel industry is varied and extensive, a sample from the entire U.S. population of hotel professionals may aid in generalizing information about hotel professionals. A representation of the aggregated elements of hotel professionals is useful for this type of study (Babbie, 2010). Social change occurs when managers of hotels use the results of a study to improve the organizational culture and increase job satisfaction for professionals. Researchers found transformational leaders promoted attributes like intellectual stimulation, behavior, and motivation, whereas job satisfaction aligned with supervision, benefits, and rewards (Zahari & Shurbagi, 2012). Organizations are likely to benefit when professionals experience high levels of job satisfaction. Transformational leaders may help organizational leaders retain trained professionals, reduce the cost of worker turnover, increase productivity, retain their best assets (their trained professionals), and provide a source of competitive advantage.

Research Question and Hypotheses

Research Question

What effect do transformational leadership, gender, and education have on job satisfaction for hotel professionals?

Hypotheses

H₁₀ Transformational leadership (independent variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_1 = 0$).

H_{1a} Transformational leadership (independent variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_1 \neq 0$).

H_{2a} Gender (dummy variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{2m} = 0$).

H_{2a} Gender (dummy variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{2m} \neq 0$).

H₃₀ Education (dummy variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{3h} = 0, \beta_{3g} = 0$).

H_{3a} Education (dummy variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{3h} \neq 0, \beta_{3g} \neq 0$).

Survey-Instrument Questions

Demographic questions query information including age, education level, years in the hotel industry, level in the organization, and gender. Appendix A lists transformational-leadership dimensions. Questions listed in Appendix A ask about employees' relationship to their managers.

Theoretical Foundation

The theoretical foundation for this study is grounded in authentic transformational leadership (Bass, 1985; Khunert & Lewis, 1987), which promotes a leadership style designed to transform professionals into effective leaders (Zhu, Avolio, Riggio, & Sosik, 2011). The work of Khunert and Lewis (1987) and Bass (1985), promoted ATL as a way to develop professionals into leaders who are moral agents (Zhu et al., 2011). Researchers argued that the focus of ATL was to transform groups, organizations, and by extension,

society to perform well. The goal of ATL theory is to understand how transformational leadership can transform hotel professionals from followers to leaders. Transformational leaders create the type of culture that encourages the development of positive psychological capacity and fosters greater self-awareness of professionals to perform well on their jobs (Rego, Sousa, Marques, & Cunha, 2012). Transformational leaders must appeal to the high moral ideals of professionals who influence their beliefs and principles by engaging professionals to assess their own moral perspectives (Zhu et al., 2011).

Transactional leaders focus specifically on economic, psychological, and political exchanges to advance each individual, whereas the opposite is true of transformational leaders, who engage leaders and followers to share collective common purpose (Simola, Barling, & Turner, 2010). Transformational leaders promote the vision and mission of the organization through idealized influence. The purpose of idealized influence is to inspire a shared vision and organizational team spirit to accomplish organizational goals through inspirational motivation. Additionally, intellectual stimulation is a transformational-leadership tool that invigorates professionals to be creative, innovative, and empowered to solve problems (Simola et al., 2010). Leaders are then free to create a supportive environment that provides individualized consideration and engages each professional on an individual level. ATL embraces transactional and transformational components for moral decision-making that promotes high moral identity for leaders and followers when choosing moral actions (Zhu et al., 2011). The theory promotes self-awareness as a necessary component for authentic leadership, rendering this theory beneficial when studying the relationship between transformational leadership and job satisfaction.

The ATL model is useful from a postpositivist worldview and a quantitative paradigm to explain, predict, and inform the effects of a transformative leader on followers using specific methods prescribed in the theory (Bass & Riggio, 2012). Researchers used the ATL theoretical model to develop followers into moral agents with the capability of leading themselves and others in good performance (Zhu et al., 2011). For leadership to be authentic, a foundation of morality must exist, exhibited in character strengths, moral courage, and integrity of leaders: all attributes of ATL (Zhu et al., 2011).

Figure 1 illustrates how transformational leadership can affect job satisfaction. The diagram shows that when transformational-leadership levels are high in the organization, the culture leads to high levels of job satisfaction and thereby high retention rates. When organizations experience high-retention rates, organizations can benefit from low costs, high competitive advantage, and higher profit margins (Garcia-Morales, Jimenez-Barrionuevo, & Gutierrez-Gutierrez, 2011).

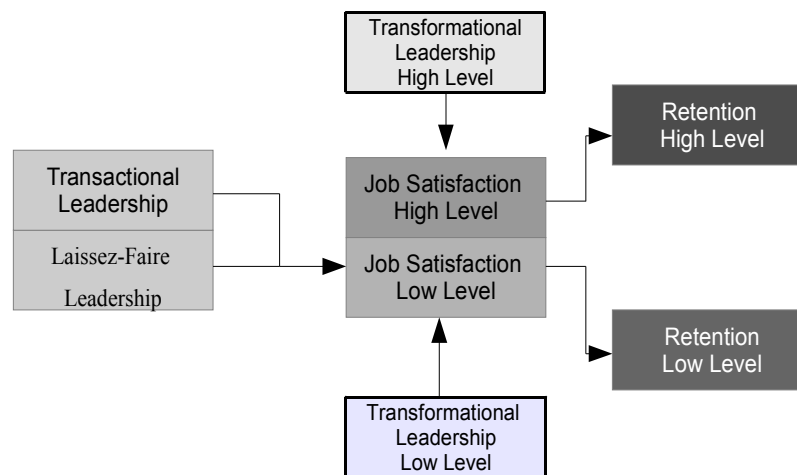


Figure 1. A theoretical framework of the relationship between transformational leadership and job satisfaction for hotel professionals.

In contrast, the results of this research study may show that other forms of leadership lead to low levels of job satisfaction. Low job satisfaction leads to low levels of employee retention. When organizations consistently spend resources on hiring and training new professionals, the practice can result in low profitability, a loss of competitive advantage, and a spiral that could lead to the demise of the organization (Den Hartog, Van Muijen, & Koopman, 2011).

Nature of the Study

The study method of research, using a quantitative methodology with a survey design, was the strategy of inquiry for this study. The independent variable was transformational leadership, measured using Bass and Avolio's Multifactor Leadership Questionnaire (MLQ, 1997), as described in Appendices B and C. The independent variable was job satisfaction, measured using a validated Job-Satisfaction Scale (Spector, 1997). In their 2010 study, researchers used a descriptive correlational design when describing relationships among quantitative variables (Bailey, Sabbagh, Loiselle,

Boileau, & McVey, 2010). The nature of this quantitative-methodology study was useful in understanding the role of transformational-leadership theory by Burns (1978) and Bass (1985) and the effects of transformational leadership on job satisfaction (Walter & Bruch, 2010). Employing the survey method is particularly useful to describe the behavior of large populations such as hotel professionals and to engage descriptive analyses, using several variables simultaneously (Babbie, 2010).

Additionally, using a quantitative methodology allows the collection of quantified responses from survey instruments when engaging statistical procedures for analysis (Creswell, 2009). Studying a sample of hotel professionals in the United States permits generalizations about U.S. hotel professionals. Furthermore, leadership studies that engaged a quantitative methodology were practical because survey instruments used closed-ended questions when observing the attitudes of workers like hotel professionals (Creswell, 2009). The goal of conducting quantitative research was to observe and analyze elusive and indirect differences in the study sample (Hooper, 2011). When analyzing the statements provided by sample participants using an open-ended survey instrument, the qualitative methodology was better suited than the quantitative methodology. Using open-ended questions can engage the emotions of participants and could cause improvisation of participants' experiences (Hooper, 2011). Qualitative and mixed methods of inquiry are not suitable for generalizing about large populations (Creswell, 2009) such as U.S. hotel professionals.

Sources of Information

The population of interest consisted of professionals in the hotel industry in the United States. The National Hotel Professionals Association provided a sample of these

professionals. Professionals in the hospitality industry were a suitable group to observe because of their attitude toward professionalism and job satisfaction (Burgess, 2011). Additionally, managers demonstrate characteristics that can affect the job-satisfaction levels of professionals and their professionalism (Burgess, 2011).

Analytical Strategies

The nature of this study required engaging in standard statistical operations using SPSS version 21.0 for Windows to understand relationships, patterns, and influences when examining the effects of transformational leadership on job satisfaction of hotel professionals. I engaged descriptive analyses of demographic variables with job satisfaction and with transformational leadership to show any meaningful differences among groups. Additionally, I used *t* tests, correlation tests, and regression-analysis tests to understand the effects of transformational leadership on job-satisfaction levels of members of the study group. Statistical tests are helpful when exploring relationships among variables and to describe observations from a scientific perspective to explain any relationships (Babbie, 2010).

The nature of this study did not require using any experimental designs such as pretests or interventions. Using a survey design was beneficial when trying to understand empirical relationships between transformational leadership and job satisfaction (Babbie, 2010). The goal was to remove any spurious relationships because of coincidence. Correlational observations show how changes in one variable affect changes in other variables, meaning that changes in leadership styles can affect changes in job-satisfaction levels (Babbie, 2010). In their study, Eshraghi, Harati, Ebrahimi, and Nasiri (2011) used a correlational design to observe the relationship between transformational leadership and

managers of an organization, using the MLQ for data collection. The results of the survey design predicted that transformational leadership significantly contributed to management outcomes.

The examination of univariate and multivariate queries among subgroups was useful when exploring relationships with the independent variable: transformational leadership. The unit of analysis was professionals who work in the hotel industry. The purpose of using correlational techniques was to determine if the manipulation of independent variables produced changes in the dependent variable. Babbie (2010) argued that such manipulation is statistically stated as $Y = f(X)$. To determine statistical significance, any statistical test is conducted at an alpha level of .05. The decision rule for statistical significance for this study was that if calculated probability values (p values) are less than or equal to the stated alpha level, the results are significant and the null hypothesis, of no statistical significance, is rejected. If the calculated p value is greater than the stated alpha level, the null hypothesis remains and the results are not statistically significant (Pagano, 2007).

Definitions

I used the following definitions in this study.

Authentic transformational leadership: A leadership behavior that leaders exhibit when leading followers demonstrating idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Wong & Laschinger, 2013).

Hotel industry: A category in the U.S. service industry (Kandampully & Suhartanto, 2000). The hotel industry is recognized as a global industry, with producers and consumers around the world.

Hotel professional: People who have earned professional certifications in various areas of the hotel industry. Areas of certification include financial management; food, beverage, and restaurant management; general and strategic management; hospitality marketing; operations management; property-asset management and real estate; and sustainable hotel management (Professional Development Program, 2007). Professionals with certifications in these areas participated in this study.

Job satisfaction: A self-reported positive emotional state that results from the appraisal of one's experience on the job and the extent to which employees like or dislike their job (Ram, 2012). Hotel professionals experience job satisfaction when there is good communication with senior management, when professionals have a good relationship with their supervisors, and when managers recognize the performance of professionals (Zheng Gu & Ricardo, 2009).

Transformational leadership: The leader actively works to shape and change the organizational culture by creating a shared vision valuing respect, autonomy, and the pursuit of higher goals (Zembylas & Iasonos, 2010). Leadership is an attempt to change and transform followers, to "motivate people to go beyond their own self-interest and pursue goals and values of the collective group" (Huang & Liao, 2011, p. 2). Managers use a transformational-leadership style to satisfy and engage professionals in an attempt to elevate their performance level (Minett, Yaman, & Denizci, 2009). Transformational leadership involves "motivating followers to transcend their own self-interests for the sake of the team, the organization, or the larger polity" (Shamir et al, 1993, p. 579).

Assumptions

The assumptions for this study included that transformational leadership aligns with effective organizational change and that the MLQ helps identify hotel-professional leaders applying transformational leadership. In addition, I assumed all participants would provide honest responses, had knowledge regarding the hotel industry, and were able to answer questions related to it. I delivered the survey instrument to participants electronically. I assumed participants would have computer and Internet access. I also assumed the MLQ would measure transformational-leadership style effectively.

Scope and Delimitations

Delimitations

I limited this study to hotel-industry professionals in the United States. Each selected hotel professionals in the sample received a survey through e-mail with a letter explaining how to answer the survey. A survey using the MLQ by Avolio and Bass (2004) was one of the research tools. The variables, transformational leadership, gender, and job satisfaction, were the variables in this study.

Scope

A quantitative methodology with a survey design was the strategy of inquiry for the study. I limited the study to hotel professionals willing to complete the MLQ (Bass & Avolio, 2000). Participants were hotel professionals from selected five-star hotels in the United States.

Limitations

The limitations of the study include the following:

1. The population for the study consisted of hotel professionals in the United States.
2. The participants worked at five-star hotels and casinos.
3. The study sample comprised the minimum sample of hotel professionals required.
4. Results may generalize only to hotel professionals in Colorado. I conducted the study in the geographical region of a single state, Colorado, and limited the study to the population in this state.

Significance of the Study

Significance to Theory

In service-centered organizations like the hotel industry, using a transformational-leadership style enhances professionals' commitment to stay with an organization (Liaw, Chi, & Chuang, 2010). The results from this study may aid managers who are developing transformational organizations to enhance the willingness of professionals and increase the quality of customer services to hotel guests. Transformational-leadership styles influence the success of organizations (Boga & Ensari, 2009). Organizations managed by transformational leaders are highly likely to create superior success when implementing marked organizational changes. Organizational changes enacted from top management increase chances of organizational success more than from managers lower in the organization (Boga & Ensari, 2009).

Significance to Practice

Changes in business across the globe can be a threat to an organization's stability; thus, managers of organizations face many challenges. Some challenges include

competitive pressures that force organizations to continually evaluate their business models and increase organizational learning, which leads to improving efficiencies and effectiveness (Rose, Kumar, & Pak, 2011). Transformational leadership and job satisfaction promote organizational transformation and improve organizational learning, which helps mitigate the effects of environmental changes (Mirkamali, Thani, & Alami, 2011). For employees to act based on information, organizations must empower professionals to support organizational changes. Leaders can create the type of vision that unites professionals, fulfills their needs, and helps them achieve their goals (Mirkamali et al., 2011).

Organizations must be agile and adaptable, addressing unanticipated changes in the existing tempestuous economic business environment in the United States (Boga & Ensari, 2009). Because organizational leaders lack transformational-leadership qualities, results from this study provide guidance to managers who create strong social-change benefits. Because of the pressures prompted by globalization, transformational-leadership strategies can promote organizational changes that increase job satisfaction for hotel professionals, improve organizational productivity, and change the culture of the entire organization to one that creates global hotel-industry leadership.

Significance to Social Change

Social-change implications from the results of this study may aid in improving the quality of work life for hotel professionals. Managers of organizations could learn how to use transformational leadership to create necessary opportunities for hotel professionals to reach their highest potential in individual growth. Managers could leverage transformational-leadership initiatives to motivate participation in educational programs.

Additionally, organizations could create the climate for professionals to execute new knowledge to improve efficiencies, augment responsibilities, and increase job satisfaction. These attributes can lead to positive social change in the work life of hotel professionals in the United States. Additionally, this study can help increase employee retention and productivity in the U.S. hotel industry. In customer base, the results from this study can create value for customers and sustain customer satisfaction, which in turn leads to customer loyalty, and increases the return rate for investors in the hotel industry.

Summary and Transition

In Chapter 1, I discuss the problem of high employee turnover and the lack of organizational commitment in the hotel industry. The problem statement outlined the effects of job dissatisfaction in the hospitality industry and the loss of productivity due to high employee turnover. I chose to study why employees leave their jobs at such high rates in the hotel industry. The discussion centered on how transformational leadership affects the intention of professionals to quit.

In the Purpose of the Study section, I discuss why the study methodology demonstrated propriety for using a survey design to understand the relationship between transformational leadership and job satisfaction. In a discussion of the theoretical foundation serving as the foundation of this study, I present transformational-leadership theory by Burns (1978) and Bass (1985). In the Theoretical Foundation section, I discuss that transformational leaders share common goals in the organization. In the Nature of the Study section, I discuss the quantitative methodology using a survey design, including the rationale for using the chosen methodology, design, and survey instrument.

I discuss most of the statistical techniques necessary to understand significant relationships among variables. I posited why the results from this type of leadership study would provide significant business benefits. This study may reduce the gaps in the literature for leadership studies, and provide implications for social-change. Following the definition of terms section, I provided discussion on the assumptions, limitations, and delimitations of the current study. Transformational-leadership studies are likely to benefit organizations in the hotel industry.

In Chapter 2, I survey the literature to discover the effects of transformational leadership on job satisfaction. Chapter 3 provides a detailed discussion of the methodology of the study. Chapter 4 describes the results of the study and Chapter 5 is a discussion of the results and their implications for social change.

Chapter 2: Literature Review

The purpose of conducting this quantitative survey study was to understand the relationship between transformational leadership and job satisfaction for hotel professionals in the United States. The independent variable was transformational leadership and job satisfaction was the dependent variable. Following is a discussion of literature about the hotel industry, leadership styles, job satisfaction, organizational change, change implementation, transformational-leadership theory, and social change.

Literature Search Strategy

In this chapter, I review literature on leadership styles, emphasizing transformational leadership. Additionally, I assess current literature on job satisfaction with particular focus on the hotel industry to discover pertinent literature on transformational leadership in relation to job satisfaction. To achieve this end, I used major databases: Social Science Research Network, Google Scholar, Business Complete, EBSCOhost, ProQuest, and Emerald. I sourced the Interdisciplinary Journal of Contemporary Research in Business, Journal of Organizational Behavior, Journal of Human Resources in Hospitality & Tourism, International Journal of Management, International Journal of Hospitality Management, Academy of Management Journal, Journal of Management Development, and International Journal of Academic Research in Business and Social Sciences.

For search terms, I used leadership style, transformational leadership, transformational leadership theory, job satisfaction, organizational change, change implementation, preparing for change, organizational benefits, hotel industry, professionals in the hotel industry, turnover, and social change in the hotel industry. I

limited the search to peer-reviewed journal articles and professional journals published from 2009 to 2014. I purchased original works including the multifactor leadership questionnaire. The listed key words identify extant research and gaps in the literature.

Theoretical Foundation

The theoretical foundation on which this study is based is authentic transformational leadership (Bass, 1985; Khunert & Lewis, 1987), which proposed that transformational leadership is the most effective form of leadership style and can transform hotel professionals into effective leaders. This study determined whether the transformational-leadership style was the most effective leadership style for hotel professionals. Leaders using a transformational-leadership style manifested a significant positive impact on many employees, required for successful hotel-industry initiatives (Sadeghi & Lope Pihie, 2012). A few of these unique solutions included employees who could creatively solve problems, work independently and cooperatively, communicate effectively, adapt quickly to changing situations, and broadly increase performance efficiency and effectiveness. The transformational-leadership style may be the most effective leadership style for hotel-industry professionals.

The theoretical foundation reveals this constructive correlation. Before proposing a specific leadership style for hotel-industry professionals, researchers must show it is the most effective method. To illustrate that a particular leadership style is most effective for hotel-industry professionals, researchers must conduct a research study to ascertain a constructive, statistically significant correlation between that leadership style and effective execution of responsibilities by employees in the hotel industry.

Literature Review

Hotel Industry

Numerous studies described how the 21st-century hospitality industry creates successful hotel organizations. Successful hotels must provide a hospitable environment to guests: hotel professionals offer services in a safe and dignified environment (Loosekoot & Sherlock, 2013). The hotel industry is a broad category in the service industry and hotels are establishments that provide paid accommodation on a short-term basis to customers (Rogerson, 2011).

“The hospitality industry is part of the larger enterprise known as the travel and tourism industry” (Rathore & Maheshwari, 2013, p. 1). Hotels have a reception structure that is part of the building, properly equipping rooms or apartments with necessary services available to tourists (Gagian, 2010). Reception structures provide detailed services and public food spaces. In addition, hotel establishments, similar to other types of lodging, offer capacities, and tourist activity, but with added new functions and variations in services, such as valet parking and room service (Gagian, 2010). In the next subsection, I discuss the hotel star-rating system used in the United States.

Hotel Star-Rating

The hotel star-rating system indicates quality and broad guidelines used to measure a hotel’s general quality, amenities, and customer satisfaction. The most noted hotel star-rating system in the United States is that of the American Automobile Association (AAA), which began operation in 1977 (Hung & Lin, 2012). Other star ratings in Canadian, Mexican, and Caribbean hotels base their ratings on the U.S. AAA rating assessment that occurs once a year for U.S. facilities. An organization established

by the Canadian government manages the hotel star-rating system of Canada. Figure 2 illustrates star ratings of hotel facilities and the types of services associated with each star rating.

