

The mediating effect of organizational culture on the relationship between transformational leadership style and job satisfaction in Indian banking sector

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Abstract- The purpose of this research is to improve the understanding of the relationship between transformational leadership style and job satisfaction, considering the age as the positive regulator and perceived organizational culture as mediators among the private banking sector employees in Delhi, NCR. The data were collected through a structured questionnaire which was circulated via email and HR method to bank employees of 150 selected private banks. A total of 650 questionnaires were returned out of which 521 were fully filled that were utilized to conduct regression analysis which suggested a positive relationship between transformational leadership and employee satisfaction. The findings also indicated that the perceived organizational culture and age of employee did play a mediating and moderating role on the relationship between transformational leadership style and job satisfaction of the employee. As suggested by our finding, age did not infer any affect on transformational leadership skills and level of job satisfaction of employees.

Keywords: leadership, banking sector, job satisfaction

I. INTRODUCTION

Employee satisfaction research was its contribution to employee engagement in every company, and the ability to retain productive workers (Dappa et al., 2019). The happiness of employees of any company depends on a number of factors correlated with individual perceptions of the organizational culture, including their managers' leadership styles (Metwally et al., 2014). The leader acts as a role model to his / her subordinates, motivating the followers to work efficiently, taking their strength and weakness into account to maximize their performance.

Leadership has meaning in this contemporary period when it comes to originating personnel competing with organizational success. As per Mosadeghrad (2003), for the organization's superior efficiency, a focus on employees requirements is needed. Over what, Albion & Gagliardi (2007) study indicated the management of employees up to the mark in certain simple and complex situations, with quality leadership. That's why well-structured businesses are more concerned about the integral aspect of leadership nowadays because it's a force of decorators that makes people together. The importance of understanding the effect of transformational leadership on team success has increased given the value that works teams have acquired within organizations as a kind of unified units. Both academics and managers understand that the way organizations work is done is increasingly focused on relationships, in particular the Leader's relationship with their work team (Gaviria-Rivera et al., 2019; Suwanti et al., 2018).

In the banking sector context, among others, workplace phenomena such as organizational culture, leadership style and job satisfaction are being studied, leading to important findings and conclusions (Belias & Koustelios, 2014). Research has shown that an effectively functioning banking institution is characterized by the respect of its supervisors for the important position of human resources, because the fear of uncertainty during a time of crisis is likely to result in negative and defensive attitude and behaviour, turnover of employees and loss of customers (Bushra et al., 2011).

The study is based on a standardized survey to identify perceived transformational leadership traits, organizational culture and job satisfaction among private banks employees in the 150 private banks. Non-probability sampling was used and about 521 valid samples were obtained. We sought to offer new evidence to highlight the importance of transformational leadership and organizational culture in job satisfaction level in the banking profession in Delhi NCR. At the moment, it is more important to understand what people are than what they do; this is easier to do with transformational leaders who are closer to their partners in order to better understand their desires, and empower their innovation and imagination, involve them and convey the organization's goals to them (Gaviria-Rivera et al., 2019). Specifically, transformational leadership has the potential to become a key strategic consideration for the

development of organizational culture and in turn on the job satisfaction level of employees to build and retain qualified and skilled employees in the banking sector.

II. THEORETICAL BACKGROUND AND OBJECTIVES

2.1 Correlation between Transformation Leadership and Job Satisfaction in Banking sector

Bass & Avolio (1993) first described transformational leadership (TL) as a mechanism in which leaders and followers support each other to achieve efficiency and organisational goals by strengthening morale and productivity at the organisation. According to the authors, the attention provided to employees by managers is reflected in their generally positive attitude towards working and workplace conditions, which would in turn raises job satisfaction and improves performance. TL makes people more innovative and ambitious towards attaining organisational targets. Leaders required to apply modern techniques prefer behaviour according to employee suitability, clear vision should be provided, and effective communication together with individual consideration are the core ingredients of TL style to improve organizational dedication after employee satisfaction (Waqas et al., 2017). It is one of the most researched areas of the last few decades, drawing such attention because of its importance for organizational productivity (Ng, 2017).

