

**The effect of transformation leadership on government employee job satisfaction during Covid-19****Ahmad Ali Almohtaseb<sup>a\*</sup>, Mohammad Adnan Almahameed<sup>b</sup>, Fayiz Emad Addin Sharari<sup>c</sup> and Eyad Ahmad Dabbouri<sup>d</sup>**<sup>a</sup>*Department of Business, Al Hussein Bin Talal University, Ma'an, Jordan*<sup>b</sup>*Department of Management Information System, Al Hussein Bin Talal University, Ma'an, Jordan*<sup>c</sup>*Faculty of Ma'an College, Al-Balqa Applied University, Ma'an, Jordan*<sup>d</sup>*Al Hussein Bin Talal University, Jordan***CHRONICLE****ABSTRACT***Article history:*

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The recent study aims to examine the impact of transformational leadership on government employees' job satisfaction in Jordan. The researchers selected a sample of n= 52 Human Resource employees from public sector organization by using a convenient sampling method. Structural equational modeling also helped to validate the proposed relationship between study variables. Findings revealed a strong positive relationship between transformational leadership and job satisfaction among the HR employees. As found, despite Covid-19, transformational leaders help employees work effectively and increase employee's job satisfaction and organizational commitment. By keeping in view, the results of the present investigation consider transformational leadership as highly capable tool for dealing with organizational crisis and management. The researchers therefore suggest further studies to illustrate the role of leadership in strategically following administrative procedures during major social and health crisis situations.

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**1. Introduction**

Leadership is an essential functional mechanism in an organization to create a culture of task completion and stability. Leadership is indeed a strong relationship between employees and leader, and guides and supports employees to avail organizational goals (Elhadj, 2013). In government, corporate and military organization, leadership is an essential factor that ensures efficient functioning and task completion. Thus, the word "leadership" has several definitions, describing the significance in many sectors to avail goals and increase productivity (Levine, 2000). As Hester (2013) further describes leadership as a source of keeping organizational functions continued even during emergencies. In today's uncertain and unpredictable environment, strategic and robust leadership can help to deal with everyday challenges. For this purpose, Hao and Yazdanifard (2015) highlight the importance of influential and strong leaders, to overcome the organizational challenges to sustain their business as business owners around the world and acknowledge the importance of leadership as a primary determinant of capacity building and business development. As noted by Iwata et al. (2017) and Muhaisen et al. (2020), effective leadership is well-capable of inspiring their subordinates. Leaders have certain traits and characteristics, that distinguish them from others and employees follow them to avail organizational goals. Integrity, compassion, compatibility, teamwork and others are some fundamental characteristics that guarantee achieving the goals and task completion. Schuetz (2017) describes three significant features of leadership in general: (i) strategic planning and encouraging team members to share their opinion, (ii) establishing a strong relationship between leaders and employees and, (iii) using logical thinking to make profitable decisions by using intuitions, thinking and emotions. They are also affirmed by Ahmad and Ahmad (2018) as they describe leadership as a collection of intelligent strategies, engaging the team members, empowering the other employees, encouraging group confir-

\* Corresponding author.

E-mail address: [muhtasebma@yahoo.com](mailto:muhtasebma@yahoo.com) (A. A. Almohtaseb)

mation and, envisioning organizational objectives and goals. Primarily accompanied by persuasion, leadership enables subordinates that they may perform their tasks with confidence to accomplish the corporate objectives (Pasmore et al., 2014). As a result, long term success and sustainability becomes the destiny of an organization. For this purpose, they adopt and implement leadership as a fundamental component and train their distinct members as leaders.

However, to attain organizational goals, leaders possess some abilities to bring change and motivate their subordinates. Essentially, leaders should have traits, attitudes, behaviors and other relevant properties to inspire team members to fulfil organizational objectives (Vojta, 2010). Here we can assume a strong significant relationship between a leader's personality and goal accomplishment (Ahmad & Ahmad, 2019). Several researchers attribute goal accomplishment as a result of quality leadership, having specific characteristics that focus on all the aspects to avail organization goal. In this regard, Leonard (2018) considers employees' job satisfaction as one of the most significant factors to meet designated objectives. For this purpose, existing literature on leadership in organizational development considers different leadership styles as a fundamental pathway to achieve desired goals. As extensive theories on leadership also assume diverse styles as practical and useful to understand the situation, facilitate the employees and improve the working environment (Diaz & Mazuera, 2015). For instance, the transformational leadership style is attributed to innovating new ideas, encourage teamwork, opinion sharing and tackle effectively with the crises. As compared to pragmatic leadership style, transformational leadership is flexible, motivational and believe in employee's opinions (Moradi Korejan & Shahbazi, 2016). So today, when the whole world is confronting global healthcare crisis of Covid-19, many believe transformational leadership as a useful source of resuming organizational activities by facilitating the employees and sustaining business strategies (Khalid & Ali, 2020; Salloum et al., 2019; Tafvelin, 2013). As during the crises, the task becomes more complex, need comparatively more efforts, and thus, communication barriers also hinder the activities, only transformational leadership can tackle with them. Significantly, when institutions are closed, and work is disrupted, such as during Covid-19, transformational leaders' behavior is also affecting employees' confidence and job satisfaction. As the idea is, the characteristics of transformational leaders are highly strategic, facilitating the employees' on every level and helping them to cope with all the potential barriers to cope with the existing challenges (Ahmad & Sarah, 2019; Karaca et al., 2012). Therefore, by keeping in view the current organizational challenges during Covid-19 (Laszcz-Davis, 2020), and the potential properties of transformational leadership (Karaca et al., 2013), the present study examined the impacts on relevant leadership style on HR employees' job satisfaction. As in the first phase, the researcher discussed the importance of leadership in general and transformational leadership in particular. In the second section, the researcher reviewed relevant studies to validate the study propositions and generating hypotheses. In the fourth section, the researcher proposed a conceptual framework with coding assumptions and, finally, the last section involved data analysis, and discussion to make the conclusions accordingly.

