Effect of Transformational Leadership on Employees' Innovativeness and Job Satisfaction in Kuwait Private Sector

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ABSTRACT

Literature on leadership identifies that current transformational leadership styles are related to job satisfaction by varying degrees. Several studies have indicated that transformational leadership results in higher levels of job satisfaction. In consideration of the current Kuwait business market, the overall aim of the study was to investigate the relationship between transformational leadership styles and employees' innovativeness and job satisfaction levels within the Kuwait private sector. A quantitative study was conducted to accomplish the objectives of the study. Questionnaires were administered to employees within the selected target population in the Kuwait private sector. The data received were analysed using statistical packages. The results of the study show that there are statistically significant relationships between overall transactional leadership, employees' innovativeness and job satisfaction, overall transformational leadership and job satisfaction. This study is one of the limited research focusing on Kuwait private sector to help enhance the understanding of how best to manage and retain the employees in the private sector. These findings are also useful for private sector in the Gulf region to maintain the work-life balance of affective commitments, leading to positive in-role performances.

Introduction

Organizations face increased global competition and challenges of how best to sustain their competitive advantage in the complex business world (Al-Awlaqi, Battour, Barahma, & Aamer, 2021). Organizations in the 21st century need to seek alternative methods to operate and be more effective, efficient, and creative (Bahadori, Hosseini, Alimohammadzadeh, Hasanpoor, & Ghasemi, 2021). Success in international business requires leaders to be aware of the cultural differences that may influence business practices in other countries (Zhang & Kang, 2020). Leaders need to be acutely aware of global virtual teams (GVTs) to ensure the success of virtual teams in the 21st century (Wilson, 2020). A study (Wang, Morrison, Xie, Zhang, & Coca-Stefaniak, 2020) reveals that leadership is a process whereby one influences the behaviour of another through personality and intellect rather than violence or threat. Leaders are unique, and varying leadership styles may influence transformation differently, with some leaders being more effective than others (Scicluna & Sammut, 2020).

In today's fast paced advancement of technological innovation in dynamic markets, it is vital for organisations to be abreast of the latest developments in order to gain competitive advantage (Quartey, Dartey-Baah, & Adotey, 2020). Organisations would be able to find a position at the frontline of knowledge, or even, become the leading producers of knowledge and innovation through the innovativeness and efficient productivity of their employee (Muhammed & Zaim, 2020). Research has demonstrated, to some degree, statistical associations between leadership

styles and employee job satisfaction levels (Amah & Oyetuunde, 2020). A researcher (Ghiasipour, Mosadeghrad, Shaqura, & Jaafaripooyan, 2020) reviewed this association, and found that employees managed under a transformational leadership style displayed higher levels of job satisfaction, against associated factors such as charisma and intellectual stimulation. Conversely, employees managed under a transactional leadership style, displayed higher levels of job dissatisfaction, against associated factors such as management by exception (Luo, Guo, & Cheng, 2020). Therefore, the role of a leader is pivotal to organisational success in the current climate. Literature on leadership identifies transformational leadership, transactional leadership and laissez-faire leadership as the three common leadership styles in the current climate, with transformational leadership and transactional leadership being the most dominant (Ali, Imran, Almansoori, Zeb, & Rehman, 2020).

Employees are seen as intangible assets that contribute to the continued success and development of an organisation (Liang et al., 2020). Findings of a study (Kanthong, Khummueng, & Na-Nan, 2020) revealed that good working conditions enhanced job satisfaction levels among employees. Employees' moods and emotions are core building blocks that form the affective element of job satisfaction (Abdullahi, Anyigba, & Anarfo, 2020). Job satisfied employees show higher levels of commitment to their jobs and organisations (Al-Ghazali, 2020). Many studies, books, and articles describe leadership, virtual teams, and employee job satisfaction (Hsu, Hsieh, Wang, & Kao, 2020). Many of these publications explored the effects of leadership and electronically mediated communications, but have concentrated on a particular aspect such as on motivation or job satisfaction (Chen, Zhang, Yang, Chang, & Zhou, 2020). Additional research is required to aid in determining the nature of relationships existing between employee job satisfaction and perceived leadership effectiveness in virtual team environments (Asad & Nawab,

2020). Moreover, other predictor variables, such as diversity and team longevity which predict employee job satisfaction and leadership effectiveness should be explored (Anadol & Behery, 2020).

