

PREDICTING JOB SATISFACTION THROUGH TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' ENGAGEMENT

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ABSTRACT

The purpose of this study was to determine the relationship and predictive influence of transformational leadership and employee engagement on the job satisfaction of teaching and non-teaching personnel in the selected Elementary and Integrated Schools of Maragusan, Davao de Oro. Using a quantitative descriptive–correlational design, data were gathered from 120 respondents through a validated adapted questionnaire. Descriptive findings revealed that school heads demonstrated high levels of transformational leadership, particularly in inspirational motivation and idealized influence, while employees reported strong engagement in terms of professional collaboration and collegiality. Job satisfaction was found to be generally favorable, especially in work environment and job security. Inferential results showed a strong significant relationship between transformational leadership and job satisfaction and a very strong significant relationship between employee engagement and job satisfaction. Regression analysis identified idealized influence as the only significant leadership predictor, while professional collaboration and self-determination emerged as the strongest engagement predictors. The study concludes that ethical role modeling and collaborative work climates significantly enhance job satisfaction, underscoring the need to strengthen transformational leadership competencies and engagement-driven practices within schools

Keyword: *educational administration, transformational leadership, employee engagement, job satisfaction, idealized influence, professional collaboration, correlational study*

1. TITLE - PREDICTING JOB SATISFACTION THROUGH TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' ENGAGEMENT

Job satisfaction remains a persistent challenge in many organizations, and this study asserts that transformational leadership, through the active engagement of employees, serves as a crucial factor in addressing this problem. In today's dynamic work environment, transformational leadership and employee engagement have become key predictors of job satisfaction. Transformational leadership is characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration has been found to enhance employee commitment and productivity (Bass & Riggio, 2006) [1]. Similarly, employee engagement, encompassing vigor, dedication, and absorption, contributes to higher work performance, lower turnover, and stronger organizational citizenship behaviors (Schaufeli & Bakker, 2010) [2]. Despite the recognized importance of these factors, their combined influence on job satisfaction remains underexplored, particularly within localized organizational contexts, highlighting the need for further investigation."

In the Netherlands, the rapid evolution of work dynamics, technological advancements, and increasing organizational demands have intensified challenges in maintaining employee job satisfaction. A critical problem emerges from the growing gap between organizational expectations and employees' need for meaningful engagement and support. Research indicates that transformational leadership positively influences employee engagement, yet its effect on job satisfaction can differ across industries and cultural contexts (Breevaart et al., 2014; Al-Malki & Juan, 2018) [3]. Specifically, Breevaart et al. (2014) [4] demonstrated that transformational leadership in Dutch organizations significantly enhanced employees' vigor, dedication, and absorption, highlighting the role of visionary and supportive leadership in fostering engagement. Despite this, many employees continue to experience burnout and declining satisfaction, particularly in high-demand sectors (Gallup, 2022) [5], underscoring the urgent need for focused studies on how transformational leadership and engagement jointly predict job satisfaction within localized work environments.