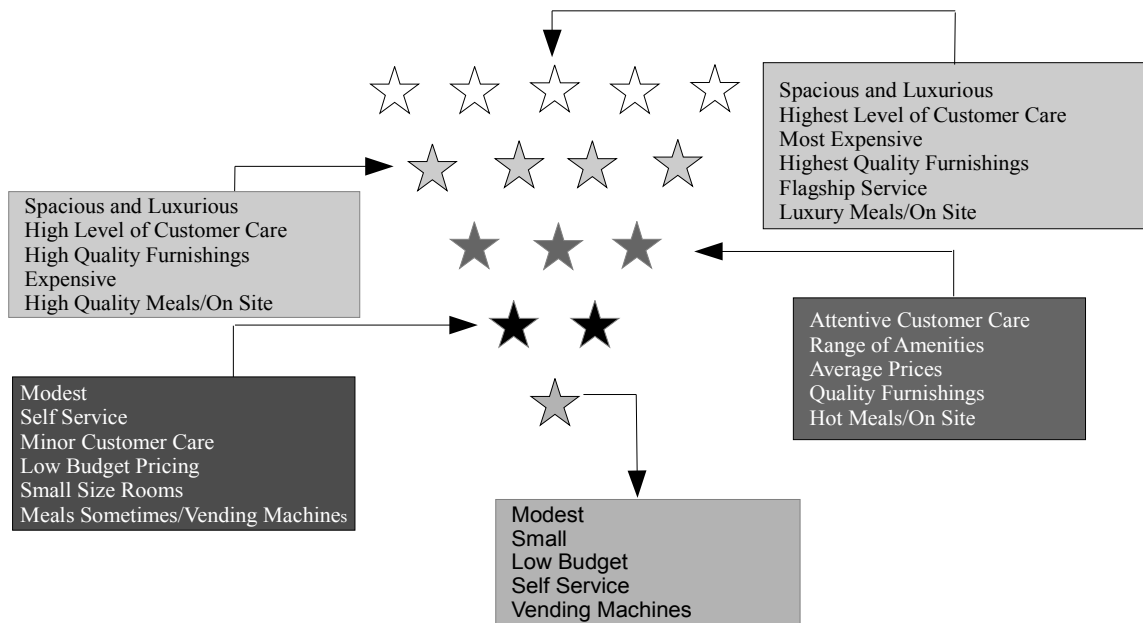


Figure 2. An illustration of hotel star ratings by amenities.

Adapted from “Designing Ranking Systems for Hotels on Travel Search Engines by Mining User-Generated and Crowd-Sourced Content” by A. Ghose, P. G. Ipeirotis, & B. Li, 2011, *Marketing Science*, 31, 493–520, doi:10.1287/mksc.1110.0700

Hung and Lin (2012) identified six areas used by AAA to determine ratings: hotel appearance, room facility and equipment, public areas, clearance, management and service quality. The contents of segmentation standards for hotel rating by WTO include “number of guests rooms, facility and equipment, service items, service quality and employee quality” (Hung & Lin, 2012, p. 14). In England, Italy, Greece, and Switzerland,

segmentation is based on service items, equipment, geography and appearance (Hung & Lin, 2012).

The hotel rating system of Mainland China is currently unified and established by the National Tourism Administration of the People's Republic of China, called "People's Republic of China tourism (foreign) Hotel Stars standard" with hotel rating segmented by 1 to 5 star[s]. The evaluation organization of hotel star rating under the National Tourism Administration is responsible for conducting evaluation of 3-5 star hotels. ... evaluation items cover architecture, equipment, décor, facility requirement and repair & maintenance, management standard and level of service quality, number of service items. (Hung & Lin, 2012, p. 14).

Hotel facilities and services have classifications that range from one to five stars. Each hotel facility offers various services, designated largely by ratings (Ghose et al., 2011). In addition, rating agencies consider the array of internal amenities such as indoor swimming pools, high-speed Internet, free breakfasts, hair dryers, and parking facilities when classifying hotels' star ratings (Ghose et al., 2011).

One-star facilities Hotels classified with one star are usually small, are often independently owned and operated, and have a family atmosphere (Ghose et al., 2011). A one-star hotel works to meet a budget traveler's basic needs for comfort and convenience. One-star hotel facilities include a limited range of services, rarely have restaurants on site, and are usually located within walking distance of dining establishments. Maintenance, cleanliness, and comfort usually meet a basic standard (Ghose et al., 2011).

Two-star facilities. Two-star facilities are medium-sized hotels that offer a wider range of services than one-star hotels (Ghose et al., 2011). Their staffs work to meet a

traveler's basic needs for comfort and convenience with moderate aesthetic enhancements on the property grounds, room décor, and furnishing quality. Some two-star hotels offer limited restaurant service; however, room service is rarely available. Two-star hotels cost more than one-star hotels because they feature a wider range of services (Hung & Lin, 2012).

Three-star facilities. Three-star hotels offer a higher level of service with additional amenities, features, and facilities (Ghose et al., 2011). Property grounds, décor, and quality of furnishings are upgraded in style to appeal to more affluent travelers. Most hotels in this category feature restaurants serving breakfast, lunch, and dinner, but not all offer room service. Valet parking, pools, and fitness centers are often available (Ghose et al., 2011).

Four-star facilities. A high level of service and hospitality and a wide variety of amenities and facilities distinguishes hotels in this classification (Ghose et al., 2011). Four-star hotels offer well-integrated design, stylized room décor, lavish restaurant facilities, and landscaped grounds, and the staff focuses on the comfort and convenience of the guests. Guests can expect 24-hour room service, laundry, dry cleaning, and cuisine-quality restaurants (Ghose et al., 2011).

Five-star facilities. Five-star hotels are the highest level of luxury properties and work to exhibit outstanding service and hospitality (Ghose et al., 2011). These hotels display original design, elegant room décor, exceptional dining, and meticulous grounds. Professionals work to flawlessly execute guest services and are efficient, knowledgeable, helpful, experienced, and courteous in every nuance of customer care (Ghose et al., 2011).

Hotel services and engagements provided by hotel professionals should be highly personalized to achieve optimal effect in the hotel industry (Rathore & Maheshwari, 2013). Hotel-industry leaders play a significant role in managing the image of hotels by ensuring that hotel professionals provide quality services to hotel customers (O'Connor, 2010). In the following section, the discussion centers on leadership in the hotel industry. Hotel-industry leaders can influence actions in the workplace environment, which can lead to better business performance.

Leadership

Leadership plays an essential role in the management of the hotel industry. Leaders with essential leadership skills are vital for the hotel industry because the hotel industry has a vibrant atmosphere that is service oriented and labor intensive in nature. Leaders influence the behavior of hotel professionals, which can lead to positive attitudes, and in turn, result in better performance (Flaherty, Mowen, Brown, & Marshall, 2009).

Leaders are individuals tasked to guide their organizations by performing leadership activities (Dominica, 2012). A leader must be innovative; inspire confidence; and develop, encourage, and focus on guiding people to achieve organizational objectives. In addition, leaders are change agents because their actions affect other people more than people's actions affect leaders (Dominica, 2012). Good leadership is a key success factor for hotel organizations, achieved, for instance, by motivating professionals to achieve organizational goals by offering rewards (Tsai, Cheng, & Chang, 2010). An effective leader must share information in the organization, trust others, and intervene when problems occur.

In the following discussion, I offer a distinction between leadership and leadership style. The essential goal of leaders in the hotel industry is to influence and facilitate hotel professionals and collective efforts to accomplish shared objectives. For instance, hotel leaders can improve the performance of hotel professionals or the hotel organization by influencing the processes that determine performance (Yukl, 2012). In the hotel industry, leadership style is about how hotel managers relate and get work done by hotel professionals (Bernsen, Segers, & Tillema, 2009), for instance by providing direction, implementing plans, and making decisions that lead to a shared vision.

Leadership Styles

Four primary styles of leadership are: charismatic, transactional, transformational, and laissez-faire. Transactional and transformational leadership are the main effective leadership styles in the hospitality and hotel industries (Scott-Halsell, Blum, & Shumate, 2008). Figure 3 shows the attributes of transformational leaders, charismatic leaders, laissez-faire leaders, and transactional leaders. The figure provides the components of each type of leadership style defined by Harper (2012) and other researchers.

Leaders enhance hotel-industry performance and encourage increased job satisfaction for hotel-industry professionals (Cohen, Stuenkel, & Nguyen, 2009). One problem hotel managers must address is scarce resources when accomplishing organizational tasks: organizational leaders are obligated to carry out tasks, even with insufficient resources (Long & Thean, 2011). When job satisfaction increases, managers can maintain competitive advantage and sustain profitability. Additionally, direction on how to accomplish tasks such as increasing job satisfaction must include input from top managers (Long & Thean, 2011). Managers show leadership by providing organizational

direction when accomplishing organizational strategies; in turn, organizational leaders create visions such as increasing job satisfaction as a way to reduce turnover (Long & Thean, 2011). Such proactive leadership offers hotel organizations a viable way to be effective and successful while increasing job satisfaction and job performance (Harper, 2012).

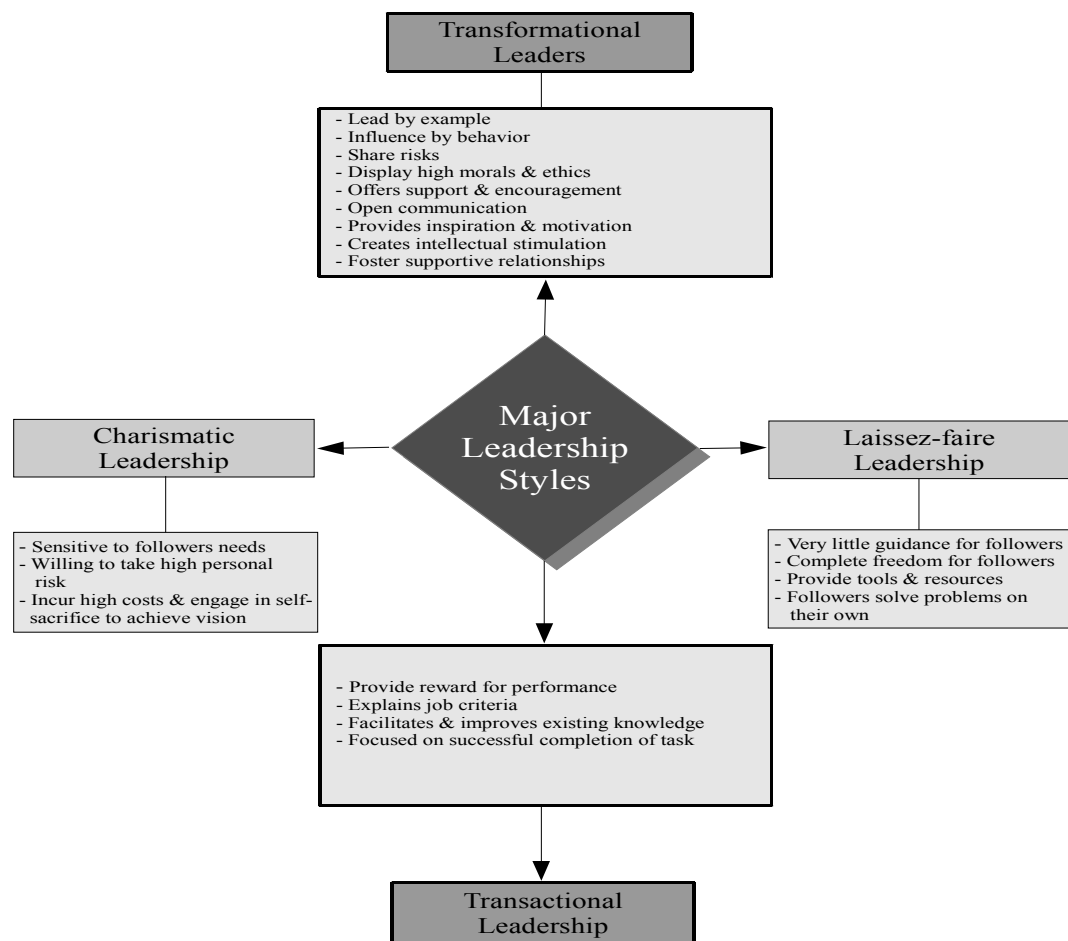


Figure 3. Characteristics of leadership styles in organizations.

Adapted from “The Leader Coach: A Model of Multi-Style Leadership” by S. Harper, 2012, *Journal of Practical Consulting*, 4(1), 22–31.

Obiwuru, Okwu, Akpa, and Nwankwere (2011) conducted a study to determine the effects of leadership styles on performance in small-scale enterprises. The study used a survey design and employed an evaluative quantitative-analysis method. Their analysis was based on primary data generated through a structured MLQ administered to respondents by Avolio, Bass, and Jung (1999). Obiwuru et al. (2011) scaled the responses to their research statements and converted them to quantitative data using a code manual. That process enabled segmentation of the data responses into dependent and independent variables based on leadership behaviors associated with performance variables. Results revealed that managers with a transformational-leadership style have positive significant impacts on organization performance, and managers with a transactional-leadership style have positive insignificant effects on performance. The study authors concluded that managers with transactional-leadership styles are effective in inducing heightened performance (Obiwuru et al., 2011). Ineffective leadership leads to a reduction in morale when hotel professionals are not inspired or motivated by hotel leaders (Higgs, 2009).

Transformational leadership, one of the most popular forms of leadership, has been the focus by many researchers in recent years (Northouse, 2012). Transformational leadership appeals to higher ideals and provides a meaningful work atmosphere for professionals (Hamidifar, 2010). The transformational-leadership style of managers relates positively to hotel professionals' job satisfaction at individual as well as team levels of analysis and to objective team performance (Braun, Peus, Weisweiler, & Frey, 2012).

Transformational Leadership

Transformational leadership is a style of leadership that attracts various competences and methodologies to an organization, thereby creating distinctive benefits for the organization. A manager applying transformational leadership shows integrity and communicates clear organizational goals to subordinates or followers (Daft, 2010).

Transformational leaders influence organizational performance by promoting organizational learning and innovation (Garcia-Morales et al., 2011). In addition, they elicit better organizational performance from followers while appealing to their higher order needs (Scott-Halsell et al., 2008).

Higher order needs include five distinct levels that separate transactional from transformational fulfillment (Rossiter, 2009). Figure 4 illustrates higher order needs, which include physiological needs, such as the basic life-sustaining requirements of food, water, and shelter. Level 2 of the diagram shows safety and security needs such as freedom from harm, and self-fulfillment needs such as social acceptance and companionship. Further, the need for esteem is the desire for self-respect and praise from others. Finally, self-actualization means achieving success and realizing life's fullest potential (Maslow, 1943). Transactional leaders concentrate more on lower order needs such as physiological, safety, and security concerns, whereas transformational leaders focus on the higher order of needs of self-fulfillment, esteem, and self-actualization (Rossiter, 2009). The transformational-leadership style leads to positive changes in an organization (Garcia-Morales et al., 2011).

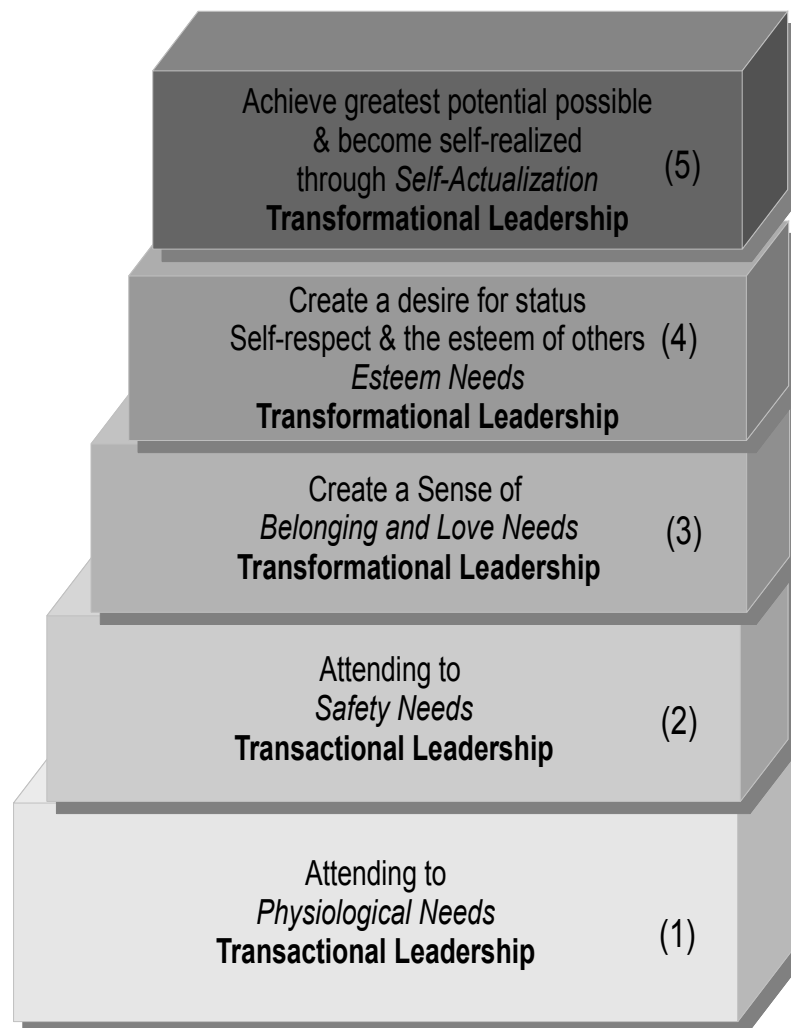


Figure 4. Maslow's hierarchy of needs.

Kara (2012) held views similar to those of Garcia-Morales et al. (2011) and Scott-Halsell et al. (2008). In a 2012 study, Kara determined that transformational managers have a positive effect on professionals in the hotel industry. The study included a sample ($N = 443$) of employees in five-star hotels in Turkey. Kara used correlation analysis and multiple-linear-regression analysis to analyze the relationship between organizational commitment and managers' transformational-leadership style. The results revealed that employees' organizational commitments and managers' transformational-leadership style

are significant. Long and Thean (2011) argued that transformational leaders are, in general, energetic, enthusiastic, and passionate, and have the ability to motivate hotel professionals through empowerment, inspiration, and charisma. Additionally, transformational leaders are concerned and involved in the management process and their focus is to help every member of the group succeed (Long & Thean, 2011).

Hotel-industry transformational leaders must expand and promote the interest of hotel professionals (Den Hartog et al., 2011). Transformational leaders must create awareness and recognition of professionals and must communicate a clear organizational purpose and mission to organizational professionals. Additionally, the role of hotel-industry transformational leaders is to motivate followers to go past their self-interest for the good of the entire group (Den Hartog et al., 2011). When leaders implement transformational-leadership qualities, leaders appeal to the higher ideals of professionals and provide a meaningful work atmosphere that leads to job satisfaction for professionals (Long & Thean, 2011). When leaders apply inspirational motivation to professionals, they gain the trust and confidence of those professionals. Professionals admire the leader and respect the decisions they make (Long & Thean, 2011).

Transformational leadership links to a variety of positive organizational and individual results, such as when managers transform hotel professionals with a vision and purpose that prompts a unified positive organizational change (Blayney & Blotnick, 2010). Transformational leadership is thus found to link empirically to increased organizational commitment, organizational culture, job satisfaction, and a sense of organizational citizenship, and lower employee turnover intentions, (Hamidifar, 2010; Mahdi, Mohd Zin, Mohd Nor, Sakat, & Abang Naim, 2012). Transformational

leadership, effective throughout management levels and work environments, comprises five dimensions (Mahdi et al., 2012; Scott-Halsell et al., 2008): (a) idealized influence (attributed to leaders by the followers), (b) idealized influence (behavior of leaders as observed by followers), (c) inspirational motivation (provided by leaders), (d) intellectual stimulation (provided by leaders and organizations), and (e) individualized consideration.

Figure 5 illustrates the dimensions of the transformational-leadership style.

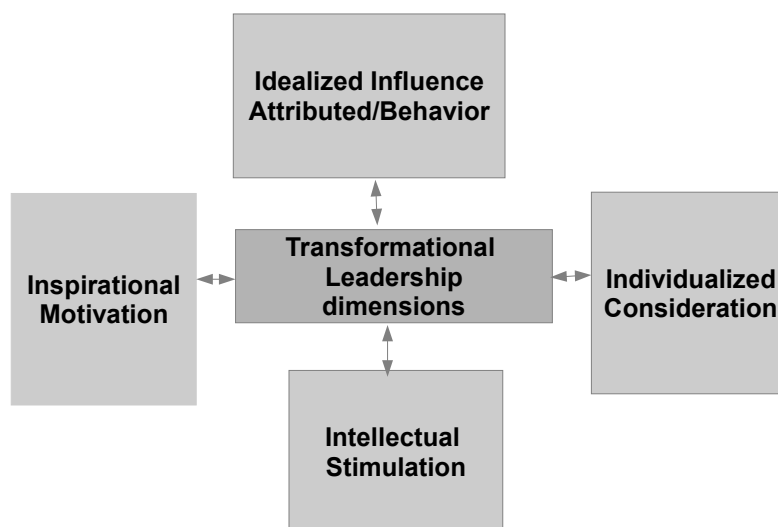


Figure 5. Transformational leadership dimensions.