Job satisfaction has been studied in conjunction with many facets of the job and globally in many places of work and fields. Among others, the satisfaction experience of workers was analyzed as an outcome of leadership styles. TL attributes include autonomy and strong vision, associated with high job satisfaction and employment commitment (Iverson & Roy, 1994). Lai et al. (2020) adopted a research design and their analysis showed the positive relationship between TL, job performance, and helping nature of nurses working in a team.

Geyer & Steyrer, (1994) found that contingent compensation among bank employees as a measure of performance was far more closely associated with transformation than the other interpersonal types. Positive effects of TL behaviours on job satisfaction in a wide variety of sectors, organizational environments and work roles, including banks was found by Podsakoff et al. (1990). Based upon the above ideas the first hypothesis is suggested as follows:

H1. Transformational Leadership styles have a significant positive effect on Job Satisfaction Level of Bank employees.

2.2 Relationship between Transformation Leadership and Organizational Culture

Organizational culture can be defined as a workplace global impression and the lasting effect of the work environment, it tends to affect job behaviours and perceptions of employees to the organization (Shanker & Sayeed, 2012). While according to Hennessey (1998), the capacity of a leader to communicate and collaborate within the organizational culture plays an essential role in the effectiveness of the leadership. Schein (1996) believed that a leader is likely to establish an organization that represents particular principles and values, leading to a respective internal culture being developed and implemented. Randhawa & Kaur, (2014) describe the organizational climate as a relatively lasting quality of an organization's internal environment; encountered by all its participants which control their actions and can be defined in terms of the ideals of a specific group of organization's characteristics or attributes. According to Schein (1985), the most important fundamental mechanisms for consolidating and improving organizational culture are the attention provided by leaders in measuring and managing, the reactions of the crisis management and critical events, the teaching and mentoring value delivered by leaders.

Anderson and West (1998) designed a scale which measured such organizational culture based on four dimensions – vision, participative safety, task orientation, and support for innovation. The vision refers to the level of agreement and understanding about the goals of the organization. Participative safety is the way accepted by others and are willing to share information about team issues. Task orientation in the collaborators' intentions to contribute useful suggestions and to support ideas of others for the best possible results to be obtained. Support, in particular, refers to the employees' understanding of team collaboration in creating and applying new ideas (Anderson & West, 1998). Based on such notions, the second hypothesis is proposed as follows:

H2. There is significant positive effect of transformational leadership on organizational culture.

2.3 Organizational Culture influences the relationship among Transformational Leadership and Job Satisfaction

The purpose of organizational culture in business organization is aimed at the creation and preparing of human resource management, recruiting and selection, learning and growth, labour relations and working environment in the company, health, safety, stability, compliance with employee regulatory standards, equal opportunity and all other matters relating to employment relationships (Sommer et al., 1996). The feature of organizational culture plays an important role in creating an environment that enables people to make the best possible use of their abilities and recognize its value for the good of both the company and itself (Koustelios & Kousteliou, 2001).

Tian et al. (2020) study suggest that transformational leaders can help increase employee satisfaction more effectively if employees exhibit organizational citizenship behavior.

The importance of organizational culture in the banking sector is crucial for its overall operation with well-being. Human resources management and risk assessment are two of the most important issues banks face. The way their staff is being handled by TL determines the job performance and satisfaction of the banking operations (Bashir & Ramay M Ismail, 2010). Organizational culture is conceived in terms of values, attitudes and beliefs within the context of a banking institution while contact between team members is important for fostering a level of job satisfaction and TL. Based on the above belief, the third hypothesis is proposed as follows:

H3. Organizational culture has significant intervening effect on the relationship between transformational leadership and job satisfaction level.

2.4 Age affects the Leadership Style and Job Satisfaction of employee

Researchers have also found age to be important demographic factors that play a crucial role in job satisfaction. Lee & Wilbur (1985) found that work satisfaction improved as older workers became more comfortable with the extrinsic characteristics of their work with age.

According to Lan et al. (2019) age group, 31–40 and 41–50 have more knowledge and cognition of what leadership styles are. People of different age groups cannot understand much about the style of leadership. Their studies seek to explain whether there is a disparity in internal job satisfaction and external job satisfaction between different age groups. The age group 31-40 had a substantial gap from the other age groups for inner work satisfaction. That might be because they have such a higher understanding of the modern work climate, comparable to their knowledge of leadership styles. Taking into consideration the age of bank employees' following hypothesis can be drawn:

H4: Age strengthens the positive relationship between transformational leadership and job satisfaction level.

