

**Relationship between Transformational Leadership and Employees' Workplace Satisfaction in
Private Sector, Kuwait**

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ABSTRACT

According to leadership literature, existing transformational leadership approaches are associated with various degrees of work satisfaction. Numerous studies have demonstrated that transformative leadership is associated with increased work satisfaction. With reference to the present Kuwaiti business environment, the study's general objective was to examine the link between transformational leadership styles and workers' levels of workplace satisfaction in the Kuwaiti private sector. To fulfill the research's aims, a quantitative investigation was undertaken. Questionnaires were distributed to chosen members of the Kuwait private sector's target population. The data were analyzed using statistical software tools. The study's findings indicate statistically significant associations between overall transactional leadership and work satisfaction. This study is one of the few that focuses only on the Kuwaiti private sector in order to contribute to a better knowledge of how to manage and retain private sector personnel. These findings are also beneficial for the private sector in the Gulf area in terms of balancing work and life obligations, which results in positive in-role performance.

Keywords: transformational leadership, leadership styles, workplace satisfaction, and employees, Kuwait, private sector

1.0 Introduction

Organizations confront greater global competition and the difficulty of sustaining a competitive edge in a complicated business environment (Al-Awlaqi, Battour, Barahma, & Aamer, 2021). Organizations in the twenty-first century must look for new ways to function in order to be more successful, and efficient (Bahadori, Hosseini, Alimohammadzadeh, Hasanpoor, & Ghasemi, 2021). To succeed in international business, executives must be mindful of the cultural variations that may affect business processes in other nations (Zhang & Kang, 2020). To ensure the success of virtual teams in the twenty-first century, leaders must be keenly aware of global virtual teams (GVTs) (Wilson, 2020). According to a research (Wang, Morrison, Xie, Zhang, & Coca-Stefaniak, 2020), leadership is a process in which one affects another's behavior by personality and intelligence rather

than via violence and force. Leaders are individuals, and their distinct leadership styles may have a variable effect on change, with some leaders being more effective than others (Scicluna & Sammut, 2020). In today's fast-paced evolution of technical innovation in dynamic marketplaces, it is critical for businesses to stay current on emerging trends in order to maintain a competitive edge (Quartey, Dartey-Baah, & Adotey, 2020). Through the efficient productivity of their employees, organizations may establish a position at the cutting edge of knowledge or even become the leading producers of information and innovation (Muhammed & Zaim, 2020). To a degree, research has shown statistical correlations between leadership styles and employee workplace satisfaction levels (Amah & Oyetuunde, 2020). A researcher (Ghiasiipour, Mosadeghrad, Shaqura, & Jaafaripooyan, 2020) examined this relationship and discovered that employees managed by transformational leaders reported greater levels of workplace satisfaction when compared to those managed by charismatic leaders. In comparison to linked characteristics such as management by exception, employees managed using a transactional leadership style demonstrated greater levels of workplace stress (Luo, Guo, & Cheng, 2020). Therefore, the role of a leader is pivotal to organisational success in the current climate. Leadership literature identifies transformational leadership, transactional leadership, and laissez-faire leadership as the three most prevalent leadership styles, with transformational and transactional leadership being the most prevalent (Ali, Imran, Almansoori, Zeb, & Rehman, 2020).

Employees are viewed as intangible assets that contribute to an organization's continuing success and development (Liang et al., 2020). According to a research (Kanthong, Khummueng, & Na-Nan, 2020), favorable working circumstances increased employee satisfaction. Employees' moods and emotions are fundamental components of the emotional component of workplace satisfaction (Abdullahi, Anyigba, & Anarfo, 2020). Employees who are pleased with their employment have a higher level of dedication to their jobs and organizations (Al-Ghazali, 2020). Numerous research, books, and articles discuss leadership, virtual teams, and workplace happiness among employees (Hsu, Hsieh, Wang, & Kao, 2020). Numerous articles have examined the impact of leadership and electronically mediated communication, but have focused on a specific element, such as motivation or work satisfaction (Chen, Zhang, Yang, Chang, & Zhou, 2020). Further research is necessary to elucidate the nature of the links between employee workplace satisfaction and perceived leadership effectiveness in virtual team situations (Asad & Nawab, 2020). Additionally, additional predictor variables like as diversity and team length should be investigated as they relate to employee workplace satisfaction and leadership effectiveness (Anadol & Behery, 2020).

