

# The Role of Rewards in Moderating the Relationship between Transformational Leadership and Job Satisfaction: Evidences from Private Hospitals in Peshawar

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## Abstract

This study looked at the relationship between transformational leadership and job satisfaction in the health care industry, with a focus on hospitals in Peshawar, Pakistan. It also evaluated the moderating impacts of monetary and non-monetary rewards. Questionnaires were distributed to 327 employees from various private hospitals in order to gather data using a cross-sectional survey design. Using SPSS 22 and Andrew Hayes' PROCESS V4.2, the hypothesis was tested. Findings suggest a strong positive relationship between transformational leadership and work satisfaction, suggesting that this style of leadership has a beneficial effect on health care workers' happiness on the job. Both monetary and non-monetary rewards have no effect on this connection as moderators.

**Key Words:** Transformational leadership, Job satisfaction, Financial and non-financial rewards.

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## Introduction

Because of all the changes that have taken place in the health care industry in recent years, it is critical to assess how different leadership styles are influencing staff productivity. (Johnson & Smith, 2021). Leadership style, on the other hand, is a major factor in determining the health care industry's work environment and the happiness of its employees (Johnson and Williams, 2019). Intellectual stimulation, personalized concern, idealized influence, and inspirational motivation are hallmarks of transformational leadership, which has long been associated with a beneficial outcome for employees. But leadership style is a major factor in whether or not employees are happy in their jobs. Improved organizational effectiveness and patient care are two outcomes that result from a thorough grasp of the connection between transformational leadership and contentedness in one's work.

Employees' levels of contentment with their jobs may be affected differently by transformative leadership in different companies, say Ali and Asghar (2020). It is important to consider any potential moderator that could affect this relationship because of the intricate nature of the healthcare sector. Research into the moderating effects of monetary and non-monetary rewards is one example. Although monetary (salaries, wages, bonuses, etc.) and non-monetary (professional development, training opportunities, recognition, etc.) rewards are both necessary components of an organization's total rewards system.

## 1.1 Problem Statement

The healthcare workers in Pakistan are dissatisfied with their careers and overworked as a result of a lack of support from upper management, insufficient funding, and outdated technology, all of which contribute to an unproductive work environment. It is imperative to investigate concepts such as transformational leadership, employee job satisfaction, and the substantial role of rewards in the health sector, given the critical necessity of evaluating job dissatisfaction, employee motivation, and the high turnover ratio among Peshawar's health care professionals. These frameworks will assist in the development of policies and procedures that enhance employee

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morale and productivity, which is essential for any business. Quality health care for patients is of the utmost importance. Additionally, it was acknowledged that the key to ensuring that employees are satisfied with their employment may be to implement a transformative leadership style. There is a dearth of research on the complex relationship between employees' job satisfaction, transformational leadership style, and the moderating influence of monetary and non-monetary rewards in the health sector of Peshawar.

### **1.2 Objectives**

There are two main objectives of this research study

- To study the relationship between employees' job satisfaction and transformational leadership approach.
- The role played by monetary (financial) and non-monetary (non-financial) rewards as a moderator in the relationship between job satisfaction and transformational leadership approach.

### **1.3 Research Hypothesis**

H1: Transformational leadership significantly effects job satisfaction of the health care professionals.

H2: The financial and non-financial rewards moderate the relationship between transformational leadership and job Satisfaction.

### **1.4 Scope of the Study**

This study is limited to examining the effect of transformational leadership on employee job satisfaction in a private hospital in Peshawar. The research also examined the impact of financial and non-financial rewards as a moderating variable. The study focused solely on private hospitals in Peshawar, with a sample size of 327 participants. Data were collected from eight private hospitals, comprising solely white-collar employees, including doctors, officers, managers, and healthcare professionals, while excluding support staff.

