



“Mediating role of employee empowerment for transformational leadership and job satisfaction”

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MEDIATING ROLE OF EMPLOYEE EMPOWERMENT FOR TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION

Abstract

The study aimed to investigate the relationship between transformational leadership and job satisfaction. In addition, it analyzes whether employee empowerment mediates the mentioned relationship. Data were collected from 228 employees of pharmaceutical companies in Jordan (Al Hayat Pharmaceutical Industries, Al Hikma Pharmaceutical Company, and Jordan Swedish Medical Products). The study employed SPSS for data analysis and hypotheses testing. The findings reveal a statistically significant impact of transformational leadership on job satisfaction, empowerment on job satisfaction, transformational leadership on empowerment, and transformational leadership on job satisfaction through empowerment in Jordanian pharmaceutical firms. Furthermore, the results showed that the beta value represents the relative importance, where the intellectual stimulation factor reached the highest level in the size of the impact on the dependent variable, and its value was 0.37 of the total impact. In contrast, inspirational stimulation was the second factor, then the idealized influence factor with 0.30, while the smallest impact size was shown by the dimension of individualized consideration with approximately 0.151. This result indicates the leader's weak interest and respect for subordinates. The study recommended adopting transformational leadership, supporting employees by empowering them, and conducting more studies on transformational leadership and empowerment in the future.

Keywords

idealized influence, motivation, job satisfaction, fairness,
Jordan

JEL Classification

M10, M12

INTRODUCTION

Companies need successful transformational leadership capable of understanding the main components of creative strategic thinking, the stages of the creative planning process and its implementation as well as understanding the strategic plan. Transformational leadership is influential in strategy implementation through many leadership practices or actions. For example, most companies usually monopolize a competitive atmosphere between the heads of departments at the same level and between the employees in the performance of their organizational duties because they obtain conditional rewards at the end of the specified period (Al-Ghazo & Awad, 2010, p. 36). Job satisfaction is a behavioral term in managerial thought because it expresses individuals' attitudes, beliefs, and opinions about the work. These tendencies and beliefs are affected by several organizational factors such as fair pay, promotion, internal work environment, wages, incentives, rewards, achievements, and others. What motivates the individual is the fulfillment of his desires and needs. Thus, functional empowerment can be the most crucial driver, positively reflected in the behavior at work. This is reflected in the job satisfaction and productivity of these working individuals, and, in the end, the organization's success and ability to continue, progress, and show creativity (Muhammadiyah, 2016, p. 147).

According to Al Saed and Abu Bakir (2019), pharmaceutical firms operate according to health standards. However, the concept of management must be taken into consideration. It stresses the importance of transformational leadership techniques and methods that affect job satisfaction, highlighting its importance in industrial and service fields. Individuals always have basic and secondary needs that a leader must know and always investigate to be able to meet them to achieve job satisfaction. The problem of this study represented many challenges pharmaceutical companies in Jordan face due to the intensity of competition locally and internationally. These challenges impose to have a leader capable of adopting empowerment to reach employee satisfaction and to identify the problems facing them through their answers considering the importance of leadership and empowerment in employee satisfaction (Abdul Hussein, 2012; Joo & Lim, 2013).

1. LITERATURE REVIEW AND HYPOTHESES

Transformational leadership is the manager's ability to encourage creativity and communicate the organization's vision and mission to employees through the leader's practice of highly ethical behaviors to build trust and respect between the two parties and work to develop them among subordinates. Abul-Nour (2012, p. 16) explained that transformational leadership works to change and develop individuals to work as leaders do. Transformational leadership focuses on ethics and values and encourages individuals to highlight their abilities and capabilities at work. Bass et al. (2003, p. 56) also emphasized that transformational leadership urges employees to exceed their original expectations, increases the effectiveness of workers, and convinces them to accept the organization's mission and goals. Shaqwara (2013, p. 47) indicated that transformational leadership is a continuous process through which a leader changes the values and current motives of subordinates and transforms them for the general interest of the organization by formulating a future vision that supports the organization's future status.

Ahmed et al. (2016) explained that leaders who have charismatic factors influence their followers to adhere to organizational vision and strategies. In addition, such leaders with attractive personalities and high morals encourage their followers to move forward in bringing about change in their organizations. Bass (2008) indicated that personal considerations are primarily concerned with personal giving. Hence, it is vital to properly treat employees, care for their needs, and meet their desires, as these are all transformational leadership factors.