Employee workplace satisfaction influences every industry and can have a significant role in determining whether an employee stays or leaves a company (Portela Maquieira, Tar, & Molina-Azorn, 2020). However, research on transformational leadership characteristics and employee workplace happiness in federal government sectors has been limited by a lack of knowledge of how leaders and employees collaborate to define workplace satisfaction (Singh, Srivastava, & Singh, 2020). Although transformational leadership has a variety of good benefits on organizations, teams, and individuals, subordinates' leadership preferences vary according to their personalities or traits (Strömberg & Vidman, 2020; Vandavasi, Yepuru, Uen, & McConville, 2020). Additionally, it has been recommended that attention should be paid to the sub-dimensions of transformational leaders, as distinct antecedents may correspond with distinct elements of leadership behaviors (Sarwar, Zahid, Imran, & Anjum, 2020; Vandavasi et al., 2020).

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Taking these views into account, this study examined this issue through an analysis of the experiences of people who worked in the private sector in Kuwait. The economies of the Gulf rentier states have long been declared unsustainable in the long run (Alenezi, 2020). Numerous recommendations from various international organizations and consultancies have repeatedly stated the importance of the Gulf countries diversifying their sources of revenue and reducing their growing budget spending, which has become a significant economic burden that is expected to result in budget deficits and fiscal crises in the not-too-distant future, even in the wealthiest of those states (Sorour, El-Sakhawy, Soobaroyen, & Shrivies, 2020). Kuwait is an excellent case study in terms of such economic diversification efforts. Kuwait has lagged behind its Gulf neighbors in terms of non-oil sector development. The importance of taking tangible policy measures was recently reaffirmed by a fresh IMF study that revealed the bleak prospect of the country facing a real budget deficit as early as 2017. (Mohamed, 2019). Despite the private sector's critical position in today's corporate world (Wallo, Ellström, Elg, Kock, & Berglund, 2020), research so far has lacked the specificity necessary to address effective leadership styles in the private sector. Thus, the objective of this study was to assess the effectiveness of transformational leadership in terms of employee satisfaction, as well as if it enhances productivity among private sector employees in Kuwait.

2.0 Literature Review

The Traits Theory

Historically, leadership scholars and theorists concentrated on the characteristics of leaders. This assumption was presumably based on the notion that effective leadership required leadership skills (Snyder, Ingelsson, & Bäckström, 2018a). This resulted from inherited or learned personality traits. This mode of thinking fell out of favor in the early twentieth century. The "great man" hypothesis and personality theory are at the forefront in explaining this logic. According to (Ahmad, Busaibe, Singh, & Gaur, 2017), the great man's thesis was defined as a belief held by certain individuals that history should be explained via the effect of great men or heroes. Individuals were considered to be influenced by great men due to their charisma, virtues, intelligence, or political will. Additionally, it was stated that development may be attributed to individual efforts and that the accomplishments of these great individuals who possess some unique personal characteristic qualify them to be good leaders (Al-Nahyan, Al-Ali, Singh, & Sohal, 2017)

Between the conclusion of World War I and the end of World War II, leadership studies were dominated by trait studies. However, the findings of numerous studies in this field were contradictory. Skogdill conducted a study of 124 research on leadership qualities in 1948 and discovered that leaders are more fluent, popular, and know how to improve their positions. Additionally, several features indicated that the results were ambiguous and unclear. Six studies have found that

Younger leaders were more receptive to trait theory. Skogdill concluded that it would be essential to understand leadership as a connection between individuals in a social environment rather than as a collection of attributes held by the leader (Al-Sada, Al-Esmael, & Faisal, 2017). Additionally, it was

emphasized that the amount to which the leader's pattern of personal traits corresponds to the followers' features, goals, and activities. Additionally, factors and adjustments were evaluated to interact with leadership. Nixon and Carter published a research in 1949 that had a significant impact in discrediting universal characteristic theory. The study focused on high school pupils who belonged to a certain group. They were allocated three jobs based on their intellectual, clerical, and mechanical abilities. It was observed that pupils who excelled intellectually also excelled in clerical examinations. On the mechanical tasks, more leaders emerged (Frantz & Jain, 2017). These findings contradicted trait theory assumptions, as leaders should have been allocated the same tasks. In recent years, as those criticizing characteristic theories have been marginalized, leadership theory and research have shifted to new frameworks and methodologies. While this may seem terrible, it is possible to assert that there is no such thing as a universal leadership attribute; some research suggests that various traits may contribute to leadership success in different contexts (Mahadevan, 2017).