## 2. Literature Review

### 2.1 *The relationship between Effective Communication & Job Satisfaction*

According to Ibrahim et al. (2013), communication is an art, developed to interact and achieve the desired goals. If leaders and employees are effectively communicating, they can understand each other's' needs and demands. Especially in an organization where departments have several employees, communication is a primary determinant of mutual understanding and satisfaction. In this regard, Proctor (2014) scrutinized the correlation between bi-lateral communication between managers, employees and supervisors in Utah. The researchers used descriptive quantitative analysis and selected a sample of  $n=20$  respondents from Southern Utah University. Findings showed that respondents expressed content and satisfaction due to communication between their senior colleagues. According to them, they can share their opinion, contribute to the decision-making process and also convey their needs to the senior management and leaders. Thus, the respondents revealed their satisfaction with their work and working environment. Similarly, Abubakar and Obansa (2020) investigated the causal relationship between job satisfaction and communication in the Iranian telecommunication sector. The researchers used the case study method and selected a sample of  $n=248$  respondents from the Shiraz Telecom Communication Company. Results showed that communication not only ensures job satisfaction but also, motivates employees to work well, leading to effective work performance to avail organizational goals. Also authenticated by Sharma et al. (2015), when they scrutinized the impacts of communication on job satisfaction among the employees of higher education. The researchers randomly selected a sample of  $n=2600$  employees from three campuses of Northeast Tennessee, University. Findings revealed that there was a significant relationship between job satisfaction and communication among the employees and management members. The researchers concluded that when the staff members' communication with their senior management, they feel satisfied and it positively affects their job performance. Furthermore, Alam and Shakir (2019) investigated a proposed relationship between job satisfaction and communication in temporary projects. The researchers used a cross-sectional study design and selected a sample of  $n=77$  from plant turnaround workers in Malaysia. Findings revealed a strong, positive relationship between job satisfaction and communication. Thus, the researchers recommended building effective communication in all the organizations to reinforce organizational loyalty and better performance among employees. Bhatti and Akram (2020) also investigated the impacts of communication on employees' job satisfaction and their job performance. The researcher used the case study method and selected a sample of  $n=127$  employees from leisure centers in Reykjavik, Iceland. Results indicated a strong significant relationship between effective communication, job satisfaction and improved work performance. Study participants considered communication as a critical mechanism of sustaining role clarity, equality, better work environment and role acknowledgement regarding job satisfaction (Laszcz-Davis, 2020). I recently witnessed a strong correlation between job satisfaction

and dimensions of organizational communication. The researchers used a cross-sectional study design and selected respondents  $n= 637$  respondents from blue-collar workers. Findings indicated that there was a strong relationship between organizational communication and job satisfaction among employees. However, female employees showed a comparatively higher level of satisfaction due to effective communication among the leaders, managers and employees.

*H<sub>1</sub>: There is a positive relationship between effective communication and job satisfaction.*

### *2.2 The relationship between Dealing with Uncertainty, Ambiguity & Job Satisfaction*

Today, approaches to organizations are adopting more flexible and strategies to cope with the employees' uncertainty and role ambiguity. For this purpose, focusing more on leadership styles, especially on transformational leadership, is of greater pertinence. Many studies witnessed transformational leadership as flexible, strategic, dealing effectively with employees' issues and uncertainties (Schmidt et al., 2014). To validate this, Riaz & Hussain Haider (2010) investigated the impacts of transformational leadership as a source of ambiguity and uncertainty reduction. The researchers used a descriptive quantitative approach and selected a sample of  $n= 240$  participants working in various private sector organizations in Islamabad, Pakistan. Results showed a positive relationship between transformational leadership, uncertainty reduction, ambiguity reduction and increased job satisfaction among the employees. According to the respondents, among all the other factors, their job satisfaction is highly dependent upon transformational leaders as they acknowledge employees' capabilities and help them if workers face any uncertainty or ambiguity. Kimura (2012) further examined the relationship between uncertainties about workplace politics, transformational leadership style and job satisfaction among employees. The researchers used the case study method and selected a sample of  $n= 200$  employees working in Japanese public sector organizations. Findings revealed due to workplace politics is adversely affecting employees' work performance. However, respondents indicated strong confidence regarding transformational leaders as effectively dealing with ambiguity and uncertainty.

Both in public and private sector organizations, transformational leadership plays a mediating role between employees' job satisfaction and ambiguity reduction. Leaders have sufficient skills to cope with employees' uncertainty, as they guide the workers and boost their morale which improves their organizational commitment and remove any existing ambiguity regarding duties, roles and responsibilities. Uwajumogu et al. (2019) also affirmed by (Eliyana et al., 2019), as they scrutinized the relationship between ambiguity and uncertainty reduction with transformational leadership in Pelabuhan Indonesia III Inc. The researchers used the case study approach and randomly selected a sample of  $n= 30$  relevant participants. Results showed that transformational leadership has a strong significant relationship between transformational leadership, ambiguity reduction, job satisfaction and organizational commitment among employees. According to the respondents, transformational leadership focused more on their well-being to work effectively without any psychological and psychological obstacles. This constitutes the quality of transformational leadership as dealing with employees' uncertainty and any existing ambiguity that can affect their job performance. As job uncertainty and ambiguity not only affects the employees' working capabilities but also adversely undermine their psychological health. Transformation leaders are well-capable of facilitating the employees by providing them on time suggestions and guidance regarding their professional activities (Berger et al., 2019).

Similarly, Lin et al. (2020) examined the relationship between transformation leadership and removing the employees' work-related uncertainties and ambiguities. The researchers used descriptive quantitative method and selected  $n= 542$  questionnaires among different public sector organizations in China. Findings indicated a strong significant relationship between transformational leadership and uncertainty reduction among employees. Moreover, the results also revealed supervisor involvement to boost employees' morale as a contributive factor regarding ambiguity and uncertainty reduction.