## **Literature Review**

### **2.1 Transformational leadership:**

James MacGregor Burns originally used the term "transformational leadership" in his 1978 book "Leadership" (Bass & Stogdill, 1990). Bass and Riggio (2006) assert that transformational leadership encompasses the inspiration and motivation of followers to achieve elevated performance levels. Transformational leadership style is strongly linked to good results in organizations. (Judge & Piccolo, 2004). Maisyura, Aisyah, and Ilham (2022) determined in their study that all organizations must undergo the transformation process to endure in a dynamic environment. To get past technical problems and make sure that the changes in the organization work, the organization needs to adopt a transformational leadership style that is based on philosophical ideas, energy, and creativity.

Ibraheem, Mohammad, AL-Zeaud, and Batayneg (2011) assert a specific association between several aspects of transformative leadership and job happiness. A notable association was identified between leaders promoting innovative thinking and employees' happiness with their internal work environment. Transformational leadership affects job performance and satisfaction, with job satisfaction acting as a mediator in the relationship between transformational leadership and job performance. Rewards do not influence the relationship between job performance and satisfaction; rather, financial rewards adversely impact the correlation between job performance and transformative leadership. Transformational leadership and financial incentives will improve employee performance and sustain motivation. Chi et al. (2023).

### **2.2 Job Satisfaction**

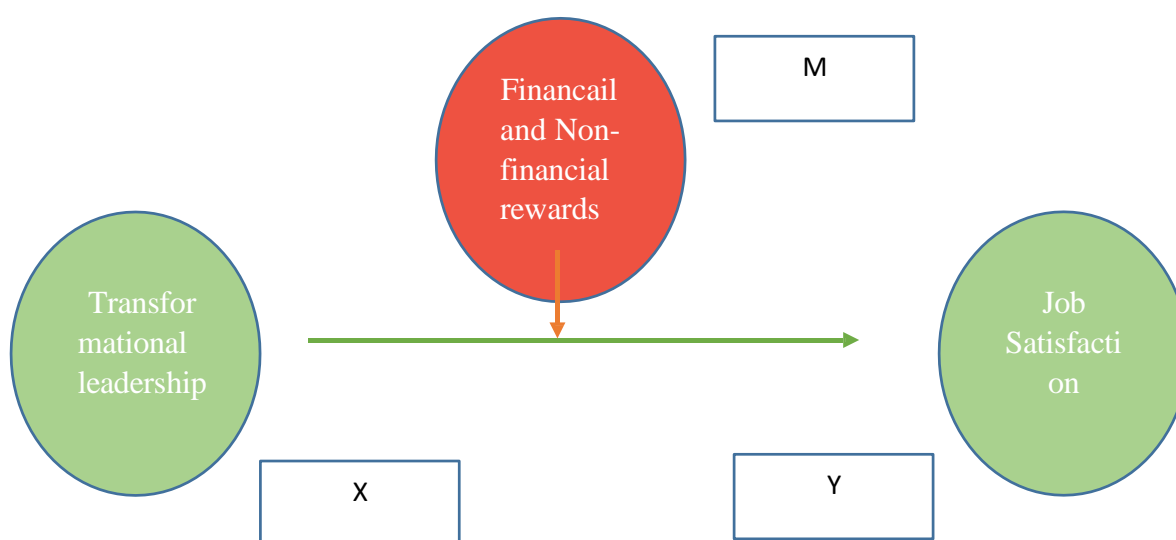
Judge, Thoresen, Bono, and Patton (2001) characterize job satisfaction as an individual's positive or negative disposition towards their work, influenced by various aspects including the work environment, career opportunities, rewards, and accomplished tasks. Doshi (2019) contends that hospital personnel experience satisfaction when they are cognizant of their duties, equipped with the requisite skills to fulfill them, receive support from supervisors and colleagues, find procedures easy to understand and follow, have access to necessary tools and equipment, operate in a sanitary environment, receive recognition for their contributions, and observe interdepartmental collaboration.

Nemmaniwar and Deshpande (2016) discovered that hospital staff are driven not solely by financial compensation, but also by factors such as recognition, achievement, personal development, and autonomy. These factors are also crucial and are associated with job satisfaction. Taheri, Miah, and Kamaruzzaman (2020) examined the capacity of enterprises to operate efficiently without providing enhanced facilities for their employees. Individuals exhibit heightened anxiety for their occupational environment. The work environment

significantly influences job satisfaction.