Employee job satisfaction affects every industry and can be the deciding factor in whether to remain working at an organization or to leave (Portela Maquieira, Tarí, & Molina-Azorín, 2020). However, studies on topics such as transformational leadership constructs and employee job satisfaction in federal government sectors have lacked an understanding of how leaders and employees work together to determine what defines job satisfaction (Singh, Srivastava, & Singh, 2020). Although many different types of positive effects of transformational leadership has been found at the organizational, team, and individual levels, subordinates' leadership preferences vary depending on their personalities or characteristics (Strömberg & Vidman, 2020). It has been suggested that innovativeness should be treated as an independent variable (Vandavasi, Yepuru, Uen, & McConville, 2020). In addition, it has been suggested that the sub-dimensions of transformational leaders should gain more attention since different antecedents may correlate with different aspects of leadership behaviors (Sarwar, Zahid, Imran, & Anjum, 2020). No studies have been made of how the most creative and innovative individuals experience them as having differing levels of importance (Vandavasi et al., 2020).

Considering these perspectives, this study investigated this problem by analyzing the experiences of those who worked in private sector in Kuwait. The Gulf rentier states' economies have long been proclaimed unsustainable in the long term (Alenezi, 2020). Multiple recommendations from various international organisations and consultancies have been continuously issued stating the necessity for the Gulf countries to diversify their sources of income and reduce the growing budget spending, which has become a serious economic burden expected to result in budget deficit and fiscal crisis in the not so distant

future even in the wealthiest of those states (Sorour, El-Sakhawy, Soobaroyen, & Shrives, 2020). With regards to such economic diversification attempts, Kuwait represents an interesting case for analysis. Kuwait has been significantly lagging behind its Gulf peers in terms of its non-oil sector development. The necessity to take concrete policy steps has been recently reiterated by the new IMF report revealing the gloomy prospect of the country facing a real budget deficit by as early as 2017 (Mohamed, 2019). Research to date lacks the specificity to address effective leadership styles in private sector, despite the important role that private sector play in today's business world (Wallo, Ellström, Elg, Kock, & Berglund, 2020). Thus, the purpose of this study was to determine how transformational leadership is effective in impacting employee satisfaction and creativity and if it increases productivity in employees of private sector in Kuwait.

Literature Review

Job Satisfaction

It is the amount of positive overall feelings that individuals have towards their jobs (Vandavasi et al., 2020). People develop attitudes towards their jobs by considering their feelings, behaviours and beliefs (Strömberg & Vidman, 2020). Literature suggests that job satisfaction is addressed through the theories of motivation (Almeida Jones, Knight, Mitchell, & Harvey, 2021). The success of any organisation hinges largely on the motivation levels of employees (Portela Maquieira et al., 2020). Motivated employees display higher levels of commitment to their jobs and organizations (Taufer, Severo, Perin, & De Guimarães, 2020). A motivated workforce would result in increased efficiency levels and lower turnover with an overall positive effect on the success of the organisation (Neve, Kæseler, Wandahl, & Jensen, 2019). Hence, it presents a continuous challenge for organisations to create a motivating atmosphere for employees to operate in, in order to realize organizational success (Le & Nguyen, 2019). Therefore, one could only be motivated if one derives satisfaction from the present job content. Simply stated, one

must firstly derive satisfaction from the job content, before being motivated to excel to higher levels. According to a research (Kundu, Kumar, & Lata, 2019), motivation results from a person's desire to achieve personal goals. It also states that a set of needs has a direct influence on a person's behaviour. According to (Oswald A. J. Mascarenhas, 2019b), motivational theories that address job satisfaction are the Need theories, the Equity theory, and the Job Characteristics theories. Herzberg claims that motivators are the only way to increase satisfaction and this arises from a challenging job (Skelton, Dwyer, & Nattress, 2019). Therefore, jobs should include motivators that are intrinsically rewarding in order to realize job satisfaction. The equity theory suggests that job satisfaction is not only dependent on the extent to which a person believes reward exceeds effort. Rather job satisfaction depends on the comparison of an employee's rewards versus that of others in a similar position (Ohiani & Adeosun, 2020).

