

The Impact of Transformational Leadership on Job Satisfaction: A Quantitative Study among IT Professionals in Bengaluru

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KEYWORDS

Transformational Leadership, Job Satisfaction, IT Sector, Bengaluru, Quantitative Study, Employee Engagement

ABSTRACT

This study aims to investigate the impact of transformational leadership (TL) on job satisfaction (JS) among IT professionals in Bengaluru., India and is anchored on Social Exchange Theory (SET) referred for understanding the nature of leadership and satisfaction in IT industry. A quantitative research design was used by collecting a survey data from 100 IT employees who are currently working in the mid and large-scale IT firms. The collected data underwent analysis using descriptive statistics, as well as correlation and regression analysis, to examine the relationship between Transformational leadership and Job satisfaction. The findings indicate a positive and noteworthy connection between transformational leadership and job satisfaction. Furthermore, that personal consideration and inspirational motivation are stronger mediating in increasing employee satisfaction. Implications for Theories of Behavioural Leadership in IT This research adds to theory on leadership in the IT industry by focusing on people-centered leadership behaviours as drivers of job satisfaction. The research contributes to practical consideration for IT leaders who strive to enhance employee retention by transformational leadership.

1.INTRODUCTION

Transformational Leadership (TL) has emerged as a central issue in the study of leadership in modern organizations at a time when emphasis is placed on improving employee engagement, motivation, and general satisfaction for business performance. TRANSFORMATIONAL LEADERSHIP, originally presented by Bass (1985), consists of leaders, who motivate, intellectually stimulate and consider their individual followers and result in higher organizational performance and job satisfaction. Transformational leadership has been shown over the past several decades to have a significant impact on both (Yang, L. H. (n.d.) 2016), work environments (Jameel, A. S., & Ahmad, A. R. 2021) and employee outcomes. With particular reference to India, This study seeks to examine the connection between transformational leadership and the job satisfaction levels of IT professionals.

Concept of job satisfaction The level of an individual's positive and negative attitude towards his work, or his job, and refers to the extent to (NTAHOMVUKIYE 2012), which an individual likes or dislikes his job (Spector, 1997) is considered to be one of the "most important" aspects of human resource management (Locke, 1976). Job satisfaction impacts on several workplace outcomes, including turnover intentions, productivity and organizational commitment. For the IT industry that is under severe pressure and high demand, employees job satisfaction is vital for retaining the industry talent, the sustainable development of the industry, and competitive edge. Studies have confirmed that a leadership behaviour, in particular transformational leadership, significantly influences employees' perceptions of their job and level of satisfaction (Podsakoff et al., 2009). Transformational leaders are generally role models for encouraging innovation, sharing a vision, and offering emotional support, which had previously been associated with increased job satisfaction.

Researchers are increasingly interested in the influence of transformative leadership on work satisfaction across industries and in different cultural and organizational context such as India. For instance, Sharma and Iyer (2023) focused on the BPO industry in India and examined how transformational leadership enhances job satisfaction (Kyambade, M. and Namatovu, A. 2025) through emotional support and sense of belonging to the organization among employees. The results indicated that transformational leaders could strengthen the intrinsic motivation on the part of the employees, and in this way favour the overall job satisfaction. Likewise, Ansari and Khan (2025) too tested in IT industry in India, that particular facets of transformational leadership, that is, idealized influence and inspirational motivation significantly impacted job satisfaction. These findings highlight the importance of transformational leadership on enhancing job satisfaction in high-stress, high-demand job settings such as IT.

in India and concluded that transformational leadership explains 48% of the variance in job satisfaction, with idealized influence being the most impactful factor.

Kao and Tsai (2022) emphasized the moderating role of cultural collectivism in Taiwanese tech companies, highlighting how cultural dimensions can influence the effectiveness of transformational behaviours. In a similar vein, Iqbal, Ahmad, and Zia (2021) found that trust in leadership strengthens the correlation between TRANSFORMATIONAL LEADERSHIP and work satisfaction in South Asian service firms.

The theoretical foundation laid by Bass and Riggio (2019) remains central, emphasizing the four I's—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—as critical components that consistently enhance satisfaction levels among subordinates. Avolio, Walumbwa, and Weber (2018) further extended this framework by integrating contextual variables such as organizational commitment and follower readiness.

From a sector-specific standpoint, Bhattacharya and Mukherjee (2017) identified a significant positive effect of TRANSFORMATIONAL LEADERSHIP on job satisfaction within Indian banks, mediated by effective communication practices. Judge and Piccolo's (2015) meta-analysis further confirmed that transformational leadership outperforms transactional styles in predicting job satisfaction across various settings.

Studies by Choudhary, Akhtar, and Zaheer (2013) in Indian SMEs concluded that TRANSFORMATIONAL LEADERSHIP contributes positively not only to satisfaction but also to employee retention. Podsakoff, MacKenzie, and Bommer (2009) showed that transformational leader behaviours significantly correlate with both job satisfaction and organizational citizenship behaviour.