Baladi and Al Saed (2017) showed that job satisfaction is not the outcome of a single factor or dimension. It is instead a reflection of the interaction of multiple factors that appear in the individual through his behavior toward his work, whether these factors are related to the individual himself, the work environment, work procedures, supervision, wages, or society.

Al-Hiti (2005) believes that feelings of happiness resulting from the individual's perception of the job give this job a significant value represented by the individual's desire to work and what surrounds it. According to Hanafi (2008, p. 211), the person who feels satisfied with his work carries a positive attitude toward work, while the person who is not satisfied with his work shows a negative attitude. In fact, the two terms are used synonymously. Robbins (2003) defines it as employee satisfaction, just like customer satisfaction. Rawya (2001) determined that the concept of empowerment linguistically means strengthened or enhanced. At the same time, functionally or procedurally, its definition lies according to the field in which it is used. Regardless of the field in which empowerment is employed, it refers to elements of strength employed for individuals or organizations. The strength here indicates the ability to do a specific task with a high degree of efficiency and effectiveness. According to the administrative concept, empowerment means strengthening employee capabilities, allowing them to make independent decisions, participating in the management of their organizations, and motivating them, which contributes to strengthening the relationship between employers and employees (Zraiqat & Al Saed, 2019).

The basis of this logic is that empowering employees in any organization depends on giving a cer-

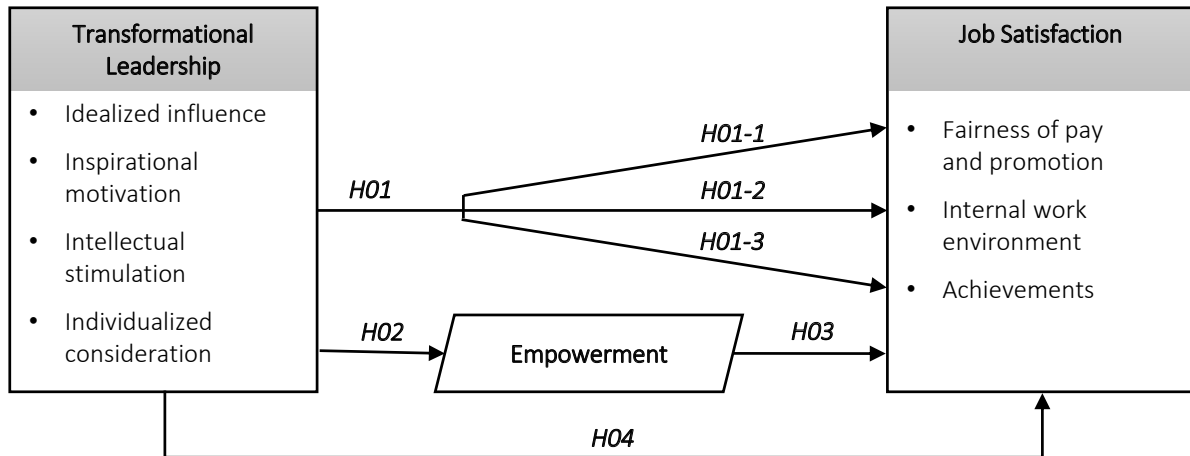


Figure 1. Conceptual model

tain amount of authority and independence. This may lead to these employees becoming over-confident, which results in management losing control over each other. In addition, some may abuse authority due to misjudgment in their work. This is an excellent example of the potential negative side of empowering employees, especially if these employees in organizations do not comply with the administrative procedures (Yang, 2016).

Therefore, this study aims to analyze the relationship between transformational leadership and job satisfaction through employee empowerment at pharmaceutical companies in Jordan. The paper suggests the following hypotheses as per the conceptual research model in Figure 1:

H01: Transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) does not affect job satisfaction (fairness of pay and promotion, internal work environment, achievements) in pharmaceutical companies in Jordan.

H01-1: Transformational leadership does not affect the fairness of pay and promotion.

H01-2: Transformational leadership does not affect the internal work environment.

H01-3: Transformational leadership does not affect achievements.

H02: Empowerment affects job satisfaction.

H02-1: Empowerment does not affect the fairness of pay and promotion.

H02-2: Empowerment does not affect the internal work environment.

H02-3: Empowerment does not affect achievements.

H03: Transformational leadership does not affect empowerment.

H04: Transformational leadership does not affect job satisfaction through empowerment.