Transformational Leadership

Leadership involves influencing the participation of colleagues and providing guidance in a specified course to be navigated (Hautala, 2006). According to (Ahmad, 2018), an effective leadership style influences change and creates the impetus for transformation. Transformational leadership is a people-oriented leadership style that encourages subordinates to excel beyond normal performance levels for the sake of the organisation (Apridar & Adamy, 2018). In this process, emotional attachments occur between the leader and follower (Castaño, Li, & Li, 2018). According to (Rakowska & de Juana-Espinosa, 2018), transformational leaders gain influence through a relationship-building process and are seen to be trusting and supportive. Transformational leaders strategically enhance job satisfaction levels by imparting a clear mission, vision and values to their followers (Paleczek, Bergner, & Rybnicek, 2018). They have the ability to inspire and motivate followers to perform extraordinary behaviours, enhancing their performance levels (Vasconcelos, 2018). Undoubtedly, the transformational leader must

harness skills to effectively communicate the vision and appeal to the interests of followers. According to (Ali et al., 2020), transformational leadership consists of four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

a) Idealized Influence: It is the perception by followers of the leader as a role model who is respected and exudes confidence while encouraging followers to reach their full potential (Bass, 1988). According to (Akparobore & Omosekejimi, 2020), effective and clear communication of vision and goals results in acceptance and higher satisfaction levels among followers. The leader reinforces high moral and ethical values with a view to impart a sense of mission among followers (Amah & Oyetuunde, 2020). Through Ideolised influence, followers tend to identify with the leader's moral and ethical values, thereby gaining deeper respect (Asad & Nawab, 2020). A study explained that Ideolised influence creates an energizing atmosphere that reinforces empowerment and ownership and responsibility among followers (Asad & Nawab, 2020). Here empowerment is viewed as a motivator, which is explicitly supported by McClelland's theory of needs, where the attainment of power acts as motivator to be more influential among peers (Braumandl, Diller, Muehlberger, & Jonas, 2020). The need for responsibility and belongingness is supported by both Maslow's hierarchy of needs and Herzberg's two factor theory (Braumandl et al., 2020). The current research, therefore, hypothesises that
H1: There is significant positive effect of Ideolised Influence on employee's innovativeness and job satisfaction

b) Inspirational Motivation (IM): It is the transformational leadership behaviour that occurs when a leader articulates goals and provides followers with a vision about how to attain them (Bass, 1988). (Urbano, Aparicio, & Felix, 2019) found that subordinates who rated charismatic leaders positively described them as creative, open-minded, innovative, daring, committed, energized, team-oriented, accomplished, and empowering, while the ones who rated them poorly described them as overbearing, over-enthusiastic, innovative, ambitious, zealous, and arrogant. They found that 50% of the respondents preferred relationship-oriented leaders, while 30% chose charismatic leaders, and 20% preferred task-orientated leaders. Subordinates who preferred relationship-oriented leaders valued unexpectedly extrinsic rewards, while subordinates who preferred charismatic leadership valued participation (Alharbi, Javed, & Malik, 2020). Transformational leaders are able to influence, for example, turnover intentions by inspiring subordinates and getting them to commit to common goals rather than by building high-quality relationships (Jakubik, 2020). They do this by ensuring there is no conflict between the personal goals and values of the subordinate and the goal and values of the team or organization (Lambert, 2020). Even though transformational leadership works both ways, it is the leader who initiates and maintains this relationship and sets the tone for the exchange (Grošelj, Grah, Penger, & Černe, 2020). The leader also has to recognize subordinates' motives and take these into account to be able to influence their future motives (Leiß & Zehrer, 2020). The current research, therefore, hypothesises that
H2: There is significant positive effect of inspirational motivation on employee's innovativeness' and job satisfaction.

c) Intellectual Stimulation (IS): A leader's transformational behavior challenges followers to find innovative solutions to old and new problems (Bass, 1988). The job characteristics model of Oldham and Hackman also supports the claim whereby internal motivation is gained through experienced meaningfulness from task variety and task significance (George & Akinwale, 2020). (Nimran, Utami, Cahyana, & Iqbal, 2020) argue that followers at lower levels of the organisation may lack the autonomy to promote innovative processes. This becomes evident where tasks and responsibilities are more rigid. Followers at lower

levels often serve as enforcers of standards to protect the organisation's identity rather than being seen as innovators (Robinson & Fiset, 2020). It is also argued that due to the understanding of the nature of the job itself, managers have the ability to frame tasks in challenging ways for followers, thereby creating a stimulating environment (Forner, Berry, Eidenfalk, & Jones, 2020). Results of a study conducted by (Björklund & Larsson, 2020) reveal that job satisfaction was positively correlated with intellectual stimulation. The current research, therefore, hypothesises that