*H<sub>2</sub>: There is a positive relationship between dealing with uncertainty, ambiguity and job satisfaction.*

### *2.3 The relationship between Guidance and Support & Job Satisfaction*

The organizational successful always depends upon the quality of work and performance. Those who are committed well will work well. However, here job satisfaction is an essential factor that determines better understanding. Many studies attribute job satisfaction to guidance and Support from senior management and leadership. If guided well, the employees can feel satisfied with their workplace and thus, it helps them to perform better (Khumalo, 2012). According to Roxana, (2013), job satisfaction is one of the most crucial building blocks of organizational success. Management gives special consideration to provide cooperative leaders. As leaders are first to guide their subordinates, mostly employees rely on leaders to avail guidance and Support. This Support is for all professional aspects such as psychological, emotional, role ambiguity, workplace concerns, ambiguity and others. In this regard, (Dimitrious Belias, 2014) examined the correlation between leadership, job satisfaction and employees Support. The researcher used a critical review approach and found that job satisfaction is a fundamental aspect of administrative proceedings. If employees feel dissatisfied, leaders support and guide them. This not only brings a sense of belonging also, help employees to boost their morale and perform well. (Nwokolo & Anyamene, 2015) also investigated the relationship between job satisfaction, job commitment and role of leadership in the Nigerian school sector. The researchers used the case study method and selected a sample of  $n= 188$  public sector schools' counsellors from the Anambra State, Nigeria. Study participants showed greater job satisfaction and commitment due to cooperative supervisor and school administration. They also offered a greater reliance on supervisors and learners to support and guide when needed.

To accomplish organizational goals, it is essential to keep employees' satisfaction under consideration. About job satisfaction, leadership stands first as the determinant of satisfying employees' needs and demands. For this purpose, guiding and supporting them brings fruitful outcomes. Here guidance and Support are the constructive factors of job satisfaction, ensuring improved performance and organizational commitment (Rezaei et al., 2015). Later, Qureshi et al. (2018) examined the relationship between job satisfaction and supervisor support among medical staff members. The researchers used the case study method and selected a sample of  $n= 620$  staff nurses from the public sector hospitals in Sindh province, Pakistan. Findings revealed a strong significant relationship between supervisor support and improved work performance. The researcher concluded that leadership support and guidance provide strategic ground lines to avail desired organizational outcomes. As to guide and support the employees, transformation leaders adopt special employees focused strategies. Khumalo, (2012) witnessed these strategies and policies in his study. The researcher conducted thematic analysis and selected a random sample of  $n= 10$  companies' leaders located in Alberta, Canada. The review of organizational reports, policy documents, contracts, policy papers and others showed that all the data focused towards increasing job satisfaction among employees, granting annual increments and training the leaders to support their subordinates so that they may not face any confusions. Therefore, the researcher considered leadership as a primary determinant ensuring improved services due to increased job satisfaction.

*H<sub>3</sub>: There is a positive relationship between guidance and Support & job satisfaction.*

#### *2.4 The relationship between Risk Management & Job Satisfaction*

Leadership is a two-way process where a person gives greater importance to his subordinates and in turn, avails better performance. A leader ensures the economic and cultural success of an organization by using his workforce as an essential mechanism. With his skills, he copes with risks and challenges that further motivates other employees as they avail motivation and work with a new enthusiasm (Mirkamali et al., 2011). To reduce employees' turnover; job satisfaction is one of the most critical factors. Researchers and professional believe leadership as a primary source to provide job satisfaction. For this purpose, building trust and skills to become a role model for the subordinates is of greater pre-eminence. When employees have confidence in their leaders, it causes job satisfaction and strong organizational commitment (Gibson, 2012). As noted by Belias and Koustelios, (2014), transformational leadership is highly acknowledged due to its employees' centered approach. Besides other characteristics, risk management is a significant property which also reinforces job satisfaction among employees. The researchers further examined the role of transformational leadership in risk management for job satisfaction among employees. The researchers selected review approach and selected a sample of  $n= 40$  peer-reviewed research studies. Findings revealed that despite the financial crisis, across the globe, leaders are managing the situation and sustaining employees' morale. As a result, employees feel satisfied and motivated that their supervisors and leaders can cope with the potential risks and challenges. Here job satisfaction relies on different factors highlighted by other theories; however, these theories also consider leader as a role model for the employees. When employees find their leaders as skilled and capable of dealing with the risks, they believe in their senior management members. It alleviates their job uncertainty, ambiguity and other relevant issues leading to increased job satisfaction and organizational commitment (Karada, 2015). Further validated by Tepret and Tuna, (2015), as they investigated the impacts of different leadership factors on job satisfaction among employees in the telecommunication sector. The researchers used a cross-sectional study design and a selected sample of  $n= 202$  employees from Istanbul, Turkey. Findings indicated a strong positive relationship between leadership, risk management capabilities and job satisfaction. The researchers concluded that leadership positively influences the employees' performance and boosts their morale which further strengthens their organizational commitment. Likewise, Dias-Silveira et al., (2017) analyzed the correlation between leadership, risk management skills and job satisfaction among nursing staff. The researchers used case study approach and selected a sample of  $n= 239$  nursing staff members from Anna Nery School of Nursing, Brazil. Results showed that besides risk management, leadership is also effective due to supporting, guiding and having a friendly relationship with the employees. As due to increased competition, higher demands, pressure towards accountability and efficiency, organizational activities need improved performance and skilled leadership. As organizations consistently confront several risks, leaders are capable of coping with them. Risk management is one of the basic mechanism of job satisfaction that contributes to motivate the employees for better performance (Pujol-Cols & Lazzaro-Salazar, 2018).