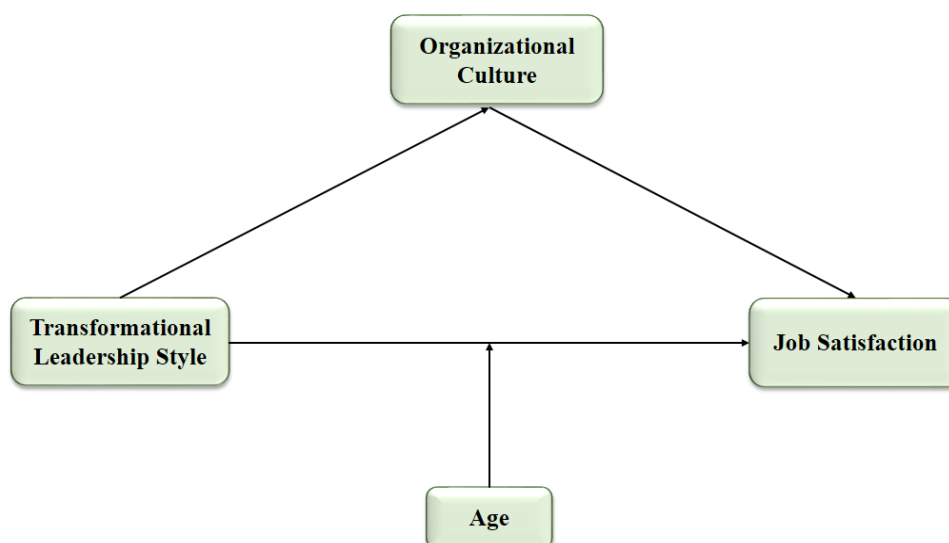


Fig.1. Research framework

III. RESEARCH METHODOLOGY

3.1 Sampling and Data Collection

The participants in this exploratory as well as descriptive research were the employees working in private bank of Delhi, NCR area based on the latest innovations in body measurements. The studied population were full-time support function and operations employees who were involved in management in private banks. The sample size was calculated to be about 521 via Non-probability (Purposive sampling and Snowball sampling) sampling methods. Convenience sampling (easy accessibility) is used for the selection of 150 private banks, and the sample (for filling questionnaire) is selected based on sound judgment.

Population size is employed by private banks in the Delhi NCR area. The margin of error was 4 percent and the optimal interval of confidence is 95 percent.

Sample Size: According to formula –

$$SS = \frac{z^2 * (p) * (1-p)}{c^2}$$

Where –Z = Z value (e.g., 1.96 for 95% confidence),

P = Percentage picking a choice, expressed as decimal (.5 used for sample size needed)

C = Confidence interval expressed as decimal (e.g., .04 = + 4)

Questionnaire was conducted with the objective of establishing a review and ratings, on a 5-point Likert scale and basic random variable methodology was used for analysis. 1000 questionnaires were circulated via email and HR method. Around 650 provided in time, around 521 is considered as duly filled in. The reliability of the questionnaire was tested using a pilot test. Collected data were analyzed using SPSS (Statistical Package for Social Sciences). A reliability coefficient (alpha) of .814 or higher was considered acceptable reliability.

3.2 Variables and measurement

Dependent variable: This survey collected the data about the job satisfaction level, satisfaction with co-workers, satisfaction with supervision, and monthly wages on five item scale parameters [191]. These five item scales are solid disagree, disagree, neutral, agree and solid agree. The questionnaire examined the aspects of workplace satisfaction, work environment and appreciation.

Independent variable: Multifactor Leadership Questionnaire (MLQ) developed by Bass & Avolio (1993) was used for measurement of transformational, transactional and Laissez-faire leadership style. This questionnaire consists of 32 statements about the behaviour of the leader. The selected scales related to TL were idealized influence (attributed), idealized influence (behaviour), inspirational motivation, intellectual stimulation, individual consideration, contingent rewards, management exception (active), and management by exception (passive). Laissez –faire leadership and satisfaction with leader were the two remaining scales.