Workplace Satisfaction

It is the degree to which individuals feel positively about their employment in general (Vandavasi et al., 2020). Individuals form attitudes regarding their work based on their emotions, behaviors, and beliefs (Strömberg & Vidman, 2020). According to the literature, workplace satisfaction is addressed through motivational theories (Almeida Jones, Knight, Mitchell, & Harvey, 2021). Any organization's performance is highly dependent on its employees' motivation levels (Portela Maquieira et al., 2020). Employees that are motivated demonstrate a greater dedication to their work and companies (Taufe, Severo, Perin, & De Guimares, 2020). A motivated staff results in greater productivity and decreased turnover, which has a beneficial influence on the organization's performance (Neve, Kseler, Wandahl, & Jensen, 2019). As a result, organizations have an ongoing problem of creating a stimulating work environment for their workers in order to achieve organizational success (Le & Nguyen, 2019). As a result, one can only be motivated if the current work content provides satisfaction. Simply put, one must first be satisfied with the job content in order to be inspired to perform at a greater level. Motivation, according to study (Kundu, Kumar, & Lata, 2019), stems from an individual's desire to accomplish personal goals. Additionally, it argues that a person's behavior is directly related to a set of requirements. According to (Oswald A. J. Mascarenhas, 2019b), the need theories, the equity theories, and the job characteristics theories all address work satisfaction. Herzberg asserts that the only way to improve contentment is through motivators, which result from a difficult work (Skelton, Dwyer, & Nattress, 2019). As a result, jobs should have intrinsically gratifying components in order to maximize job satisfaction. According to the equity hypothesis, work happiness is not just determined by a person's belief that compensation surpasses labor. Rather than that, work satisfaction is determined by a comparison of an employee's incentives to those of others in a like position (Ohiani & Adeosun, 2020).

Transformational Leadership

Over the last three decades, Leadership Philosophy has evolved gradually, including advances in technology, societal values, and the changing nature of the workplace. Although early theories examined the traits and behaviors of leaders, the relationship between situational demands and follower performance was uneven (Rudolph, Rauvola, & Zacher, 2017). Burns' idea in 1978 and

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Bass' subsequent model theory in 1985 provided systematic principles and a framework for study on transactional and transformational leadership (Berkovich & Eyal, 2019).

Transformational leadership is comprised of four components: idealistic influence, individual consideration, intellectual stimulation, and inspiration. These components represent a continuum of scientifically proven successful leadership qualities and behaviors (Berkovich & Eyal, 2019). Transformational leadership, frequently referred to as a comprehensive leadership paradigm, has been vigorously developed as the dominant leadership philosophy in the modern era, encompassing the continuum of leadership models from laissez-faire (absent leadership) to transactional (contingent-reward) to transformational (inspirational leadership) (Turner, Barling, Epitropaki, Butcher, & Milner, 2002).

(Verdu-Jover, Alos-Simo, & Gomez-Gras, 2017) synthesized concepts from characteristic philosophy and behavioral theory to produce a final paradigm with a significant influence on charismatic leadership. Notably, this approach combined the assessment of leadership traits with the purpose of "transforming" followers to help the organization achieve its objectives more successfully and efficiently (Jamal, 2014). By observing organizational and job outcomes (e.g., efficiency, commitment) in relation to perceived levels of transformational leadership at various levels within the organization, this model has provided a collection of characteristics that are useful for further developmental study of leadership contexts (Hoch, Bommer, Dulebohn, & Wu, 2018). It has been demonstrated that high levels of transformational leadership result in good psychological empowerment and organizational commitment ratings; scores were considerably higher when compared to transactional leaders (Tseng, 2017)

This model establishes a foundation for investigating the extra impacts of workplace satisfaction, its interaction with leadership, and the possible influence on emotions of empowerment or commitment, as previously recommended in previous research (Pradhan, Panda, & Jena, 2017). Previous research indicates that empowered workers have a greater chance to create meaning in their work environment, which results in increased organizational commitment (Pawirosumarto, Sarjana, & Gunawan, 2017). Given this interplay at the leadership level, it is fair to anticipate that an empowered culture will generate comparable benefits, providing that a lack of alignment between leadership and culture does not negatively affect commitment levels.

Earlier research on leadership employed work environments with varying task structures and environments to account for the effect of satisfaction and climate on leadership behavior (Yaghi, 2017). To account for the interaction between leadership and workplace satisfaction, a set of contextual elements will be constructed based on the most appropriate culture models and leadership traits. The internal context of workplace satisfaction is the most appropriate since it encompasses the policies and working environment necessary to create the organization's perceived structure, culture, and strategy as modified in this study (Al Musadieq, Sihombing, Astuti, Hamied, & Rahardjo, 2018). External context factors such as external constituents and the socioeconomic environment will be omitted since they are generally outside the direct leadership's control inside a company.

While (Gil, Rodrigo-Moya, & Morcillo-Bellido, 2018) hypothesize that the transactional style of leadership is more compatible with workplace satisfaction, the interaction of that leadership style and satisfaction is inconsistent with perceptions of empowerment or the characteristics that foster organizational commitment. Thus, the combination of transactional leadership and employee satisfaction, both of which score lower in terms of organizational commitment and psychological empowerment on their own (Howell & Shamir, 2018), is likely to result in the lowest organizational commitment and psychological empowerment scores.