*H<sub>4</sub>: There is a positive relationship between risk management and job satisfaction.*

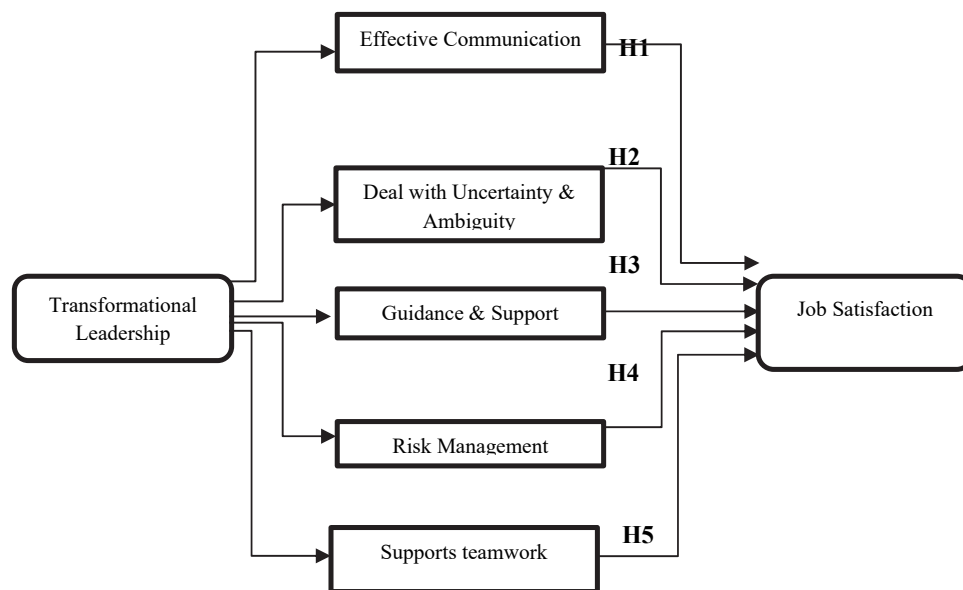
#### *2.5 The relationship between Supporting Teamwork & Job Satisfaction*

There is a symbolic relationship between job satisfaction and teamwork. However, to organize, manage and sustain collective efforts, the role of transformational leaders is essential. If a leader lacks teamwork skill, he cannot cope with the organizational challenges. As transformational leadership is a collection of positive, constructive attitudes and behaviors, these leaders are capable of understanding their subordinates and any potential barriers (Chong et al., 2013). However, reinforcing teamwork also depends on the workplace environment they way an organization considers the importance of supervisors, manager and leaders. For instance, Musriha, (2013) cited the example of a Cigarette factory in Indonesia where human resource department gives a special consideration to train leaders for reinforcing teamwork. For them, power lies in leaders' hands, and if a leader can motivate his employees, they can work well and materialize organizational goals. As noted by Hanaysha, (2016), teamwork guarantees job satisfaction as it helps to boost employees confidence leading to organizational commitment. For this purpose, organizations pay particular consideration to leadership, giving special attention to reinforcing teamwork leading to

job satisfaction among the employees. Babalola, (2016) further validated this phenomenon as he examined the potential mediator between teamwork and job satisfaction. The researcher selected a case study method and selected a sample of  $n= 250$  from a local media organization in South Africa. Results revealed that leadership bridges a gap between teamwork and job satisfaction. When leaders motivate employees for the collective efforts, all the employees feel equal appreciation which results in organizational commitment and improved work performance. Similarly, Ahmad and Ahmad (2019) investigated the relationship between teamwork, leadership and job satisfaction. The researcher used a descriptive quantitative approach and selected a sample of  $n= 52$  employees from the Kenya Power Pension Fund. Results revealed a strong, positive relationship between teamwork, leadership and job satisfaction. Participants expressed their trust in direction as according to them, the more they take collective actions they more they avail job satisfaction. As noted by Chenoy Cei, (2017), a leader knows the importance of teamwork for organizational success. Transformational leaders know about the employees' compatibility, involve them in the decision-making process, acknowledge their presence and assign them roles according to their skills. When members receive acknowledgement and equal appreciation in the decision making process, they feel emotional satisfaction and perform well to fulfil their tasks. Musunguzi et al. (2017) also scrutinized the potential impacts of leadership on teamwork and job satisfaction among medical sector employees in Uganda. The researchers used cross-sectional study and selected a sample of  $n= 564$  respondents from west Nile and Rwenzori Uganda. Results indicated a strong relationship between transformation leadership, teamwork and job satisfaction. According to the respondents, despite transactional leaders also exist in their organizations, transformational leadership is comparatively more preferred and acknowledged.

*H<sub>5</sub>: There is a positive relationship between supporting teamwork and job satisfaction.*

### 3. Conceptual Model



**Fig. 1.** The Conceptual Framework

Fig. 1 above presents the research model for the current study as a model sets the dimensions and further affirms the objectives of the course. A research model is capable of representing the ideas and thoughts into an organized manner that additionally helps to authenticate the study conceptualization (Elangovan & Rajendran, 2015). Thus the researcher chose five prominent characteristics of transformational leaders highlighted by (Hay, 2006). As Hay (2006) describes transformational leaders having practical communication skills, supporting his subordinates to deal with uncertainty and ambiguity, supporting and guiding them to cope with challenges raised by Covid-19, possesses risk management capabilities and supporting teamwork which leads to increased job satisfaction and organizational commitment (Chenoy Cei, 2017; Dias-Silveira et al., 2017; Laszcz-Davis, 2020). Due to this reason, Hanaysha et al., (2012) attributed transformational leadership as focused towards employees' well-being and appreciation as a source of job satisfaction that in turn leads to improved organizational performance. Similarly, Long et al. (2014) also consider transformational leadership as focused on employees and job satisfaction. As transformational leaders prioritize organizational goals through a structural approach where employees are focused and design strategic measures to improve their managerial performance.

### 4. Methodology

The methodology of the current study is inspired by several previously conducted studies proposing research model and further examining the hypothetical statements (Habes et al., 2020; Hassan et al., 2019; Muhaisen, 2020). The researcher used

a Cross-Sectional study design and distributed structured, close-ended questionnaires for the data gathering purposes. The researcher chose the survey method as a survey is the most preferred, direct and useful techniques of data gathering. Researchers directly obtain responses and conveniently manipulate the data to avail the results (Glasow, 2005).