2. METHODOLOGY

A descriptive analytical approach is employed to collect the data and test the hypotheses. The population consists of a non-probability sample of three pharmaceutical companies in Jordan out of fifteen businesses specializing in the pharmaceutical industry. The sample comprises Al-Hayat Pharmaceutical Industries, Al-Hikma Pharmaceutical Company, and Jordanian Swedish Medical Products, which are pioneers in this field.

Two hundred and eighty-seven questionnaires were distributed to the study sample, and 228 were retrieved for further analysis. A questionnaire assessed independent, dependent, and me-

diating variables to test the elaborated hypotheses. This study relied on the measures used in previous studies to ensure proper data reliability and credibility. A questionnaire consisted of two parts. The first part investigated the demographic characteristics of the sample. In contrast, the second assessed the study's variables, i.e., transformational leadership, job satisfaction, and empowerment in Jordanian pharmaceutical companies.

3. RESULTS

To ensure measurement validity and reliability, a questionnaire was evaluated by ten experts and teachers working in different universities in the business administration department. Both have submitted demographic-related comments on the questionnaire, an introduction to variable measurement, and a few comments. Comments have been made and considered. According to Sekaran and Bougie (2016), Cronbach's alpha assesses the scale's reliability, and the value should be 0.60 or higher, showing good convergence or internal consistency. The results in Table 1 show acceptable levels.

Table 1. Cronbach's alpha values

Variables	Cronbach's alpha	
Independent variable: Transformational leadership dimensions		
1	Idealized influence	0.83
2	Inspirational motivation	0.88
3	Intellectual stimulation	0.72
4	Individualized consideration	0.91
Transformational leadership		0.83
Dependent variable: Job satisfaction dimensions		
1	Fairness of pay and promotion	0.87
2	Internal work environment	0.80
3	Achievements	0.82
Job satisfaction		0.83
Empowerment		0.90
Total		0.85

Table 1 showed that the ranged values of study variables dimensions' were between 0.72-0.91, which is more than 0.70, which indicated suitable internal consistency and stability.

Table 2. Variation and variance amplification factor test

Variables	VIF	Tolerance
Idealized influence	2.93	0.34
Inspirational motivation	2.73	0.37
Intellectual stimulation	2.54	0.39
Individualized consideration	2.56	0.39

Table 2 shows the VIF values, which are between 2.541-2.924, less than 10. Tolerance test results are between 0.3420-0.3940, which indicates the correlation among the independent variables (multicollinearity). It is shown that the data follow a normal distribution by calculating the skewness coefficient.

Table 3 shows the impact of transformational leadership on job satisfaction (H01). The calculated F value (265.55) at a significance level of 0.000 indicates the model's suitability to the regression test; the model is appropriate. Thus, the null hypothesis was rejected; as a result, there is a statistically significant impact at $\alpha \leq 0.05$ for transformational leadership dimensions on job satisfaction at pharmaceutical firms in Jordan. Furthermore, the results of the correlation coefficient R (0.990) at the level of 0.05 and the coefficient of determination R^2 (0.980) show that 98% of the changes in job satisfaction are due to transformational leadership.

The beta value represents the relative importance, where the intellectual stimulation factor reached the highest level in the size of the impact on the dependent variable, and its value was 0.37 of the total impact. In contrast, inspirational stimulation was the second, then the idealized influence factor with 0.30, while the dimension of individualized consideration showed the lowest value of approximately 0.15. This result indicates the leader's weak interest in and respect for the subordinates in the pharmaceutical companies operating in Jordan.

Table 4 shows a high significance of the F value (338.78) at a 0.000 statistical significance level, less than the level of significance (0.05) for transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) (H01-1). The results of the correlation coefficient R (0.219) at the level of 0.05 and the coefficient of determi-

Table 3. Relationship between transformational leadership dimensions and job satisfaction

Independent variable dimensions	Beta	T. V	Sig.	R	R ²	F	Sig.
Idealized influence	0.3	20.42	0	0.99	0.98	265.6	0
Inspirational motivation	0.33	20.37	0				
Intellectual stimulation	0.37	26.77	0.001				
Individualized consideration	0.15	12.19	0				

nation R² (0.318) indicate that 31% of the fairness of pay and promotion changes are due to transformational leadership. Therefore, the null hypothesis is rejected; as a result, there is a statistically significant impact at 0.05 of transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on the fairness of pay and promotion in pharmaceutical businesses in Jordan.