H3: There is significant positive effect of Intellectual Stimulation on employee's innovativeness and job satisfaction.

d) Individual Consideration (IC): This is a means of supporting and developing individual growth of followers in the context of the organization's goals. (Alharbi et al., 2020) claim that individualised consideration enhances follower satisfaction through the process of advising, supporting and addressing individual needs. A stable platform is thus created allowing followers space to develop and self-actualise (Oswald A. J. Mascarenhas, 2019a). It becomes increasingly important for the leader to exercise emotional intelligence when aligning personal needs of followers to that of the organisation (Ntayi, Munene, Nkurunziza, & Kaberuka, 2019). Moreover, the ultimate goal of the process is for the organisation to benefit through the transactional leadership process (Urbano et al., 2019). In addition, the process of delegating authority to nurture growth through personal challenges and experiences creates a sense of ownership and responsibility among followers (Ludvik & Nolan-Arañez, 2018). Followers can thus be constantly reminded that their individual needs are being cared for. The job characteristics model of Oldham and Hackman (psychological states) and Herzberg's two factor theory

(motivators) support the claims made above. The current research, therefore, hypothesises that

H4: There is significant positive effect of individual consideration on employee's innovativeness' and job satisfaction.

Employees' Innovativeness

To understand how one can lead creative and innovative individuals, one must understand what kind of process is in question, what kind of people are in question, and how a leader can influence the process and individuals (Janssen, Renkema, & Bos-Nehles, 2017). It has been found that the number of innovations may increase when creativity is supported and promoted in an organization, and even individuals "who lack the natural inclination to be creative may become creative" and the leaders are key in enabling this (Pasamar, de la Rosa-Navarro, & Diaz-Fernandez, 2019). In their review, (McLaughlin & McLaughlin, 2020) concluded that leaders and their subordinates can exercise their creativity in most effectively in organizations that support innovativeness and are de-formalized and de-centralized. (Lien, Mutonyi, & Slåtten, 2020) concluded that employee creativity can be improved with "supportive, inspirational, and non-controlling leadership". Leaders can also support innovators by communicating their supportive values so they are realized in the behavior of subordinates and encouraging team members to engage in external communication with various stakeholders since that increases creativity (Grošelj et al., 2020). The current research, therefore, hypothesises that

H5: There is significant mediating effect of employee's innovativeness on job satisfaction through dimensions of transformational leadership.

This study proposed five hypotheses and modelled the following structure on the basis of above context (Figure 1).
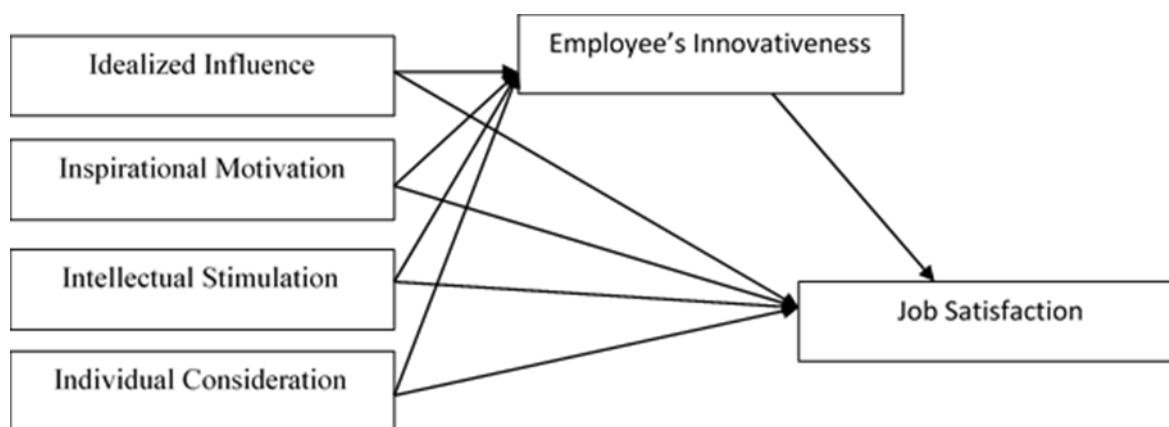
Figure 1: Conceptual Model