#### 4.1 Population & Sampling

The population of the current study involved Human Resource Management employees from both public and private sectors organizations in Jordan. However, due to the lockdown situation, the researcher randomly selected a sample of  $n= 52$  Human Resources department employees from public sector organizations. Further through convenient sampling technique (Sedgwick, 2013), the researcher approached the respondents and gathered data by using a web-based survey.

#### 4.2 Validity & Reliability of the Research Tool

The research instrument is designed under the supervisor of research experts and professors. However, to affirm the reliability, the researcher conducted Intercooder Reliability Analysis. As there are several methods of reliability analysis, but the researchers commonly prefer only a few ones. Here Cronbach Alpha Value is the most suitable technique to validate the reliability of the research instrument (Nili et al., 2017; Bonett & Wright, 2015). and as well as convergent validity and discriminant validity by using Smart-PLS.

#### 4.3 Structure of the Research Instrument

The researcher used a close-ended, structured questionnaire based on five points Likert scale. The responses involved: Strongly agree, agree, neutral, disagree and strongly disagree. The structure of the questionnaire applied:

- 1) Demographical data including gender, age and qualification of the respondents
- 2) Queries regarding respondents' general opinion about transformational leadership
- 3) Questions regarding the leader's capability of effective communication and job satisfaction
- 4) Questions concerning a leader's ability to deal with uncertainty, ambiguity and job satisfaction
- 5) Questions concerning a leader's ability to guide and support the employees and job satisfaction
- 6) Questions concerning the leader's ability to risk management and job satisfaction
- 7) Questions concerning the leader's ability to supporting teamwork and job satisfaction

### 5. Data Analysis & Results

This section contains descriptive and inferential analysis and SEM analysis results by using smart-PLS 3. The researcher first conducted Intercooder reliability analysis to validate the research instrument (McHugh, 2012) and as well as convergent validity and discriminant validity. Later, data analysis of responses is given containing details regarding their demographical data and general responses. In lastly, the researcher conducted a structural equational modeling to test the proposed relationship between study variables. Therefore, the results reveal that:

#### 5.1 Intercooder Reliability Analysis

To affirm the reliability of the research instrument, the researcher conducted Intercooder Reliability Analysis. According to Lavrakas, (2012), intercooder reliability analysis provides a strong foundation for a research tool. If the research tool is not reliable, it adversely affects the objectivity and generalization of results. Thus, with the Cronbach Alpha Value of  $\alpha= .836$  indicated that the research instrument is strongly reliable. Table 1 below provides a brief overview of reliability analysis:

**Table 1**  
Intercooder Reliability Analysis of the Research Instrument

S/R	Hypothesis	Cronbach Alpha Value	Status
H1	There is a positive relationship between effective communication and job satisfaction	.781	Reliable
H2	There is a positive relationship between dealing with uncertainty, ambiguity and job satisfaction	.754	Reliable
H3	There is a positive relationship between guidance and Support & job satisfaction:	.751	Reliable
H4	There is a positive relationship between risk management and job satisfaction	.768	Reliable
H5	There is a positive relationship between supporting teamwork and job satisfaction	.739	Reliable

#### 5.2 Demographical Data

Results revealed that a majority (65.4%) of were males and only 34.6% were females ( $M= 1.35$ ,  $SD= .480$ ). Similarly, 42.3% of respondents age, ranged between 31-35, 10.0% of respondents were 26-30 years old, 17.3% of participants were between 36-40, 11.5% of respondents were between 41-45 years old and, 9.6% of participants were 46 or above ( $M= 3.50$ ,  $SD= 1.213$ ). Furthermore, according to the qualification of respondents, 30.8% of respondents were holding Doctorate, 26.9% of participants possessed Masters, 21.2% of respondents were having bachelors, and the same number of respondents were Graduated

( $M= 2.67, SD= 1.133$ ). Fig. 2 below contains an extensive overview regarding frequencies and percentage of the respondents' demographical data:

