

LIDERAZGO TRANSFORMADOR Y SATISFACCIÓN LABORAL: EL ROL DE LA CONFIANZA EN EL SUPERVISOR

TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION: THE MODERATING EFFECT OF ORGANIZATIONAL TRUST

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RESUMEN

El objetivo de la presente investigación fue analizar las posibles relaciones entre la satisfacción laboral y las percepciones del supervisor como un líder transformador, así como verificar el papel de la confianza sobre tales relaciones. Se estudió una muestra de 218 trabajadores argentinos, de empresas públicas y privadas de la zona centro del país. Análisis de correlaciones mostraron importantes asociaciones entre las diferentes facetas del liderazgo transformador (consideración individualizada, motivación inspiradora, influencia idealizada y estimulación intelectual), la confianza en el supervisor, la satisfacción laboral y la satisfacción con la vida en general. Un análisis de regresión mediada mostró el papel modulador de la confianza en el supervisor en las relaciones entre percepciones de liderazgo transformador y satisfacción laboral. Se enumeran las debilidades y fortalezas del trabajo y se ofrecen sugerencias para futuros estudios.

Palabras clave: Confianza, liderazgo transformador, satisfacción laboral.

ABSTRACT

The aim of this study was to analyze the possible relationships between job satisfaction and perceptions of supervisor as a transformational leader, and to verify the role of trust on such relationships. We studied a sample of 218 Argentine workers of public and private organizations of the central zone of the country. Correlation analysis showed significant associations between the different facets of transformational leadership (individualized consideration, inspirational motivation, idealized influence, and intellectual stimulation), trust in supervisor, job satisfaction, and satisfaction with life in general. Mediated regression analysis demonstrated the moderating role of trust in the supervisor in the relations between perceptions of transformational leadership and job satisfaction. The strengths and weaknesses of the work are presented, and suggestions for future studies are provided.

Key words: Job Satisfaction, Transformational Leadership, Trust

Introduction

The degree of job satisfaction has become one of the most discussed in recent years. The review by Mueller, Hattrup and Hausmann (2009), the study shows that job satisfaction has been going through various stages. Initially, efforts focused on defining and making explicit the nature of the construct. Subsequently, the work aims to develop appropriate tools to explore and measure it. More recently, interest has begun to focus on the analysis of their

background and their possible consequences. Recent empirical evidence (Judge, Heller & Klinger, 2008) indicates that there is more consensus on the consequences of satisfaction in regard to their background. Subjective well-being, commitment and extra role behaviors are the most cited variables as consequences of job satisfaction (Edwards, Bell, Arthur & DeCuir, 2008). In regard to background or explanatory variables, we have identified some such as having a motivating work, to work under favorable conditions, have a fair system of rewards and, additionally,

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performing a job compatible with the personality. In addition to these traditional variables, it has been postulated (Whitman, van Rooy & Viswesvaran, 2010) that could occupy other positions newest highlighted as potential predictors of satisfaction. In this sense, stand variables such as trust of the employee in the organization and the perception of transformational leadership by the boss or supervisor. However, to date no reported empirical studies have focused on predictive analysis of their role. In order to fill this conceptual gap, this study aims to explore possible relationships between transformational leadership and job satisfaction in Argentine companies, as well as the role of trust in the supervisor on such relationships.

The supervisor's behavior is one aspect of the work environment that most impact on occupational health (Arnold, Turner, Barling, Kelloway & McKee, 2007). From the rise and development of positive organizational psychology (Luthans & Youssef, 2007, Omar, 2010), there is increasing concern about healthy work, which involves the promotion of physical and psychological (Antoniou, Cooper, Chrousos, Spielberger & Eysenck, 2009). From there currently is developing a body of knowledge on positive leadership.