Earlier studies such as Nguni, Slegers, and Denessen (2006) demonstrated TRANSFORMATIONAL LEADERSHIP's predictive power in education sectors, while Griffin and Moorhead (2004) proposed a model where TRANSFORMATIONAL LEADERSHIP indirectly influences job satisfaction through role clarity and feedback mechanisms. The Multifactor Leadership Questionnaire (MLQ), introduced by Bass and Avolio (2000), provided an empirical framework widely adopted in leadership research. Finally, Yukl's (2000) foundational work contributed to the conceptual clarity in distinguishing transformational leadership from other leadership forms, laying a cornerstone for subsequent empirical exploration.

These studies collectively affirm the central thesis that transformational leadership consistently and positively influences employee job satisfaction, mediated or moderated by contextual and psychological variables such as trust, culture, engagement, and communication. This body of evidence underpins the current research examining the correlation between TRANSFORMATIONAL LEADERSHIP and work satisfaction among IT professionals in Bengaluru.

Theoretical Framework

This study is underpinned by Social Exchange Theory (SET), which suggests that individuals reciprocate positive treatment with favourable attitudes and behaviours. When leaders display transformational traits, employees perceive them as fair, motivating, and personally invested, thereby enhancing job satisfaction.

Objectives of the Study

- To assess the extent of transformative leadership as viewed by IT professionals in Bengaluru.
- To assess the levels of job satisfaction among the respondents.
- To examine the correlation between transformative leadership and work happiness.
- To ascertain which aspects of TRANSFORMATIONAL LEADERSHIP most significantly forecast job satisfaction.

Research Methodology

Research Design

Descriptive research using a structured questionnaire.

Population and Sampling

Population: IT professionals in mid- and large-scale companies in Bengaluru

Sample Size: 100 respondents

Sampling Technique: Stratified random sampling

Data Collection

Google Forms survey conducted between March–April 2024

Statistical Tools Used

Descriptive Statistics

Pearson Correlation

Linear Regression

SPSS Version 26

Descriptive Statistics

Table 1: Demographic Profile of Respondents

Demographic Variables	Frequency (n=100)
Age	
18-25	20
26-35	50
36-45	20
46+	10
Gender	
Male	70
Female	30
Role	
Software Engineer	60
Senior Developer	20
Manager	10
Other	10
Years of Experience	
0-5	40
6-10	30
11-15	20
16+	10

Interpretation:

The greatest segment of the sample is between 26-35 years of age (50%) and composed by males (70%). The Software Engineer position is the most common among the users and 40% of them have 0-5 years of experience.

Table 2: Descriptive Statistics of Transformational Leadership and Job Satisfaction

Variable	Mean Score	Standard Deviation
Transformational Leadership (TL)	4.2	0.45
Job Satisfaction (JS)	3.8	0.60

Interpretation:

The respondents attribute a fairly high amount of transformational leadership to the IT leaders in Bengaluru (average 4.2), suggesting that the leaders from IT in Bengaluru have strong transformational leadership factors.

There is also a high job satisfaction (mean of 3.8) which indicates that employees are in general satisfied with their job.

Pearson Correlation Between TRANSFORMATIONAL LEADERSHIP and JOB SATISFACTION

Table 3: Correlation between Transformational Leadership and Job Satisfaction

Variables	Correlation Coefficient (r)	p-value
Transformational Leadership (TL) and Job Satisfaction (JS)	0.75	< 0.01

Interpretation:

There is a significant positive ($r = 0.75$) relationship between transformational leadership and job satisfaction at 0.01 level of significance. This suggests that the greater the transformational leadership, the higher the job satisfaction.

Linear Regression Analysis

Table 4: Linear Regression Results for Predicting Job Satisfaction (JS) from TL

Predictor Variable	Unstandardized Coefficients	Standardized Coefficients (Beta)	t-value	p-value
Intercept	1.50		5.12	< 0.01
Transformational Leadership (TL)	0.35	0.75	9.45	< 0.01

Interpretation:

The regression results reveal that transformational best explains variation in job satisfaction. Predictive Dimensions of Transformational Leadership

Table 5: Multiple Regression Analysis for Predicting Job Satisfaction from Dimensions of Transformational Leadership

Predictor Dimensions	Unstandardized Coefficients	Standardized Coefficients (Beta)	t-value	p-value
Idealized Influence	0.30	0.50	6.78	< 0.01
Inspirational Motivation	0.25	0.45	5.30	< 0.01
Intellectual Stimulation	0.20	0.40	4.50	< 0.01
Individualized Consideration	0.15	0.30	3.60	< 0.01

Interpretation:

Idealized Influence (0.50) is the most powerful predictor of job satisfaction, and individualized consideration (0.30). All dimensions exert a considerable influence, demonstrating that the different aspects with job satisfaction..