Idealized influence (attributed). Attributed *idealized influence* (Harper, 2012) in transformational leadership concerns the behavior of managers and managers' influence on the organization. When transformational leaders serve as appealing role models for followers, they establish the attributed component of idealized influence, such as when they win the trust and confidence of followers and inspire and nurture followers' contributions to the foundational success of the organization (Harper, 2012). Transformational leaders create idealized influence when leading by example, when

sharing risks with professionals, and when displaying a high level of ethical and moral conduct (Riaz & Haider, 2010). Supporting that argument, when transformational leaders demonstrate the vision and values of the organization, leaders become role models for professionals (Goussak & Webber, 2011). In like manner, hotel professionals can foster the achievement of organizational goals when all professionals commit to following the guidance of transformational leaders in the organization.

Idealized influence (attributed) applies when hotel professionals share experiences and best practices and when they follow the examples of leaders (Goussak & Webber, 2011), such as when followers trust leaders, emulate their behavior, assume their values, and commit to achieving organizational goals. Leaders with high-idealized influence behave in ways that allow them to serve as role models due to followers' admiration, respect, and trust. Followers often attribute extraordinary diligence and abilities to the leader (Goussak & Webber, 2011).

Transformational leaders display authenticity when they treat hotel professionals with respect and dignity (Rowold & Schlotz, 2009). When professionals experience authenticity from leaders, professionals can develop a sense of trust that increases job satisfaction. Researchers showed that transformational leaders who maintain open-communication channels enhance feedback at all levels of the organization. Researchers have argued that requesting, receiving, and providing feedback to hotel professionals are integral characteristics that enhance organizational success. Some indicated that mentoring is an essential component in providing full support to hotel professionals in a challenging environment and in maintaining the organization's vision (Foglia, Cohen, Pearlman, & Bottrell, 2013; Rowold & Schlotz, 2009). Demonstrating idealized influence

using a transformational-leadership approach can foster an organizational environment in which professionals seamlessly communicate with leaders and professionals experience relatively high job satisfaction. The second component of idealized influence relates to the behavior of transformational leaders. Transformational leaders behave in ways in which their actions lead to outcomes such as professional overall job satisfaction, professional satisfaction with leaders, organizational commitment, and work motivation.

Idealized influence (behavior). Behavioral idealized influence refers to managers' actions that demonstrate values, beliefs, and a sense of organizational mission (Negussie & Demissie, 2013). Transformational leaders in the hotel industry provide idealized influence through their behavior when offering support and encouragement to individual hotel professionals (Harper, 2012). For instance, managers show politeness when requesting professionals finish a project on time and continue to offer support until the project is completed. This behavior is necessary to foster supportive relationships and keep open forms of communication with professionals. The behavior of leaders must offer hotel professionals the opportunity to share ideas with leaders. By sharing ideas, leaders can offer direct recognition of the contribution of each hotel professional (Rowold & Schlotz, 2009).

Additionally, by using idealized influence (behavior), hotel-industry leaders can serve as role models for hotel professionals (Harper, 2012). For instance, when hotel leaders display influence through behavior and explain important ideas in simple ways, their behavior helps strengthen professionals' performance, which can lead to high levels of productivity. Idealized influence (attributed) and idealized influence (behavior) suggest different constructs. Idealized influence (attributed) relates to the

attribution of charisma by the leader, whereas idealized influence (behavior) emphasizes a collective sense of mission and values, as well as action on these values (Rowold & Schlotz, 2009).

Next, I discuss inspirational motivation among professionals in organizations. Hotel leaders expressly and characteristically stress to professionals the need to perform well. Through inspirational motivation, leaders strive to help professionals accomplish organizational goals.

Inspirational motivation. Transformational leaders establish inspirational motivation in large part when leaders convey a verbal eloquence that emotionally captures and inspires hotel professionals, such as when managers inspire and motivate hotel professionals to galvanize commitment to a shared vision (Negussie & Demissie, 2013). Inspirational motivational leaders challenge professionals with high expectations, communicate optimism about future goals of the organization, and communicate clear meaning for a task (Athalye, 2010). For instance, when leaders motivated professionals inspirationally, professionals' sense of purpose increased (Athalye, 2010). The hallmark of transformational leadership is thus the skill and ability to motivate professionals in setting, developing, and achieving specific goals in the interest of the professionals' ultimate satisfaction. Leaders engage hotel professionals in envisaging attractive future states and create communicated expectations that professionals want to meet.

Sookaneknun and Ussahawanitchakit (2012) investigated the relationships among transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), organizational innovation, and firm

performance. The researchers employed resource-based views and contingency theory. The population was comprised of cosmetic businesses in Thailand, and the sample size was composed of ($N = 128$) cosmetics businesses. The results of the study showed that when transformational leaders employed inspirational motivation, organizations achieved their goals. Organizational leaders saw increases in profit, market share, and competitive advantage (Sookaneknun & Ussahawanitchakit, 2012). For inspirational motivation to be effective, “leaders must create vibrant ideas, images in the minds of the professionals that provide meaningful focus” (Sadeghi & Lope Pihie, 2012, p. 189)

Subsequent research by S. J. Shin, Kim, Lee, and Bian (2012) supported the Sadeghi and Lope Pihie (2012) argument and concluded that when leaders provide inspirational motivation, leaders effectively strengthen professionals’ responses and elucidate significant ideas from them in simple ways. S. J. Shin et al. (2012) showed that enhanced inspirational motivation could lead professionals to search for different ideas. To challenge hotel professionals with high standards, leaders must speak positively with passion, and must provide encouragement and motivation to fulfill organizational goals in the interest of good customer service. Hotel-industry leaders can adopt inspirational motivation by letting professionals know that they, the leaders, are trustworthy and dependable (Harper, 2012).

In the next discussion, I address intellectual stimulation and its connection to relationship and self-management. For example, leaders stimulate professionals’ understanding of problems and identify their own beliefs and standards. Inspirational motivation is an important component of transformational leadership because leaders use

this construct to arouse professionals' motivation to transcend previous performance for the good of the team.

Intellectual stimulation. Hotel leaders demonstrate intellectual stimulation when they encourage creativity among professionals, leading to the exploration of new ways to serve customers and new opportunities to increase hotel-industry profitability (Bolkan & Goodboy, 2010). Transformational-leadership centers on encouraging hotel professionals to be innovative and creative (Bolkan & Goodboy, 2010). At least in part, transformational leaders in the hotel industry can stimulate professionals to be critical thinkers and problem solvers through proper training and education. Indeed, critical thinking and problem solving may be essential behaviors in increasing overall productivity and profitability in the hotel industry (Brown & Arendt, 2012). Scott-Halsell et al. (2008) shared this view, positing that empowerment is a major component of intellectual stimulation.

Intellectual stimulation has four dimensions: rationality, existentialism, empiricism, and ideology (Scott-Halsell et al., 2008). Researchers described rational leaders as those hotel leaders who expect professionals to apply their own respective abilities and independence, encouraging them to be rational and logical decision makers. For example, effective leadership is enhanced when leaders offer professionals alternatives and the opportunity to participate by having the chance to present their thought and opinions. Empirical leaders manage professionals by expecting them to use the raw data available for informed decisions, whereas ideological leaders expect hotel professionals to use intuition to make fast decisions that will help achieve hotel-industry goals (Scott-Halsell et al., 2008). For instance, intellectual stimulation directs the

attention of professionals to discover new and better ideas by urging professionals to explore and experiment with new approaches (Shin et al., 2012). Individual consideration is the final discussion on the dimension of transformational leadership that relates to self-management; specifically, developing and coaching professionals.

Individualized consideration. Individualized consideration is one of the behavioral components of transformational leadership. Hotel leaders exhibit individual consideration when they assess and integrate the needs of individual professionals through supportive relationships, such as when a manager attends to individual professionals and cares for their needs (Shin et al., 2012). The aim of individualized consideration is to ensure that the needs of professionals are met, and to help professionals enhance their potential (Hetland, Hetland, Andreassen, Notelaers, & Pallesen, 2011). Transformational leaders in the hotel industry use individualized-consideration behavior to account for individual needs (Brown & Arendt, 2012). In effect, when leaders address individual differences through coaching and advising, such leader behavior shows individual consideration (Shin et al., 2012). Hotel leaders can serve as coaches and advisors in assisting professionals to become fully actualized (Scott-Halsell et al., 2008). For example, hotel leaders can use delegation to assist professionals to grow through personal challenges that can lead to higher levels of attainment and commitment.

I discuss the transactional-leadership style in the Transactional Leadership section. The transactional-leadership style of management is driven by performance measurement, objectives, and goals. These characteristics are clearly defined to guide professionals.

Transactional Leadership

The transactional-leadership style has two components: contingent reward and management-by-exception (active). First, I discuss contingent reward, concerned with helping professionals achieve higher levels of organizational functioning.

Contingent reward. Contingent reward is an exchange process between hotel leaders and hotel professionals in which leaders reward efforts by professionals. The leader and hotel professionals agree on goals and objectives: leaders reward achievements and punish lack of achievement (Camps & Torres, 2011). For instance, when a leader engages in a productive path to a goal, the leader engages in a transaction and exchanges rewards for performance. When hotel professionals receive rewards in exchange for reaching a specified performance level, their leaders are effectively practicing contingent rewards. The contingent-reward process includes leaders providing tangible rewards such as financial remuneration or intangible rewards, such as verbal recognition (Negussie & Demissie, 2013). Praise for work well done, recommendations for pay increases and promotions, and recommendations for surpassing expectations are effective examples of contingent-reward behaviors (Rouzbahani, Kohzadi, Sakinejad, & Razavi, 2013).

The aim of contingent-reward behavior is to clarify effort and reward relationships that involve exchanges between leaders and professionals in the hotel organization (Camps & Torres, 2011). The hotel leader converses with professionals to clarify what is required and what they need to do. The leader rewards hotel professionals in exchange for increased effort and performance (Camps & Torres, 2011). Contingent reward is the most active form of engaging the transactional-leadership style and is less

used by the transformational leader, because one can engage in contingent reward without ever being closely involved with hotel professionals (Sadeghi & Lope Pihie, 2012). Using contingent rewards, leaders enhance professionals' creativity and encourage innovative ideas and cooperation among hotel professionals (Camps & Torres, 2011). When transformational leaders employ contingent reward, leaders become effective and organizational performance increases.

Management-by-exception (active). Management-by-exception (active) is when a leader makes corrective criticisms or uses negative reinforcement. The leader using this behavior monitors hotel professionals closely so professionals can point out errors for correction. Hotel leaders using management-by-exception with *active* behavior monitor hotels professionals' performances and take corrective action if professionals deviate from the standard (Rouzbahani et al., 2013). The aim of management-by-exception (active) is to allow leaders to enforce rules to avoid mistakes and irregularities (Hetland et al., 2011). In this connection, charismatic leadership can help professionals alleviate such mistakes and irregularities.

Studies comparing transactional and transformational styles such as the exchange between followers and leaders is the key factor in transactional leadership. The transactional-leadership style focuses on the role of supervision, organization, and performance (Judge, Woolf, Hurst, & Livingston, 2006). A transactional-leadership style focuses on leader–professional exchanges of reward for applied effort (Judge et al., 2006). Adopting either a transactional-leadership style or transformational leadership could lead to organizational success because both leadership styles predict professionals' job satisfaction (Laohavichien, Fredendall, & Cantrell, 2009). In a 2010 study by Riaz

and Haider (2010), professionals were satisfied with the contingent-reward dimension of transactional leadership and with the individualized consideration of transformational leadership. Leaders using a transformational-leadership style contributed to exploratory innovation, whereas those using a transactional-leadership style facilitated improving and extending existing knowledge that relates to exploitative innovation (Jansen et al., 2009). Transformational leaders have a greater influence on professionals' job satisfaction, performance, and innovation than transactional leaders (Riaz & Haider, 2010).

A transformational leader associates organizational cohesiveness, work-unit effectiveness, and organizational learning for professionals (Riaz & Haider, 2010). In addition, transformational leaders affect creativity at individual and organizational levels. As a result, hotel professionals who exercise transformational leadership yield a better competitive advantage in the hotel industry than leaders who exhibit the transactional-leadership style.

Rowold and Schlotz conducted a study in 2009 to determine the relationship between supervisors' leadership style and subordinates' experience of chronic stress. Rowold and Schlotz sampled ($N = 244$) employees in a German government agency. Researchers tested transformational leadership, transactional leadership, and laissez-faire leadership styles with facets of chronic stress: excessive work and social demands, dissatisfaction with work and social recognition, performance pressure, and social conflicts, while controlling for subordinates' demographics and hierarchical level. Results revealed that transformational-leadership scales such as individualized consideration negatively related to dissatisfaction. In contrast, the transactional subscale of passive management-by-exception positively related to four indicators of chronic

stress, while controlling for all other transformational-leadership and transactional-leadership styles.

Charismatic Leadership

Leaders in the hotel industry show charismatic leadership when they use charm and self-confidence to guide hotel professionals. Charismatic leaders possess exceptional powers and authority, which can lead to value transformation (Babcock-Roberson & Strickland, 2010). For example, when charismatic leaders influence professionals' social identification, they influence professionals' sense of empowerment. When professionals feel empowered, they believe they can make a positive difference in organizational outcomes (Babcock-Roberson & Strickland, 2010.)

Charismatic leadership is therefore a process involving social influence, established when a leader's behavior affects professionals through clarification of what needs to be done. Charismatic leaders have referent power and exert significant degrees of influence on followers. Charismatic leaders inspire professionals; they provide clarity when a situation is unclear, resolve problems, and motivate change by articulating a strategic vision of the hotel organization (Babcock-Roberson & Strickland, 2010).

In the hotel industry, charismatic leaders can prove inspirational to hotel professionals, especially when leaders demonstrate a strong sense of self-confidence, assertiveness, and passionate communication toward the achievement of the organization's purpose (Harper, 2012). Supporting arguments by Babcock-Roberson and Strickland (2010), a study conducted by Harper (2012) found that charismatic leadership has four key characteristics or dimensions: possessing and articulating a vision, being eager to take risks to attain the hotel-industry vision, showing compassion to hotel

professionals, and modeling behavior. In addition, charismatic leaders used charm and self-confidence to guide professionals (Harper, 2012).

Charismatic leaders and transformational leaders share certain characteristics: both types of leaders inject enthusiasm into their followers, including hotel professionals, and are very energetic in driving professionals forward. However, charismatic leaders appear to believe more in themselves than in their team (Harper, 2012). Whenever this is the case, the attitudes and behaviors of such charismatic leaders could create problems, and could even damage organizational performance and results. Because success is associated with the physical presence of the charismatic leader, the organization tends to suffer when the leader is not present or leaves the organization (Harper, 2012). This behavior characterizes the laissez-faire leadership style.

Laissez-Faire Leadership

Laissez-faire is a French phrase that means *leave it be*, or *it will work out*, and describes leaders who allow followers to work without supervision. The laissez-faire leadership style is passive in that leaders give hotel professionals complete autonomy to make decisions or to complete tasks in a way professionals consider appropriate (Long & Thean, 2011). In their 2011 study, Long and Thean found that the laissez-faire leadership style represents a nontransactional type of leadership. In applying this leadership type, a leader was ineffective in making essential decisions. The leader would typically delay actions and ignore responsibilities, exerting little authority.

In contrast to transformational and transactional leaders, laissez-faire leaders give hotel professionals complete freedom to do whatever they deem appropriate for their job. Such a pattern of behavior could lead to poor customer service and low job satisfaction.

The laissez-faire leadership style is passive, with unassertive leaders intending to allow self-empowerment among hotel professionals (Harper, 2012). Due to frequent absence and lack of involvement when making important decisions, the laissez-faire leader drives hotel professionals to self-management. Laissez-faire leadership works effectively in organizations when all professionals are motivated, highly skilled, and capable of working on their own. However, it sometimes results in relatively poor customer service, lack of control, and increased operational costs because such leaders do not exert strong, directive leadership unless organizational problems occur, even if these leaders did previously communicate clear standards to their followers (Harper, 2012). Consequently, when laissez-faire leaders show less involvement in organizational goals, follower professionals expend less effort than do those working with leaders who exhibit other leadership styles. Such a cause-and-effect sequence inversely impacts productive capacity and competitive advantage (Ghamrawi, 2013).

Management-by-exception concerns the behavior of leaders who intervene after professionals have committed significant mistakes and have violated the rules and standards of the workplace (Rowold & Schlotz, 2009). Management-by-exception is a passive, laissez-faire leadership style—essentially the absence of leadership—and can translate to relatively lower job satisfaction in the hotel industry (Negussie & Demissie, 2013). When leaders exhibit management-by-exception behavior, they tend to promote a negative work environment with a corresponding reduction in job satisfaction (Malloy & Penprase, 2010). Researchers found that management-by-exception leaders discouraged professionals from investing time and mental effort in their work, leading to failure to

fulfill their original expectations for career success and organizational performance (Negussie & Demissie, 2013).

Comparing Leadership Styles

The transactional leader's style is less empowering than the transformational leader's style in practice. Transactional leaders motivate professionals to perform as expected, whereas transformational leaders inspire professionals to do more than originally expected. Still, a leader can be effective using either transactional or transformational style, depending on the situation. Adopting either leadership behavior helps in the success of the organization (Riaz & Haider, 2010). A leader can be both transformational and transactional in the hotel organization. For example, a leader may use the transformational style to positively augment their transactional-leadership style, exhibiting an exchange relationship in which they clarify expectations and address the immediate self-interests of leaders and hotel professionals (Pieterse, Knippenberg, Schippers, & Stam, 2010). Transformational leaders build on transactional leadership (Den Hartog et al., 2011). Transactional and transformational leaders motivate their followers but differ in process, depending on the type of goals they set for professionals (Den Hartog et al., 2011).

Judge et al. (2006) listed four characteristics of transactional leadership, usually referenced as contingent reward, management-by-exception (active), management-by-exception (passive), and laissez-faire. Using contingent reward, leaders offer resources to followers in exchange for their support. In the management-by-exception (active) aspect, leaders supervise the performance of followers and take corrective action when necessary. In the case of management-by-exception (passive), leaders provide little

supervision and intervene when there is a serious issue. In the laissez-faire type of transactional leadership, leaders abandon leadership responsibilities. Transformational leaders handle tasks and relationship dimensions of leadership. Transformational leaders help followers (employees) weather crises and attain the desired results, which leads to higher employee job satisfaction and productivity (Scott-Halsell et al., 2008).

Job Satisfaction

The main purpose of this study was to analyze the effects of transformational leadership on job satisfaction, with a focus on the hotel industry. In this section, I describe studies that used transformational-leadership style and job satisfaction as variables. Job satisfaction is one of the fundamental factors that influence the effectiveness of the hotel industry (Hamidifar, 2010). Factors that influence job satisfaction include working environment, work itself, supervision, policy, administration, advancement, compensation, interpersonal relationships, recognition, and empowerment. Transformational-leadership methods affect the attitudes and behavior of professionals (Hamidifar, 2010).

Hamidifar (2010) explored the relationship between leadership style and employee job satisfaction at Islamic Azad University branches in Tehran, Iran. Hamidifar used random sampling, distributing 400 questionnaires, 386 of which were completed. The study concentrated on nonteaching staff only. The researcher found that dominant leadership styles were transformational and transactional, and employees were moderately satisfied with their jobs. Results showed that different leadership-style factors had different impacts on employees' job-satisfaction components. Individualized consideration and laissez-faire were strong predictors of all job-satisfaction factors.

Job satisfaction has been the focus of many organizational-behavior researchers since the early 21st century. Job satisfaction is an important concern for employers because satisfied professionals are more likely to come to work and have higher levels of performance (Long & Thean, 2011). Job satisfaction is a vital factor that has a direct and positive impact on organizational performance (Akehurst, Comeche, & Galindo, 2009).

Job satisfaction is the mixture of feelings and beliefs that workers embrace in their jobs (Akehurst et al., 2009). Theorists like Maslow (1943), Herzberg (1966), and Bryman (1992) developed theories that related to job satisfaction (as cited in Long & Thean, 2011). For example, Maslow's hierarchy-of-needs theory suggested people are motivated by multiple needs in a hierarchical order. Lower order needs must be fulfilled before higher order needs are satisfied. These needs are, in ascending sequence, physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs (Daft, 2010).