Methods

A standard rating questionnaire was formulated and administered to employees within the sampling population. Questions were formulated from the review of relevant literature in order to provide valuable insight into the objectives of the study. A pilot test was conducted using the questionnaires to detect possible flaws in measurement, identify unclear formulated items and, more importantly, to observe non-verbal behaviors. Necessary alterations were then done to the questionnaires before conducting the research. Validity was established by means of face and content validity. Reliability analysis was used to test internal consistencies of each construct ensuring a high degree of generalization across items within the test. The research instrument consisted of four sections: letter of consent; the biographical information section; the job satisfaction questionnaire and individual innovativeness; and the leadership styles questionnaire. Mention was also made that participation was voluntary and respondents could withdraw from the study at any time they wished to. Furthermore, a letter of consent was submitted to the general manager of the organisation, requesting permission to carry out the survey. Overall job satisfaction was measured using an adapted version of the Minnesota Satisfaction Questionnaire (MSQ) (alpha coefficient of 0.92), developed by Weiss, Darwiss, England and Lofquist (1967) and also adopted items related to employee's innovativeness (Buitendach & Rothmann, 2009). The questionnaire consisted of 20 questions, all of which utilised a five-point Likert measurement scale. The current version of the MLQ (form 5X-Short) (Bass& Avolio, 2004) was used to assess teacher perception of head of department leadership behavior. The MLQ used a rating scale of 1 – 7 with 1 representing Extremely Disagree and 7 representing Extremely Agree. The questionnaire consisted of relevant information and issues supporting all participants. The type of questions is closed-ended using Likert-type scales and multiple-choice questions were suitable for the homogeneity portion of recording the demographics of the participants. Demographic information was gathered using a multiple-choice questionnaire included in the survey packets. Information requested from the participants was their gender, age, education level, position title, and tenure at their perspective agencies, and how many federal agencies they have worked for. The SPSS calculated raw data from the surveys. Descriptive statistics for the demographics (primary and predictor) was examine by the means, frequencies, standard deviation, and range. To ascertain the influence of the biographic variables on leadership styles and job satisfaction, inferential statistics such as the T-Test and ANOVA were computed. Correlation analyses were used to determine the relationship between leadership styles and job satisfaction. This software calculated the MLR of two or more dependent and independent variables. The study involved using this software for data analyses with a significance level of .05.

The population for this study was employees who work in different private organizations located throughout the metropolitan area in the Kuwait. Approximately 33,000 employees work in the study area (Office of Personal Management, 2017). This study took the sample from a list of approximately 70 private organizations whose experiences could be used to answer the research questions. Participants received an invitation to join this study via e-mail, followed up by a phone call, if needed. This study employed probabilistic sampling using a simple random sampling method to choose participants so that all individuals in the population have an equal chance of selection, thereby giving each individual an option to participate or opt out at their leisure. Due to the sensitivity of the topic, all responses were treated as anonymous. All completed questionnaires were placed in sealed boxes at strategic points within the organisation. An independent research assistant was utilised for administering of questionnaires and data collection. The research assistant was also briefed about the subject matter in order to assist respondents who needed clarity on questions.

Results and Discussion

Questionnaires that had missing data were then no longer considered for further analysis, which related to around 4% of the total responses. 308 completed questionnaires were considered to be usable for further analysis, which is an acceptable number of responses for this study. 161 respondents were male and 147 respondents were female. The largest two groups of participants have been employed for 3 years (18.2%) and 4 years (11%). the majority of the participants work for a computer/IT and Hotel industry (11.7%). In this research, all the respondents were from different levels of management. Most of our respondents were senior directors or directors for information system (33.1%). The means of idealized behaviour, inspirational motivation, intellectual stimulation, and individualized consideration were 4.752, 5.01, 4.62 and 4.81, respectively, with the standard deviations being 1.329, 1.185, 1.369 and 1.335, respectively. the overall mean score of employees' job satisfaction among the employees was 4.63 (SD = 1.314), which indicated a high mean for job satisfaction. High satisfaction is represented by a percentile score of 74 or higher; moderate satisfaction is indicated by a percentile score of 26-74, and low satisfaction is indicated by a percentile score of 25 or lower (D. J. Weiss et al., 1967). The mean of employees' innovativeness was 4.63 (SD = 1.314), which indicates that the employees were largely satisfied with the service provided by their organization.