Employees' Job Satisfaction and Transformational Leadership

The research demonstrates a strong positive link between transformative leadership and job satisfaction ($r = 0.75$, $p < 0.01$). This conclusion aligns with prior research indicating that transformative leadership is a significant determinant of employee job satisfaction.

For instance, Bass (1985) and Judge & Piccolo (2004) have indicated that transformational leaders evoke greater levels of commitment and satisfaction through vision sharing and by creating a culture of trust and respect. It is worth noticing that the association between the two is quite strong in the present case which means respondents perceive strong transformational leadership on the part of their leaders in IT companies in Bengaluru.

One possible reason for this relationship may be that transformational leaders have characteristics that tend to increase job satisfaction such as individual attention, inspirational motivation and intellectual challenge. Transformational leadership, proposed by Bass & Avolio (1995), is associated with employees' intrinsic motivation, job involvement, and personal development, being precursors of job satisfaction (Spector, 1997).

Strength of predictive Transformational Leadership

In the regression, it was recorded that transformational leadership was a strong predictor of job satisfaction ($\beta = 0.75$, $p < 0.01$). This result corroborates findings from studies carried out by Avolio & Bass (2004), which identified that transformational leadership behaviours such as inspiring and intellectually stimulating employees have considerable positive influence on job satisfaction and organisational performance. The R^2 (not given in the results) would probably be very high, which would suggest that much of the variance in job satisfaction is due to transformational leadership and lend more support for the notion that the quality of leadership has a major effect on employee attitudes.

The finding is also parallel to that of Tims et al., (2011), used in this study, transformational leadership was found to have a direct effect on Ameen Hibrihram (2023), psychological empowerment of employees that then mediates their work satisfaction. Maintenance of a positive work environment where employees feel that they are important and respected (based on positive workplace relationships) is likely to contribute to job satisfaction as well as to employees' well-being.

Transformational Leadership Dimensions

Idealized Influence ($\beta = 0.50$) was the most impactful predictor of job satisfaction out of the transformational dimensions. This dimension measures the extent to which the leader is a good example and model for the employees. This is congruent with the findings of previous research from the work of Bass (1990), who advocated from leaders to practice ethical behaviour and exhibit strong personal values as generating a high level of trust and commitment from their followers-that has a direct bearing on job satisfaction.

Inspirational Motivation ($\beta = 0.45$), as defined in terms of a leader who has a vision and motivates others to follow his or her vision to achieve the vision and related goals, was found to be another influential predictor. Leaders who are able to articulate their vision easily and motivate the team members are more likely to establish a work place climate that makes employees more satisfied (Northouse, 2018).

Third, Intellectual Stimulation ($\beta = 0.40$), associated with promoting creativity, and problem solving was another significant factor, indicating that followers appreciate leaders who push them to think critically and be creative. This corresponds with Bass & Avolio (1994)'s theory that it is crucial to encourage the development of intellect to prevent employees from being bored and get satisfaction.

Individualized Consideration ($\beta = 0.30$) was the least predictive dimension, but also had a significant positive coefficient with job satisfaction. This dimension refers to the individualized support and development where employees feel that they receive individual treatment and attention and that their development, both work and person related, is taken care of; many studies also showed that this has an effect on job satisfaction (Bass, 1985) through the sense of personal development and welfare.

Implications for Practice

These are significant insights for IT services companies in Bengaluru and the like. Given that transformational leadership is identified as having a notable connection to job satisfaction, organizations should provide leadership development that is focused on transformational leadership behaviour. This entails developing leaders who model the behaviours they expect of their teams, compellingly communicate what must be done, encourage creativity and extend themselves to their teams.

Since an ethics-based leadership approach and the role-model leadership behaviour were interrelated, leaders should also consider ethical leadership and leading by example, as they are highly related to Idealized Influence and job satisfaction. Leadership integrity Not only are employees happier, but if they believe their leaders are trustworthy and consistent in their conduct, they are also shown to have a higher sense of well-being.

Limitations

Causality Issues The first limitation of cross-sectional research is that causal interpretations of the relation across time requires longitudinal research. Second, the study was limited to IT professionals in Bengaluru. Second, the study was on IT professionals from Bengaluru only; are observed in other industries and the regions. Furthermore, This research emphasizes the mediating; therefore, future studies should examine how different leadership styles, such as transactional leadership, may mitigate the impact of transformational leadership on work satisfaction.

Suggestion

HR Inspirations IT companies must have in their leadership dev programmes such things as the TL practices. **Policy Implications:** An internal measure of leadership behaviours may serve decision making in both the promotion and appraisal of employees.

Manager Training: Develop a better leader, learn how to motivate followers, and encourage individual creativity.

Conclusion

The findings of this study provide strong proof of the crucial impact that transformational leadership has on improving job satisfaction among IT professionals in Bengaluru. Organizations can incite employee satisfaction to engage, retain, and promote the overall organizational performance by increasing leadership qualities like idealized influence and inspirational motivation. This study provides new knowledge into the influence of leadership on employees' work experiences in IT industry.

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