Additionally, Herzberg's two-factor theory (hygiene and motivator factors) suggested that work behavior or characteristics associated with dissatisfaction differ from those related to satisfaction (as cited in Long & Thean, 2011). Two separate factors contribute to employees' behavior during work: hygiene factors and motivators. Hygiene factors are external to the job, such as working conditions, salary, security, company policies, and supervision (Long & Thean, 2011). Job satisfaction is an encouraging or pleasing emotional state that emerges from appraising one's work or skills in the workplace (Akehurst et al., 2009). Professionals who are satisfied with their jobs can fulfill their duties with creative ideas. In addition, these professionals contribute more and commit to the organizational culture.

Job satisfaction is an important concern for any employer because satisfied professional are more likely show up to work, have higher levels of performance, and stay with the organization. Peer social support links to higher job satisfaction among professionals and significantly relates to intention to leave or quit jobs (Mahdi et al., 2012). High employee job satisfaction is vital to managers who believe an organization has a responsibility to provide employees with jobs that are stimulating and intrinsically rewarding (Najafi, Noruzy, Azar, Nazar-Shirkouhi, & Dalvand, 2011). Job satisfaction is one of the most significant necessities for an individual to be successful and productive in the workplace (Tsai et al., 2010)—see Figure 6.

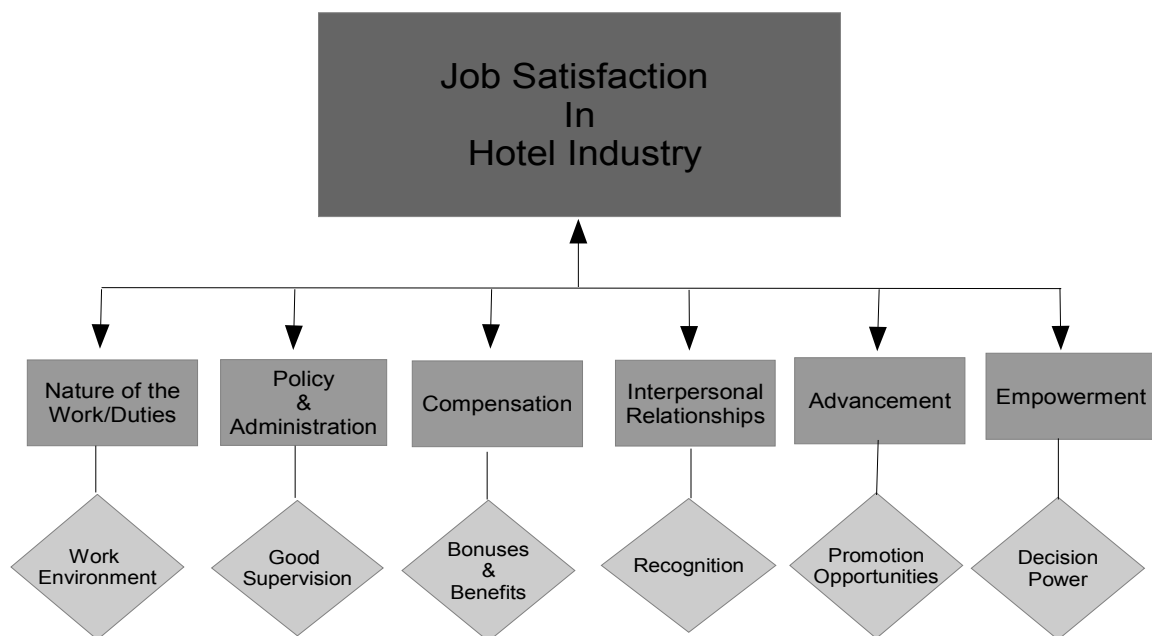


Figure 6. A model for factors leading to job satisfaction in the hotel industry.

Adapted from “A Study of the Relationship between Leadership Styles and Employee Job Satisfaction: at Islamic Azad University in Tehran, Iran.” by F. Hamidifar, 2010, *AU-GSB e-journal*, 3, p. 49, retrieved January 27, 2013, from <http://gsbejournal.au.edu>

Organizational Change

When hotel-industry leaders embrace change, they increase competitiveness. Change allows the hotel industry to take on more projects, clients, production, and work than they would have taken on before the change (Gilley, McMillan, & Gilley, 2009). Additionally, organizational change could force leaders in the hotel industry to make structural changes to accommodate the new workload. Organizational change affects the quality of work life, as hotel professionals struggle to support business changes with their own interests.

Organizational change means changing an organization's routine way of doing business when accomplishing societal tasks (Becker, Lazaric, Nelson, & Winter, 2005). Organizational routines are the tasks of each business unit and managers must set the new policies and goals for the organization. Each unit must take action and participate in creating the new routine, thereby effecting organizational change. The purpose of organizational change is to take advantage of opportunities in the marketplace that can lead to improving the profits of organizations (Becker et al., 2005).

Nadina (2011) found that organizations needed to change when problems existed in the organization; however, change to remedy situations was more reactive than proactive. Additionally, Khalid (2011) argued that change is a necessary component in the longevity of any organization and some organizations make organizational change a positive event. For instance, when leaders accept organizational change as a challenge, others react with a positive response. Nadina argued that proactive change is the best method when organizations launch new products, services, or technology, in an effort to influence consumer behavior and create a competitive advantage.

When organizational leaders treat organizational change as a challenge, professionals become motivated and their level of commitment to the organization increases (Khalid, 2011). Researchers indicated that when organizational change is considered a threat in organizations, professionals might feel their jobs are in jeopardy and become depressed and anxious (Khalid, 2011). The management of organizational change can affect employees' level of job satisfaction and the organization's competitive advantage. Organizational change can then affect the organization in areas of growth (Khalid, 2011). When organizational leaders embrace change, they increase their competitiveness (Gilley et al., 2009) by taking on more projects, clients, production, and work than they would have taken before the change. Organizational change could force businesses to make structural changes to accommodate the new workload. Organizational change affects the quality of work life, as professionals struggle to support business changes with their own interests. For instance, professionals fear the unknown effects of the organizational change (Gilley et al., 2009).

Organizational-change initiatives introduce and sustain various policies, practices, and procedures across several units and levels of an organization (Battilana & Casciaro, 2012). Organizational leaders must implement change due to revolutions in the global business environment (Chiang, 2010). Some forces of change are technology, downturns in the economy, strong competition, and greater access to information. For example, hotel organizations in eastern Asia had to upgrade old hotels and build new properties to accommodate a new influx of Chinese tourists after policy changes in the region had been instituted (Battilana, Gilmartin, Sengul, Pache, & Alexander, 2010).

Such changes affect the opinion and actions of every person in organizations of the hotel industry and can influence organizational culture and success (Battilana et al., 2010). Gilley et al. (2009) supported Chiang (2010), showing that leaders of organizations have a direct responsibility to enable organizational change. Managers must implement and supervise necessary change strategies so their own behavior reflects the type of leadership that influences effective change.

Implementing organizational change. To determine when an organization requires change, managers must conduct a needs analysis to identify current problems and forces that may cause problems (Kotter & Schlesinger, 2008). The needs analysis should indicate the actual importance of fixing the problems. Also, the analysis should identify the needed pace to rectify the problems and to avoid further problems in the organization (Kotter & Schlesinger, 2008).

Implementing organizational change requires a top-down or bottom-up approach to management (Jones & George, 2006). Implementing top-down change is faster than using a bottom-up approach because managers have the opportunity to identify the need for change, determine a change strategy, and implement the change throughout the organization. For example, top managers may decide to streamline and downsize an organization and give divisional and departmental managers specific goals to achieve. In contrast, bottom-up change is a gradual process that requires top managers to confer with middle and first-line managers about the need for change in the organization (Jones & George, 2006, p. 402).

One strategy to implement organizational change is for leaders to establish a sense of urgency about a situation, create a guiding coalition team, and develop a vision and

strategy for the change (Erwin, 2009). Additionally, communicating with professionals about changes and empowering them with authority to act and eliminate obstacles is a necessary strategy for implementation. Further, organizational-change strategies must include generating short-term success, consolidation, and improvements, leading to more changes and institutionalizing new approaches. Implementing organizational change successfully requires managers to be aggressively involved in the change. Organizational change requires managers to examine existing facts and pressures in the marketplace and the competitive environment by identifying unstable conditions and opportunities (Erwin, 2009).

Resistance to change. Professionals resist change when they exhibit pessimistic attitudes about new changes in an organization (Kennedy, 2011). Professionals with pessimistic attitudes lose confidence in the ability of their leaders to establish new directions for the organization. A loss of confidence in leadership contributes to patterns of behavior that carry an infectious persuasion of uncertainty, which can inhibit talented professionals' abilities to think creatively and achieve organizational goals (Kennedy, 2011). Leaders can address and minimize resistance to organizational change by involving professionals in the decision-making process (Van Dijk & Van Dick, 2009). When professionals perceive threats of job loss, professionals tended to resist any change their organizations put in place (Van Dijk & Van Dick, 2009).

In a 2011 study, organizational change produced challenges for professionals, such as fear and low morale, which in turn affected job satisfaction, job performance, and productivity (Decker, Wheeler, Johnson, & Parsons, 2004). Professionals are the most valuable asset to an organization and effectively influence the operational success of

organizations. For example, the effects of organizational change on professionals may cause a loss of confidence, fear of job loss, and fear that changes will increase their workload (Decker et al., 2001).

To help reduce resistance to organizational change in the hotel industry, managers must communicate the purpose of any change and the expected results to professionals (Ford & Ford, 2010). To overcome resistance to change effectively, managers of organizations must provide necessary training so professionals can attain a good understanding of the benefits of change initiatives (Whelan-Berry & Somerville, 2010). For example, when professionals became involved in change initiatives by learning new technology, processes, and routines, the involvement engaged professionals in the change vision and minimized resistance to change (Whelan-Berry & Somerville, 2010).

Many organizational managers underestimate the degree of reaction to change and misjudge influences on resistance to change; managers must be aware of the type of conditions that influence employees' emotions to encourage a positive attitude toward organizational change (Klarner, By, & Diefenbach, 2011). Employees' emotions during organizational change could help or hamper the outcome of the change process. The emotions of employees may express emotions positively or negatively. When professionals demonstrated negative emotions, behaviors resulted in resistance to organizational change. Additionally, when professionals showed positive emotions, professionals became excited and showed acceptance and confidence about the change (Klarner et al., 2011).

A strategy of providing information to professionals reduced anxiety about change (Jimmieson & White, 2011). That strategy is beneficial for commitment,

acceptance, and openness about the change in organizations (Ford & Ford, 2010).

Leaders implementing change in management practices and communicating openly led to professionals' intention to support change (Jimmieson & White, 2011). Jimmieson and White (2011) promoted the notion of giving professionals opportunities and accurate information to participate in decision-making processes. Jimmieson and White found that participation builds identity with the organization and, in turn, hotel professionals develop a healthy attitude of supporting change benefits in the hotel industry.

Benefits of organizational change. Organizational change is imperative for any organization because, without change, businesses would lose their competitive edge and fail to meet the needs of their loyal clients. Organizational-change benefits include improved performance, growth opportunities for employees, and technological changes (Anjani & Dhanapal, 2011). Improved performance is one of the benefits of organizational change because human beings and organizations should continuously familiarize themselves with the changing world around them to thrive (Garcia, 2013). Long-lived organizations cannot rely on systems created at the organization's inception or continue to use the same technologies used in the past. Leaders adapting the business to the contemporary environment make the organization more likely to prosper (Garcia, 2013).

Organizational change could lead to employee growth (Van den Heuvel, 2013). For instance, hotel professionals who perform the same task in the same manner might feel they are stagnant. Organizational change could cause hotel professionals to augment skills and apply new skills in a new context (Van den Heuvel, 2013). Leadership is one of the benefits of organizational change, because change begins at the top of the hotel

organization (Babaita, Sipo, Ispas, & Nagy, 2010). Organizational change needs to occur at all level of professionals' jobs rather than as a consequence of senior management's edicts about peoples' value (Chiang, 2010). The benefits of hotel professionals' participation in change include improved responsiveness to change, quality improvement, job satisfaction with positive comments from professionals, and job performance and productiveness (Chiang, 2010). Hotel managers and hotel professionals control the change and the implementation of new strategies: as a result, their leadership keeps the change organized (Babaita et al., 2010).

Because of fast and rapid change in technology, hotel-industry leaders no longer dictate correspondence to secretaries, edit their words, and send them back for revision. With modern technology, those actions would waste time for all involved (Gupta, 2013). Hotel organizations that lag behind in technology may lose the competitive advantage for success and survival (Gupta, 2013).

Social Change

The social-change implications from the results of this study may help improve the quality of work and better the life of professionals in the hotel industry. Managers of hotels could learn how to use the transformational-leadership method to create opportunities for hotel professionals to reach their highest caliber of individual growth. Hotel managers could leverage transformational-leadership abilities to encourage involvement in educational programs. Additionally, hotel-industry leaders could create an opportunity for professionals to effect new knowledge to improve efficiencies, increase responsibilities, and enhance job satisfaction. These qualities can lead to positive social

change in the work life of hotel professionals in the United States. Additionally, this study can help increase employee retention and productivity in the U.S. hotel industry.

Summary and Conclusions

In Chapter 2, I provided a comprehensive review of contemporary peer-reviewed literature on transformational leadership and job satisfaction for hotel-industry professionals. The literature-review process primarily focused on professionals in the hotel industry and their leadership styles: transformational leadership, transactional leadership, charismatic leadership, and laissez-faire leadership. Additionally, I provided a review of current literature on organizational-change strategies, how to implement organizational change, the benefits of organizational change, and a discussion of job satisfaction.

In Chapter 3, I provide a discussion of the research methodology used for this study. The chapter starts with a synopsis of the research design and the rationale behind its use. Additionally, I discuss the population and sample, the research questions and hypotheses, the data-collection process, the data-analysis process, and validity and reliability issues in the study.

Chapter 3: Research Method

Research has shown that in the last 5 years, hotel organizations lost more than \$3.4 billion in revenues due to high rates of employee turnover (Self & Dewald, 2011). A lack of commitment to the organization, unhappiness with wages, and stress were among the causes hotel managers cited for the turnover rates (Jen-Te, Wan, & Fu, 2012). Retaining employees increases competitive advantage and benefits hotel organizations that must continue to serve their customers at high levels to maintain their market share (Self & Dewald, 2011). Researchers lack understanding of how to reduce turnover rates, increase productivity, and increase commitment to the organization.

The gap in the literature causes a problem for managers in the hotel industry and was the focus of this study. Transformational leadership has been used successfully to reduce turnover rates in other industries and is the theoretical framework for this study. Results from this study may benefit social change in three dimensions

1. organizational leaders can retain their competitive advantage by keeping their workers motivated to remain with the company;
2. hotel professionals can enjoy a better work life by creating synergistic relationships with hotel organizations; and
3. society may benefit from the results of this study because professionals become contributing members of society, enjoy less stress, and experience higher quality of life with their families.

I discuss the research design, research questions, validity and reliability, targeted population, sample size, data collection, and analysis in the Research Design section.

Research Design and Rationale

I conducted a research study using a quantitative methodology with a survey design on the effects of transformational leadership on job satisfaction for hotel-industry professionals because transformational leadership affords the opportunity to describe the relationships among quantitative variables. In a 2010 study, Bailey et al. posited that a descriptive correlational design was very useful in relating relationships among variables. Choosing a quantitative methodology required engaging standard statistical operations using SPSS version 22 to understand the relationship, patterns, and influences of transformational leadership on job satisfaction for hotel-industry professionals. I used descriptive statistical analyses to analyze demographic variables with job satisfaction and transformational leadership to express differences among groups.

The aim of quantitative research is to investigate and explain the nature of the relationship between two variables in the real world. For this study, the variables involved were transformational leadership and job satisfaction. Correlational research studies go beyond describing what exists and concern systematically investigating relationships between two or more variables of interest (Porter & Carter, 2000).

Although I considered other research designs, including a quasi-experimental research design and a classical experimental design, I realized a quasi-experimental research design would be inappropriate for the study because it does not involve the manipulation of independent variables, and lacks one or both the essential properties of randomization and a control group (Handley, Schillinger, & Shiboski 2011). I also considered a classical experimental research design, which was inappropriate for the study because classical experimental research encompasses observation for a scientific

purpose, usually to test cause-and-effect relationships between variables under the conditions that, as much as possible, the researcher controls. Therefore, I considered a quantitative methodology using survey design as the most appropriate research design for the study.

A qualitative research approach and mixed methods were inappropriate for the study. The qualitative research paradigm requires interpretation, and does not allow the researcher to compare variables or group participants statistically; rather data in qualitative research studies rest on open-ended questions (Russell & Russell, 2012). In addition, in qualitative studies, researchers interpret and code data to detect trends and themes. Mixed-methods research studies require researchers to combine quantitative and qualitative approaches. In research development, results from one methodology help develop or inform results from the other method, such as when the researcher broadly construes the development to include sampling and implementation, as well as measurement decisions (Greene, Caracelli, & Graham, 1989). The main goal of the proposed study was to understand the relationship between transformational leadership and job satisfaction for hotel-industry professionals in the United States.

Methodology

Population

The target population for this study was hotel professionals. The population I selected for this study was professionals from the Colorado Lodging and Hotel Association in the United States who satisfied the functional standard for this research study (see Appendix D). The advantage of using this population was that members hold professional certification and managerial positions at various hotels. The sample

comprised 85 men and 85 women from the Colorado Lodging and Hotel Association, which was the sample frame for this study. For the purpose of this research study, the main statistical procedures were linear regression analysis and *t* tests.

Factors considered for this study included the power of the study, the effect size (measurement of strength) of the study, and the level of significance of the study. The effect size, or measurement of strength, is statistically significant because it measures the strength or magnitude of the relationship between the dependent and independent variables in the analysis (Faul, Erdfelder, Buchner, & Lang, 2013). For the study, the effect size could be categorized into three parts: small, medium, and large. The level of significance is usually set at an alpha equal to .05.

Sampling and Sampling Procedures

I calculated sample size using G*Power 3.1.2. The study included linear regression analysis. Considering a moderate effect size of .15, a generally accepted power of .80, and a significance level of .05, the desired sample size to achieve empirical validity for the linear regression model was 85 participants (Faul et al., 2013).

Participants for this research study were professionals from the Colorado Lodging and Hotel Association; I did not compensate them for participation.

The association was the sample frame for this research study. The membership of the association included 675 professionals as of October 2013. I sampled more than 170

members for this study. Part of the requirement for conducting this research was not to harm research participants; to certify this requirement, I placed a copy of the consent form in Appendix E of this document.

Procedures for Recruitment, Participation, and Data Collection (Primary Data)

The survey instruments included the MLQ (Bass & Avolio, 2000) and JSS (Spector, 1997; see Appendices F and G). I sent an e-mail letter of introduction to invite participants to take the survey. I forwarded the letter to the president and CEO of the Colorado Lodging and Hotel Association to distribute to members. Brief instructions on the first page described to participants how to take the survey (see Appendix E).

I expected participants to complete the survey in approximately 10 to 15 minutes. The MLQ (Bass & Avolio, 2000) is a 35-item survey that measures the full range of transformational-leadership styles. Survey items included dimensions of transformational, transactional, and laissez-faire styles of leadership. The MLQ measures transformational leadership using five components: (a) idealized influence (attributed), (b) idealized influence (behavior), (c) inspirational motivation, (d) intellectual consideration, and (e) individualized consideration. The MLQ measures transactional leadership using two components: (a) contingent reward, and (b) management by exception (active). The MLQ measures laissez-faire leadership using management-by-exception (passive; Avolio & Bass 2004). The items contained in the MLQ asked hotel professionals to rate the frequency of an action and transformational-leadership behavior on a 5-point Likert scale from 0 (*not at all*) to 4 (*frequently, if not always*). Each item on the survey started with the clause, “The boss (person or organization) I am rating.”

Sample items follow:

- instills pride in others for being associated with him/her
- goes beyond self-interest for the good of the group
- acts in ways that build others' with respect
- displays a sense of power and confidence
- talks about his/her most important values and beliefs
- specifies the importance of having a strong sense of purpose
- considers the moral and ethical consequences of decisions
- emphasizes the importance of having a collective sense of mission
- talks optimistically about the future
- talks enthusiastically about what needs to be accomplished
- articulates a compelling vision for the future and
- express[es] confidence that goals will be achieved (Bass & Avolio, 2000, p. 133).