### 3.1 Theoretical Framework

The theory of transformational leadership, upon which this study is based, states that leaders have an effect on employee happiness in the workplace through the inspiration and motivation they provide to their teams. Investigated here is the link between transformational leadership and job satisfaction. This study aims to fill that knowledge gap by investigating the relationship between transformational leadership and job satisfaction in the healthcare sector in Peshawar, KPK, Pakistan. Investigating the relationship between transformational leadership, employee job satisfaction, and the moderating effects of monetary and non-monetary rewards in the healthcare industry of Peshawar, Pakistan using a complete study. healthcare workers in Peshawar, KPK, Pakistan, and their levels of occupational happiness and professional fulfillment. Investigating the relationship between transformational leadership, employee job satisfaction, and the moderating effects of monetary and non-monetary rewards in the healthcare industry of Peshawar, Pakistan using a complete study.



### 3.2 Research Design

We used a quantitative study method based on a cross-sectional survey design to look into how transformational leadership affects employee satisfaction at work and how rewards can change this effect. A 39-item structured questionnaire was created utilizing three separate publications. This study utilized a transformational leadership questionnaire developed from Rafferty and Griffin (2004). The questionnaire included vision communication, intellectual stimulation, personalized attention, and motivating inspiration. The occupational satisfaction questionnaire is based on the work of Brown, Forde, Spencer, and Charlwood (2008). The items gauged the following constructs: influence, job security, tension, effort, employment relations atmosphere, and management responsiveness. Salaries, bonuses, and promotions are examples of monetary benefits. Non-monetary benefits include chances to grow and learn, respect from coworkers, and a good balance between work and personal life. This questionnaire is based on a previous one (Bustamam, Teng, & Abdullah, 2014). The participants' responses were collected using a five-point Likert scale, where a higher score meant strong agreement and a lower score meant strong disagreement. To obtain a more heterogeneous sample, questionnaires were disseminated to many private hospitals in the Peshawar region, and data was gathered from multiple departments within each institution. After informing the HR managers of all private institutions of their privacy concerns and getting their permission, we were able to find out that the total population size was 1810. We got data from 327 employees, which was the right number for the sample size. We used SPSS for the regression analysis and PROCESS MACRO for the moderation analysis to look into the relationships between the variables.

### 4.1 Reliability Analysis

Reliability is assessed using internal consistency, which estimates the equivalence of items from identical tests. A reliability test was performed to evaluate the consistency and dependability of the data collected by a structured questionnaire. It was utilized to ensure the consistency in data collection, analysis, and interpretation, such that

subsequent analyses yield results congruent with those of the original researcher. Lee Cronbach created this dependability coefficient in 1951. This is how strong the consistency is: these values suggest that the items on the questionnaire are quite consistent with each other. The value of the Cronbach alpha is between 0 and 1, and the closer it is to 1, the more reliable the tool is.

**4.1.1 Reliability of the Measuring Scales**

Table 3 shows the values of Cronbach’s alpha for all the variables, which are above the recommended standard of 0.70 (Bland & Altman, 1997; Santos, 1999; Hopwood et al., 2001). Which indicates a very high internal consistency and reliability. So, it is proved that the questionnaire was highly reliable.