Leadership entails swaying colleagues' involvement and guiding them along a predetermined path (Hautala, 2006). According to (Ahmad, 2018), a successful leadership style impacts and catalyzes change. Transformational leadership is a people-oriented type of leadership that pushes subordinates to achieve above and beyond their regular levels of performance for the greater good of the organization (Apridar & Adamy, 2018). Emotional attachments form between the leader and follower throughout this process (Castao, Li, & Li, 2018). According to (Rakowska & de Juana-Espinosa, 2018), transformational leaders acquire influence via connection development and are perceived as trustworthy and supportive. Transformational leaders deliberately increase work happiness by instilling in their followers a defined goal, vision, and values (Paleczek, Bergner, & Rybnicek, 2018). They possess the capacity to inspire and motivate followers to exhibit remarkable behaviors, therefore increasing their performance levels (Vasconcelos, 2018). Without a question, the transformational leader must have the ability to convey the vision effectively and appeal to the interests of followers. Transformational leadership, according to (Ali et al., 2020), is comprised of four components: idealized influence, inspiring motivation, intellectual stimulation, and customized consideration.

a) Idealized Influence (II): This is the leader's followers' impression of him or her as a role model who inspires confidence and encourages followers to attain their full potential (Bass, 1988). According to (Akparobore & Omoisejimi, 2020), effective and transparent communication of vision and goals leads in followers' approval and pleasure. The leader instills strong moral and ethical standards in his or her followers in order to instill a feeling of duty in them (Amah & Oyetuunde, 2020). Through ideological influence, followers develop an affinity for the leader's moral and ethical ideals, earning the leader greater respect (Asad & Nawab, 2020). According to a research, ideological influence fosters an energetic culture that encourages followers' empowerment, ownership, and responsibility (Asad & Nawab, 2020). Empowerment is regarded as a motivation in this instance, which is expressly supported by McClelland's theory of wants, according to which acquiring power works as a drive to increase one's influence among peers (Braumandl, Diller, Muehlberger, & Jonas, 2020). Both Maslow's hierarchy of needs and Herzberg's two-factor theory support the desire for responsibility and belongingness (Braumandl et al., 2020). Thus, the current research hypothesizes that

H1: Idealized Influence has a significant positive influence on employee's workplace satisfaction.

b) Inspirational Motivation (IM): This is the transformative leadership behavior that occurs when a leader articulates goals and gives followers with a vision for achieving them (Bass, 1988). According to (Urbano, Aparicio, & Felix, 2019), subordinates who rated charismatic leaders positively described them as creative, open-minded, innovative, daring, committed, energized, team-oriented,

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accomplished, and empowering, while those who rated them negatively described them as overbearing, over-enthusiastic, innovative, ambitious, zealous, and arrogant. They discovered that 50% of respondents favored relationship-oriented leaders, 30% picked charismatic leaders, and 20% chose task-oriented leaders. Subordinates who chose relational leaders placed a premium on unexpected extrinsic incentives, whereas those who favoured charismatic leadership placed a premium on involvement (Alharbi, Javed, & Malik, 2020). Transformational leaders can impact turnover intentions, for example, by motivating subordinates and convincing them to commit to common goals, rather than via the development of high-quality relationships (Jakubik, 2020). They accomplish this by ensuring that the subordinate's personal objectives and values do not clash with the team's or organization's goals and values (Lambert, 2020). While transformative leadership is reciprocal, the leader starts and sustains the relationship and sets the tone for the exchange (Groelj, Grah, Penger, & erne, 2020). Additionally, the leader must understand and account for subordinates' motivations in order to affect their future motivations (Leiß & Zehrer, 2020). Thus, the current research hypothesizes that

H2: Inspirational motivation has a significant positive influence on employee's workplace satisfaction.

c) Intellectual Stimulation (IS): A leader's transformative conduct inspires followers to create novel solutions to both old and new issues (Bass, 1988). Oldham and Hackman's work characteristics model further supports the idea that internal motivation is gained through task diversity and importance (George & Akinwale, 2020). (Nimran, Utami, Cahyana, & Iqbal, 2020) believe that lower-level employees may lack the autonomy to encourage new procedures. This is particularly apparent in situations when duties and responsibilities are more strict. Rather than being viewed as innovators, followers at lower levels frequently function as enforcers of norms to safeguard the organization's identity (Robinson & Fiset, 2020). Additionally, it is believed that because managers understand the nature of their jobs, they are able to structure assignments in difficult ways for subordinates, therefore generating a stimulating atmosphere (Forner, Berry, Eidenfalk, & Jones, 2020). According to the findings of a research (Björklund & Larsson, 2020), work happiness is favorably associated with intellectual stimulation. Thus, the current research hypothesizes that