Table 4 further shows the beta value, which represents the relative importance. The factor of the leader's interest in and individualized consideration reached the highest effect size on the dependent variable, and its value was 1.4 of the total impact. The second factor was fairness pay and promotion with 0.36. The smallest impact sizes were shown by the dimensions of inspirational motivation and intellectual stimulation (33.0). This result indicates the weakness of inspirational motivation and intellectual stimulation of leadership in pharmaceutical companies operating in Jordan.

Table 5 shows a high significance of the F value (148.7) at a 0.000 statistical significance level, which is less than 0.05 for the transformational

leadership dimension of individualized consideration (H01-2). The results of the correlation coefficient R (0.620) at the level of 0.05 and the coefficient of determination R² (0.362) mean that 62% of the changes in the external work environment are due to transformational leadership. Thus, the null hypothesis is rejected; as a result, there is a statistically significant impact at the level of 0.05 of individualized consideration dimensions on the external work environment in pharmaceutical companies in Jordan.

The factor of inspirational stimulus reached the highest level in the size of the impact on the dependent variable, and its value was 0.910 of the total impact. The second factor was intellectual stimulation, with an effect size of 0.813. Finally, the third factor (individualized consideration) had an effect size of 0.208, while the lowest value was obtained by the idealized influence (0.132). This result indicates the weakness of the idealized influence of leadership in pharmaceutical businesses in Jordan.

Table 6 showed a high significance of the F value (116.75) at a 0.000 statistical significance level, less than 0.05 for transformational leadership di-

Table 4. Relationship between transformational leadership dimensions and fairness of pay and promotion

Independent variable dimensions	Beta	T. V	Sig.	R	R ²	F	Sig.
Idealized influence	0.36	27.1	0	0.219	0.318	338.78	0
Inspirational motivation	33	22.3	0.014				
Intellectual stimulation	0.33	8.26	100.0				
Individualized consideration	14	2.12	0.002				

Table 5. Relationship between transformational leadership dimensions and internal work environment

Independent variable dimensions	Beta	T. V	Sig.	R	R ²	Sig.
Idealized influence	0.132	9.2	0.324	0.62	0.362	0
Inspirational motivation	0.91	3.7	0.462			
Intellectual stimulation	0.813	6.35	0			
Individualized consideration	0.208	2.14	434			

mensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on achievements (H01-3). The results of the correlation coefficient R (0.496) at the level 0.05 and the coefficient of determination R² (0.246) mean that 24% of the changes of the achievements are due to transformational leadership. Therefore, the null hypothesis is rejected; as a result, there is a statistically significant effect at the level of 0.05 of transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, leader's interest in and respect for his subordinates) on achieving achievements in pharmaceutical companies in Jordan.

The factor of idealized influence reached the highest level in the effect size on the dependent variable, and its value was 0.227. The second factor was intellectual stimulation, with 0.209. Furthermore, the third factor (inspirational motivation) showed 0.121, while the individualized consideration showed 0.064. This result indicates the weakness of the leader's interest in the subordinates in pharmaceutical firms operating in Jordan.

Table 7 showed a high significance of the F value (162.26) at a 0.000 statistical significance level, less than 0.05 for empowerment as a mediating variable (H02). The results of the correlation coefficient R (0.646) at the level of 0.05 and the coefficient of determination R² (0.418) indicate that 41% of the changes in job satisfaction are due to empowerment. From the above, the null hypothesis

is rejected; as a result, there is a statistically significant impact at the level of 0.05 of empowerment on job satisfaction dimensions (fairness of pay and promotion, internal work environment, achievements) in pharmaceutical companies in Jordan. As shown in Table 7, the size of the effect of empowerment on job satisfaction is 0.082. This result indicates the weak impact of the mediating variable (empowerment) in the pharmaceutical firms operating in Jordan.

Table 8 showed that there is a high significance of the F value (102.22) at the 0.000 statistical significance level, less than the level of significance (0.05) for empowerment as a mediating variable (H02-1). The results of the correlation coefficient R (0.558) at the level of 0.05 and the coefficient of determination R² (0.331) mean that 33% of the changes in the dimension of fairness of pay and promotion are due to empowerment.

Therefore, the null hypothesis is rejected; as a result, there is a statistically significant impact at the 0.05 level of empowerment on the fairness of pay and promotion in pharmaceutical companies in Jordan. As shown in Table 8, the beta value, which represents the relative importance, is the size of the impact of empowerment on the fairness of pay and promotion (0.588).