**Table 1: Reliability Test**

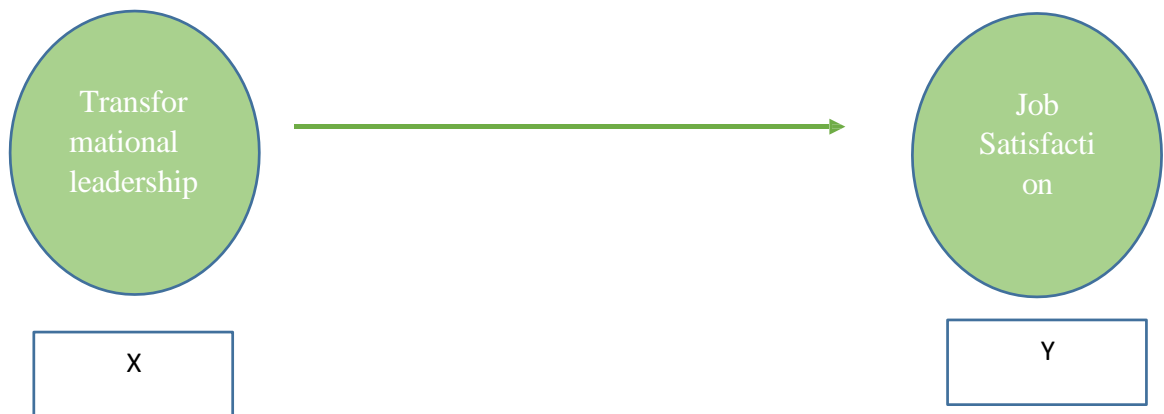
Construct	Cronbach’s Alpha
Transformational Leadership	0.945
Job satisfaction	0.851
Financial and Non-financial rewards	0.952

All the items of constructs are measured with five-point Likert scale

**4.2 Regression Analysis**

*Simple linear regression analysis*

To check the direct relationship between transformational leadership and job satisfaction, simple linear regression was tasted for the relationship.



**Hypothesis 1:** Transformational leadership significantly effects job satisfaction of the health care professionals. The first objective of the study is that transformational leadership significantly effects job satisfaction, using simple linear regression to test the effect of the relationship between dependent variable (Job Satisfaction) and independent variable (Transformational Leadership) the objective is achieved.

**Table 2: Regression Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 <sup>a</sup>	.464	.463	4.23264

a. Predictors: (Constant), T leadership

The Adjusted R Square value is .463 which shows that 46.3% variability in the Job satisfaction can be explained

by transformational leadership, this suggests that transformational leadership is a significant predictor of job satisfaction in this study.

**Table 3: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5047.204	1	5047.204	281.727	.000 <sup>b</sup>
	Residual	5822.447	325	17.915		
	Total	10869.651	326			

a. Dependent Variable: JS

b. Predictors: (Constant), T leadership

The table no 3 shows that the p-value is 0.000 which is less than 0.05, here  $p < 0.05$ , hence it is concluded that there is a significant relationship between transformational leadership and job satisfaction and transformational leadership is affecting job satisfaction of employees in the health sector.

**Table 4: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.243	.906		4.683	.000
	Tleadership	.295	.018	.681	16.785	.000