H3: There is significant positive influence of Intellectual Stimulation on employee's workplace satisfaction.

d) Individual Consideration (IC): This is a technique for assisting and developing followers' personal growth within the context of the organization's objectives. Alharbi et al. (2020) assert that via the process of advising, supporting, and addressing individual requirements, personalised attention increases follower happiness. Thus, a firm foundation is established, allowing followers to grow and self-actualize (Oswald A. J. Mascarenhas, 2019a). When it comes to matching the personal needs of followers with those of the organization, it becomes more critical for the leader to demonstrate emotional intelligence (Ntayi, Munene, Nkurunziza, & Kaberuka, 2019). Additionally, the procedure's ultimate aim is for the organization to profit from the transactional leadership process (Urbano et al., 2019). Additionally, distributing authority to foster growth via personal difficulties and experiences instills in followers a sense of ownership and responsibility (Ludvik & Nolan-Araez,

2018). Thus, followers may be continually informed that their unique requirements are being met. Oldham and Hackman's job characteristics model (psychological states) and Herzberg's two-factor theory (motivators) bolster the above assertions. Thus, the current research hypothesizes that

H4: Individual consideration has a significant positive influence on an employee's workplace satisfaction.

On the basis of the foregoing context, this study suggested four hypotheses and modeled the following structure (Figure 1).

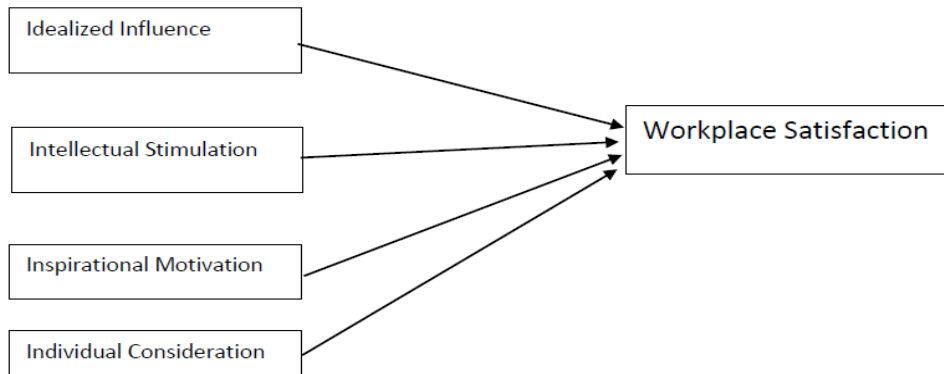


Figure 1: Conceptual Model

3.0 Methods

A standard rating questionnaire was developed and administered to the sampling population's personnel. Questions were created based on a review of pertinent literature to give useful insight into the study's aims. A pilot test was done with the questionnaires to identify potential measurement errors, clarify unclearly phrased topics, and, most significantly, monitor non-verbal actions. The questionnaires were then modified as necessary prior to performing the research. Face and content validity were used to determine validity. Reliability analysis was performed to assess each construct's internal consistency, guaranteeing a high degree of generalizability across test items. Four components comprised the study instrument: a letter of permission; a biographical information section; a workplace satisfaction and individual innovativeness questionnaire; and a leadership styles questionnaire. Additionally, it was stated that participation was voluntary and that respondents might withdraw from the research at any moment. Additionally, a letter of consent was written to the organization's general manager, seeking permission to conduct the survey. Overall, workplace satisfaction was determined using a modified version of the Minnesota Satisfaction Questionnaire (MSQ) (alpha coefficient = 0.92), created by Weiss, Darwiss, England, and Lofquist (1967). The questionnaire had twenty items, all of which were scored on a five-point Likert scale. To measure teacher perceptions of head of department leadership conduct, the current version of the MLQ (form 5X-Short) (Bass& Avolio, 2004) was utilized. The MLQ employed a rating system of 1–7, with 1 indicating extreme disagreement and 7 indicating extreme agreement.

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The questionnaire included pertinent information and concerns about each participant. Closed-ended questions utilizing Likert-type scales and multiple-choice questions were used to assess the homogeneity of the participants' demographics. A multiple-choice questionnaire included in the survey packets was used to collect demographic information. The participants were asked to provide their gender, age, education level, position title, and tenure at their prospective agency, as well as the number of federal agencies for which they had worked. SPSS version 21.0 was used to analyze the raw data from the surveys. The means, frequencies, standard deviation, and range were used to analyze descriptive statistics for the demographics (primary and predictor). Inferential statistics such as the T-Test and ANOVA were used to determine the effect of biographic factors on leadership styles and workplace satisfaction. The connection between leadership styles and workplace satisfaction was determined using correlation analysis. The MLR of two or more dependent and independent variables was computed using this program. The research analyzed data using this program at a significance level of $p\text{-value} < .05$.