The style closer to the positive leadership is transformational leadership (Yukl, 2008), defined as the style that motivates and has positive effects on followers. In the theory of transformational leadership identifies four types of leader behavior, individualized consideration (attention to the needs and concerns of followers), inspirational motivation (articulation of views that appeal to followers), idealized influence (behavior charismatic, visionary and decided), and intellectual stimulation (the predominance of reason over emotion). Is precisely these characteristics that make transformational leaders convey high performance expectations, facilitate the development of a strategic vision and emphasize the collective identity (Li & Hung, 2009).

Job satisfaction is defined as an attitude towards work experience. Hence, Morris and Venkatesh (2010) define the favorable or unfavorable to employees assess their work, evaluation is usually done through scales that cover issues such as salary, promotion and supervision. It has been stressed (Edwards et al., 2008) and the organization can influence employee satisfaction through fair wages policy, training to increase productivity or rewards for outstanding

performances, satisfied employees can contribute to work reliably responsible and quality, reducing the internal costs of any production process. Whitman et al. (2010) suggest that satisfied employees want to remain part of the organization, while the dissatisfied want to quit or change jobs.

For some authors, with increasing job satisfaction is experienced greater satisfaction with personal life. In this sense, Paris (2008) has pointed out that happiness to work positively influences the satisfaction with life in general. So far, we have established partnerships between transformational leadership and wellbeing in western societies (Arnold et al., 2007) and Oriental (Liu, Siu & Shi, 2010). Although less is known about the relationship between transformational leadership and job satisfaction, although it has been suggested (Yang, 2009) that job satisfaction of employees could be an indicator of effective organizational leadership.

A transformational leader promotes relationships characterized by low power distance and high levels of confidence (Yukl, 2008). Trust is an essential element in building relationships. Searle and Ball (2004) warn that, despite its importance, it is a fragile entity, so hard to build and to mend. Organizational trust is critical for organizations to achieve their goals and retain valuable human resources. Early studies on the subject were oriented to the interpersonal relationships and, just recently (Six & Sorge, 2008), has begun to focus attention on trust in organizations.

In analyzing the literature on interpersonal trust, Schoorman, Mayer and Davis (2007) identified two aspects in their conceptualization: one that believes that trust is based on the conviction that, in exchange, the other party will put aside their own interests in favor of collective interests (benevolence or goodwill), the other holding that trust lies in the expectation that things will occur as a match (predictability). So taking both sides, Maguire and Phillips (2008) defined self-confidence and the expectations of others to act with predictability and benevolence.

Organizational trust, meanwhile, develops when people generalize their personal trust large organizations composed of individuals who have little familiarity, low interdependence and low interaction (Mollering, Bachmann & Lee, 2004). In this area there are two main areas of

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analysis: trust in supervisor and trust in the organization (McEvily, Perrone & Zaheer, 2003). Trust in the supervisor refers to the willingness to accept a subordinate actions directed against it can not control. Confidence in the organization comes from the signs of support and justice on the part of senior management representatives. Although variables, Tan and Tan (2000) note that trust in supervisor and trust in the organization, have a history and consequences. Confidence in the organization influences the desire to belong to the company, while confidence in the supervisor's behavior influences employee collaboration and impact on occupational health (Tan & Lim, 2009).

Against this background, and in line with that indicated by Yukl (2008), one might assume that if the supervisor is perceived as a transformational leader will generate greater confidence among its employees. In turn, as there is no empirical evidence about possible relationships between transformational leadership and job satisfaction, punctuated by adhering to the Piccolo and Colquitt (2006) in the sense that, perhaps the most significant process is the transformative approach to emphasize the modulating role of followers' attitudes toward their leaders, one would think that trust in supervisors may play a mediational role in the relationship between transformational leadership and job satisfaction. As the light of the empirical evidence provided and the questions still remain unanswered, the specific objectives of this study can be summarized as follows: a) explore possible relationships between the different components of transformational leadership and employee job satisfaction, b) to analyze the possible relationships between the different components of transformational leadership and trust of the employee's supervisor, and c) consider whether the trust in the supervisor modulates the relationship between job satisfaction of employees and their perception transformative leadership.

