



# **Transformational Leadership Behaviours: The Determinants of Trust in Leadership and Employees' Job Satisfaction**

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## **Abstract**

This study aimed at identifying transformational leadership behaviours which can engender trust in leadership and employees' job satisfaction. The study adopted the qualitative research approach using semi-structured interviews. A total of eight participants from one organisation in Sheffield, United Kingdom that pleaded anonymity were interviewed. Thematic method was used to analyse the data collected. The results of the research showed that when leaders provide support and help for employees; grant employees opportunity to develop; encourage them to rethink their ideas and also act as role models, they will gain employees' trust as well as increase employees' job satisfaction. The results also showed that, when leaders are determined and decisive, it will not attract employees' trust nor increase their job satisfaction. Based on the findings, this study suggested that organization that wants to retain its employees should have a kind of inquiry form where employees will assess their leaders' behaviours perhaps quarterly or yearly to determine if their leader's behaviours can influence employees' trust and satisfaction.

**Keywords:** Employee, Job satisfaction, Organization, Transformational leadership behaviours, Trust.

## **Introduction**

Nowadays, many organizations seem to be struggling financially due to the economic downturn caused by Corona Virus Pandemic. Losing talents for competitors is no advantage to an organization instead; it imposes costs on such organization (Al-Suraihi et al., 2021). When there is turnover in an organization, such organization needs to recruit, hire and train new people for replacement which will be associated with costs. In a competitive arena, organizations that will

survive are those that can find, assess, recruit and retain the best-talented employees (Pfeffer, 2001). Studies such as Al-Suraihi et al. (2021) and Ali et al. (2018) found trust and job satisfaction as psychological factors that are very important in organizations due to their impact on the retention of talented employees. Evidence suggests that when there is low level of employees' satisfaction and trust in a leader, it leads to turnover (Al-Suraihi et al., 2021).

More so, Khuwaja et al. (2020, p 5) state that “if employees are not satisfied in their work, “they will project a negative image of the organization and it will ... directly affect the leadership and management” of the organization. In other words, when employees feel satisfied as well as trust their leader, it could encourage them to stay in their current job. Moreover, studies show that job satisfaction and trust have so many benefits such as increase in employees’ performance (Dirk & Ferrin, 2002; Iman & Lestari, 2019). Also, Jung & Avolio (2000) reported that the problem between leader and worker reduces and the spirit of goal achievement is encouraged when there is high level of trust in leadership. On the other hand, research also showed that job satisfaction drives job performance, discipline and morale of employees towards achieving their organizations’ target (Iman & Lestari, 2019).

Nevertheless, many factors can lead to trust and job satisfaction. Research proves that transformational leaders are known as leaders that develop trust and job satisfaction in their followers (Podsakoff et al., 1990; Dirk & Ferrin, 2002; Nasra & Heilbrunn, 2016). For example, reports from Podsakoff, et al. (1990); Podsakoff et al. (1996); Tesfaw (2014) researches indicated that through transformational leadership behaviours transformational leaders increase employees’ job satisfaction and trust. MacKenzie et al. (2001); Hartog et al. (2002); Gillespie & Mann (2004); Northouse (2015) found individualized support, articulating a vision, role modelling as transformational leadership behaviours that are sources of trust and job satisfaction. But some researchers argue that some of the leadership behaviours do not lead to trust in leadership and job satisfaction without given reasons for the negative relationship. For instance, Podsakoff et al. (1996) found articulating a vision as a source of job satisfaction but, argue that it does not build trust in employees. Similarly, Loke (2001) reported that encouraging the heart (individualized support) and role modelling have lowest relationship with job satisfaction but, did not gave reasons for the divergent views.

Apparently, evidence from the empirical research by the researchers above thus suggests that trust

and job satisfaction can be influenced by transformational leadership behaviours. But the findings on some of the behaviours show inconsistency and the reasons for the divergent views were not given by the authors (Podsakoff et al., 1996; Loke 2001). The current study will contribute to organizational leadership research by qualitatively exploring the leadership behaviours that can lead to employees’ trust in leadership and job satisfaction.