According to Avolio and Bass (2000), the MLQ measures leadership-effectiveness behavior linked with individual and organizational achievement. It comprises nine leadership components. The MLQ score derives from summing the items and dividing the total by the number of items that comprise the scale. All leadership-style scales have four items, extra effort has three items, effectiveness has four items, and satisfaction has two items (Bass & Avolio, 2000).

Data-Analysis Plan

I entered data into SPSS version 22 for Windows. I used descriptive statistics to describe sample demographics and research variables used in analyses. I calculated frequencies and percentages for nominal data such as gender and education. I calculated

means and standard deviations for continuous data such as transformational-leadership scores and job-satisfaction scores (Howell, 2010). I assessed data for univariate outliers and test outliers by examining standardized residuals, creating standardized values for each subscale score. I considered cases with values that fell above 3.29 and values that fell below -3.29 to be outliers and removed them (Tabachnick & Fidell, 2012).

Research Question

What effect do transformational leadership, gender, and education have on job satisfaction for hotel professionals?

Hypotheses

H₁₀ Transformational leadership (independent variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_1 = 0$).

H_{1a} Transformational leadership (independent variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_1 \neq 0$).

H_{2a} Gender (dummy variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{2m} = 0$).

H_{2a} Gender (dummy variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{2m} \neq 0$).

H₃₀ Education (dummy variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{3h} = 0, \beta_{3g} = 0$).

H_{3a} Education (dummy variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{3h} \neq 0, \beta_{3g} \neq 0$).

To examine Hypothesis 1–3, I conducted a multiple linear regression to assess the relationship between transformational leadership, gender, and education with job satisfaction for hotel professionals. The dependent variable was job satisfaction, considered continuous. The independent (predictor) variable was transformational leadership (as measured by the MLQ), also considered continuous. Additionally, gender and education were included as predictor variables and were dummy-coded. Gender was coded as 0 = female, 1 = male. Education left out undergraduates as the reference group. I reported R^2 and determined how much of the variance of the dependent variable could be attributed to the independent (predictor) variable. I used a t statistic to determine the significance of the predictor, and presented beta coefficients to describe the linear relationship between the two variables. The mathematical model for the regression follows:

$$J = \beta_0 + \beta_1 * T_1 + \beta_{2m}G + + \beta_{3g}E + \varepsilon(1)$$

Where J is job satisfaction, β_0 and β_1 are unstandardized regression weights, T_1 is transformational leadership, G is gender (0 for female, 1 for male) high is, E is education (1 for graduate-level education, 0 for high school level), and ε is the residual error.

Before analysis, I assessed the assumptions of multiple linear regression. Assumptions of linear regression include linearity, homoscedasticity, and lack of multicollinearity. I assessed linearity with a normal P-P plot, and homoscedasticity with a standardized residual scatterplot. I used an alpha of .05 to determine significance.

Threats to Validity

Validity

In this study, survey instruments that were tested in previous studies and deemed reliable formed the basis for reliability and validity (Muenjohn & Armstrong, 2008). Bernard (2013) argued that threat to validity emanates from internal and external sources. In research, the validity of an instrument is the accuracy and trustworthiness of instruments, data, and findings. If the instrument is not precise enough, researchers should build a more precise one to achieve validity (Bernard, 2013, p. 47). Creswell (2009) argued that the best way to test and validate a construct for face value was to conduct similar studies. The results from conducting similar studies can determine if the same or similar results occurred from using the same instrument. A researcher can validate an instrument using the following evidence: face validity, content validity, construct validity, and criterion validity.

Face Validity

To achieve this objective, a researcher can locate previous literature that validated the instrument or can use face validity. Face validity can be satisfied by considering the operational indicators of the concept and deciding whether, on the face of it, the indicator makes sense. For example, the indicators to consider include items on the opinion survey or the test for knowledge and ability (Bernard, 2013).

Content Validity

Content validity is the extent to which an instrument incorporates the whole concept. Researchers assess content validity by examining the fit between relevant work factors retrieved from the literature search, with work factors included in

multidimensional instruments under assessment. For example, a researcher searches the literature for studies that explain the theoretical foundation of the job-satisfaction concept and for studies that identify work factors that are relevant to job satisfaction (Bernard, 2013).

Construct Validity

To establish construct validity, researchers must establish that constructs are not artificial. Also, they must determine that scholarly constructs are observable in nature. Finally, they must assure constructs are captured by the choice of measurement instrumentation (Bernard, 2013).

Criterion Validity

The best way to determine criterion-related validity is to detect the presence or absence of one or more criterion. These criterion represent traits or constructs of interest. For example, to test for criterion-related validity one must administer the instrument to a group that is known to exhibit the trait to be measured (Bernard, 2013).

Ethical Procedures

The informed-consent form included an acknowledgment that I would protect participants' right during the collection of data (Marco, 2008), which are described in Appendix E. I included the following elements in the consent form: first, I ensured the right of the participant to voluntarily participate and the right to withdraw at any time during the process; I did not pressure participants to participate. Second, the consent form included the purpose of the study, the nature of the research, and how the study would affect participants. Third, I explain procedures of the study, which I made available to participants to give them a reasonable expectation of what the study I was about. Fourth,

I explained that participants had the right to ask questions, obtain a copy of the results, and have their privacy respected. Finally, the consent form includes an explanation of how the study would benefit them (Gay, Mills, & Airasian, 2009). Figure 7 illustrates the research process followed for this dissertation.

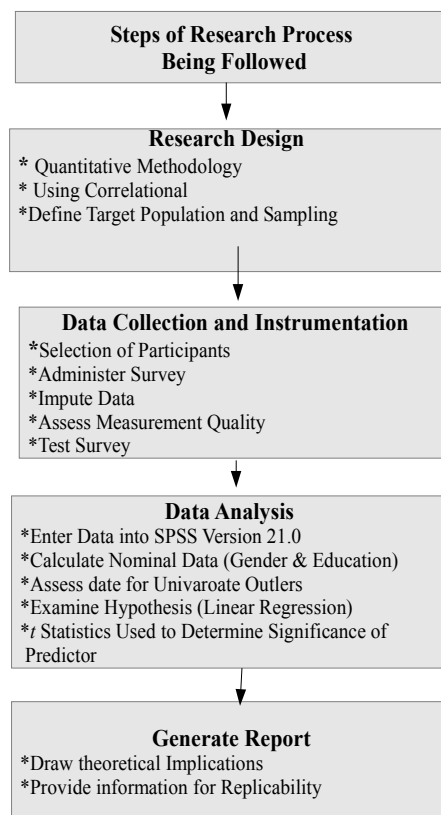


Figure 7. Steps of the research process followed for this study.

Reliability

The instruments I used for this study were the MLQ (Avolio & Bass, 2000) and the JSS (Spector, 1985). Researchers tested and found each instrument to be reliable in previous studies and replicated reliability. Researchers confirmed the JSS is a reliable instrument by assessing item selection, item analysis, and determination of the 36-item scale. The correlation of JSS scores were consistent with findings involving other job-

satisfaction scales (Spector, 1985). Researchers verified the reliability of the MLQ with 3,786 respondents in 14 independent samples ranging in size from 45 to 549 in the United States (Avolio & Bass, 1990) through factor analyses, resulting in a six-factor model for the MLQ. Various scholars used the MLQ in research, experiencing reliability of the instrument. Additionally, a 2003 study conducted by Antonakis, Avolio, and Sivasubramaniam supported the nine-factor leadership model proposed by Avolio and Bass (1990), using largely homogenous business samples consisting of ($N = 2279$) pooled male and ($N = 1089$) pooled female raters (Antonakis et al., 2003). Muenjohn and Armstrong (2008) conducted a study to evaluate the structural validity of the MLQ, capturing leadership factors of transformational leadership and transactional leadership. Results revealed that the overall fit of the nine-correlated factor model was statistically significant. Table 1 lists published studies that tested the MLQ for reliability and validity (Avolio & Bass, 2004).

Table 1

Published Studies That Used the Initial Multifactor Leadership Questionnaire Scale

Serial #	Title of studies	Description of the samples	Number of raters
1	Effects of Transformational Leadership Training on Attitudinal and Financial Outcomes: A Field Experiment	Used a pretest–posttest control-group design ($N = 20$)	20
2	The Influence of Leadership Style on Teacher Job Satisfaction	Teachers in Israeli schools	745
3	Transformational Leadership: Beyond Initiation and Consideration	138 subordinates and 55 managers	193
4	Transformational Leadership and Emotional Intelligence: An Exploratory Study	60 managers (e.g., Vice presidents, general manager, middle managers and supervisors)	60
5	Transformational Leadership Styles and its Relationship with Satisfaction	Faculty members	265
6	Effects of Gender, Education, and Age upon Leaders' Use of Influence Tactics and Full Range Leadership Behaviors	56 leaders and 234 followers	290
7	Transformational Leadership, Conservation, and Creativity: Evidence From Korea	290 employees and their supervisors from 46 Korean companies	336
8	Perceptions of Transformational Leadership Behaviors and Subordinates' Performance in Hotels	Of 393 total hotels, 365 hotels (93%) met the size criterion	365
9	Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire	Using largely homogenous business samples consisting of 2,279 pooled male and 1,089 pooled female raters	3,368
10	Competent and sensitive leaders?: I'd like to see that!! Exploring leadership styles and emotional intelligence in hospitality	141 participants from a variety of sectors in the hospitality industry	141
Total			5,783

Note. Source: "Perceptions of Transformational Leadership Behaviors and Subordinates' Performance in Hotels," by E. A. Brown and S. W. Arendt, 2012, *Journal of Human Resources in Hospitality & Tourism*, 10, p. 141, doi:10.1080/15332845.2010.500205

Summary

Chapter 3 contains an explanation of the research procedures for the study of the effect of transformational leadership on job satisfaction in the U.S. hotel industry. The study employed a quantitative, survey-design approach. Although I considered other research methodologies, I rejected them in favor of a quantitative survey-design approach. I discussed the population and sampling methodology, restated the research questions and hypotheses, and outlined data-collection and -analysis procedures, followed by a dialectical explanation of threats to validity and reliability of the surveys. Additionally, I provided the sample size, which included using professionals from the Colorado Lodging and Hotel Association, and the method for calculating the sample size. In this chapter, I discussed the statistical operations using SPSS version 22 to understand the relationship, patterns, and influences of transformational leadership on job satisfaction for hotel-industry professionals. Further, I engaged a closed-ended survey to administer data collection through the Survey-Monkey website. Chapter 4 contains a description of the findings from this study, followed by Chapter 5, containing the interpretation of the findings, recommendations for action, and recommendations for future research.

Chapter 4: Results

Chapter 2 integrated a review of the relevant literature for this study. Chapter 3 contained the description of the methodology used in the study. This chapter will present the data collected using the methodology presented in Chapter 3. The purpose of this quantitative-methodology study using a survey design was to understand the relationship between transformational leadership and job satisfaction for hotel professionals. Transformational leadership was the independent variable and job satisfaction was the dependent variable, measured by the MLQ (Avolio & Bass, 2004). This study addressed the gap in the literature on the transformational-leadership style of hotel professionals. I explore the data-collection methods, examine the research tools used in this study, and discuss data analysis and findings.

Data Collection

The targeted population for the study was hotel professionals. The population selected for this study was professionals from the Colorado Lodging and Hotel Association in the United States who satisfied the functional standard for this research study (see Appendix D). The advantage of using this population was that members hold professional certification and managerial positions at various hotels. I developed the survey using the SurveyMonkey website upon receipt of approval by Walden University's Institutional Review Board (Approval #11-13-14-0086689 and expires on November 12, 2015). I sent the link and invitation to participate to the president of the Colorado Lodging and Hotel Association, who passed it out to members of the association. Once the hotel professionals logged into the link, it took them directly to the SurveyMonkey website.

Research Tools

I used two research instruments in this study: the MLQ (Bass & Avolio, 2000) and the JSS (Spector, 1997; see Appendices F and G). I used an e-mail letter of introduction to invite participants to take the survey. The concept measurement by the MLQ includes transformational-leadership style, transactional-leadership style, and laissez-faire-leadership style. The MLQ has four distinct sections on style of leadership, extra effort, effectiveness, and satisfaction. The MLQ uses a point scale and has a magnitude-estimation-based ratio 4:3:2:1:0. The anchors used to evaluate the MLQ factors are 0 = *not all*; 1 = *once in a while*; 2 = *sometimes*; 3 = *fairly often*; and 4 = *frequently, if not always*. For each question, participants (hotel professionals) selected one of the four anchors (Avolio & Bass, 2004). The results of the questionnaire were scored by averaging the scores for each item in each leadership style scale. The higher scores on a leadership-style scale indicated a strong tendency toward that particular leadership style. I did not modify the instruments for this study.

The JSS scale measured five principal facets of job satisfaction, recognized as important across several organizations: the work itself, pay, promotion, supervision, and coworkers. The JSS has 36 items. The anchors used to evaluate the JSS are 1 = *Disagree very much*; 2 = *disagree moderately*; 3 = *disagree slightly*; 4 = *agree slightly*; 5 = *agree moderately*; 6 = *agree very much*. I scored results by averaging the scores for each item in the scale. Higher scores on the scale indicated a strong tendency toward those facets of job satisfaction. I made no modifications to the instrument for this study.

Demographic Statistics

In addition to completing the MLQ and JSS, participants (hotel professionals) indicated their gender, age, education, and marital status. Table 2 presents frequencies and percentages for the demographic data.

Table 2

Frequencies and Percentages for Demographic Data

Demographic	<i>n</i>	%
Gender		
Male	115	54
Female	97	46
Marital status		
Married	127	60
Single	83	39
Other	2	1
Age		
18–30	70	33
31–45	89	42
46–65	53	25
Education		
High school	1	1
Some college	27	13
Bachelor's degree	135	64
Master's degree	48	23
PhD or equivalent	1	1

Research Questions and Hypotheses

The research question that was the focus for this study is:

What effect do transformational leadership, gender, and education have on job satisfaction for hotel professionals?

H₁₀ Transformational leadership (independent variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_1 = 0$).

H_{1a} Transformational leadership (independent variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_1 \neq 0$).

H_{2a} Gender (dummy variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{2m} = 0$).

H_{2a} Gender (dummy variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{2m} \neq 0$).

H₃₀ Education (dummy variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{3h} = 0, \beta_{3g} = 0$).

H_{3a} Education (dummy variable) is not a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{3h} \neq 0, \beta_{3g} \neq 0$).

Data Analysis

Descriptive Statistics

Two hundred and forty eight participants took part in the study. However, I removed three participants because they lacked consent and 33 participants who did not complete the survey. I conducted data analysis on the 212 remaining participants. The majority of participants were men (115, 54%; see Figure 8) and most were married (127, 60%; see Figure 9). Many participants were in the 31–45 age bracket (89, 42%; see Figure 10) and most had a bachelor's degree (135, 64%; see Figure 11).

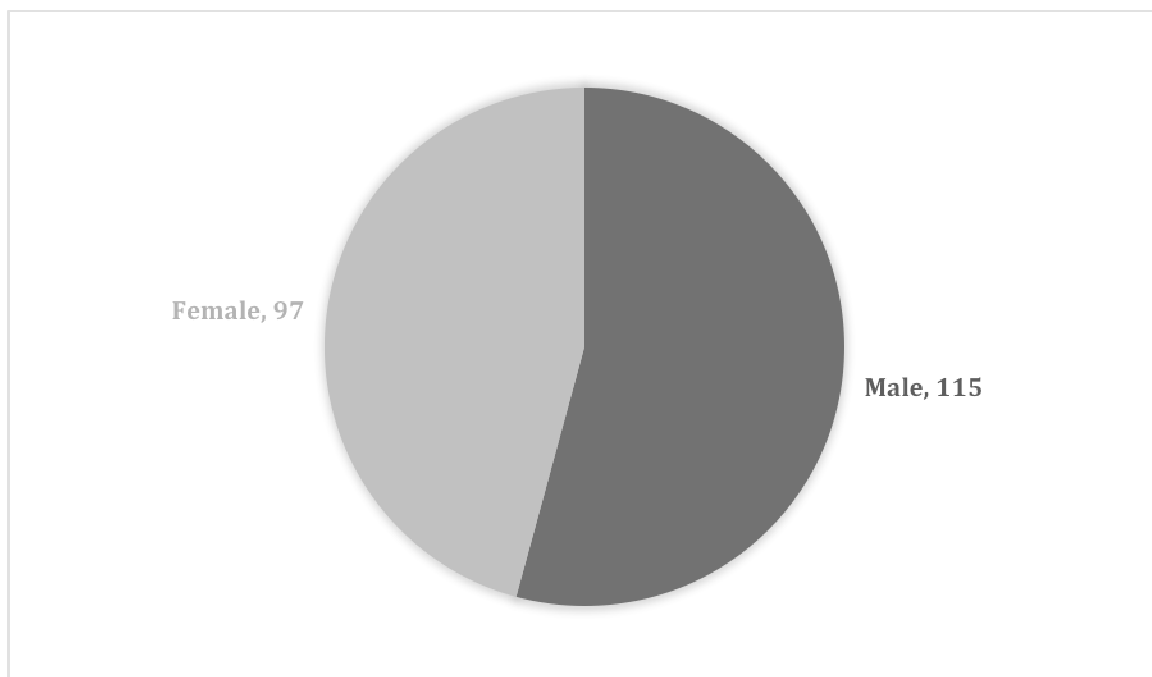


Figure 8. Frequencies for gender.

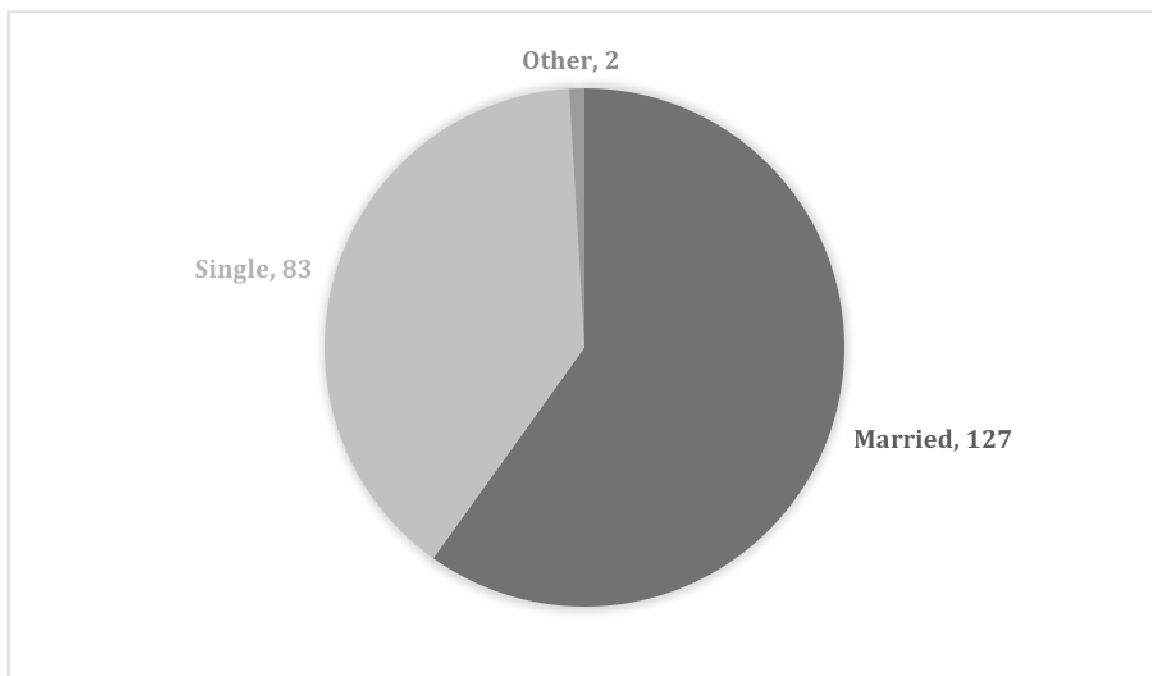


Figure 9. Frequencies for marital status.