The reliability for the total items and each leadership factor scale ranged from .74 to .94 [192] and exceeded the standard reliability cut-off of .70 proposed by Fornell & Larcker (1981).

Mediating variable: This questionnaire dealt with the respondent's organizational culture, evaluated via the 16 object questionnaire on organizational culture assessment (OCAQ) [196]. The Questionnaire contains of 16 objects, and every item was assessed on a five-point, varying from 1 (strongly disagreeable) to 5 (strongly agreed) (Marshall Sashkin 2013).

IV. ANALYSIS AND RESULTS

Table I represents the frequency distribution of the sample based on their demographics, and shows the descriptive analysis in terms of frequencies and percentages for the study sample on the basis of their age, gender and marital status.

Frequency Distribution of the Demographic Variables of Respondents

| Variables | | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|---------|-----------|---------|---------------|--------------------|
| Gender | Male | 263 | 51 | 51 | 51 |
| | Female | 258 | 49 | 49 | 100 |
| | Total | 521 | 100 | 100 | |
| Age | below30 | 269 | 52 | 52 | 52 |
| | above30 | 252 | 48 | 48 | 100 |
| | Total | 521 | 100 | 100 | |
| Marital Status | Single | 262 | 50 | 50 | 50 |
| | Married | 259 | 50 | 50 | 100 |
| | Total | 521 | 100 | 100 | |

Factor analysis and reliability

As shown in Table 2, each of the variable had an estimate value above 0.4, representing a good factor loading. The KMO result stands at 0.90 showing the reliably use factor analysis for data analysis since it is higher than .70. Besides, The Bartlett's test was significant for the whole set of items at level .05. Cronbach's alpha was used to test the reliability of research constructs. From our result, other ariables were all above .70. The reliability for the entire questionnaire was taken as 0.81, which in turn signifies high reliability of the variables (Hair et al., 2009; Ibrahim & Aljarah, 2018; Nunnally, 1978).

| Factor analysis and reliability | | | | | | | |
|---------------------------------|-------|------------|-------|------------------------|-------|------------|-------|
| Variables | Items | Cronbach's | | Variables | Items | Cronbach's | |
| | | loading | alpha | | | loading | alpha |
| Transformational Leadership | IM9 | 0.876 | 0.79 | Organizational Culture | OC1 | 0.932 | 0.95 |
| | IM13 | 0.905 | | | OC2 | 0.925 | |
| | IM26 | 0.893 | | | OC3 | 0.922 | |
| | IM36 | 0.874 | | | OC4 | 0.92 | |
| | IIA10 | 0.917 | | | OC5 | 0.907 | |
| | IIA18 | 0.906 | | | OC6 | 0.9 | |
| | IIA21 | 0.905 | | | OC7 | 0.95 | |
| | IIA18 | 0.921 | | | OC8 | 0.939 | |
| | IIB6 | 0.897 | | | OC9 | 0.942 | |
| | IIB14 | 0.92 | | | OC10 | 0.939 | |
| | IIB23 | 0.907 | | | OC11 | 0.929 | |
| | IIB34 | 0.903 | | | OC12 | 0.923 | |
| | IS2 | 0.831 | | | OC13 | 0.857 | |
| | IS8 | 0.838 | | | OC14 | 0.859 | |
| | IS30 | 0.854 | | | OC15 | 0.851 | |

| | | | | | | | |
|----------------------------------|-------|-------|------|--|------|-------|--|
| | IS32 | 0.847 | | | OC16 | 0.852 | |
| | IC15 | 0.856 | | | | | |
| | IC19 | 0.841 | | | | | |
| | IC29 | 0.861 | | | | | |
| | IC31 | 0.826 | | | | | |
| Job Satisfaction | JS1 | 0.783 | 0.83 | | | | |
| | JS2 | 0.783 | | | | | |
| | JS3 | 0.849 | | | | | |
| | JS4 | 0.817 | | | | | |
| | JS5 | 0.656 | | | | | |
| Bartlett's Test of sphericity | 0 | | Sig | | | | |
| | | | | | | | |
| KMO Measure | 0.909 | | | | | | |

Linear Regression

H1 Transformational Leadership styles have significant positive effect on Job Satisfaction Level of Bank employees.