## Literature Review

### *Trust*

Trust which “can be defined as the extent to which a person is confident in and willing to act on the words, actions and decisions of another” (Islam et al., 2020, p3) has been affirmed by many scholars as an antecedent to organizational performance. For instance, Mineo (2014) suggested that when there is trust in an organization, such an organization can exceed beyond its expectation. This is because, when there is trust in an organisation there would be employees’ commitment (Dirk & Ferrin, 2002), which consequently will have positive effect on organizational performance. Just as Zhu et al. (2013) reported, when two parties engage in mutual relationship and care for each other, it will lead to effective trust which will consequently result in job performance, organizational citizenship behaviour and organizational commitment. On the other hand, research shows that lack of trust leads to employee’s turnover (Al-Suraihi et al., 2021). Trust is important in leadership (Grover et al., 2014).

### *Trust in Leadership*

Trust has been discussed by a lot of researchers as one of the determinants of leadership success. Leadership can be effective when followers discover their leaders to be trustworthy (Bass, 1990). The trustworthiness of a leader will induce followers to take and respect the order of their leader. Trust in leadership affect organizational commitment, behaviour and performance (Dirks & Ferrin, 2002), including work engagement (Islam et al., 2020). Evidence suggests that trust in a leader influence job satisfaction and affects directly employees’ motivation and efficiency (Gucer & Demirdag, 2014). Therefore,

organizational effectiveness depends on employees' trust in their leaders. More so, Davis et al. (2000) related that employees' trust in a leader is a source of competitive advantage in an organization over competitors. But, when there is lack of trust in a leader, it induces stress on employees (Al-Suraihi et al., 2021). Studies have shown that trust in leadership has a lot of advantages in the organization. Though, developing and sustaining trust is always not easy (Kramer, 1999). However, different researches show that transformational leaders develop trust in their followers (Islam et al., 2020; Tesfaw, 2014; Dirk & Ferrin, 2002).

#### *Transformational leadership and trust*

Transformational leadership is a process by which an individual associate with other people and establish a connection that will encourage inspiration and morality in the followers as well as in a leader (Northouse, 2015). Transformational leadership according to Breevaart & Zacher (2019) is effective and active means of leadership. Dirk & Ferrin (2002) in a meta-analysis of trust in leadership; Nasra & Heilbrunn (2016); Islam et al. (2020) identified that transformational leaders develop trust in their followers. Also, many studies reported associations between transformational leadership behaviours and trust. For instance, According to Podsakoff et al. (1990, p 135), "transformational leader behaviours influenced both employee trust and satisfaction". Though, Conger et al. (2000) found that reverence mediates between transformational leader's behaviours and follower's trust with their leader and job satisfaction. Kelloway et al. (2012); Ugwu, et al. (2015) study showed that through role modelling, intellectual stimulation and inspiring followers to achieve beyond expectation, trust can be developed in leadership.

Moreover, Butler et al. (1999); MacKenzie et al. (2001); Gillespie & Mann (2004); Northouse (2015) results showed that trust has correlation with articulating a vision; high performance expectation; encouraging the acceptance of group tasks; individualized support; providing appropriate model and intellectual stimulation. Leaders who are less concerned about employees violate employees' trust (Grover et al., 2014).

Hartog et al. (2002) went further to suggest that transformational leadership may attract trust when the vision of a leader is in line with the aim of the organization. Employees will prefer and trust leaders who have the vision that will help them utilize their effort efficiently and effectively to a leader without a vision (Gilstrap & Collins, 2012).

In contrast, some researchers argue that some of the leadership behaviours do not have relationship with trust in leadership but did not give reasons for the divergent view on some behaviour. For example, Podsakoff et al. (1996) reported that high-performance expectations and communicating a vision do not correlate with trust in leadership. Leaders exhibiting high-performance expectations violate trust in leadership due to; employees need some direction to enable them to perform well (Grover et al., 2014). More so, Podsakoff et al. (1990; 1996) found that intellectual stimulation might produce positive effect in the long run but, in the short run, ambiguity; stress and conflict may be created in employees' minds as a result of inducing them to find better and new approaches of carrying out task thereby reducing the level of trust they have for the leaders.

#### *Job Satisfaction*

Job satisfaction is one of the concepts researchers always consider when studying organization (Podsakoff et al., 1990; Gucer & Demirdag, 2014; Sayadi, 2016). This is because; employees are one of the important resources in organizations. Job satisfaction is the feeling of contentment an employee has regarding his or her job. Locke (1976, p 1304) defines it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Employees' job satisfaction determines the success and failure of an organization. Evidence suggests that employees reciprocate in their job based on their level of work satisfaction and their behaviour towards work will have an impact in the actions and functions of their organization (Khuwaja et al., 2020). Job dissatisfaction causes employees' turnover (Al-Suraihi et al., 2021). Turnover causes costs in the organization due to the organization need to hire and train people to

replace lost employees. Nevertheless, Gucer & Demirdag (2014) posited that the manager's leadership determines the satisfaction and dissatisfaction of employees in an organization.