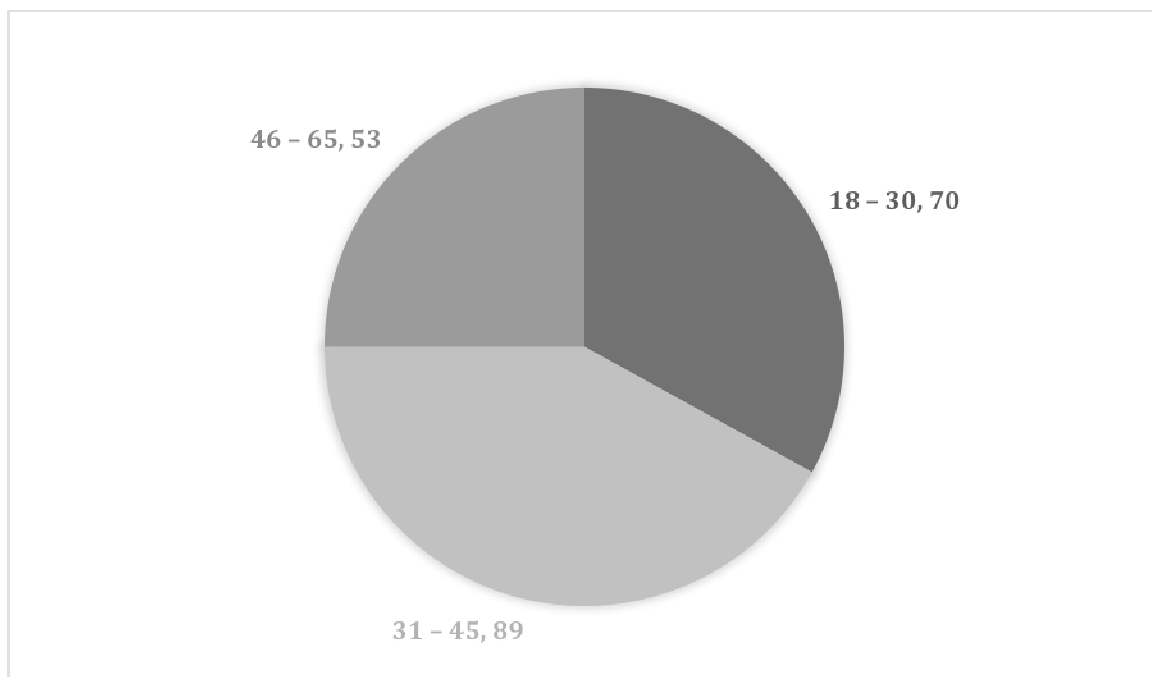


Figure 10. Frequencies for age.

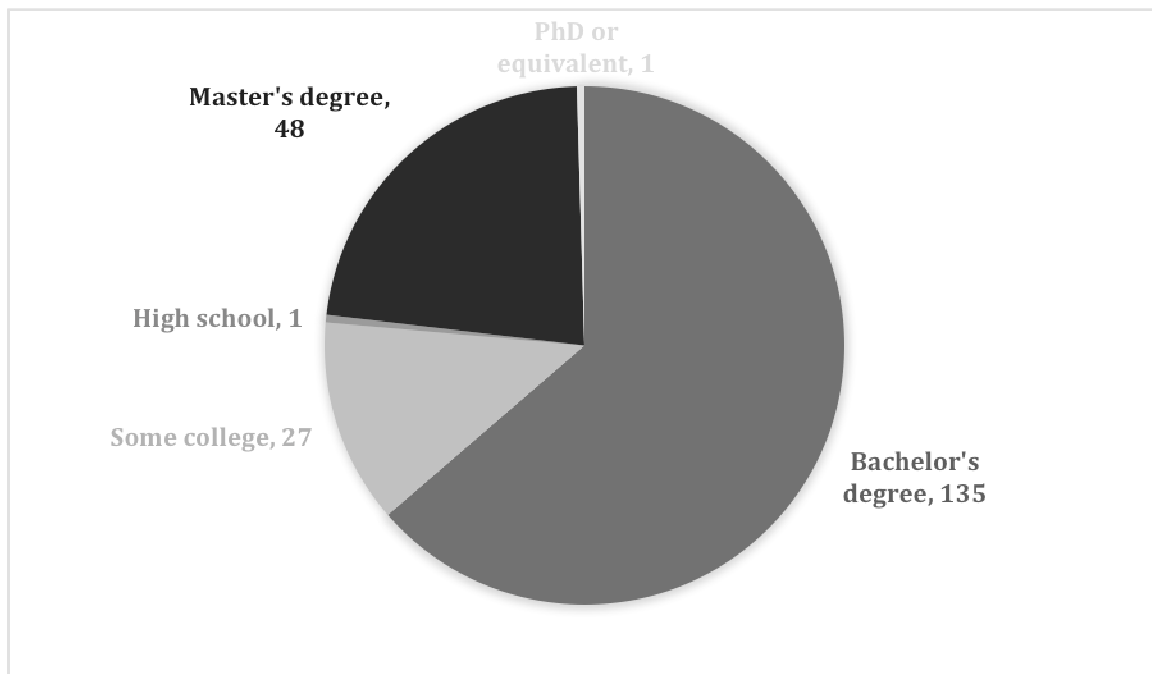


Figure 11. Frequencies for education.

Two composite scores emerged to address the research question: job satisfaction and transformational leadership. I conducted Cronbach's alpha reliability for each of the composite scores. Job satisfaction had excellent reliability (.94). Transformational leadership also had excellent reliability (.91). Table 3 presents descriptive and reliability statistics for job satisfaction and transformational leadership.

Table 3

Descriptive and Reliability Statistics for Job Satisfaction and Transformational Leadership

Subscale	α	Number of items	M	SD
Job satisfaction	.94	36	3.10	0.45
Transformational leadership	.91	20	4.43	0.70

I examined the distribution of scores with a histogram. The histogram for job satisfaction showed a slight left-tailed skew. The distribution appeared may have been bimodal, with two different groups of participants (those unsatisfied and those satisfied). However, because the sample size was large (> 100), the distribution can be considered approximately normal due to the Central Limit Theorem. Figure 12 presents the histogram for job satisfaction. The histogram for transformational leadership also presented a left skew. The distribution for transformational leadership could also be approximated as normal due to the large sample size. Figure 13 presents the distribution for transformational leadership.

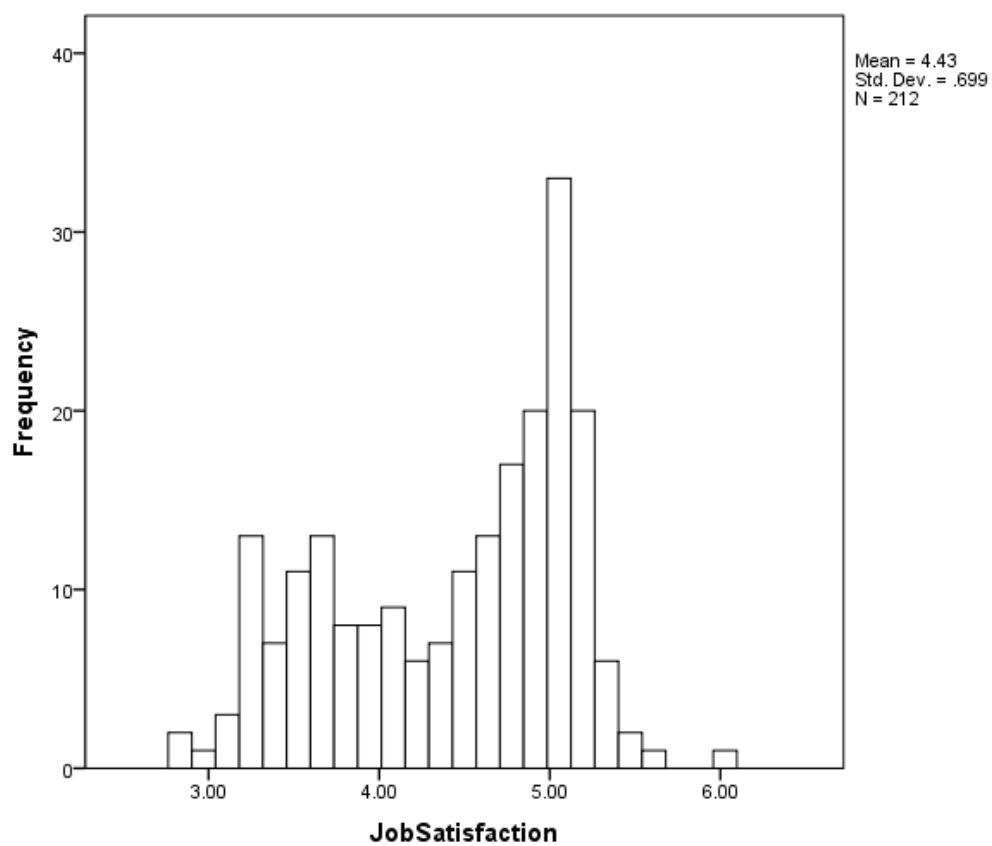


Figure 12. Histogram for job satisfaction.

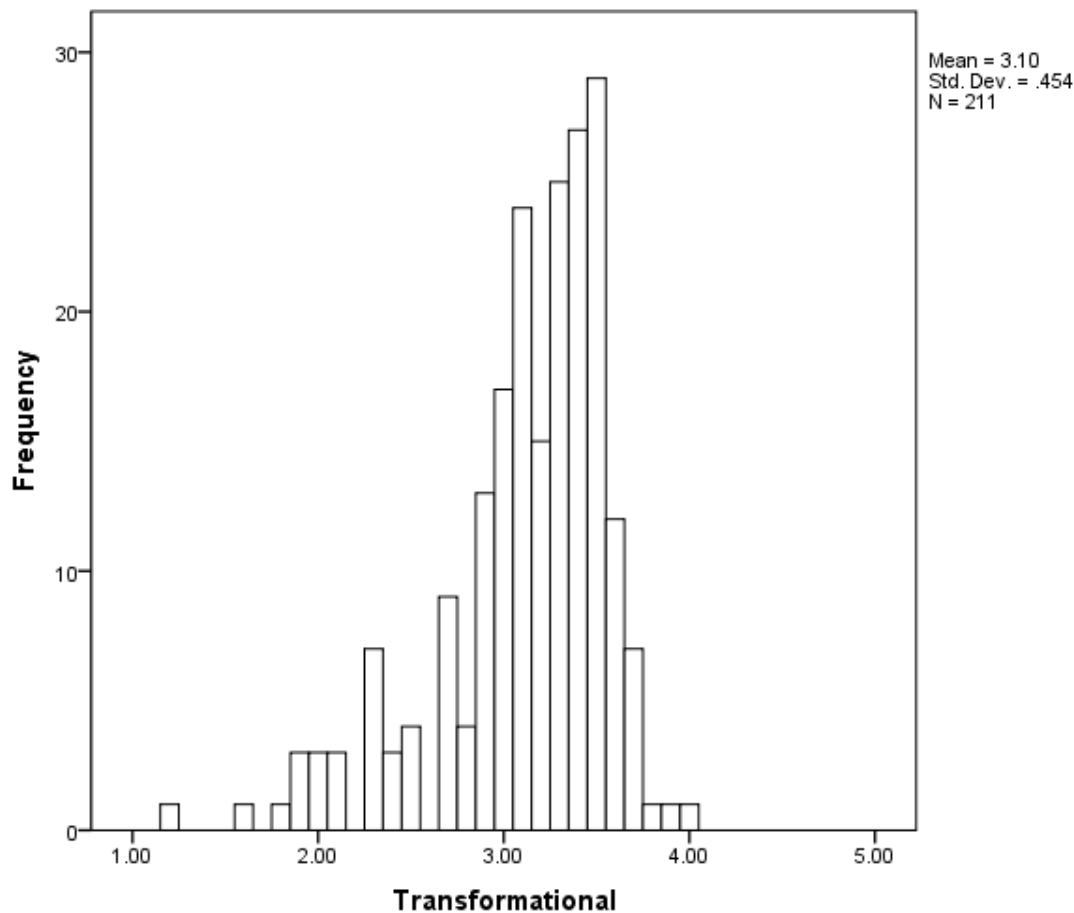


Figure 13. Histogram for transformational leadership.

Preliminary Bivariate Correlations

I conducted preliminary bivariate correlations between the two variables of interest (transformational leadership and job satisfaction) as well as the covariates (gender and education). Gender was coded as 0 = female and 1 = male. Education was coded as 0 = bachelor's or below and 1 = master's or above. Results of the correlations showed that transformational leadership positively correlated with job satisfaction ($r = .32, p < .001$). Additionally, gender aligned with job satisfaction ($r = .27, p < .001$). This outcome suggests that as transformational leadership increases and if the participant

is male, participants tended to have higher job satisfaction. No other variables related to one another. Results appear in Table 4.

Table 4

Pearson and Point Biserial Correlations Between Variables of Interest

	Transformational	Gender	Education	Job satisfaction
Transformational	—			
Gender	-.05	—		
Education	.13	—	—	
Job satisfaction	.32**	.27**	-.02	—

Note. * $p \leq .050$. ** $p \leq .010$. Otherwise $p > .050$. No correlation arose between gender and education, as these are both dichotomous.

Research Question

What effect do transformational leadership, gender, and education have on job satisfaction for hotel professionals?

To examine the research question, I conducted a multiple linear regression to assess if gender, education, and transformational leadership predicted job satisfaction. Prior to analysis, I assessed the assumption of normality by viewing a P-P scatterplot of the residuals. The scatterplot showed no large deviation from normality, and thus the assumption was met (see Figure 14). I assessed the assumption of homoscedasticity by viewing a scatterplot between the residuals and predicted values. No obvious pattern emerged to the points; thus, the assumption was met (see Figure 15). I assessed the absence of multicollinearity by examining variance inflation factors (VIFs). All VIFs were below 2.00, suggesting no presence of multicollinearity and the assumption was met.

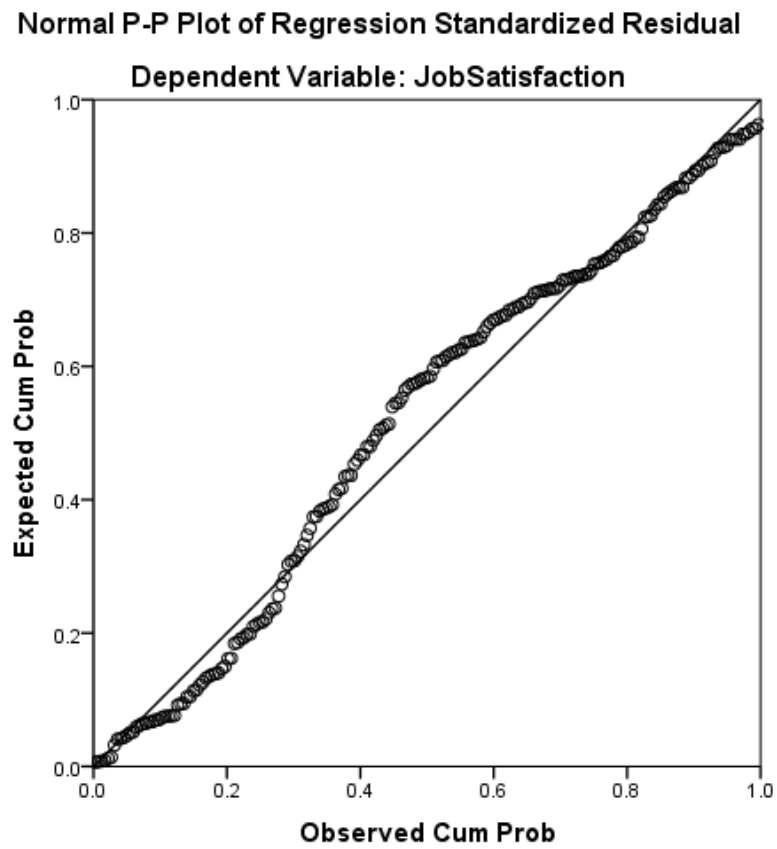


Figure 14. Normality P-P scatterplot for residuals.

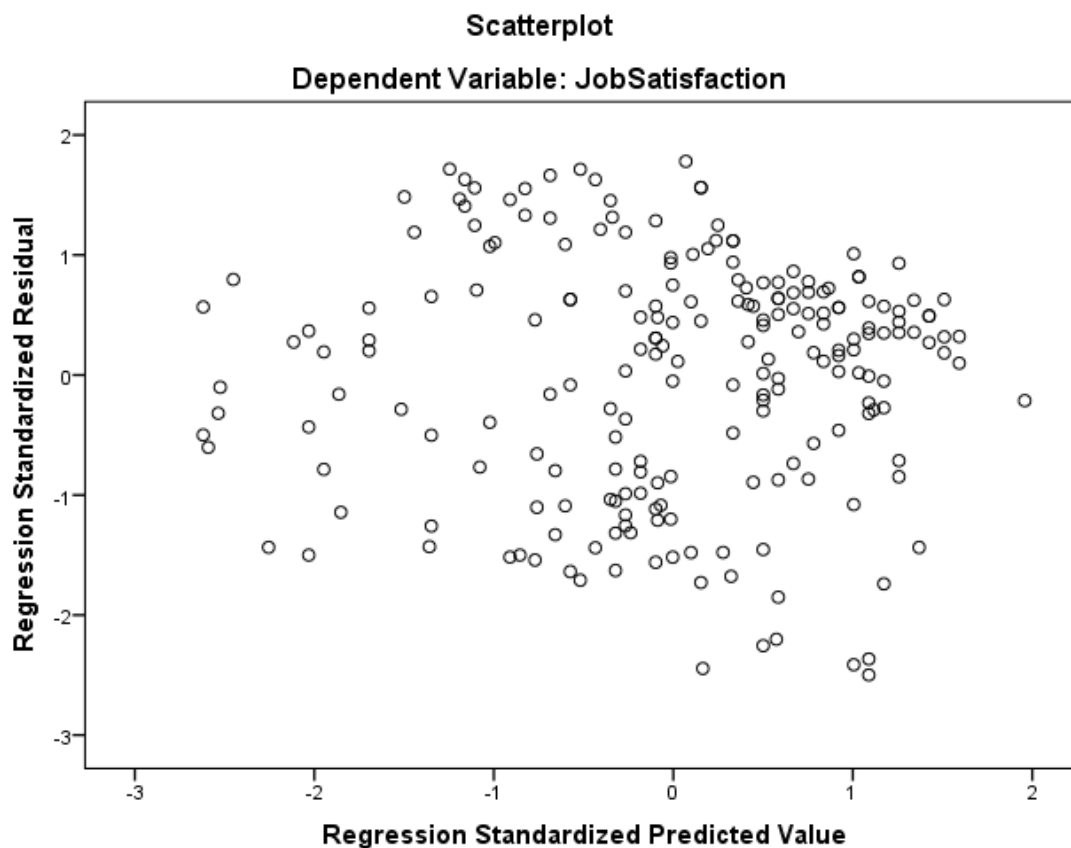


Figure 15. Scatterplot between residuals and predicted values testing homoscedasticity.

Results of the multiple linear regression showed a significant regression model, $F(3, 207) = 16.88, p < .001, R^2 = .20$, suggesting that gender, education, and transformational leadership accounted for 20% of the variance in job satisfaction.

Because the model was significant, I examined the individual predictors.

Transformational leadership was a significant predictor of job satisfaction, $B = 0.52, p < .001$, suggesting that as transformational leadership increased, job satisfaction also tended to increase. Figure 16 presents a partial plot between transformational leadership and job satisfaction. Additionally, gender was a significant predictor of job satisfaction, $B = 0.42, p < .001$, suggesting that men tended to have higher job satisfaction compared

to women (see Figure 17). Finally, education was not a significant predictor, $B = -0.07$, $p = .512$, suggesting that job satisfaction was not significantly different by education (see Figure 18). Because significance emerged, I rejected the null hypothesis. Table 5 presents the results of the multiple linear regression.

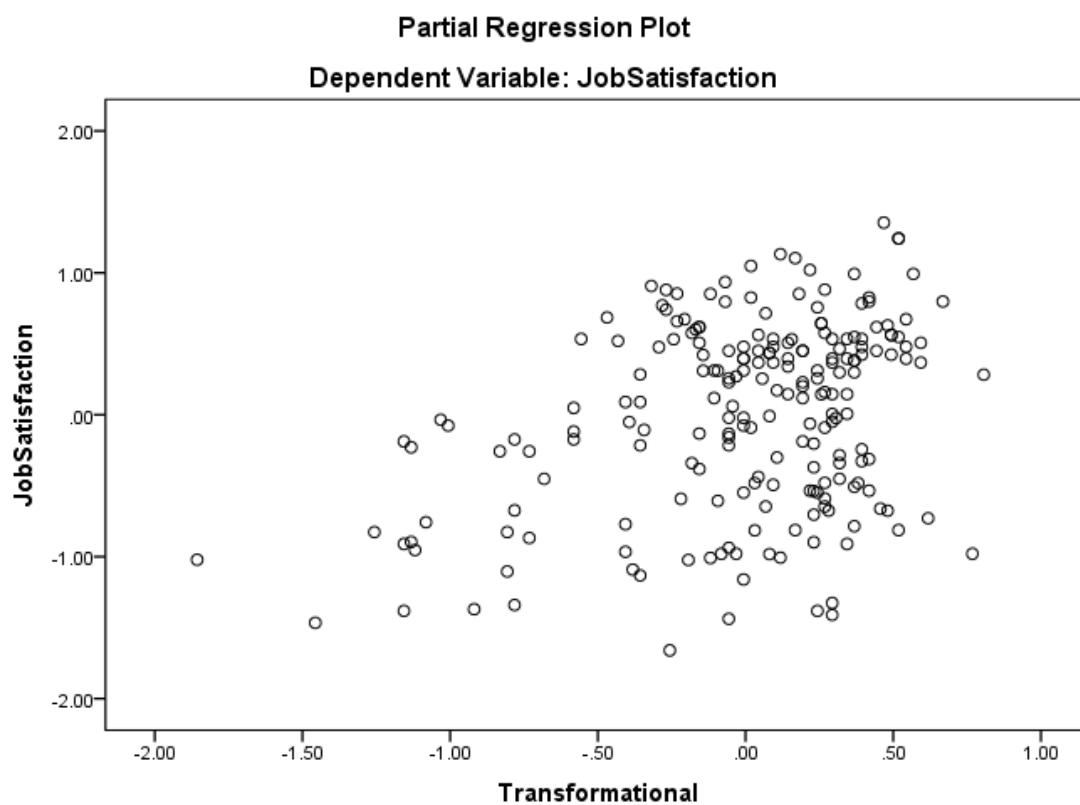


Figure 16. Partial plot between transformational leadership and job satisfaction after controlling for gender and income.