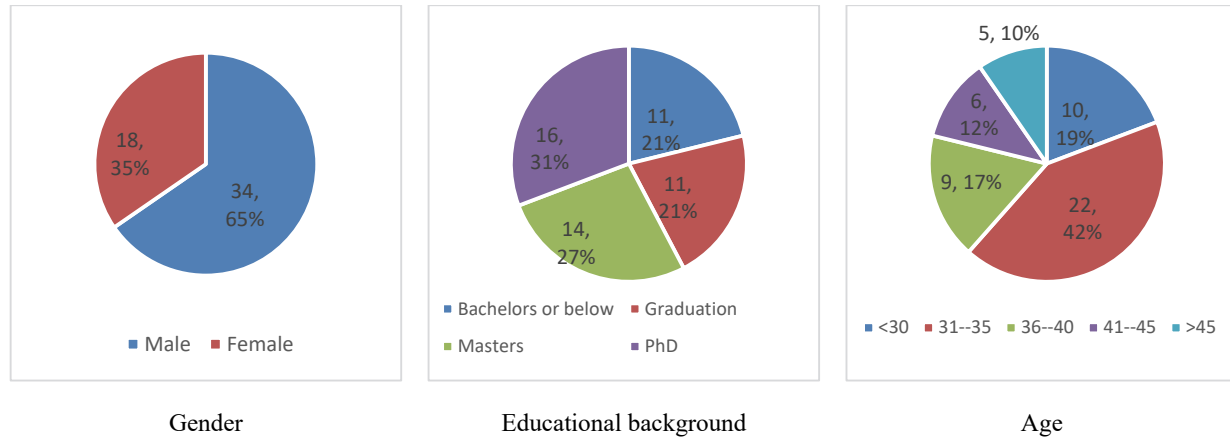


Fig. 2. Demographical data of the study respondents

5.3 Descriptive Statistics of Participants' Responses

Transformational leadership generally gives special consideration to avail of organizational goals by prioritizing employees well-being. For transformational leaders, job satisfaction is a direct pathway to avail organizational commitment among employees (Kouni et al., 2018). In this context, 50.0% of respondents strongly agreed that they acknowledge the role of transformational leaders in both public sector and private organizations and they (50.0%) trust transformational leaders as a building block of organizational success. Similarly, 50.0% of participants agreed that they consider transformational leader as the most influential aspect of organizational structure and they (75.0%) are satisfied with the communication skills of transformational leaders despite the communication barriers during Covid-19. Moreover, 75.0% of respondents also agreed that they are satisfied with the effective communication strategies used by transformational leaders to communicate as they (76.9%) make every possible effort to make us understand the given tasks. Furthermore, 75.0% also revealed that they are satisfied with the communication style of the transformational leader, which is compelling and persuasive as they (73.0%) help us during the uncertain situation of Covid-19. These results are consistent with the study conducted by (Belias & Koustelios, 2014) as they also found a direct, positive relationship between characteristics of transformational leadership and bank employees' job satisfaction. Table 2 below provides a detailed overview of the frequencies and percentages of the relevant responses:

Table 2  
Frequencies and Percentages of the Responses

S/R.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I acknowledge role of transformational leaders in both public sector and private organizations	26 (50.0%)	13 (25.0%)	13 (25.0%)	0 (0.0%)	0 (0.0%)
2.	I trust transformational leaders as a building block of organizational success	26 (50.0%)	13 (25.0%)	13 (25.0%)	0 (0.0%)	0 (0.0%)
3.	I consider transformational leader as the most influential aspect of organizational structure	13 (25.0%)	26 (50.0%)	13 (25.0%)	0 (0.0%)	0 (0.0%)
4.	I am satisfied with the communication skills of Transformational leaders despite the communication barriers during Covid-19	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
5.	I am satisfied with the effective communication strategies used by transformational leaders to communicate appropriately with employees:	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
6.	I am satisfied with the way transformational leaders make every possible effort to make us understand the given tasks	12 (23.0)	40 (76.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
7.	I am satisfied with the communication style of the transformational leader which is effective and persuasive	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
8.	I am satisfied the way transformational leaders help us during uncertain situation of Covid-19:	12 (23.0)	38 (73.0%)	02 (3.8%)	0 (0.0%)	0 (0.0%)

Regarding job satisfaction, transformational leadership and employees' well-being, results also indicated that 75.0% of respondents feel satisfied the way transformational leaders alleviate their work-related ambiguity and uncertainties (75.0%). Likewise, 75.0% of respondents were also satisfied the way transformational leaders alleviate their uncertainties regarding

task management and completion as leaders boost employers' morale (75.0%) because they support employees during a difficult situation like Covid-19. Similarly, 75.0% of participants were also satisfied with the way transformational leader supports them during a difficult situation like Covid-19 to tackle effectively (75.0%) with the professional challenges during the pandemic. According to 75.0% of respondents, they are also satisfied with the way transformational leaders are performing their duties during Covid-19 and managing their tasks in an effective manner (75.0%). These results are compatible with the characteristics of transformational leader highlighted by (Hay, 2006) as he described transformational leader supporting, guiding and helping the employees and managing his tasks even during the difficult times to cope with the challenges. Table 3 below provides a detailed overview of frequencies and percentages of the relevant responses:

**Table 4**  
Frequencies and Percentages of the Responses

S/R.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9.	I am satisfied the way transformational leaders alleviate our work-related ambiguity:	11 (21.1%)	39 (75.0%)	01 (2.8%)	0 (0.0%)	0 (0.0%)
10.	I am satisfied the way transformational leaders alleviate our role ambiguity:	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
11.	I am satisfied with the way transformational leaders' uncertainties regarding task management and completion:	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
12.	I am satisfied with the way transformational leaders boost our morale during Covid-19 supports us during a difficult situation like	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
13.	I am satisfied with the way transformational leader supports us during a difficult situation like Covid-19	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
14.	I am satisfied the way transformational leader is supporting to tackle with the professional challenges during Covid-1	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
15.	I am satisfied with the way transformational leaders are performing their duties during Covid-19	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
16.	I am satisfied with the way transformational leaders are managing and supervising all the organizational tasks during Covid-19	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

According to Yıldız & Şimşek., (2016), transformational leaders are motivated and inspire others through their risk management skills. They provide guidance and Support to their subordinates and modify individuals' attitudes towards their job performance and organizational commitment. As results showed that 50.0% (strongly agreed, agreed) of respondents agreed that they are satisfied with the way transformational leaders are taking significant challenges despite several obstacles during Covid-19 and they are comfortable (75.0%) with the transformational leaders' capabilities regarding risk management. Furthermore, 73.0% of participants were also satisfied with the way transformational leaders are keeping their work teams united and appreciating their contributions in the teamwork (63.3%). Likewise, 75.0% of HR employees were satisfied with the way transformational leaders are encouraging them to work in teams and assigning (82.6%) them different constructive tasks to sustain the teamwork. These results are also consistent with (Lan et al., 2019) as the researchers found a strong significant impact of transformational leadership on employees job satisfaction in Taiwan. Table 4 below provides a detailed overview of frequencies and percentages of the responses:

**Table 4**  
Frequencies and Percentages of the Responses

S/R.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17.	I am satisfied with the way transformational leaders are taking major challenges despite several obstacles during Covid-19	26 (50.0%)	26 (50.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
18.	I am satisfied with the transformational leaders' capabilities regarding risk management:	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
19.	I am satisfied with the way transformational leaders are keeping our work teams united:	11 (21.1%)	38 (73.0%)	03 (5.7%)	0 (0.0%)	0 (0.0%)
20.	I am satisfied with the way transformational leaders are encouraging our presence in teams:	15 (28.8%)	34 (65.3%)	03 (5.7%)	0 (0.0%)	0 (0.0%)
21.	I am satisfied with the way transformational leaders are encouraging us to work in teams.	13 (25.0%)	39 (75.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
22.	I am satisfied with the way transformational leaders are assigning us with different tasks to sustain teamwork:	6 (11.5%)	43 (82.6)	03 (5.7%)	0 (0.0%)	0 (0.0%)

#### 5.4. Measurement model assessment

The inferential statistics has been applied to stimulate the analysis of the proposed measurement model and done to evaluate the reliability of the items by using smart-PLS 3. Table 5 showed the convergent validity of the research with the CA value which are in the range of 0.691 to 0.974 and more than the 0.50 to confirm the significant ratability of the items (Chin, 1998).