#### *Leadership behaviours and Job satisfaction*

Studies show that leaders' behaviours play major impact on employees' job satisfaction. McNeese-Smith (1997); Walumbwa et al. (2005); Watson (2009); Sayadi (2016) found that by exhibiting individualized consideration, employees are likely to have job satisfaction. This is because, when a leader supports individual followers, it will motivate followers to trust their leader and have job satisfaction (Braun et al., 2013). Employees are likely to have job satisfaction when they feel their leader has given them special attention (Walumba et al., 2005). Moreover, Podsakoff et al. (1990; 1996) also studied transformational leadership behaviours and found that individualize support, providing an appropriate model, articulating a vision and giving feedback lead to employees' job satisfaction. Sayadi (2016) also found that intellectual stimulation correlates with job satisfaction.

But, some researchers argued that some of the above-mentioned transformational leadership behaviours do not lead to job satisfaction. For example, Loke (2001) reported that encouraging the heart (individualized support) and role modelling has the lowest relationship with job satisfaction but did not give reasons for the negative relationship. Podsakoff et al. (1990; 1996) also claimed that intellectual stimulation does not lead to trust and job satisfaction because anxiety and stress could be created in employees through using intellectual stimulation and high-performance expectation practices. In contrast, Robbins (2000) argued that workers are likely to prefer work that grants them the chance to use their abilities and skills and also, which gives them different tasks, and independence (high-performance expectation) and feedback on their performance. Also, Robbins (2000) and Walumbwa et al. (2005) recognized that high-performance expectation cause work to be mentally challenging but maintain that it provides pleasure and satisfaction for most employees. Similarly, Loke (2001) identified that challenging

the process (intellectual stimulation) has a strong positive relationship with job satisfaction but, argue that too much emphasis on it can reduce job satisfaction.

In summary, previous research shows that some of the transformational leadership behaviours engender trust in leadership and job satisfaction. But, there are disagreements in findings on some of the behaviours that lead to trust in leadership and job satisfaction, and the reasons for the divergent view on some of the leadership behaviours were not given by the authors. In this regard, the current study attempts to contribute to organizational leadership research by empirically exploring transformational leadership behaviours that can lead to employees' trust in leadership and job satisfaction. In doing so, this research will be guided by this research question:

What are the transformational leadership behaviours that can engender trust in leadership and job satisfaction?

#### **Methods**

To achieve the research aim, this research adopted a qualitative research approach using a semi-structured interview. This is because the qualitative approach gives the greater opportunity of understanding participants' perspectives and experiences of leadership behaviour and how it leads to job satisfaction through their own words. However, quantitative method does not allow participants to answer questions using their own words (Bryman & Bell, 2015). Nevertheless, the study also adopted purposive sampling method in making choice of sample of participants. This is because, purposive sampling allows selection of participants that will enable the researcher to achieve his or her research objective and answer research questions (Saunders et al, 2007). The participants were eight employees of an organization who have experience of working under a leader.

#### *Data Collection*

Interviews were conducted in order to collect reliable and valid data that will be relevant to the research aim and question (Saunders, et al., 2012). The research adopted a semi-structured and in-depth interview. Prior to the main interview, two

pilot tests were conducted to assess the validity of the interview questions in achieving the research aim. After the pilot tests, responses of the pilot tests were used to amend the main interview questions so that participants can understand and respond to all the questions. For example, during the interview the researcher noticed a question the two participants did not answer freely. At the end of the second interview, the researcher reframed the question and asked the second participant and he was comfortable in answering the question. Also, response of the pilot test gave an insight about question that supposed to be included in the main research question.

Main interviews were conducted on eight employees of a small organization in Sheffield, United Kingdom. Before the interviews, permission was obtained from the organization's manager who then agreed that their employees could participate if they want. The manager specified that the name of the company should not be included in the research. A copy of the participant form and a copy of the consent form were sent to the manager of the organisation via email. In the consent form, the researcher promised participants anonymity and confidentiality. The manager emailed the same forms to the employees who then read and signed the forms in agreement to participate. Face-to-face interviews were conducted in one of the conference rooms in the organization. The face-to-face interviews enabled clarification of confusion during the interviews. It also created trust between the interviewer and the interviewees which enabled the interviewees to answer questions freely (Ritchie et al., 2014).