Method

Participants

The empirical verification was performed on a convenience sample, not random, consisting of 218 employees (125 men and 93 women) in public and private companies in Argentina. The average age was 37.40 years, the average length of service was of 7.20 years and the average time working with your current supervisor was of

4.30 years. All the subjects had secondary education and 42% of the sample had completed their university education. For its size, the companies included in the study can be considered small to medium, located in the center of the country.

Procedure

Contact with employees and the application of reagents was performed in the usual places of work, request authorization to organizational authorities. Participation was voluntary, after signing an informed consent protocol. Were guaranteed anonymity and confidentiality of information provided. During the whole process took into account all revenues related to ethical research with humans.

Instrument

Personal variables. Each employee was asked to provide information about your gender, labor antiquity, antiquity with your current supervisor, school, office and type of company.

Transformational leadership. Perceptions of transformational leadership were measured through Multifactor Leadership Questionnaire (Avolio & Bass, 2004). The instrument includes 45 items designed to measure the degree to which leaders exhibit transformational leadership styles, transactional and laissez-faire. Only 20 items were used to explore the four dimensions of transformational leadership, namely, individualized consideration (4 items, example: «My supervisor is available to employees who need advice or guidance», $\alpha = .84$), motivation inspirational (4 items, example: «My supervisor inspires the team to achieve objectives overcome», $\alpha = .80$), intellectual stimulation (4 items, example: «My supervisor recognizes the contributions of team members»; $\alpha = .90$), and idealized influence (8 items, example: «My supervisor ensures that people feel they have the information and resources to act», $\alpha = .91$). In front of each item, participants indicated their answers using a five-point Likert format, ranging from «never» (1) to «always» (5). In order to examine the construct validity of the scales used in this study, a confirmatory factor analysis. The indices calculated were: the goodness of fit index (CFI), Tucker-Lewis index (TLI) and root mean square root approximate (RMSEA). The results showed that a four-factor

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model ($X^2 = 189.76$, $df = 214$, $p = .00$, $CFI = .96$, $TLI = .91$, $RMSEA = .08$) was the best fit to the data, if While a univariate model, corresponding to the global transformational leadership presented an acceptable fit.

Job satisfaction. Job satisfaction was measured by adapting Argentina (Paris, 2008) of the scale developed by Shouksmith (1990). The instrument comprises 12 items with 5 response options (1 = strongly disagree, 5 = strongly agree), grouped into two dimensions: job satisfaction (10 items, eg.: 'My job gives me job security', $\alpha = .83$), and satisfaction with life in general (2 items, eg.: 'My life allows me to develop my skills and potentials', $\alpha = .92$).

Trust in the supervisor. Trust in supervisor was measured by adapting Argentina (Flores, 2010) Organizational Trust Inventory (Cummings & Bromiley, 1996). Adaptation includes 7 items (eg 'I can trust my supervisor because he always makes the right decisions', $\alpha = .81$) presented under a 5-point Likert format, ranging from «never» (1) to «always» (5).

Data analysis

In order to explore possible links between trust in supervisor, perceptions of transformational leadership and job satisfaction, we calculated the correlations between these variables for the total sample. We calculated a multiple regression analysis means to monitor trust in supervisor mediates the relationship between perceived transformational leadership and job satisfaction. For the determination of mediation was decided by the procedure recommended by Baron and Kenny (1986). This approach involves three steps: first, the mediator is regressed on the independent variable, and second, the dependent variable is regressed on the independent variable and, finally, the

dependent variable is regressed simultaneously on the independent variable and the mediator. For there to be mediation must give the following relationships: the first equation, the independent variable should have a significant effect on the mediator. In the second equation, the independent variable should have a significant effect on the dependent variable. And in the third equation, the mediator must have significant effect on the dependent variable. Furthermore, the effect of the independent variable on the dependent variable should be less in the third than in the second equation.