Table 9 showed a high significance of the F value (118.976) at the 0.000 statistical significance level, less than 0.05 for empowerment as a mediating variable (H02-2). The results of the correlation co-

Table 6. Relationship between transformational leadership dimensions and empowerment

Independent variable dimensions	Beta	T. V	Sig.	R	R ²	F	Sig.
Idealized influence	0.227	3.443	0.001	0.0069,4	0.0064,2	116.75	0.00
Inspirational motivation	0.121	1.961	0.051				
Intellectual stimulation	0.209	3.02	0.003				
Individualized consideration	0.064	0.957	0.34				

Table 7. Relationship between empowerment and job satisfaction

Mediator	Beta	T	Sig.	R	R ²	F	Sig.
Empowerment	0.082	12.738	.000	0.646	0.418	162.26	0.000

Note: $\alpha \leq 0.05$.

Table 8. Relationship between empowerment and fairness of pay and promotion

Mediator	Beta	T	Sig.	R	R ²	F	Sig.
Empowerment	0.588	011.01	.0000	0.855	0.311	22.201	.0000

Note: $\alpha \leq 0.05$.

Table 9. Relationship between empowerment and internal work environment

Mediator	Beta	T	Sig.	R	R ²	F	Sig.
Empowerment	0.587	10.908	.0000	0.587	0.543	679.811	.0000

Note: $\alpha \leq 0.05$.

efficient R (0.587) at the level of 0.05 and the coefficient of determination R² (0.345) indicate that 34% of the changes in the internal work environment dimension are due to empowerment.

From the above, the null hypothesis is rejected; as a result, there is a statistically significant impact at the level of 0.05 of empowerment on the internal work environment in pharmaceutical companies in Jordan. As shown in Table 9, the beta value, which represents the relative importance, is the size of the impact of empowerment on the internal work environment (0.587).

Table 10 showed a high significance of the F value (138.140) at the 0.000 statistical significance level, less than 0.05 for empowerment as a mediating variable (H02-3). The results of the correlation coefficient R (0.616) at the level of 0.05 and the coefficient of determination R² (0.379) mean that 37% of the changes of achievements are due to empowerment.

Thus, the null hypothesis is rejected; as a result, there is a statistically significant impact at the level of 0.05 of empowerment on the achievements of pharmaceutical companies in Jordan. As shown in Table 10, the beta value, which represents the relative importance, is the size of the effect of empowerment on achievements (0.616).

Table 11 showed a high significance of the F value (109.72) at the 0.000 statistical significance level, less than 0.05 of transformational leadership di-

mensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) (H03). The results of the correlation coefficient R (0.406) at the level of 0.05 and the coefficient of determination R² (0.164) mean that 16% of the changes after empowerment are due to transformational leadership. The null hypothesis is rejected; as a result, there is a statistically significant impact at the level of 0.05 of transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) on empowerment in pharmaceutical companies in Jordan.

The factor of idealized influence reached the highest level in the size of the effect on the dependent variable, and its value was 0.239 of the total impact. The second factor was individualized consideration, with 0.146. The third factor (intellectual stimulation) had an impact size of 0.072, while inspirational stimulus showed 0.065. This result indicates the weakness of inspirational motivation of leadership in pharmaceutical companies operating in Jordan. Path analysis (Table 11) was conducted to confirm this hypothesis due to the presence of three types of variables (independent variable, dependent variable, and mediator).

Table 12 showed that transformational leadership directly impacts job satisfaction at the significance level of 0.000 (H04), less than 0.05. Next, transformational leadership impacts empowerment at the significance level of 0.000, less than 0.05. Transformational leadership also, directly and

Table 10. Relationship between empowerment and achievements

Mediator	Beta	T	Sig.	R	R ²	F	Sig.
Empowerment	0.616	11.753	.0000	0.616	0.379	138.140	.0000

Note: $\alpha \leq 0.05$.