Moreover, the interviews were between the researcher and a single participant at a time and they were audio recorded to get every response of each respondent. Ten open ended questions were asked. The researcher followed the participants' responses up with a lot of probes. The interviewees were given the opportunity to cite behaviour or event that happened in their organisation as an example. Each interview lasted between thirty-eight to forty-five minutes.

### *Data analysis*

After interviewing the participants, the interview's records were transcribed verbatim with the help of software known as Transcribe Player which helped to slow down the participants' responses for easy transcription. During the transcription, the participants were made anonymous to prevent knowing them. The data was analysed using thematic analysis. Thematic analysis according to Maguire & Delahunt (2017, p 3352) "is the process of identifying patterns or themes within qualitative data". Furthermore, each participant transcript was read and code was assigned to every unit of data. The transcripts were re-read over and over again and the related coded units of data were categorized. Names used for the categories were based on the terms used by the participants. Identification of the categories was guided by the aim of the study as expressed in the research question. More so, categories that were interesting for answering the research question were clustered to form themes (Maguire & Delahunt, 2017). After grouping the categories, five themes emerged (providing support, determined and decisive, opportunity to develop, realizing a vision and role modelling). The themes will be discussed under results.

### **Results**

The findings that emerged from the data collected via qualitative method in relation to the research question showed both the behaviours that can and the ones that cannot lead to trust and job satisfaction. The details are as follows:

#### *Providing support*

From the data collected, it was noted that listening to employees' problems and helping them were important to the participants as they explain how it makes them feel good when their manager cares about their concerns. Though the interviewees seem to hold different perceptions on that, almost all of them acknowledged providing support as something that leads to trust and job satisfaction. Most of the respondents see it as a selfless behaviour of leaders which are good but, one respondent expresses it as a selfless and at the same time as a way of covering up bad

behaviours. Nevertheless, some of the participants further state that managers who do not exhibit such behaviour are bad leaders. These can be seen in their responses below. For instance, an interviewee notified that:

*“Certainly, he makes the time I think to listen to his employees which is good.*

In contrast, another participant shared her experience and belief which indicates her view of the supportiveness as a good but selfless thing as well as cover-up:

*“... I had some personal issues in the past year and they were very supportive. They made time for me every day to see how I was. They give me time to have appointment with the doctors. I thought that was very good. ... Ermm... there has been time where I found it difficult to approach them because sometime they can react in ermm... interesting manner. But then, on flip side of that there has been time where they have gone beyond what I feel is their duty as managers and they came back to their supportive and empathetic sort of role. ...I mean they honestly did it as a selfless thing. But at the same time as management you need to look after your employees because if you don't, they are not gonna be around. So by looking after me, giving me time off and making sure I was okay, were sort of like covering their back as well. .... So, it's kind of like a bit of both”.*

However, some of the participants went further to notify that leaders who do not provide support to employees are bad leaders. A participant said:

*“Bad leadership looks like not supportive...”*

#### *Determined and decisive*

All of the participants acknowledged that their manager is determined and decisive. Their manager has confidence in himself and finds it difficult to accept suggestions or ideas from employees. To one of the participants, the behaviour cannot satisfy, though it is a positive attitude that shows that the leader knows his or her job but should not be put on all the time. But, several other participants shared similar views that it is a negative attitude that does not make

employees feel good and valued. For example, during the interview, one of the participants was asked what his manager does that makes him have trust in his leadership style. This is what he said:

*“.... I would say he is quite determined and decisive. So, if...opportunity comes in or if problem arises, he will do as he sees fair and it can be reason with stubborn but, in the end it always seems to be the right decision over all or the next seems to go okay. So, that kind of confidence that he portrays in himself and in his decisions can give you the confidence in him ermm...a lot of the time”.*

But, another participant in one of his responses pointed out that a leader who is determined and does not accept change is a bad leader. He shared:

*“So, I think a bad leader would be just essentially maintaining the status quo”.*

Moreover, they also illustrated that a leader who is determined does not encourage employees to develop, that he or she is supposed to be flexible and consider employee's opinions. For instance, a participant said:

*“I think you should be really nurturing and encouraging people you are working with rather than just being like we have a certain way of doing it and if it is not done that way we are not interested. If an employee is working for you and they come out with the new way or interesting way or more effective way of doing something then maybe that should be considered”.*