Results

Table 1 presents the descriptive indices and correlation coefficients for the variables measured.

As shown in Table 1, the four components of transformational leadership moderately correlated with trust in the supervisor, with the facets of individualized consideration ($r = .41$, $p < .01$) and inspirational motivation ($r = .39$, $p < .01$) those with the strongest associations. The four components of transformational leadership also moderately linked with job satisfaction, although in this case are the facets of intellectual stimulation ($r = .52$, $p < .01$) and idealized influence ($r = .46$, $p < .01$) which correlate with greater force. These relationships support the specific objectives 1 and 2 that raised possible links of transformational leadership with trust in the supervisor and employee job satisfaction. Also, there are some other correlations highlighted. For example, there is confidence in the supervisor is correlated with both job satisfaction ($r = .48$, $p < .01$), and satisfaction with life in general ($r = .39$, $p < .01$) while job satisfaction has a moderate correlation ($r = .51$, $p < .01$) with satisfaction with life.

Table 1
Medias, typical deviances and correlations corresponding to study variables

| | Media | s | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----------------------------|-------|------|-------|-------|-------|-------|-------|-------|---|
| 1. Individual consideration | 4.18 | 1.09 | | | | | | | |
| 2. Inspiring motivation | 4.06 | 0.75 | .32** | | | | | | |
| 3. Intellectual stimulation | 4.12 | 0.93 | .42** | .28** | | | | | |
| 4. Idealized influence | 3.98 | 1.04 | .37** | .30** | .22** | | | | |
| 5. Trust in supervision | 3.87 | 1.00 | .41** | .39** | .25** | .21** | | | |
| 6. Job satisfaction | 3.12 | 1.22 | .32** | .27** | .52** | .46** | .48** | | |
| 7. Overall satisfaction | 3.60 | 0.83 | .47** | .32** | .30** | .19* | .39** | .51** | |

* p < .05; ** p < .01

The third objective, referring to the possible mediating role of trust in the supervisor in the relationship between transformational leadership and job satisfaction was analyzed by calculating a mediated regression analysis (Baron & Kenny, 1986). As the four components of leadership had some kind of intercorrelation (ranging from .19 to .52), and as previous studies have shown that a simple higher-order construct can adequately capture the variance of the components of transformational leadership (Judge & Bono, 2000), items were combined to form a single transformational leadership factor, which yielded an α of .89. Consequently, to implement the mediated regression analysis, confidence was entered in the supervisor as a mediator variable, the transformational leadership (as an overall score) as independent variable and job satisfaction as the dependent variable. Socio-demographic characteristics (gender, education, position, company type, seniority and seniority with the current supervisor) were entered as independent variables in order to monitor their effect on the dependent variable. Procedure recommended by Cohen and Cohen (1983), when suspected socio-demographic variables may explain significant portions of the variance of the dependent variable, even in the case of dichotomous variables. In this specific case, the existence of a large body of studies indicating that job satisfaction is explained by sex and educational level (Flores, 2010; Hill, 2009, Paris, 2008), the age and seniority (Hill, 2009, Marston & Brunetti, 2009; Özel, Bayindir, Zeynep Inan &

Özel, 2009) and other similar factors (Giri & Santra, 2009), warranted prior control of the sociodemographic variables of the study sample. Table 2 shows the results of the mediated regression analysis performed.

From the data of Table 2 shows that trust in the supervisor acts as a mediator in the relationship between transformational leadership and perceptions of job satisfaction, from the moment that all the conditions listed mediation by Baron and Kenny (1986). That is, in the first equation the independent variable (transformational leadership) has a moderate and positive relationship ($\beta = .421$, $p < .01$) with the mediator (trust in supervisor). In the second equation, the transformational leadership (independent variable), it also presents a positive and moderate ($\beta = .392$, $p < .01$) with the dependent variable (job satisfaction). In the third equation, when transformational leadership and trust are returned simultaneously on job satisfaction, the mediator (trust) has a significant correlation ($\beta = .510$, $p < .01$) with the dependent variable (job satisfaction). Finally, the correlation between the independent variable and the dependent variable is lower in the third ($\beta = .074$, $p < .01$) than in the second equation ($\beta = .392$, $p < .01$). All relationships between variables are being controlled after the effect of sociodemographic variables, which, in turn, provide low correlations (or zero) with the variables of interest.