The population for this study was composed of personnel from various private firms situated throughout Kuwait's metropolitan area. Around 33,000 people are employed in the study region (Office of Personal Management, 2017). The sample for this study was drawn from around 72 private companies whose experiences might be used to address the research objectives. Participants were invited to participate in this study by e-mail and, if necessary, a phone call. This study used probabilistic sampling in conjunction with a basic random sample approach to choose participants, ensuring that all members of the population had an equal chance of selection and therefore providing each member of the population the opportunity to participate or opt out at their discretion. Due to the topic's sensitivity, all replies were kept anonymous. All completed surveys were securely stored in locked boxes located around the organization. A freelance research assistant was hired to conduct surveys and gather data. Additionally, the research assistant was informed on the issue in order to help respondents who required clarification on certain questions.

4.0 Results and Discussion

Questionnaires with missing data were then excluded from further analysis, accounting for approximately 4% of total responses. 310 completed questionnaires were deemed suitable for further analysis, which is an acceptable response rate for this investigation. Male responses numbered 162 and female respondents numbered 148. Three-year employment (18.3 percent) and four-year employment (18.3 percent) are the two largest categories of participants (12 percent). The majority of participants work in the computer/information technology and hospitality industries (11.8 percent). All respondents in this study came from various levels of management. The majority of our responses were senior directors or information system directors (33.2 percent). The factors associated with idealized behavior, inspirational motivation, intellectual stimulation, and individualized consideration were 4.762, 5.02, 4.63, and 4.82, respectively, with standard deviations of 1.339, 1.175, 1.379, and 1.345. Overall, the mean score for employee happiness was 4.64 (SD = 1.324), indicating a high mean for workplace satisfaction. A percentile score of 76 or above indicates high satisfaction; a percentile score of 25-75 indicates moderate satisfaction; and a percentile score of 24 or less indicates low satisfaction (D. J. Weiss et al., 1967).

According to Bryman (2008), factor analysis is "used in conjunction with multiple-indicator measures to ascertain if sets of indicators cluster together to create unique clusters referred to as factors." In this study, exploratory factor analysis was performed to separate the numerous items on the Likert scale that indicate aspects of transformational leadership impacting employee satisfaction in the Kuwait private sector. Construct score values were utilized in this study to assess the connection between these leadership characteristics and the dependent variable of workplace satisfaction.

Table 1 Factor Analysis

Variable	Component				WS
	IS	II	IC	IM	
Cronbach Alpha	0.832	0.824	0.837	0.816	0.873
IS1	.887				
IS4	.882				
IS3	.871				
IS2	.862				
IF2		.849			
IF1		.847			
IF4		.813			
IF3		.802			
IC3			.841		
IC1			.829		
IC2			.821		
IC4			.771		
IM4				.820	
IM1				.805	
IM2				.802	
IM3				.789	
WS4					.767
WS1					.713
WS2					.709
WS3					.702

The fitness indices of this study revealed a good match between the data and the survey data. All statistics for goodness-of-fit were within an acceptable range. The Normed Chi-square was less than 5, and the RMSEA and RMR were both less than 0.10 and 0.08. This conclusion was confirmed by values of the normed fit index and other fit indices that were significantly greater than the required level, suggesting that the conceptual model was supported. As a consequence, these findings indicate that the conceptual model was well-fit and provided confidence in testing the suggested

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hypothesis. As a consequence, these findings indicate that the conceptual model was well-fit and provided confidence in testing the suggested hypothesis.

Table 2 Correlation Analysis between Independent and Workplace Satisfaction

		IC	IM	I I	I S	Workplace Satisfaction
IC	Pearson Correlation	1	.814**	.779**	.534**	.664**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	310	310	310	310	310
IM	Pearson Correlation	.814**	1	.613**	.716**	.752**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	310	310	310	310	310
II	Pearson Correlation	.779**	.613**	1	.433**	.325**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	310	310	310	310	310
IS	Pearson Correlation	.534**	.726**	.433**	1	.627**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	310	310	310	310	310
Workplace Satisfaction	Pearson Correlation	.664**	.752**	.325**	.627**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	310	310	310	310	310

The results of hypothesis testing are shown in Table 3, along with the beta value, significant value, and critical value. The results indicated that, with the exception of one, all hypotheses were supported by considerable evidence. Individual consideration and job satisfaction had a non-significant relationship since their significant value was greater than 0.05. As expected, all significant variables have a beneficial influence on employees' workplace satisfaction.