#### *Opportunity to develop*

All the responses obtained show that the participants are being granted autonomy to do their job. It was understood that the respondents have different perceptions on that. For some participants, it is an opportunity to learn how to do things by yourself. But, for other participants, it is not appropriate to just allocate tasks without given employees a clue on how to do it even though it helps one to grow. They seem to be more comfortable when their manager grants

them autonomy and also give them guide-line or permit them the opportunity to consult him if they have any issue. Despite the disagreement, they all seem to see it as a source of trust in leadership and job satisfaction due to it gives opportunity to develop. These can be seen in the responses below:

This participant comments show that he prefers working independently because he sees it as an opportunity to develop. He pointed out:

*“...I think the way that I learn is by doing things getting it wrong, finding a new way of doing it, getting it right. And I think sometimes people need to be left to do that a little bit on their own so that they feel like I have actually learned it rather than just repeating it”.*

Though some participants think it is good to work autonomously, they also emphasised on the need to have a kind of direction on how to approach every responsibility. This person put forward:

*“Erm... to an extent I think you need to know the basics of what you are doing otherwise you might feel a little bit lost really. I remember when I first started here, many years ago I was in the bar and I have never worked in a bar in my life. I didn't know anything and nobody showed me how to pour paint they didn't show me and I just did it all wrong. Every day I made so many mistakes...”*

In contrast, others seem to prefer working autonomously and at the same time get direction on how to achieve their task from their manager. For instance, one participant said:

*“... I think the leadership style is good as we have autonomy to do our own thing as well as get guidance in doing some things that are hard which is really helpful...”*

Similarly, another Participant showed that he enjoys working autonomously but, made it known that his satisfaction is higher because he has opportunity to seek for direction whenever he is confused. He shared:

*“I think my line manager certainly gives me enough leeway and opportunity to work under my own initiative. He knows that I know what I am doing and I feel that support. But also, if there is something that I am not sure about he is the first person I will go to ask, is this right? What would you do in the situation? And he will definitely give me suggestions which will help me increase my knowledge”.*

The participants also described their manager as someone who always encourages them to rethink their idea and come up with new ideas. One of them illustrates:

*“Another thing is the fact that he doesn't penalise or shout at you. If you do make mistakes then is not the end of the world. You can go back and find where the problem is from and as well find how to solve it then come back to the issue again with new idea”.*

#### *Realizing a vision*

From the responses obtained it emerged that visionary is one of the behaviour that employees expect from their manager to make them trust his leadership and to also have job satisfaction. Some of the respondents relate it to someone with an incredible idea and complain that it's not something that manifests in their organization. For example, this participant shared:

*“What we lack is ermm...the visual leader. Someone who a kind of have incredible idea that everybody will a kind of goes that they are crazy. They have come up with all these ideas. We don't really do that. ...Like someone who could a kind of go well, we know we have always done it like this but, how about we try this way?”*

#### *Role Model*

From the responses received some of the respondents talked about their manager having attitudes that are worth emulating which in essence denotes role model. A participant explained.

*“...he leads by example all the time. He keeps up to date on everything that is going on. He*

*leads by example because he is always like am going on training, am doing this am doing that. That encourages us to also be like I need to keep up with that and be like him..."*

Also, another person shared.

*"...But, I think as a leader you should be someone that people look up to and engage with, then, have faith and confidence in. But, you've got to be very proactive and that isn't particularly something that shines out in this particular organization."*

Even though both of them have different perceptions about their manager having this behaviour, the similarity is that they recognise it as a behaviour that is important in an organization.

### **Discussion**

This research investigated the transformational leadership behaviours being experienced by the employees that can lead to trust in leadership and job satisfaction. The analysis revealed that some of the transformational leadership behaviours can engender trust in leadership and job satisfaction.

#### *Providing support*

The study revealed that participants of the current study see providing support and helping employees as transformational leadership behaviour that engender trust in leadership and lead to job satisfaction. The entire respondents said that they feel very supportive and most of them shared that they are happy because they know that their manager listens to them. If they have any issues, they can go and talk to their manager. This finding is supported by Braun et al. (2013); MacKenzie et al. (2001); Gillespie and Mann (2004); Butler et al. (1999) who suggest that transformational leaders who support employee's success show that they have integrity and that they can lead, and therefore will attract followers' trust. It also relates to Podsakoff et al. (1996; 1990); Sayadi (2016); Walumba et al. (2005); McNeese-Smith (1997) findings that employees are likely to be satisfied with their job when they feel that their leaders have given them special attention.