(Bryman, 2008) commented that factor analysis is "employed in relation to multiple-indicator measures to determine whether groups of indicators tend to bunch together to form distinct cluster, referred to as factors". In this study, exploratory factor analysis was used to split the multiple items measurement on the Likert scale that reveals dimensions of transformational leadership affecting employee's innovativeness and satisfaction in the Kuwait private sector. Construct score values were used within this research to determine the correlation of these leadership dimensions and the employee's innovativeness and job satisfaction dependent factor, by using Structural Equation Modelling (SEM).

Table 1 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.612	47.575	47.575	7.612	47.575	47.575	3.573	22.329	22.329
2	2.780	17.373	64.948	2.780	17.373	64.948	3.283	20.518	42.847
3	1.383	8.644	73.593	1.383	8.644	73.593	3.106	19.415	62.262

4	1.215	7.594	81.186	1.215	7.594	81.186	3.028	18.924	81.186
5	.526	3.288	84.474						
6	.394	2.462	86.936						
7	.367	2.294	89.230						
8	.319	1.992	91.221						
9	.252	1.573	92.794						
10	.240	1.497	94.291						
11	.204	1.273	95.564						
12	.178	1.112	96.676						
13	.167	1.046	97.721						
14	.144	.903	98.624						
15	.125	.782	99.406						
16	.095	.594	100.000						
Extraction Method: Principal Component Analysis.									

This study evaluated data against the all-important assumption of structural equation modelling. The fitness indices indicated that the data fit well with the survey data. All overall goodness-of-fit statistics were within acceptable fit. The Normed Chi-square was below 5, with RMSEA and RMR equalling less than 0.10 and 0.08 respectively. This result was supported by the values of normed fit index and other fit indices that were well above the desired level, indicating support for the conceptual model. Consequently, these results suggest that the conceptual model was well and adequately fit and gave confidence to test proposed hypothesis.

Table 2 shows the results for hypothesis testing including beta value, significant value, and critical value. Results revealed that all hypothesis were significant supported except one. Relationship between individual consideration and job satisfaction were insignificant as its significant value was more than 0.05. Not surprisingly, all significant factors have positive effect on both employees' innovativeness and job satisfaction.

Table 2 Path coefficient for the Final Model for hypothesis testing

Variable	Variable	Path Coefficients	Sig.	Critical Ratio
Idealized Influence	← Employee innovativeness	.412	0.000	12.023
Idealized Influence	← Job Satisfaction	.428	0.000	8.127
Inspirational Motivation	← Employee innovativeness	.264	0.000	5.781
Inspirational Motivation	← Job Satisfaction	.267	0.000	4.768
Intellectual Stimulation	← Employee innovativeness	.105	0.000	3.725
Intellectual Stimulation	← Job Satisfaction	.094	0.004	2.875

| Individual Consideration	← Employee innovativeness	.058	0.048	1.977
Individual Consideration	← Job Satisfaction	.020	.551	.596
Employee innovativeness	← Job Satisfaction	.415	.000	4.664

This study also evaluated the mediating effect of employee innovativeness on job satisfaction through transformational leadership in Kuwait private section. In order to measure the mediating effect this study present direct indirect and total effect. results presented in Table 3. Based on the results it is clear that there is significant mediating effect of employees' innovativeness on employees' job satisfaction by the transformational leadership. Therefore, the hypothesis 5 is accepted.