| | | | Estimate | S.E. | C.R. | P | Label |
|----|------|----------|----------|------|-------|-----|-------|
| JS | <--- | Transfor | .21 | .056 | 3.481 | *** | par_1 |

Result: Hypothesis accepted for the study

H2 There is significant positive effect of transformational leadership on organizational culture.

| | | | Estimate | S.E. | C.R. | P | Label |
|----|------|----------|----------|------|-------|------|-------|
| OC | <--- | Transfor | .14 | .010 | 2.340 | .019 | par_1 |

Result: Hypothesis Accepted for the study

H3 Organizational culture has significant intervening effect on the relationship between transformational leadership and job satisfaction level.

Analysis of mediator test results

| OC as mediator | Path | Beta | SE | LLCI | ULCI | Mediation |
|-----------------|----------|--------|-------|--------|--------|-----------|
| TL----JS | Direct | 0.1476 | 0.302 | 0.0882 | 0.207 | |
| TL----OC-----JS | Indirect | 0.1054 | 0.208 | 0.0534 | 0.1622 | Yes |

Result: Hypothesis accepted for the study

H4 Age strengthens the positive relationship of transformational leadership and job satisfaction level.

TL---JS

| Gender as moderator | Beta | SE | LLCI | ULCI | Moderation |
|---------------------|-------|-------|--------|-------|------------|
| Interction | 0.012 | 0.078 | -0.053 | 0.166 | no |
| High | 0.259 | 0.055 | 0.151 | 0.368 | |
| Low | 0.247 | 0.055 | 0.138 | 0.356 | |

Results: Hypothesis not accepted for the study

V. DISCUSSION

These results indicate the study of an important link among leadership and organizational culture is the perception of how leadership and creativity are linked. Organisational Culture affects the effectiveness of relationship between, style of leadership and Job Satisfaction of workers. The discoveries propose the investigation of a critical association among leadership and Organisational Culture is the comprehension of how Transformatinal Leadership style and Job Satisfaction are interlaced. The assurance of the connection between different leadership types and Organisational Culture, in accordance with the aftereffects of Casida and Pinto-Zipp, 2008, uncovered a relationship between's change leadership and Job Satisfaction and Organisational Culture. By implementing a mediation study, we have found that leadership behaviour impacts on Organisational Culture and Job Satisfaction , though age does not affect the transition leadership and Job Satisfaction relationship among bank employees.

VI. CONCLUSION

The results of this study make many contributions in terms of expanding prior Transformatinal Leadership models to illustrate the role of motivation in the beneficial behaviours of bank employees more clearly. The first contribution is that it supports others study (Wang et al., 2011) which showed that Transformatinal Leadership styles have positive effect on the job satisfaction level of Bank employees. It offers meaningful agendas and moves the concerns of participants from their self-interests to mutual objectives.

Second, the results dictate that Transformatinal Leadership impose a positive effect on organizational culture. The key mediating function of organizational culture is one of the main implication of this study on the relationship between transformational leadership and job satisfaction level. However, age did not confer any relationship between TL and job satisfaction level; these results add significantly to the current literature.

VII. LIMITATIONS OF THE STUDY

This study is with some limitations where causality relationship can not be shaped because of the cross-sectional nature of the findings, even though it is mostly used techniques of psychological analysis (especially in organizations, Spector, 1994). Instead, future analysis should require a quantitative or trial approach. The information was gathered through a questionnaire and may have added to widespread bias that may have skewed the connection between variables. A second is, that self-report tests were used to test the variables of the parameters which could constitute the participants' expectations rather than empirical realities.

The second restriction is that extended term would have given the researcher time to investigate a more extensive cross-section of workers in the private sector. Notwithstanding three dimensions of leadership, namely transactional, revolutionary, and laissez-faire, the analyst should also have analyzed powerful forms of leadership to give it a balanced significance. Furthermore, a financial cover may have made it easier to make a trip generally and to meet organization employees, even globally, to get a more profound insight into the factors such as conveyance, corporate growth, advertising.

The cultural dimension of various parts of India and its impact on the relationship among leaders and followers was not discussed here. Culture influences patterns of conduct, however, this should have required an audit of itself, and therefore not discussed here.

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