**Table 5**  
Measurement Model

	Items	Loading	AVE	CR	Rho_A
Effective Communication	EC1	0.691	0.734	0.89	0.936
	EC2	0.951			
	EC3	0.906			
Deal with Uncertainty & Ambiguity	UN1	0.926	0.895	0.962	0.945
	UN2	0.974			
	UN3	0.937			
Guidance & Support	GS1	0.886	0.68	0.913	0.887
	GS2	0.835			
	GS3	0.909			
	GS4	0.727			
	GS5	0.748			
Risk Management	RM1	0.957	0.911	0.969	0.952
	RM2	0.972			
	RM3	0.935			
Supports teamwork	ST1	0.886	0.875	0.955	0.928
	ST2	0.964			
	ST3	0.955			
Job satisfaction	UN1	0.847	0.713	0.882	0.799
	UN2	0.836			
	UN3	0.851			

However, the value of AVE also higher than the 0.5 and above indicated a latent the variable can explain more the half of the indicators' average variance (Henseler, Ringle, & Sinkovics, 2009; Hair et al., 2013). Table 6 indicates that the score of AVE for each construct as reliability of the composite for all the construct is more than 0.6 (Lam, 2012). According to the results, this is presumed to have obtained convergent validity and to explain the distinction between each construct as well as the discriminant validity and to address the similarities between the constructs and the number of measures described by only one construct (Hair et al., 2013). By applying the cross loading, it is analyzed (Chin, 1998), second Fornell- Lackers criterion (Fornell & Larcker, 1981). A latent indicator would have a load greater than the loads of all other latent variables (Table 6).

**Table 6**  
Fornell and Lacker Criterion for Discriminant Validity

	Deal with Uncertainty & Ambiguity	Effective Communication	Guidance & Support	Job satisfaction	Risk Management	Supports teamwork
Deal with Uncertainty & Ambiguity	0.946					
Effective Communication	0.247	0.857				
Guidance & Support	0.797	0.308	0.824			
Job satisfaction	0.889	0.275	0.861	0.844		
Risk Management	0.803	0.302	0.724	0.834	0.955	
Supports teamwork	0.686	0.218	0.601	0.731	0.72	0.935

Table 7 shows the values of cross loading which is important to note that each indicator should load at higher on each individual component. As seen in the table. each indicator load is high on the other structure but low. So, the findings reveal discriminant validity.

**Table 7**  
Cross Loading Criterion for Discriminant Validity

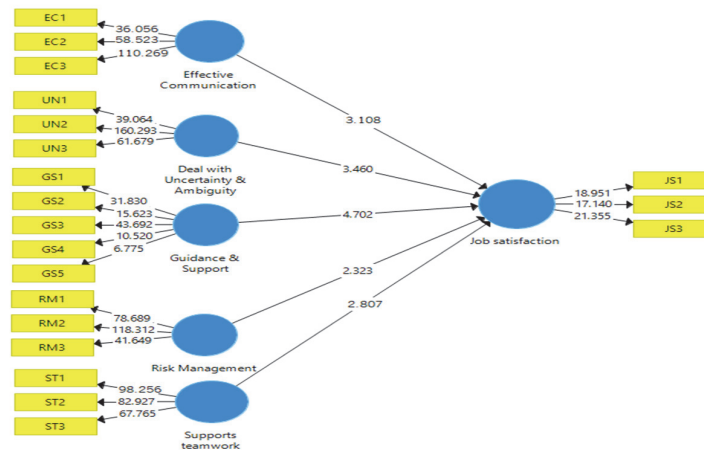
	Deal with Uncertainty & Ambiguity	Effective Communication	Guidance & Support	Job satisfaction	Risk Management	Supports teamwork
EC1	0.787	0.591	0.168	0.116	0.149	0.089
EC2	0.921	0.651	0.324	0.327	0.384	0.279
EC3	0.919	0.406	0.251	0.176	0.133	0.106
GS1	0.274	0.838	0.886	0.531	0.654	0.491
GS2	0.159	0.995	0.835	0.640	0.501	0.443
GS3	0.255	0.789	0.509	0.666	0.616	0.516
GS4	0.352	0.716	0.427	0.582	0.654	0.642
GS5	0.479	0.775	0.448	0.585	0.526	0.333
JS1	0.535	0.065	0.658	0.447	0.644	0.592
JS2	0.472	0.308	0.883	0.536	0.578	0.494
JS3	0.445	0.321	0.646	0.651	0.883	0.759
RM1	0.801	0.328	0.538	0.821	0.957	0.686
RM2	0.663	0.260	0.508	0.782	0.972	0.665
RM3	0.535	0.275	0.425	0.783	0.935	0.711
ST1	0.633	0.280	0.424	0.689	0.645	0.686
ST2	0.644	0.161	0.521	0.674	0.688	0.764
ST3	0.647	0.170	0.539	0.686	0.686	0.810
UN1	0.526	0.231	0.464	0.577	0.759	0.917
UN2	0.674	0.237	0.593	0.586	0.785	0.828
UN3	0.537	0.234	0.595	0.688	0.737	0.898

### 5.5 Hypotheses Testing

To test the proposed hypotheses, the researcher conducted SEM analysis by using Smart-PLS 3. With 5000 subsampling, bootstrapping produced the findings after assessment the measurement model by suggesting by Hair (2013). In order to access the statistical significance using t-test and P value of each hypothesis. Table 8 below contains the details of Hypothesis findings. As visible, there is a strong, positive relationship of job satisfaction with effective communication ( $t= 3.108, p \leq 0.002$ ), dealing with uncertainty and ambiguity ( $t= 3.460, p \leq 0.001$ ), guidance and support ( $t= 4.702, p \leq 0.000$ ), risk management ( $t= 2.323, p \leq 0.021$ ) and supporting teamwork ( $t= 2.807, p \leq 0.005$ ). These results are consistent with the characteristics highlighted by (Hay, 2006), where he described transformational leadership as more focused towards job satisfaction by attributing it to a strategic leadership style to avail organizational commitment and goals (Alqatawenh, 2018).