Table 3 Mediation Analysis

	IC	IS	IM	II	EI	JS
Direct Effects						
EI	.058	.105	.264	.412	.000	.000
JS	.020	.071	.060	.428	.415	.000
Indirect Effects						
EI	.000	.000	.000	.000	.000	.000
JS	.024	.043	.110	.171	.000	.000
Total Effects						
EI	.058	.105	.264	.412	.000	.000
JS	.044	.114	.169	.599	.415	.000

Figure 2: Final Model
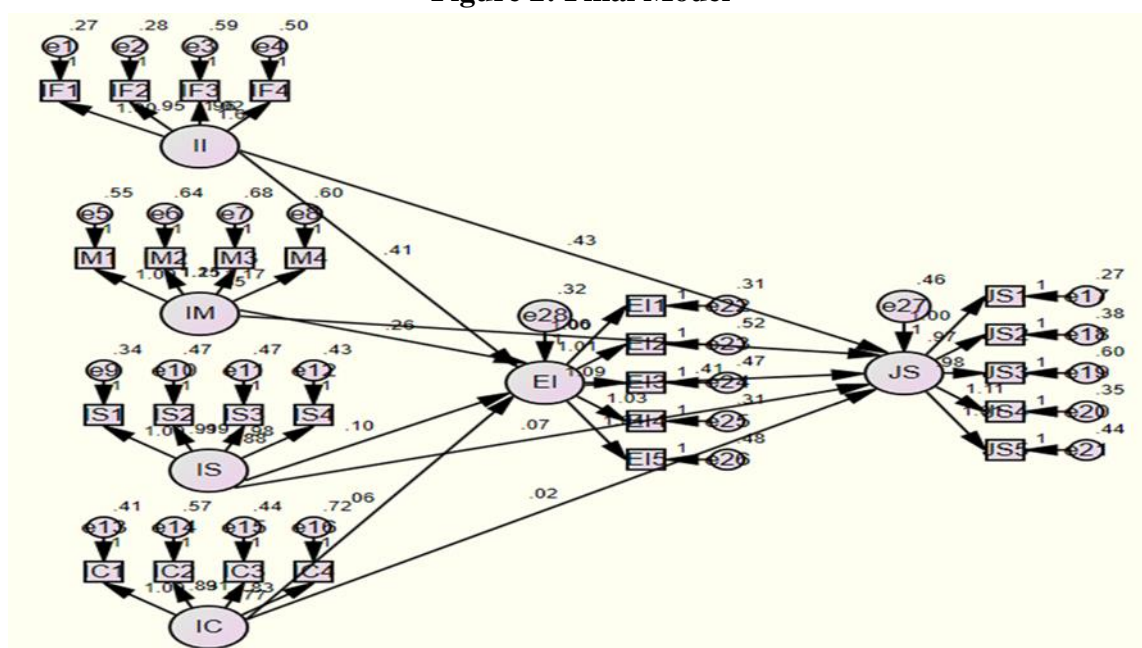
Participants at Kuwait private sector responded that their leaders routinely exhibited idealized influence by responding positively to with an overall mean score of 4.725 for idealized influence on the MLQ. This score indicated the employees perceived their leaders as more transformational than nearly 42% of the leaders worldwide in idealized influence, according to the MLQ's norm tables. In addition, the relationship between idealized influence and job satisfaction produced beta .428. The relationship was strongly positive, which indicates that employees at private sector who work with leaders with high levels of idealized influence in their transformational leadership behavior tend to have a higher level of job satisfaction. This finding was consistent with research by (Chon & Lee, 2020) who concluded the relationship between transformational leadership and job satisfaction was positive and significant.

The findings of the study show the relationship between inspirational motivation of transformational leadership and job satisfaction. Participants at Kuwait private sector responded that their leaders routinely exhibited inspirational motivation by responding positively with an overall mean score of 5.01 for inspirational motivation on the MLQ. This score indicated that the employees perceived their leader as more transformational than 42% of leaders worldwide in inspirational motivation. In addition, the relationship between inspirational motivation and job satisfaction produced r = .261. The relationship was strongly positive, which indicated that the employees at private sector who work with leaders with high levels of inspirational motivation of transformational leadership behavior tend to have a higher level of job satisfaction. This finding was consistent with research by (Asad & Nawab, 2020) who concluded the relationship between transformational leadership and job satisfaction was positive and significant.

Participants at Kuwait private sector responded that their leaders routinely exhibited intellectual stimulation by responding positively with an overall mean of 4.62 for intellectual stimulation on

the MLQ. The score indicated that the employees perceived their leaders as more transformational than approximately 45% of the leaders worldwide in intellectual stimulation. In addition, the relationship between intellectual stimulation and job satisfaction produced r = .094. The relationship was strongly positive, which indicates that the employees at private sector who work with leaders with high levels of intellectual stimulation of transformational leadership behavior tend to have a higher level of job satisfaction. This finding was consistent with research conducted by (Manoppo, 2020) who concluded the relationship between transformational leadership and job satisfaction was positive and significant.