Table 2*Análisis de regresión mediada – Variable mediadora: confianza en el supervisor*

| Independent Variables (Predictoras) | Trust in supervisor (1° ecuación) | Job satisfaction (2° ecuación) | Job satisfaction (3° ecuación) |
|-------------------------------------|--------------------------------------|-----------------------------------|-----------------------------------|
| | β estandarizada | β estandarizada | β estandarizada |
| Interception | .000** | .000** | .000** |
| Gender | -.078 | -.122* | -.136* |
| Schooling | .035 | .076 | .051 |
| Position | .081 | .097 | .044 |
| Business | .010 | .095 | .093 |
| Seniority | .089 | .176* | .197* |
| Seniority with the supervisor | .018 | .123* | .116* |
| Transformational leadership | .421** | .392** | .074 |
| Trust in supervisión | — | — | .510** |
| R ² | .475 | .323 | .427 |
| ΔR^2 | .447** | .307** | .398** |
| F | 7146** | 10421** | 21.835** |
| g.l. | 7 | 7 | 8 |

* p < .05; ** p < .01

Discussion

The aim of this study was to examine the possible relationship between the perception of supervisor as a transformative leader and job satisfaction, analyze further whether the employee's confidence in their supervisor mediated such relationships. From empirical verification can be listed on some prominent findings.

First, the results indicate that when employees perceive their supervisor values their contributions and encourages their behavior meets their needs, that is, when they perceive it as a transformative leader, increases job satisfaction. These relationships were particularly seen from the bivariate analysis (Table 1) showed that all facets of transformational leadership positively impact on job satisfaction, although the perception of the supervisor as a charismatic leader, visionary and determined (idealized influence), which takes decisions based primarily on reason rather than emotion (intellectual stimulation), emerged as the components that influence employee job satisfaction. This finding would confirm the budgets of Yang (2009), in the sense that transformational leadership could increase job satisfaction by creating inspirational motivation and intellectual

stimulation. The multivariate analysis (Table 2) also provided evidence in this direction, although in this case was regarded as a supra transformational leadership construct, without discriminating between its constituent dimensions.

Second, the results provide evidence for the relationship between transformational leadership and trust in the supervisor. In this sense, the bivariate analysis (Table 1) showed that although the four dimensions of leadership are associated with trust in the supervisor, are the aspects of individualized consideration (referred to the care of the needs and concerns of employees) and inspirational motivation (based on the articulation of visions and actions for achieving the objectives) that are linked more strongly. This aspect coincides with Avolio and Luthans punctuated by (2006) who indicated that leaders who are more authentic and transformers will have a positive impact on the motivational tendencies of his followers. They are also in line with that reported by Lo, Ramayah, Min and Songane (2010), who find that transformational leadership is more effective, motivating and innovative. The results also show a significant association between trust in supervisor and job satisfaction of employees. Based on this finding, as

expressed by Zohar and Tenne-Gazit (2008) in the sense that «there is no variable that influences group behavior in the way it does trust» (p. 131) could be added to In addition, the trust contributes to positive attitudes toward work (job satisfaction).

Third, the multivariate analysis performed shows that trust in the supervisor acts as a moderator variable between perceptions of transformational leadership and job satisfaction of employees. This indicates that perceptions of the supervisor as a transformational leader may increase (or decrease) the employee's job satisfaction in terms of the trust that your boss deserves. Although theorists of trust (Schoorman et al., 2007), agree that it is not known exactly why a person chooses or not to trust someone, usually list (Tan and Lim, 2009) notes some distinctive (competence, honesty, integrity, credibility, respect, fairness) of the person you are going to trust. So it is very likely, then, that employees trust their supervisors, to recognize in them such personal characteristics. Characteristics that largely define the transformational leader and be responsible for generating the belief that in a teamwork relationship, the supervisor will act with benevolence and predictability (confidence), which will impact positively on job satisfaction.