Table 11. Regression analysis for the transformational leadership dimensions and empowerment

Independent variable dimensions	Beta	T. V	Sig.	R	R2	F	Sig.
Idealized influence	0.239	3.248	0.001	0.406	0.164	109.72	0
Inspirational motivation	0.065	0.857	0.392				
Intellectual stimulation	0.072	1.124	0.262				
Individualized consideration	0.146	1.819	0.07				

Table 12. Relationship between transformational leadership and job satisfaction through empowerment

Path	B	Stan	t	Sig	Decision
Transformational leadership → Job satisfaction (direct)	0.602	0.068	8.888	000.0	Sig
Transformation leadership → Empowerment	0.591	0.059	10.095	000.0	Sig
Transformational leadership → Job satisfaction (direct and indirect = Total)	0.783	0.036	21.466	000.0	Sig
Empowerment → Job satisfaction	0.306	0.066	4.614	000.0	Sig
Transformational Leadership → Empowerment → Job satisfaction (Indirect)	0.181	0.045	4.016	000.0	Sig
V.A.F	0.23	–	–	–	Partially

indirectly, influences job satisfaction at the significance level of 0.000, less than 0.05. Moreover, empowerment affects job satisfaction at the significance level of 0.000, less than 0.05. The statistical analysis results showed that transformational leadership impacts job satisfaction through empowerment at the significance level of 0.000, less than 0.05.

This study follow the criteria of Hair et al. (2013) to test the mediation as follow, if variance account for (VAF) less than 0.20 no mediation, if VAF more than 0.20 and less than 0.80 inicate partial mediation, and if its more than 0.80 indicate full mediation. The value of V.A.F was 0.23. This indicates that the impact of empowerment is partial because its value is less than 0.35.

4. DISCUSSION

This study discovered that transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) statistically affect job satisfaction in pharmaceutical businesses in Jordan. These findings support Yang (2016). Next, empowerment significantly affects job satisfaction dimensions (fairness of pay and promotion, internal work environment, and achievements) in pharmaceutical companies in Jordan, supporting Abdul Hussein (2012). Transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, leader's interest in, and individualized consideration) have a statistically significant influence on empowerment as a mediating variable in pharmaceutical firms in Jordan. These findings align with Joo and Lim (2013).

Transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, the leader's individualized consideration) has a statistically significant effect on job satisfaction (fairness of pay and promotion). It is consistent with Stander and Rothmann (2008). In addition, transformational leadership statistically and significantly influences the internal work environment in pharmaceutical companies in Jordan, except for intellectual stimulation. Transformational leadership dimensions of idealized influence and intellectual stimulation have a statistically significant impact, while inspirational motivation and individualized consideration did not affect achievements in pharmaceutical businesses in Jordan. This finding aligns with Marius et al. (2008). The mediating variable of empowerment has a statistically significant impact on fairness of pay and promotion in pharmaceutical companies in Jordan, supporting Abdul Hussein (2012).

The mediating variable of empowerment has a statistically significant effect on the internal work environment dimension of job satisfaction in pharmaceutical companies in Jordan. This outcome confirms Abdul Hussein (2012). The mediating variable of empowerment has a statistically significant influence on the achievement dimension of job satisfaction in pharmaceutical firms in Jordan, aligning with Toragall and Vyas (2014). Transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) statistically and significantly affect job satisfaction through empowerment in pharmaceutical companies in Jordan. The results found a value of 0.23, which is less than 0.35 according to the standards of Hair et al. (2013). The impact was partial; this outcome does not support Chun-Chien and Li-Fen (2013), who discovered that the impact was full.

CONCLUSION

This study investigated the relationship between transformational leadership and job satisfaction. Moreover, it evaluates whether employee empowerment mediates this relationship. The findings reveal a statistically significant impact of transformational leadership dimensions on job satisfaction in pharmaceutical companies in Jordan. The coefficient of R^2 (0.980) indicates that 98% of the changes in job satisfaction are due to transformational leadership. In addition, the results confirmed a significant impact of empowerment as a mediating variable on job satisfaction; the coefficient of R^2 (0.418) means that 41% of job satisfaction changes are due to empowerment. Furthermore, transformational leadership dimensions have a statistically significant impact on empowerment, and the coefficient of R^2 (0.164) indicates that 16% of the changes of empowerment are due to transformational leadership. Finally, the outcomes showed that transformational leadership significantly affects job satisfaction through empowerment, which shows that empowerment mediates the relationship between transformational leadership and job satisfaction, but only partially due to the value of V.A.F of 0.23.

AUTHOR CONTRIBUTIONS

Conceptualization: Farooq Al Daraji, Rashad Al Saed.

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Investigation: Farooq Al Daraji, Rashad Al Saed.

Methodology: Rashad Al Saed.

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Writing – original draft: Farooq Al Daraji.

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