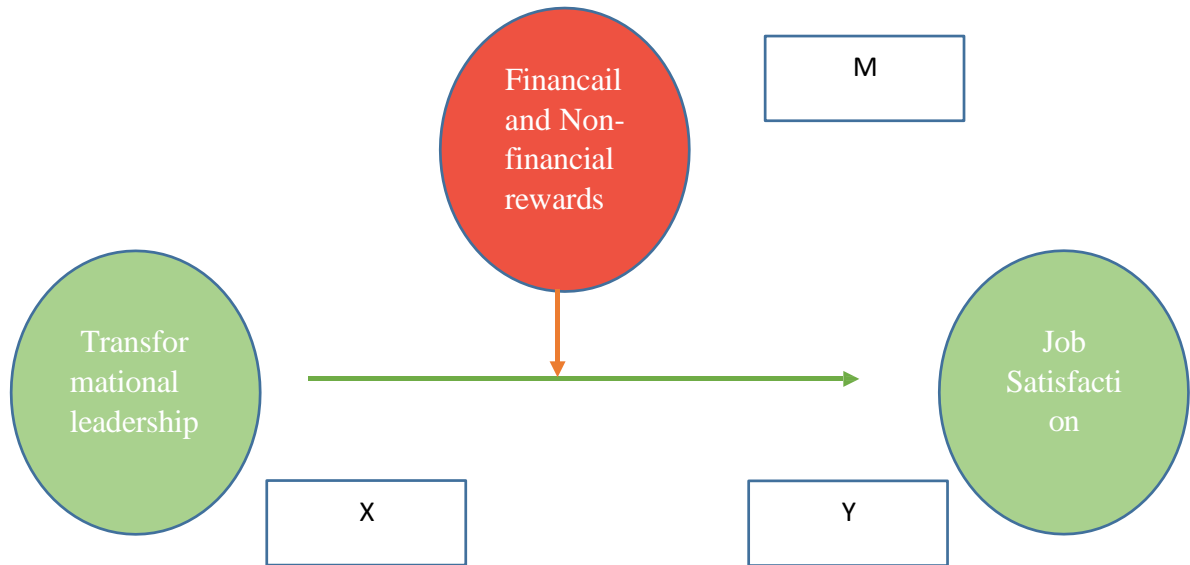
a. Dependent Variable: JS

Table 4 displays the coefficients, revealing a beta value of 0.681. This indicates that a one-unit change in the independent variable, transformational leadership, would result in a 0.681-unit change in the dependent variable, job satisfaction. The beta value is also positive, which shows that transformational leadership and job satisfaction are positively related. In other words, it is found that if transformational leadership goes up by one unit, job satisfaction will likewise go up by .681 units.

From the study it is proved that there is positive significant relationship between transformational leadership and job satisfaction while job satisfaction in the employees is 46% caused by that of transformational leadership as shown in table no 6. One unit change in transformational leadership will bring .681 units change in the job satisfaction of the healthcare professionals of hospitals.

#### **4.3 Moderation Analysis**

To test the moderating effect of the financial and non-financial rewards, this study employed Process macro v4.2 by Andrew Hayes, to test whether financial and non-financial rewards effect the relationship between transformational leadership and job satisfaction.



**4.4 PROCESS MACRO**

Process macro is a statistical method used for to analyze the mediation and moderation effects of the data. The below table represents process macro used for the moderating variable

**Table 5: Model Summary of Moderating Variable**

<b>Model: 1</b>
Y: JS
X: Transformational Leadership
W: Rewards
Sample Size: 327

OUTCOME VARIABLE: JS

The dependent variable taken was job satisfaction which is represented with “Y”, independent variable “Transformational leadership” represented with X and the moderating variable “Rewards” is represented with “W”. The sample size or the primary responses collected via questionnaire were 327.

**Table 6: Model summary**

Model summary						
R	R-Sq	MSE	F	df1	Df2	P
.7243	.5246	15.9969	118.8279	3.0000	323.0000	.0000

In table no 6 the p-value of the model is less than 0.05, here  $p < 0.05$ , which means that overall the model is highly significant and is a highly fit model.

**Hypothesis 2: The financial and Non-financial rewards moderate the relationship between Transformational leadership and Job Satisfaction.**

**4.4.1 PROCESS MACRO for Financial Rewards**

**Table 7: Model summary**

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	.0020	1.3874	1.0000	323.0000	<b>.2397</b>

Focal predict: Transformational leadership (X) Mod var: Financial Rewards (W)

In t table no 7 the p value > 0.05 which shows that the model is not fit and hence it is concluded that there is no significant effect or relationship detected in the data.

**Table 8: Model 2 for Financial Rewards**

Model 2 for financial rewards						
coeff	se	t	p	LLCI	ULCI	
constant	5.2793	2.0441	2.5826	.0102	1.2578	9.3008
Tleadership	.1771	.0402	4.4041	.0000	.0980	.2563
F Rewrds	.1018	.1070	.9509	.3424	-.1088	.3124
Int_1	.0021	.0018	1.1779	.2397	-.0014	.0057

Product terms key:

Int\_1 : Transformational leadership x Financial Rewards

The second objective of the study was to investigate the moderating impact of financial and non-financial rewards on the relationship between job satisfaction and transformational leadership. The objective was not achieved, as evidenced by the results of the PROCESS MACRO test of the moderating effect of financial and non-financial rewards. The Intrinsic term value in Table 9 exceeds 0.05, indicating that it is insignificant and does not affect the relationship between job satisfaction and transformational leadership. As a result, it is inferred that this relationship is not moderated by either financial or non-financial rewards.