#### *Being determined and decisive*

Furthermore, participants of the current study see managers being determined and decisive as behaviour that does not lead to trust in leadership neither does it influence job satisfaction. Statement by almost the entire respondents reflected their preference for a manager who accepts new ideas, who are open to change and who put employees' suggestion into consideration. This is in line with Gillespie and Mann (2004) report that leaders will gain team members' trust when their behaviour enables team members to have confidence in their self; build pride and respect.

#### *Opportunity to develop*

The findings of the current study also revealed that participants perceived their manager granting them autonomy as a source of trust in leadership and job satisfaction. The findings agree with Gillespie & Mann (2004); Butler et al. (1999); Kelloway et al. (2012); Ugwu et al. (2015) reports that by forcing employees to rethink and come up with new ideas, employees can trust their leaders, and also have job satisfaction Just as (Loke, 2001) said. More so, the findings are in line with Robbins (2000) argument that workers are likely to prefer jobs that give them the leeway to use their talents and skills as well as to work independently. The responses obtained from the participants show that granting employees' autonomy causes work to be challenging but provide satisfaction in the end. Just as Robbins (2000); Walumbwa, et al. (2005) suggest, several participants of this study notified that their manager granting them autonomy is an opportunity for them to grow because they will be able to make mistakes, find out where the mistakes are from and then learn from them.

On the other hand, it can be said that it is not a strong predictor of trust in leadership. The reason for the weak association in the current study can be explained by the participants' perceptions. Though most of the respondents shared that they preferred working independently, the majority of them emphasised the need of getting direction from their manager. So, the current findings partially agree with Grover et al. (2014) that leaders exhibiting-high performance expectations



violate trust in leadership due to employees need some direction to enable them to perform well.

#### *Realizing a vision*

Participants' responses show that trust in leadership and job satisfaction can be gained when a leader has vision for his or her organization. The findings of this present study corroborate with Butler et al. (1999); MacKenzie, et al. (2001); Gillespie & Mann (2004); Northouse (2015) results that articulating a vision is a means of creating trust in leadership and Podsakoff et al (1996, 1990); Butler et al (1999) job satisfaction. All the participants pointed out that a visionary leader is important in an organization. Some of the respondents express the need to have a manager with incredible ideas who will make their organization popular as well as help them to work efficiently.

#### *Role modelling*

Findings of the present study also indicate that role modelling was also perceived by the participants as a way of engendering trust in leadership as well as gaining satisfaction with the job. This is in line with the findings in some of the existing literature. For instance, Butler et al. (1999) finds that when leaders lead by example, it would make employees identify with the leaders and make them believe that their leaders have integrity. Furthermore, Podsakoff et al. (1996) reports that there is relationship between providing an appropriate model and trust in leadership and job satisfaction.

Additionally, previous research found that reverence was the cause of followers' trust and satisfaction in their transformational leader not directly the behaviours (Conger et al., 2000). But, the current findings show that the leader's behaviours were directly the cause of employees' trust and satisfaction in leadership. The qualitative responses obtain from the participants show that trust and satisfaction in a leader's behaviours make followers have respect or admiration for a leader. If it was the reverence that intermediated between transformational leadership behaviours and, trust and job satisfaction, all the behaviours would have been emphasised by the respondents as behaviours that

engender trust and job satisfaction. But, some of the behaviours were highlighted by the respondents as behaviours that do not engender trust and satisfaction in leadership.

#### *Conclusion*

As a result of the findings of the present research, it can be concluded that transformational leadership behaviours such as providing support and help for employees; granting employees opportunity to develop; encouraging them to rethink their idea and also acting as a role model are means of building trust in leadership and also increasing employee job satisfaction. But, when leaders are determined and decisive, it will not attract employees' trust nor influence their job satisfaction.

#### *Recommendations*

The current study focused on leadership behaviours that could attract trust in leadership and employees' job satisfaction. Future research should also investigate if leader's trust in employee could lead to employees' job satisfaction.

Since research shows that not all transformational leadership behaviours can engender trust in leadership as well as increase employees' job satisfaction; future research should explore how to trust in a leader can be recovered if violated via leader's behaviour. Also, other means of increasing employees' job satisfaction in an organization should be empirically researched.

An organization that wants to retain its employees should have enquiry form where employees will assess their leader's behaviours may be quarterly or yearly to determine if their leader's behaviours influence employees' trust and satisfaction.

This study helps leaders and organizations to know how leadership behaviour works to reduce the negative effect of leadership behaviours on employees' trust in their leader and job satisfaction.

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