Additionally, beyond the objectives of this study arise important linkages between job satisfaction and satisfaction with life in general. What is in tune with the results reported by Li and Hung (2009) in the sense that when job satisfaction increases, develop positive attitudes toward the organization and to oneself, and with that indicated by Paris (2008) when he warns that people who are happy with their lives, reflect their happiness and satisfaction in their work. Possibly the explanatory mechanism underlying this relationship is the positive (Mueller et al., 2009), construct reflecting the tendency of members of a society to value the positive affect and have a positive outlook on life.

Like all empirical research, this has certain strengths and weaknesses. Among the weaknesses we must note the composition of the study sample, as their selection availability prevent the generalization of the results to the entire population of the core area of Argentina, but in order to minimize this limitation, we have tried included in the sample firms in different industries and more levels of organizational complexity. Another weakness of the study could be linked to self-descriptive nature of the instruments

used for data collection, something that could have generated so much bias from common method variance, as more prone to social desirability. However, providing such contingencies, they took all necessary steps to ensure the anonymity of the protocol not only data collection but also the process of returning the completed forms, preventing managers and supervisors may have access to the information provided by their subordinates. Another possible limitation to internal validity could be referred to the processing of data from a Likert scale as measured data over a wide range. This is a limitation because respondents may interpret the scalar distances between points in different ways. However, in an effort to mitigate this measurement problem, each point Likert scales used was accurately defined by grammatical quantifiers.

In terms of strengths, it should be noted that this research constitutes a genuine contribution to knowledge of the synergy between perception of the supervisor as a transformative leader, trust and job satisfaction. But perhaps its greatest strengths are related to the possibility of drawing some implications for human resource management within organizations. Such implications are referring both to the personal characteristics that should meet the managers and supervisors, and the importance of building trust within organizations to have employees satisfied with their work and life in general. The fact to note the positive impact of transformational leadership on employee satisfaction, you indicate the importance of some characteristics that a supervisor should meet to take initiative, manage, motivate and evaluate a team. So when selecting or promoting a candidate for a position of supervisor in addition to their specific expertise, to check whether your personal profile reflects that of effective leaders. Profile which, in turn, would impact on the generation of employees' trust because, as indicated by the results of this research, perceptions of positive personal characteristics increases confidence in the supervisor, which could expand into the organization itself (Mollering et al., 2004).

Another result derived from the findings is referred to the feedback between job satisfaction and satisfaction with life in general. Given the state of satisfaction, promotion through programs and activities that tend to increase, should become a priority when investing in the development of human resources. In this regard, Whitman et al. (2010)

recently noted that in a global economy, increasing the satisfaction of individual employees is a major competitive advantage of companies. They argue that it is social interaction of employees contributing to better outcomes, job satisfaction favoring both individual and collective, because as you improve the quality of relationships, will generate an upward spiral of affection positive group, leading to permanent cooperation ties and substantial changes in organizational performance.

Finally, it should be noted that the results also help to expand the range of the explanatory variables of job satisfaction. For the undeniable importance of job satisfaction for both employees to the organization, future studies could explore some other variables as potential antecedents. In this sense, we might consider some of the most recent proposals, such as flexible working (Mc Nall, Masuda, & Nicklin, 2010), understood as the possibilities offered by the employer for the employee to have some control over when and where do its job, the work-family enrichment, considered the extent to which experiences in one role improve the quality of life in another role (Leung, Ip, & Leung, 2010), or the rules of emotional expression in the work (Chen, Ku, Shyr, Chen, & Chou, 2009), understood as the regulation on the part of business regulation, expression of true feelings during the execution of work.

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