The results indicated that participants at Kuwait private sector reported their leaders routinely exhibited individualized consideration by responding positively with an overall mean score of 4.81 for individualized consideration on the MLQ. This score indicated the employees perceived their leaders as less transformational than nearly 70% of the leaders worldwide in individualized consideration. The relationship between individualized consideration and job satisfaction produced r = .020, which was not significant. The relationship was not significantly positive, which meant the employees at private sector who work with leaders with high levels of individualized consideration of transformational leadership behavior tend to have not a higher level of job satisfaction. This finding was consistent with research by (Modha, 2020) who concluded the relationship between transformational leadership and job satisfaction was positive and significant.

This research provides evidence that transformational leadership- innovativeness nexus in private organizations does adjust to situations according to a specific environmental factor, namely varying levels of external new knowledge acquisition by team members. At one end of the spectrum, the result of this study indicates that in teams with lower levels of knowledge acquisition opportunities from external sources, the direct influence of transformational leadership on team

innovativeness is prevalent. At the other end of the spectrum, in teams with higher levels of knowledge acquisition opportunities from external sources, the indirect influence of transformational leadership on team innovativeness mediated through team reflexivity is prevalent. The outcomes of this study can be used by leaders of both the public and private sectors to gain insight into transformational leadership philosophy and work satisfaction in implementing good qualifications and leadership preparation. The Private sector is a foundation of country, and the country's economy is diligently working on behalf of government and people. A key aspect is job success, job satisfaction and motivation, and leaders who understand and accept their leadership styles should incorporate their skills into a regular framework of performance and education.

Limitations of the Study

The research was restricted to the fact that the outcomes of participant responses were not analysed or compared based on race differences. Another was the fact that workers outside the workplace who responded were not asked to state their heritage or nationality to see if culture has a role to play in the effect of transformational leadership on employee satisfaction and innovation. Without this awareness, a leader cannot develop motivational strategies to improve employee efficiency (e.g., incentive and recognition). The MLQ is one of the most commonly used methods for assessing organisational leadership capacities, but concerns have often been about its validity. Research shows that the importance of certain leadership styles in various cultures varies, leading to problems in the application of the MLQ as a method for evaluating leadership. Finally, time, money and the dedication of workers outside the workplace are additional limitations of this report.

Recommendations for Future Research

Similar studies can be carried out to compare private and public universities and see how their methods of transformation impact the work

satisfaction and understanding of innovation of their followers. Individual consideration and work satisfaction might depend on age group. Researchers will also need to discuss why these age ranges vary for these two categories. In addition, this study was solely quantitative, using questionnaires and statistical data; therefore, further studies could take more experimental approach and use focus groups and observations to add qualitative steps, allowing more insightful inputs. The research also concentrated on overall work satisfaction and the innovation of workers without taking their measurements into account. Their dimensions (intrinsic and external) and their innovativeness (tangibility, reliability, responsiveness, assurance and empathy) were not evaluated on a case-by-case basis in the research model. It is therefore proposed that future research involves the sub-constructions of work satisfaction and innovativeness to determine the potential relationship between these sub-constructions and study variables.

Conclusion

This study concludes that if the leaders of private companies embrace transformational leadership behaviour, their employees will be happier and committed. The practical contribution of the study includes significant theoretical contributions to broaden transformational leadership, work satisfaction and the literature about employee creativity. The results of this study should help to better understand the conditions under which transition leadership behaviour is more successful in terms of employee satisfaction and employee innovation. This research also helps to explain how perceptions of transformational leadership can relate to positive results for public organizations. This result was valuable because it demonstrated that transformational leadership was an integral factor in improving job satisfaction and innovation for workers in the Private sector. Researchers have found a positive link between transformational leadership and the willingness of effort to work (Bass, 1998). Working with the leader who applied the style of transformational leadership would

inspire followers to make further attempts to excel and achieve their organisations' objectives. In addition, Bass (1985) model that shows transformational leadership is projective for both individual and group success and engagement, seems to be confirmed by the results of this research. The outcome of this study will enable private sector leaders in general and Kuwait's private organisations in particular to prepare and manage strategies that will lead them to achieve their organisational goals and to increase their achievement.

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