**4.4.2 PROCESS MACRO for Non-Financial Rewards**

**Table 9: Model Summary for Non-financial Rewards**

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	.0031	2.7408	1.0000	323.0000	.0988

Focal predict: Tleaders (X) Mod var: Non F\_rew (W)

**Table 10: Moderation for Non-financial rewards**

Model						
	coeff	se	t	p	LLCI	ULCI
constant	6.3370	1.5852	3.9977	.0001	3.2185	9.4556
Tleadership	.0588	.0351	1.6749	.0949	-.0103	.1278
Non-F Rewards	.2134	.0684	3.1201	.0020	.0789	.3480
Int_1	.0020	.0012	1.6555	.0988	-.0004	.0043

Product terms key:

Int\_1 : Transformational leadership x Non-Financial rewards

The intrinsic term P-Value for non-financial rewards is greater than 0.05 in table 12, which indicates that the value is insignificant and does not have a moderating effect on the relationship between job satisfaction and transformational leadership. Therefore, the relationship between transformational leadership and job satisfaction is not influenced by the moderating variable, which is non-financial rewards. The claim in the literature, such as that of Chi, Vu, Nguyen, and Truong (2023), that neither financial nor non-financial rewards moderate the relationship between job performance and job satisfaction, also serves as evidence.

#### 4.5 Conclusion

In the first phase of the chapter the demographics of the respondents is thoroughly discussed, while the second phase used inferential statistics to test the hypothesis. Overall findings of the study showed that job satisfaction is affected by transformation leadership and H1 is accepted while neither financial nor non-financial rewards is moderating the relationship between transformational leadership and job satisfaction so therefore H2 is rejected.

#### 5.1 Contribution and Significance

The study aimed to elucidate the relationship between job satisfaction and transformative leadership, while also examining the impact of financial and non-financial rewards as moderating variables. This study has shown that transformational leadership has a big positive effect on how happy personnel in Peshawar's health sector are with their jobs, especially in hospitals. Without assistance, guidance, and motivation, employees are more likely to be unhappy with their positions, which will lead to poor performance and, in the end, hurt the organization's overall success. This study will enhance the comprehension of transformational leadership and its impact on job satisfaction.

The study has also looked into how both monetary and non-monetary rewards affect the relationship between transformational leadership and employees' job happiness.

The results indicate the absence of a moderating influence in both financial and non-financial rewards. However, a study conducted in Vietnam by Chi et al. (2023), which examined the similar link between "job satisfaction and job performance," indicated that monetary and non-monetary rewards did not exert a moderating influence on this association.

#### 5.2 Limitation and Future Direction

This study provides guidelines for managers and supervisors in the health sector, a developing field that values creativity and innovation. To keep employees motivated, managers should use a transformational leadership approach. Using techniques like intellectual stimulation, idealized influence, considering each individual, and inspirational motivation, leaders should strive to inspire and encourage their workforce. The second piece of advice for managers is to conduct frequent employee surveys to learn about their needs, wants, and expectations. First and foremost, since healthcare services are what they are, the health and safety of individuals is the top priority for staff members, including doctors, nurses, and paramedics. The study has been limited by healthcare personnel' emotional involvement and ethical concerns. The study will be improved by applying transformational leadership to job satisfaction, with rewards serving as a moderating influence in other domains like IT or corporate settings.

As the study has only tested relation of one variable (job satisfaction) with transformational leadership, future researches can take more than one variable just like job performance, work-life balance etc.

### 5.3 Conclusion

The research study was conducted to explore the effect of transformational leadership approach on job satisfaction, furthermore to find out the moderation role of financial (monetary) and non-financial (non-monetary) rewards in this relationship. The research revealed that the transformational leadership is positively and significantly effecting employee' job satisfaction of the employees in hospitals sector, while the moderation variable of financial (monetary) and non-financial (non-monetary) rewards do not moderate this relationship due to certain limitations; therefore further research is required in the light of recommendations of the present study.

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### Conflict of Interest

The authors affirm that no conflicts of interest are linked with this publication. The research was conducted autonomously without financial or non-financial assistance from external entities.

### Author Contribution Statement

The author meticulously crafted the study, devised the methodology, executed the investigation and data analysis, composed the original manuscript, and undertook the review and editing of the document. The author autonomously executed every aspect of the research and the development of the manuscript.

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