**Table 8**  
Hypothesis testing results

	Original Sample (O)	Sample Mean (M)	Std error	T-value	P Values	Direction
Effective Communication → Job satisfaction	0.218	0.223	0.070	3.108	0.002	Supported
Deal with Uncertainty & Ambiguity → Job satisfaction	0.362	0.366	0.105	3.460	0.001	Supported
Guidance & Support → Job satisfaction	0.358	0.357	0.076	4.702	0.000	Supported
Risk Management → Job satisfaction	0.193	0.184	0.083	2.323	0.021	Supported
Supports teamwork → Job satisfaction	0.245	0.244	0.087	2.807	0.005	Supported



**Fig. 3.** Structural Model

## 6. Discussion

Due to the current outbreak of Covid-19, both public and private sector organizations are facing tremendous functional challenges. These challenges are equally problematic for small, medium and large size organizations around the world. Majority of enterprise reported an explicit reduction of work activity and production during Covid-19 (Ganaie et al., 2020). A snapshot survey conducted by Fcca, (2020) in China and Mainland highlighted the issues concerning Covid-19 and their impacts. According to respondents, lack of communication and the inability of their leaders are the two major obstacles for resuming their work. As a result, organizations are facing financial declination leading to job turnover among the employees as 65% of employees are facing difficulties to commute work resulting in the ability to serve their clients. Consequently, sale declined to 59% and 43% liquidity. To deal with relevant organizational and financial challenges, it is the core responsibility of organizational managers and leaders to confront the challenges and cope effectively with them. For this purpose, especially government sectors organization have to resume their activities to further save the national economy from the massive declination (Arif, 2018). Notably, in Jordan, the local government is making remarkable efforts to continue public sector organizations activities. As to hamper increased morbidity, the government-imposed lockdown and curfew in different parts of the Jordan, led to hindered organizational activities. However, to cope with the situation, resorting information technology proved fruitful to avoid any further disruptions. In this context, organizations decided to adopt technology leading to increased technology acceptance in the Jordan (Alghizzawi et al., 2019; Golinelli et al., 2020). However, unlike formal organizational system, the technological conversion also raised many challenges, i.e. communication barriers, ambiguity and uncertainty regarding task role and management, decreasing morale of employees and several issues concerning teamwork raised many concerns (Khalid & Ali, 2020). Adopting the transformational leadership due to its distant characteristics and properties Hay, (2006), proved fruitful as it immensely helped employees to work effectively and avail job satisfaction (Yıldız & Şimşek, 2016). The current study also validated the proposed relationship between transformational leadership and job satisfaction among employees. We can assume that these findings are highly consistent with several previously conducted studies (Abelha et al., 2018; Long

et al., 2014). Therefore, the role of transformational leaders during increased healthcare and psychosocial challenges is highly influential. There are communicating effectively with their subordinates, Support and guide them, alleviate their uncertainties and encourage teamwork to keep the organizational environment disciplined. Due to these vigorous characteristics, we found a strong, significant and positive correlation between transformational leadership and job satisfaction among Human Resource Employees in Jordan (Habes et al., 2018).

## 7. Conclusion

While the whole world is facing Covid-19, both private and public sector organizations are facing several operational challenges. Lockdown and social distancing are among the primary measures taken by to hamper the virus transmission. However, strategic leadership and management can help to cope with the current challenges. For this purpose, this study was examining the effect of transformational leadership on job satisfaction with effective communication, deal with uncertainty and ambiguity, guidance and support, risk management, and support teamwork in Jordan. The research found the strong significant relationship between these five characteristics and jobs satisfaction among the respondents. Transformational leadership also provides one way to enhance our understanding of job performance. However, it is notable that, due to current Covid-19 pandemic, there are several factors hindering business activities worldwide (Habes et al., 2020; Khalid & Ali, 2020). As to continue the economy, both public and private sector organizations are making efforts to nullify the financial crisis and mitigate the impacts of Covid-19. For this purpose, public sector organizations in Jordan are giving special consideration to transformational leaders to cope with the current challenges. Therefore, by keeping in view the results of the present investigation, we consider transformational leadership as highly capable of dealing with organizational crisis and management.

### Study Contribution

The research involves five essential yet prominent characteristics of transformational leadership style to cope with the organizational challenges raised by Covid-19 in Jordan. Although several studies are witnessing the importance of transformational leadership, no study scrutinized the transformational leadership by using characteristics as mediating variables to cope with the several concerns raised during the Covid-19 pandemic. Another significant contribution is the research model proposed and authenticated by study results and inferential statistics. The proposed model can be used by future researchers to examine the other more aspects of different leadership styles.

## 8. Limitations & Recommendations

This research involves a convenient sampling method which is one of the necessary study limitations. Moreover, there are other leadership styles, that can also play a vital role to nullify the impacts of Covid-19. Thus, examining the role of only transformational leadership style in the Human Resource department further narrows down the scope of the current study. However, the researcher made every possible effort to bring clarity in conducting the research and recommends more studies on the leadership during emergencies like Covid-19. Especially to further highlight the role of transformational leadership, other more aspects and characteristics should be investigated.

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