Table 3 Path coefficients for hypothesis testing

Variable	Variable	Path Coefficients	Sig.	Critical Ratio
Idealized Influence	← Workplace Satisfaction	.427	0.000	8.117
Inspirational Motivation	← Workplace Satisfaction	.268	0.000	4.758
Intellectual Stimulation	← Workplace Satisfaction	.095	0.003	2.865
Individual Consideration	← Workplace Satisfaction	.021	.552	.595

Idealized Influence was shown to have a strong positive linearly relevant influence on the workplace satisfaction of Kuwait private institutions ($\beta=0.427$, $p=0.000<0.05$). Here one unit shift in idealized influence results in an improvement of 0.427 units in the workplace satisfaction of Kuwait private institutions. Intellectual stimulation has been seen to have a linearly meaningful influence on workplace satisfaction of Kuwait private institutions ($\beta=0.095$, $p=0.003<0.05$). This indicates that a single unit improvement of Intellectual Stimulus would contribute to a rise of 0.095 in the workplace satisfaction of Kuwait private institutions. Inspirational motivation was shown to have a strong and important impact on the workplace satisfaction of Kuwait private institutions ($\beta=0.268$, $p=0.000<0.05$). This indicates that one-unit improvement in inspirational motivation results in a 0.431 unit rise in operational culture in workplace satisfaction of Kuwait private institutions.

Participants in Kuwait's private sector said that their leaders frequently displayed idealized influence, scoring an average of 4.75 on the MLQ for idealized influence. According to the MLQ's norm tables, this score showed that employees viewed their leaders to be more transformative than almost 43% of leaders globally in idealized impact. Furthermore, the connection between idealized influence and workplace satisfaction resulted in a beta of .427. The connection was very favorable, indicating that employees in the private sector who work with leaders who demonstrate a high degree of idealized influence in their transformative leadership behavior report greater levels of workplace satisfaction. This conclusion was similar with the findings of Chon and Lee (2020), who reported that there was a positive and substantial link between transformative leadership and workplace satisfaction.

The study's findings demonstrate the link between inspiring motivation and workplace satisfaction in transformational leadership. Participants in Kuwait's private sector said that their leaders consistently demonstrated inspiring motivation, with an overall mean score of 5.00 on the MLQ for inspirational motivation. This score suggested that workers rated their boss as more transformative in terms of inspiring motivation than 41% of leaders worldwide. Additionally, the correlation between inspiring motivation and workplace satisfaction was $r = .268$. The link was substantial, indicating that employees in the private sector who work with leaders who exhibit high levels of inspiring

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motivation and transformational leadership behavior report greater levels of workplace satisfaction. This conclusion was similar with the findings of Asad and Nawab (2020), who reported that there was a favorable and substantial link between transformative leadership and workplace satisfaction.

Participants in Kuwait's private sector responded well to their leaders' routine intellectual stimulation, scoring an average of 4.75 on the MLQ for intellectual stimulation. In terms of intellectual stimulation, employees rated their leaders as more transformative than about 45 percent of leaders worldwide. Additionally, the link between intellectual stimulation and workplace satisfaction resulted in a correlation coefficient of $r = .095$. The link was significant, indicating that employees in the private sector who work with leaders who exhibit high levels of intellectual stimulation and transformative leadership behavior report greater levels of satisfaction. This conclusion was similar with study performed by Manoppo (2020), who discovered that there was a favorable and substantial link between transformative leadership and workplace satisfaction.

The findings revealed that participants in Kuwait's private sector claimed their leaders frequently demonstrated personalised attention, as evidenced by a mean score of 4.75 on the MLQ for individualized consideration. This score suggested that workers rated their leaders as less transformative than almost 72% of leaders globally. Individualized consideration and workplace satisfaction had a correlation coefficient of $r = .021$, which was not statistically significant. The relationship was not statistically significant, implying that employees in the private sector who work with leaders who place a high premium on customized consideration of transformational leadership behavior do not report better job satisfaction. This conclusion was similar with the findings of (Modha, 2020), who reported that there was a positive and substantial link between transformative leadership and workplace satisfaction.

The Private sector in Kuwait has large employees and leaders and subordinates are in many scenarios challenged. Leaders should also be skilled for a range of everyday shifts. My use of the theory of transformational leadership as the theoretical framework was appropriate for this analysis, confirming that there is a relation between the variables. Unknown or perhaps not remembered by anyone, Downton (1973) initially coined transformation leadership as part of the rebel leadership for participation and charism in the revolutionary process (Burns, Hughes, & By, 2016). From their study, Burns (1978) and Bryman (1992) developed their transformative leadership versions.

In previous research into transformational leadership theory Bass and Avolio (1994, 1995, 2004) and Bass and Riggio (2006) further extended. Burns said that the use of transformative leadership to create relationships between leaders and subjects facilitates authenticity and encouragement. Helping workers maximise their self- and organisational skills is important for leading transformers (Burns, 1978). Asencio and Mujkic (2016) said that leaders of the public sector should consider and practise motivating and transformational leadership in cultivating and enhancing honour among subordinates. The results of this study showed that the model scores were a significant indicator of employee creativity and work satisfaction.