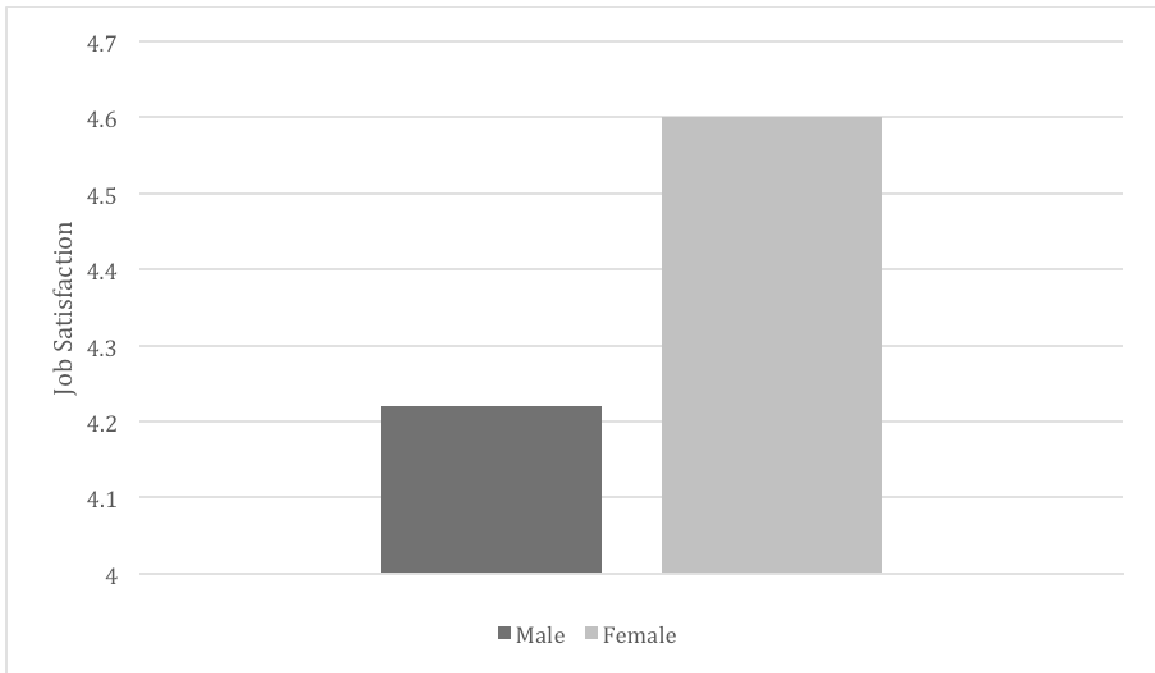


Figure 17. Job satisfaction by gender.

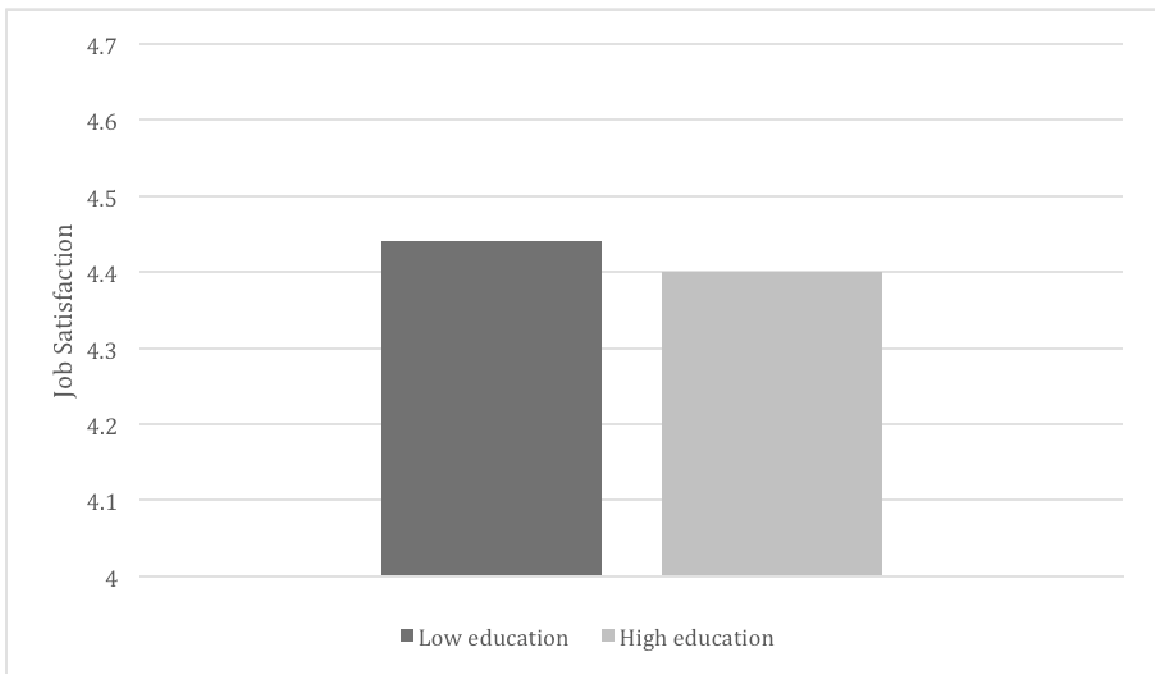


Figure 18. Job satisfaction by education.

Table 5

*Multiple Linear Regression With Transformational Leadership, Gender, and Education**Predicting Job Satisfaction*

Source	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Transformational leadership	0.52	0.10	.34	5.38	.001
Gender	0.42	0.09	.30	4.77	.001
Education	-0.07	0.10	-.04	-0.66	.512

Ancillary Analysis

I conducted an ancillary analysis to assess the relationship between job satisfaction and age. Results from a Spearman correlation were significant, $r = .15$, $p = .027$. This result suggests that as age increased, job satisfaction also tended to increase. As Figure 19 shows, the increase in job satisfaction was only very slight (see Figures 19, 20, and 21).

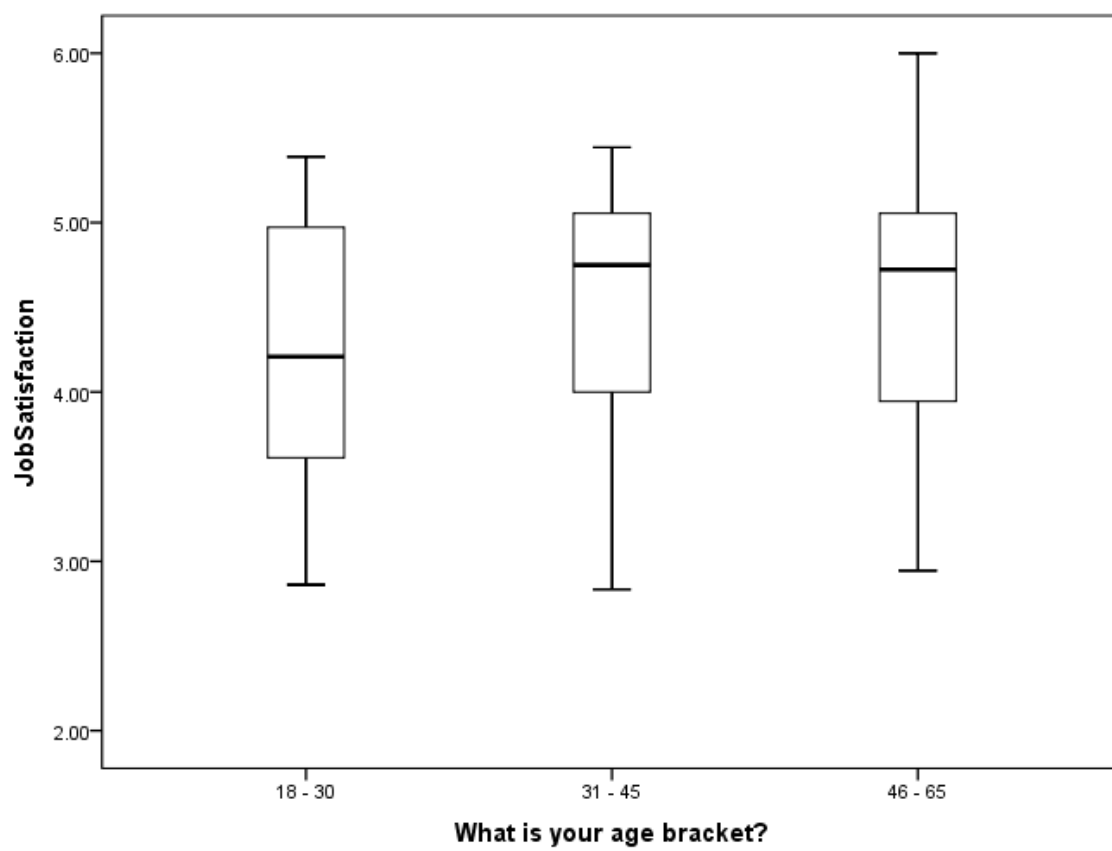


Figure 19. Box plot for job satisfaction by age bracket.

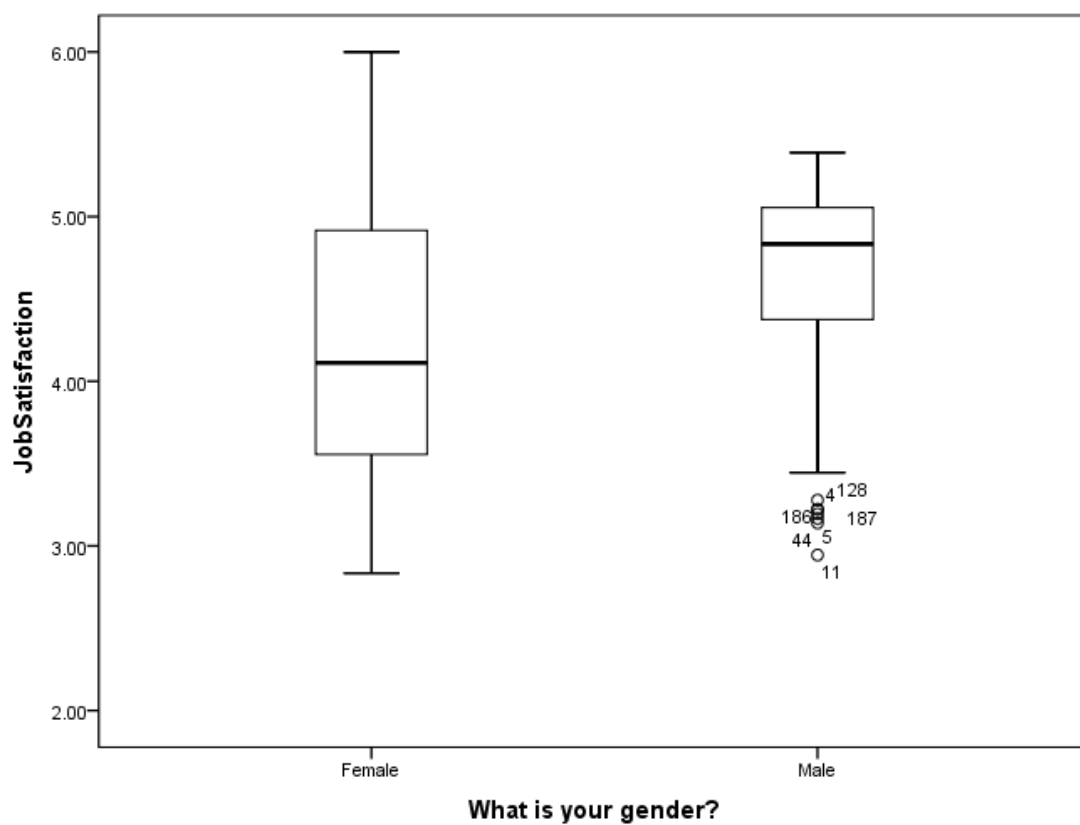


Figure 20. Boxplot for job satisfaction by gender.

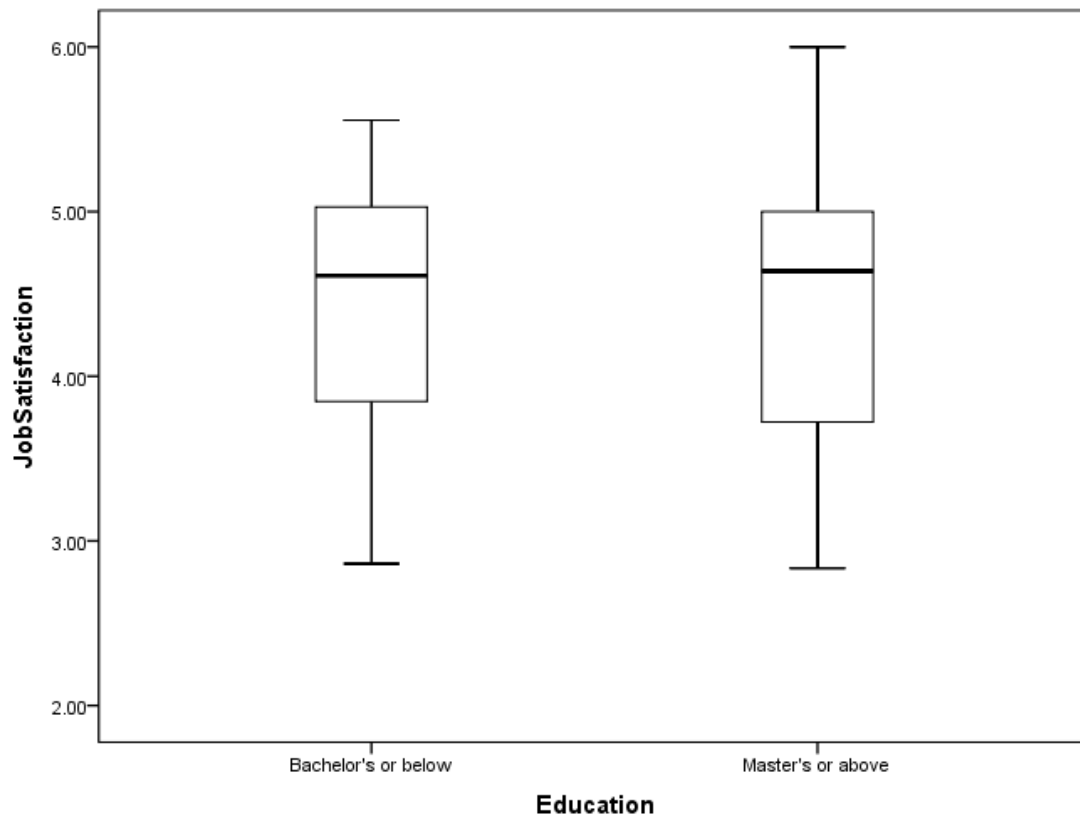


Figure 21. Box plot for job satisfaction by education.

Summary

The purpose of this study was to understand the relationship between transformational leadership and job satisfaction for hotel professionals. The study was comprised of survey research using SurveyMonkey. A total of 248 hotel professionals participated, of whom I removed three who lacked consent and 33 who did not complete the survey; thus, I conducted data analysis on 212 participants, and removed one outlier for transformational leadership. The majority of participants were men (115, 54%) and most were married (127, 60%). Most participants were between the ages of 31 and 45 (89, 42%), and most had bachelor's degree (135, 64%).

The research question was, what effect does transformational leadership, gender, and education have on job satisfaction for hotel professionals? I examined the distribution of the scores through a histogram, conducted preliminary bivariate correlations between variables of interest (transformational leadership and job satisfaction), and conducted multiple linear regressions. The results of the distribution of scores through the histogram for job satisfaction showed a slight left-tailed skew and appeared to have been bimodal and have two different groups of participants (those unsatisfied and those satisfied). Due to the large sample size, the distribution was considered approximately normal due to the Central Limit Theorem (see Figure 12). The histogram for transformational leadership also skewed left. The distribution of the leadership was also normal due to large sample size (see Figure 13).

I conducted the preliminary bivariate correlation between transformational leadership and job satisfaction as well as the covariates (gender and education). The correlation results showed that transformational leadership positively correlated with job satisfaction. Additionally, gender aligned with job satisfaction; thus, transformational leadership increases and male hotel professionals tend to have higher job satisfaction (see Table 4).

I conducted multiple linear regressions to assess if gender, education, and transformational leadership predicted job satisfaction for hotel professionals. I assessed the assumption of normality by viewing a P-P scatter plot of the residuals. The scatter plot showed no large deviation from normality and the assumption was met (see Figure 14). I assessed the assumption of homoscedasticity by viewing a scatter plot between the residuals and predicted values. The results showed no obvious pattern to the point, and

the assumption was met (see Figure 15). I assessed the absence of multicollinearity by examining VIF. All the VIFs were below 2.00, suggesting no presence of multicollinearity and the assumptions were met as well.

The result of the multiple linear regressions showed a significant regression model, meaning that gender, education, and transformational leadership accounted for 20% of the variation of job satisfaction. Because the model was significant, I examined the individual predictor: as transformational leadership increased, job satisfaction also increased. Additionally, gender was a significant predictor for job satisfaction, suggesting that male hotel professionals have higher job satisfaction than female professionals. Finally, education was not a significant predictor, suggesting that job satisfaction was not significantly different by education. Because I found no significance for education, I rejected the null hypothesis (see Table 5).

Finally, I conducted an ancillary analysis to assess the relationship between job satisfaction and age. Results of a Spearman correlation showed significant correlation. This suggests that as age increased, job satisfaction also tended to increase. Figure 19 supports this claim, although the increase in job satisfaction was only very slight.

Chapter 5 contains a discussion of the conclusions, interpretation of findings, and limitations of the study. Chapter 5 also contains applications for hotel professional's practice and reflections on the study. Finally, the chapter includes implications for social change, recommendations, and a concluding statement.

Chapter 5: Discussion, Conclusions, and Recommendations

In this chapter, I discuss the significance and meaning of the effects of transformational leadership on job satisfaction for hotel professionals. The rationale for the study was to disclose that the transformational-leadership style is more effective to improve the performance of hotel professionals than any other type of leadership style. Results from this study showed that using a transformational-leadership style leads to greater efficiency, effectiveness, job satisfaction, and extra endeavors. I used a quantitative-methodology study with a survey design to understand the relationship between transformational leadership and job satisfaction for hotel professionals. The independent variable was transformational-leadership style, and the dependent variable was job satisfaction. The population for the study was the Colorado Lodging and Hotel Association. This chapter commences with a discussion of the interpretation of the research findings and a succinct statement of the results and conclusions as they relate to the research question and hypotheses. Also included in sections of this chapter are the implications for practice, recommendations for future research, limitations of the study, significance for social change, and a concluding statement.

Interpretation of Findings

The results from the multiple linear regression showed a significant regression model, meaning that gender, education, and transformational leadership accounted for 20% of the variation in job satisfaction. Because the model was significant, I examined the individual predictor: as transformational leadership increased, job satisfaction also increased. Additionally, gender was a significant predictor for job satisfaction, suggesting that male hotel professionals have higher job satisfaction than female professionals.

Finally, education was not a significant predictor, suggesting that job satisfaction was not significantly different by education. Because I found no significance for education, I rejected the null hypothesis (see Table 5).

I examined the descriptive and reliability statistics for job satisfaction and transformational leadership by histogram. The histogram for job satisfaction revealed a slight left-tailed skew. This means it was bimodal and had two different groups of participants (those unsatisfied and those satisfied). In contrast, because the sample size was large (> 100), the distribution was considered approximately normal due to the Central Limit Theorem. Figure 12 represents the histogram for job satisfaction.