MLQs are a well-established tool for evaluating and providing 360-degree input on transformational leadership, both Bass (1985), Bass and Avolio (1995), and Avolio and Bass (2004). Spector's JSS (1985) is recognised for its successful measurement of employee satisfaction in nine areas to measure overall work satisfaction. The use of these two surveys is highly recommended for the accurate management and work satisfaction accounts in study and academic studies (Avolio & Bass, 2004; Spector, 1985). In several studies, employee satisfaction documentation is higher in connection with transformational leadership (Asencio, 2016; Bromley et al., 2015; Davis, 2014; Kellis & Ran, 2015). Applied to this analysis, the transformative leadership theory offers a reasonable predictive justification for work satisfaction.

Maier (1967)'s wisdom had made clear the secret to the creative jackpot, "If group problem solving potentials can be exploited and deficiencies avoided, group problem solving may result in a skill not ordinarily attained". West (2002) cautioned us that while the diversity of expertise and skills is a powerful indicator of creativity, harvesting their fruit depends on the efficacy of community integration.

This research has uniquely highlighted the clear impact of transformational leaders on team creativity in various ways. On the one hand, leaders had a positive impact on team creativity, using their own cognitive tools and fostering a social identity with the leader, in the event of minimal support and motivation. On the other hand, as the team gained new external knowledge, it indirectly mediated the positive impact of the leader on team creativity through team reflection, to unlock the full capacity of the mutual cognitive resources of team members and handle possible difficulties in the processing of team information. Transformation leaders will lead followers to reflexivity in the team by encouraging the social identity of the team members in the team. This study presented real life empirical data from Kuwait's private sector and is one of the first empirical evidence to support Schippers et al. (2014) forecasting.

The findings of this study may be used by leaders in both the public and commercial sectors to obtain insight into transformational leadership philosophy and workplace satisfaction in the context of adopting appropriate credentials and leadership training. The private sector is the backbone of the country, and the economy works hard on behalf of the government and the people. Job success, job satisfaction, and motivation are critical components, and leaders who recognize and embrace their leadership styles should integrate their talents into a regular framework of performance and education.

5.0 Study's Limitations

The research was limited in that the results of participant responses were not analyzed or compared on the basis of race. Another was that respondents who were not employees were not asked about their background or nationality in order to determine whether culture has a role in the influence of transformational leadership on employee satisfaction. Without this understanding, a leader will be unable to design motivational methods that will increase staff productivity (e.g., incentive and recognition). Although the MLQ is one of the most often utilized tools for measuring organizational leadership skills, questions regarding its validity have frequently arisen. According to research, the relative relevance of various leadership styles differs between cultures, posing difficulties in

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applying the MLQ as a technique for evaluating leadership. Finally, this study is limited by time, money, and the commitment of workers outside of the job.

6.0 Future Research Recommendations

Similar studies might be conducted to compare private and public colleges and see how their transformation strategies affect their followers' job satisfaction. Individual workplace job satisfaction may vary according to age group. Additionally, researchers will need to describe why these age ranges differ across the two categories. Additionally, this study was entirely quantitative, relying on surveys and statistical data; subsequent studies may take a more experimental approach, using qualitative elements such as focus groups and observations. Additionally, the research focused on general job satisfaction without taking their measures into consideration. Their internal and exterior characteristics, as well as their innovativeness (tangibility, dependability, responsiveness, assurance, and empathy), were not examined individually in the research model. Therefore, it is recommended that future research incorporate the sub-constructs of employee satisfaction and innovativeness in order to ascertain the possible link between these sub-constructs and study variables.

7.0 Conclusion

The study finds that when private company executives use transformational leadership behaviors, their workers are happier and more devoted. The study's practical impact includes important theoretical advances to the fields of transformative leadership and workplace satisfaction. The findings of this study should contribute to a better understanding of the variables that favor transition leadership behavior in terms of employee satisfaction. Additionally, this research contributes to the understanding of how views of transformative leadership might correlate with beneficial outcomes for public organizations. This finding was significant because it indicated that transformational leadership was a critical element in increasing job satisfaction among private sector employees. Researchers discovered a favorable correlation between transformative leadership and an eagerness to work. Collaborating with a leader who exemplifies transformational leadership would motivate followers to continue striving for excellence and achieving their organizations' objectives. Additionally, the outcomes of this research appear to corroborate Bass's (1985) concept that transformational leadership is projective for both individual and collective achievement and engagement. The findings of this study will allow private sector executives in general, and private organizations in Kuwait in particular, to develop and manage strategies that will enable them to accomplish and exceed their organizational goals.

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