The results of the distribution of scores by histogram for job satisfaction showed a slight left-tailed skew and appeared to have been bimodal and have two different groups of participants (those unsatisfied and those satisfied). However, due to the large sample size, the distribution was considered normal due to the Central Limit Theorem (see Figure 12). The histogram for transformational leadership also skewed to the left. The distribution of the leadership was also normal due to large sample size (see Figure 13).

I conducted a preliminary bivariate correlation between the two variables of interest (transformational leadership and job satisfaction) as well as the covariates (gender and education). Gender was coded as 0 = female and 1 = male. Education was coded as 0 = bachelor's or below and 1 = master's or above. The result of the correlations revealed that transformational leadership positively correlated with job satisfaction. Additionally, gender aligned with job satisfaction. This means that transformational leadership increases job satisfaction, and if participants were men, they tended to have

higher job satisfaction than did women. No other variables related to one another, and Table 6 represents the correlation results.

Table 6

Research Hypotheses Conclusions

Hypothesis	Results
H _{1a} Transformational leadership (independent variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_1 \neq 0$).	<i>Accepted</i>
H _{2a} Gender (independent variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{2m} \neq 0$).	<i>Accepted</i>
H ₃₀ Education (independent variable) is a statistically significant predictor of job satisfaction (dependent variable) for hotel professionals ($\beta_{3h} = 0, \beta_{3g} = 0$).	<i>Rejected</i>

Several statistical models presented in this analysis supported rejection of the null hypothesis that education had a statistically significant effect on job satisfaction. I also conducted a correlation test addressing the research question of what effect transformational leadership had on job satisfaction for hotel professionals in the United States. Results revealed that transformational leadership affects job satisfaction for hotel professionals (see Table 7). The results further revealed that gender affects job satisfaction. The results from this study were similar to the results found by Drake (2010), Hernandez (2010), Kest (2007), and Sheppard (2007). Finally, an ancillary analysis and Spearman correlation measured the relationship between job satisfaction and age. The results of the Spearman correlation were significant, $r = .15, p = .027$. This

suggests that as age increased, job satisfaction also increased. Figure 19 shows that the increase in job satisfaction was very slight.

Table 7

Research Question Conclusion

Research question	Results
What effect do transformational leadership, gender, and education have on job satisfaction for hotel professionals?	Transformational leadership positively correlated with job satisfaction. Gender aligns with job satisfaction, which suggests that as transformational leadership increases and if the participant is male, they tend to have higher job satisfaction than female professionals.

Limitations of the Study

The study was limited by its small sample from the population from the Colorado Lodging and Hotel Association. The study's sample comprises only hotel professionals from Colorado Lodging and Hotel Association from the State of Colorado. In addition, the final sample size for this study was 212 participants. These limitations may have affected the generalization of the results to other geographic areas.

Recommendations for Action

Results from this study showed that the transformation-leadership style used in the workplace has an effect on the job-satisfaction levels of hotel professionals. Hotel organizations can now develop strategies to train and develop their hotel professionals. By providing hotel professionals with adequate leadership training on how to become

transformational leaders, hotel organizations will be able to progress in revenue, operations, and quality of life for hotel professionals.

Transformational leadership and job satisfaction were the main focus of this research study. The results from the study can be quite beneficial to hotel professionals, helping to ascertain the best leadership style for the hotel industry. This study adds to the existing body of literature on transformational leadership.

The results of this research study will be disseminated at locations where hotel-industry professionals gather, such as hotel and lodging associations' conferences and American Hotel and Lodging Educational Institute conferences. The results from this research study are extremely appropriate for submission to a journal such as the *International Journal of Hospitality Management*, the *Leadership Quarterly*, and *Human Resources Development Quarterly*. In addition, a training manual formed from the outcome of this research study can serve as a guide for hotel-industry professionals and help leaders of organizations retain and increase job satisfaction for their professionals.

Recommendations for Further Research

Results suggested that transformational-leadership style is the most effective leadership style for hotel professionals. Transformational-leadership style, as the independent variable, had a significant relationship with job satisfaction. Additional study is needed to determine if the transformational-leadership style is also effective in other hospitality industries, like the car-rental industry, to better appreciate how the transformational-leadership style can lead to improved performance and productivity. Additional studies could discern if other parts of the hospitality industry would show the same results as this study. Also future researchers could work to understand if those in

other hospitality industries would yield the same outcome of improved job performance, productivity, and job satisfaction using the transformation-leadership style.

In a transformational-leadership situation, leaders and followers raise themselves to a very high level of performance (Derya, 2012). Additional study needs to occur in the hotel industry to corroborate results. This study confirmed what other research studies have revealed: that higher productivity resulted from transformational leadership, in this case, in the hotel industry (Derya, 2012).

Application for Hotel Professionals' Practice

Hotel professionals play an important role in the success of the hotel industry (Derya, 2012). Increased job satisfaction, productivity, and better retention of hotel professionals reduce the need for costly selection and hiring, and retention adds financial stability to the hotel industry (Bennett, 2009). Hotel leaders represent an important element of job satisfaction; an increase in job satisfaction can lead to retention, reduce costs, and increase productivity.

Results from this study indicated that the transformational-leadership style is very important and can be applied in variety of settings. The transformational-leadership style is more effective than any other style of leadership. For example, it can effectively be applied to industrial, hospital, and educational settings. Additionally, it can be applied to businesses. Frequently, the transformational-leadership style creates a positive environment for hotel professionals; helps hotels reshape their image in the marketplace, and can improve the capabilities of a sales force in the hotel industry.

Four benefits accrue from leaders who use the transformational-leadership style: idealized influence (attributed and behaviors), inspirational motivation, intellectual

stimulation, and individual consideration. Idealized influence occurs when hotel leaders are admired, respected, and trusted and hotel professionals identify with and want to emulate their leaders. When hotel leaders consider hotel professionals' needs over their own needs, share risks with their professionals, and consistently conduct themselves with underlying ethics, principles, and values, they exhibit idealized influence (Derya, 2012).

Inspirational motivation occurs when hotel leaders behave in ways that motivate those around them (hotel professionals) by providing meaning and challenge to their work. They arouse hotel professionalism and team spirit and display passion and confidence. The hotel leader encourages hotel professionals to envision attractive future states, which they can ultimately envision for themselves.

Individualized consideration occurs when hotel leaders pay close attention to each professional's need for achievement and job growth by acting as a mentor or coach. Hotel professionals can develop to successively higher levels of potential. Fresh learning opportunities abound along with supportive environments that evidence growth and individual differences in recognizing needs and desires.

Hotel leaders can demonstrate intellectual stimulation by stimulating hotel professionals' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations with new ways of performing (Derya, 2012). Leaders do not encourage public criticisms or ridicule of hotel professionals' mistakes. Hotel leaders encourage new thinking, new ideas, and creative solutions to problems by hotel professionals, who are integrated in the process of addressing problems and finding solutions.

The transformational-leadership style can lead to followers' organizational commitment (Derya, 2012). For example, leaders should encourage followers to think critically, use novel approaches, and inspire loyalty. In addition, leaders should involve followers in decision-making processes, recognizing and appreciating the different needs of each follower to develop his or personal potential. Following these tenets, hotel leaders can move their hotels toward greater success.

However, the transformational-leadership style has some limitations, such as generating thoughts with no merit, meeting challenges of detailed service, and inappropriately using power. Hotel leaders who use the transformational-leadership style serve as role models in their respective hotel organizations. Transformational leaders demonstrate how tasks should be accomplished with determination to their professionals. In general, professionals agree to almost everything, including taking risks to achieve definite goals and for innovation. However, this act is not always effective. The entire hotel industry and its operation will suffer if professionals perform immoral and unethical behaviors.

Detail Challenges

Transformational leaders are quite successful at motivating and gathering professionals behind a particular organizational vision, but often fall short in the attention to detail required to build a strong corporate structure or follow organizational policies. Transformational leaders are usually concerned with the overall picture. Thus, at times they forget the daily details of the operations.

Generating Thoughts With No Merit

Generating thoughts with no merit is one of the limitations of transformational leadership. Leaders using a transformational-leadership style offer innovative ideas by conducting training and workshops to assist professionals to think about multifaceted ideas. The arousing of intellectual curiosity and professionals' imagination will help professionals think of new ways to perform and solving problems (Phipps & Prieto, 2011). In addition, if leaders are not sufficiently acknowledged, this approach will allow them to generate thoughts that have little or no value.

Implications for Social Change

Many hotel professionals work in the hotel industry in the United States. These hotel professionals need to exhibit the best leadership style possible. Hotel professionals have a marked influence on social change and can help shape the performance of the hotel industry. Hotel professionals who exhibit the transformational-leadership style increase the effectiveness and efficiency of the hotel industry. This study clearly demonstrated that the results of extra effort, satisfaction, and efficiency increase with use of the transformational-leadership style. Hotel professionals will benefit from training in leadership techniques and management styles, and from understanding the rudiments that encompass the different leadership styles so they can adapt and increase efficiency in the industry. Hotel professionals play a crucial role in the success of the hotel industry. Increased job satisfaction and better retention of hotel professionals reduces the need for a costly selection and hiring process, and higher retention adds financial stability to the hotel industry. The implications for positive social change resulting from this study may improve the quality of work life for hotel professionals, creating value for customers, and

sustaining customer satisfaction, which can lead to customer loyalty and increase the return rate for hotel-industry investors.

Conclusions

The hotel industry is essential to global and U.S. economies. Hotel professionals must provide the best possible leadership. The responsibilities of the hotel professional increasingly involve issues not faced in the past, due to changes in the hotel industry. Customer satisfaction is an important aspect of leadership. The relationship between the transformational-leadership style and job satisfaction was identified and confirmed in this study. Results were consistent with other researchers' findings. Hotel professionals are happier and more satisfied when they are inspired, stimulated, and challenged.

This study showed that transformational leadership can increase performance. Also, it can enhance employee retention, productivity, and job satisfaction for hotel professionals. An important message arising from this study is that when hotel professionals' psychological needs are met and maintained, hotel organizations will not fail, based in part to high job satisfaction.

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Appendix A: Transformational Leadership Dimension

All questions start with, “My boss.”

1. Idealized Influence (Attributed”)

provides me with assistance in exchange for my efforts.

reexamines critical assumptions to question whether they are appropriate.

fails to interfere until problems become serious.

focuses attention on irregularities, mistakes, exceptions, and deviations from standards.

avoids getting involved when important issues arise.

2. Idealized Influence (Behavior)

talks about their most important values and beliefs.

is absent when needed.

seeks differing perspectives when solving problems.

talks optimistically about the future.

instills pride in me for being associated with him/her.

3. Inspirational Motivation

discusses in specific terms who is responsible for achieving performance targets.

waits for things to go wrong before taking action.

talks enthusiastically about what needs to be accomplished.

specifies the importance of having a strong sense of purpose.

spends time teaching and coaching.

4. Intellectual Stimulation

makes clear what one can expect to receive when performance goals are achieved.

shows that he/she is a firm believer in “If it ain’t broke, don’t fix it.”

goes beyond self-interest for the good of the group.

treats me as an individual rather than just as a member of a group.

demonstrates that problems must become chronic before taking action.

5. Individualized Consideration

acts in ways that build my respect.

concentrates his/her full attention on dealing with mistakes, complaints, and failures.

considers the moral and ethical consequences of decisions.

keeps track of all mistakes.

displays a sense of power and confidence.

6. Contingent Reward

articulates a compelling vision of the future.

directs my attention toward failures to meet standards.

avoids making decisions.

considers me as having different needs, abilities, and aspirations from others.

gets me to look at problems from many different angles.

7. Management-by-Exception (Active)

helps me to develop my strengths.

suggests new ways of looking at how to complete assignments.

delays responding to urgent questions.

emphasizes the importance of having a collective sense of mission.

expresses satisfaction when I meet expectations.

8. Management-by-Exception (Passive)

expresses confidence that goals will be achieved.

is effective in meeting my job-related needs.

uses methods of leadership that are satisfying.

gets me to do more than I expected to do.

is effective in representing me to higher authority.

9. Laissez-faire Leadership

works with me in a satisfactory way.

heightens my desire to succeed.

is effective in meeting organizational requirements.

increases my willingness to try harder.

leads a group that is effective.

10. Job Satisfaction

I like doing the things I do at work.

I feel a sense of pride in doing my job.

My job is enjoyable to me.

Appendix B: Multifactor Leadership Questionnaire Rater Form

My Name: _____ Date: _____

Organization ID#: _____ Leader ID#: _____

This questionnaire is to describe your leadership style, 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.** Please answer this questionnaire anonymously.

Forty-five (45) descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word “others” may mean your peers, clients, direct reports, supervisors, and/or all of these individuals Use the following rating scale:

Not at all Once in a while Sometimes Fairly often Frequently, if not always

0 1 2 3 4

The Person I Am Rating.....

Idealized Influence (Attributed)

My boss instill pride in others for being associated with him/her 0 1 2 3 4

My boss goes beyond self-interest for the good of the group 0 1 2 3 4

My boss act in ways that build others’ with respect 0 1 2 3 4

My boss display a sense of power and confidence 0 1 2 3 4

Idealized Influence (Behavior)

My boss talks about his/her most important values and beliefs 0 1 2 3 4

My boss specify the importance of having a strong sense of purpose 0 1 2 3 4

My boss consider the moral and ethical consequences of decisions 0 1 2 3 4

My boss emphasize the importance of having a collective sense of mission 0 1 2 3 4

Management-by-Exception (Active)

My boss focus attention on irregularities, mistakes, exceptions, and deviations from Standards 0 1 2 3 4

My boss concentrates his/her full attention on dealing with mistakes, complaints, and failures 0 1 2 3 4

My boss keeps tracks of all his/her mistakes 0 1 2 3 4

My boss direct his/her attention toward failures to meet standards 0 1 2 3 4

Inspirational Motivation

My boss talks optimistically about the future 0 1 2 3 4

My boss talks enthusiastically about what needs to be accomplished 0 1 2 3 4

My boss articulate a compelling vision for the future 0 1 2 3 4

My boss express confidence that goals will be achieved 0 1 2 3 4

Intellectual Stimulation

My boss re-examine critical assumptions to question whether they are appropriate 0 1 2 3 4

My boss seek differing perspectives when solving problems 0 1 2 3 4

My boss gets others to look at problems from many different angles 0 1 2 3 4

My boss suggest new ways of looking at how to complete assignments	0 1 2 3 4
Extra Effort	
My boss gets others to do more than they expected to do	0 1 2 3 4
My boss heighten others' desire to succeed	0 1 2 3 4
My boss increase others' willingness to try harder	0 1 2 3 4
Individualized Consideration	
My boss spend time teaching and coaching	0 1 2 3 4
My boss treats others as individuals rather than just as a member of a group	0 1 2 3 4
My boss consider an individual as having different needs, abilities, and aspirations from others	0 1 2 3 4
My boss helps others to develop their strengths	0 1 2 3 4
Effectiveness	
My boss is effective in meeting others' job-related needs	0 1 2 3 4
My boss is effective in representing others to higher authority	0 1 2 3 4
My boss is effective in meeting organizational requirements	0 1 2 3 4
My boss led a group that is effective	0 1 2 3 4
Contingent Reward	
My boss provide others with assistance in exchange for their efforts	0 1 2 3 4
My boss discuss in specific terms who is responsible for achieving performance targets	0 1 2 3 4
My boss makes clear what one can expect to receive when performance goals are achieved	0 1 2 3 4
My boss express satisfaction when others meet expectations	0 1 2 3 4
Satisfaction	
My boss use methods of leadership that is satisfying	0 1 2 3 4
My boss work with others in a satisfactory way	0 1 2 3 4

Appendix C: Permission To Use Multifactor Leadership Questionnaire (MLQ)

by Bruce Avolio and Bernard Bass

For use by Kenneth Chukwuba only. Received from Mind Garden, Inc. on July 6, 2012



www.mindgarden.com

To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material;

Instrument: *Multifactor Leadership Questionnaire*

Authors: *Bruce Avolio and Bernard Bass*

Copyright: *1995 by Bruce Avolio and Bernard Bass*

for his/her thesis research.

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any other published material.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Most", with a long horizontal line extending to the right.

Robert Most
Mind Garden, Inc.
www.mindgarden.com

Appendix D: Permission to Administer Survey

Colorado Hotel & Lodging Association
4700 South Syracuse, Suite 410
Denver, CO 80237
07 October, 2013

Dear Kenneth Chukwuba,

Based on my review of your research proposal, I give permission for you to conduct the study entitled the effects of Transformational Leadership on Job Satisfaction for hospitality professionals within the Colorado Hotel & Lodging Association. As part of this study, I authorize you to send us the survey and we will get it out to our members. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: sending out the *online survey* website to your team members. We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am authorized to approve research in this setting.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the research team without permission from the Walden University IRB.

Sincerely,

Christine O'Donnell
President/CEO
Colorado Hotel & Lodging Association
4700 South Syracuse, Suite 410
Denver, CO 80237
303-297-8335
303-297-8104 (fax)
www.coloradolodging.com

Appendix E: Research Participation Consent Form

Participant Consent Form

You are invited to take part in a research study of the effects of Transformational Leadership on Job Satisfaction for hospitality professionals. The researcher is inviting lodging and hotel professionals to be 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 Kenneth Chukwuba who is a doctoral student at Walden University.

Background Information:

The purpose of this study is to understand the relationship between transformational leadership (TL) and job satisfaction for the hotel professionals.

Procedures:

If you agree to be in this study, you will be asked to: Take an online survey, and will only take 10 to 15 minutes to complete the survey.

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at Walden University 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.

Risks and Benefits of Being in the Study:

There are no risks associated with participating in this study and there are no short or long term benefits to participating in this study.

In the event you experience stress or anxiety during your participation in the study you may terminate your participation at any time. You may refuse to answer any questions you consider invasive or stressful.

Benefits:

Managers of hotels and resorts can use the results of this study to help improve their organizational culture and increase the job satisfaction levels of their professionals. Organizations are likely to benefit when professionals experience high levels of job satisfaction, and can reduce the cost of worker turnover, while increasing productivity, and profitability.

Compensation:

There will be no compensation provided for your participation in this study.

Privacy:

Any information you provide will be kept anonymous in the strictest of confidence. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure anonymously in electronic form and ensured strict confidentiality. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via telephone at XXX-XXX-XXX or email at XXXXXXXX. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is XXX-XXX-XXXX

Walden University's approval number for this study is 11-13-14-0086689 and it expires on November 12, 2015.

Statement of Consent:

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By printing my name below, I understand that I am agreeing to the terms described above.

Printed Name of Participant

Date of consent

Participant's Signature

Researcher's Signature

Appendix F: Permission to use Job Satisfaction Survey by Paul Spector

Subject : RE: Job Satisfaction Survey and Permission for Use (JSS)
Date : Sun, Sep 22, 2013 07:49 AM CDT
From : "Spector, Paul" <pspector@usf.edu>
To : [Kenneth Chukwuba <kenneth.chukwuba@waldenu.edu>](mailto:kenneth.chukwuba@waldenu.edu)

Dear Kenneth:

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 Scales section of my website <http://shell.cas.usf.edu/~spector>. 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, Professor
Department of Psychology
PCD 4118
University of South Florida
Tampa, FL 33620
813-974-0357
pspector@usf.edu
<http://shell.cas.usf.edu/~spector>

From: Kenneth Chukwuba [mailto:kenneth.chukwuba@waldenu.edu]

Sent: Saturday, September 21, 2013 5:57 PM

To: Spector, Paul

Subject: RE: Job Satisfaction Survey and Permission for Use (JSS)

Dear Professor Paul Spector,

My name is Kenneth and I am a student at Walden University, conducting research for the completion of my doctorate degree. I am conducting a research study on the *“effects of Transformational Leadership on Job Satisfaction for hospitality professionals.”*

I am writing to seek your permission to use the above, to me enable adopt to my research study.

I appreciate your assistance in this process.

Kindly,

Kenneth Chukwuba, PhD(c)

Walden University

702-339-1922

Appendix G: Job Satisfaction Survey

JOB SATISFACTION SURVEY		
Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.		
	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	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

	<p>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</p> <p>Copyright Paul E. Spector 1994, All rights reserved.</p>	<p>Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much</p>
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

Demographic Questions

Please circle a single response for each item listed below:

What is your Gender: Male / Female

What is your Marital Status: Married / Single

What is your Ethnicity: White / Non-White

What is your Age bracket: 18 – 30 / 31 – 45 / 46 – 65 / others

What is the Level of your Education: High school, Some college, Bachelor's, Master's degree, PhD and others.