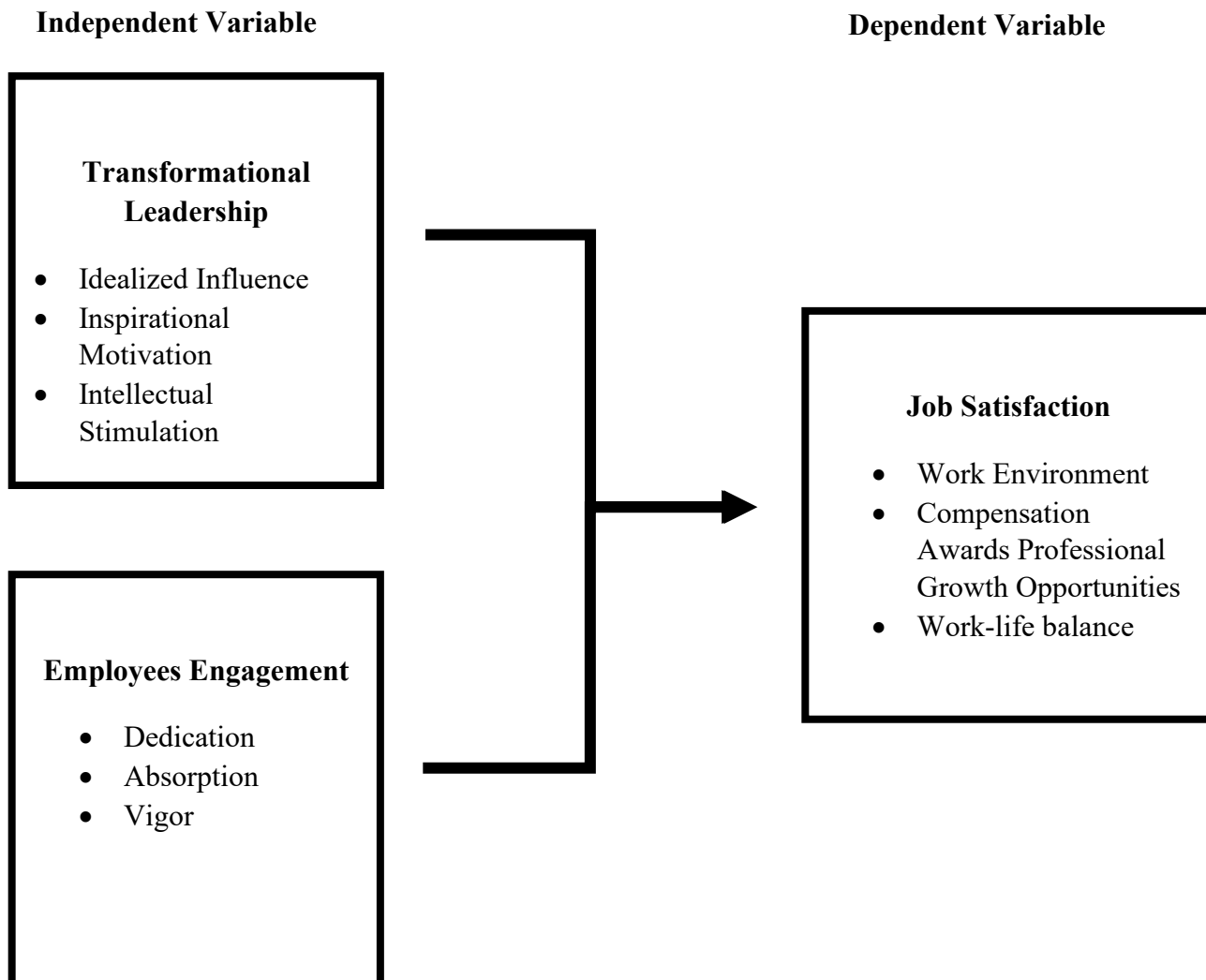
In the Philippines, specifically in San Francisco, Agusan del Sur, transformational leadership has been recognized as a key driver of employee engagement. However, despite its demonstrated benefits, organizations continue to face challenges in translating transformational leadership behaviors into sustained job satisfaction. Prior studies indicate that transformational leadership behaviors, such as articulating a compelling vision and fostering innovation, are positively associated with emotional commitment and enthusiasm among academic staff (Rubia, et al., 2023) [6]. Nevertheless, national data reveal ongoing issues of job dissatisfaction, including high turnover, job insecurity, and limited career growth opportunities (Philippine Statistics Authority, 2023) [7]. This highlights the need for empirical research to examine how transformational leadership and employee engagement interact to predict job satisfaction within Philippine organizational contexts.

At the local level, based on the researcher's observations in Davao de Oro, local organizations face significant challenges in sustaining employee satisfaction. Resource limitations, gaps in leadership capabilities, and inconsistent engagement strategies often contribute to fluctuating morale. The researcher has noted that many employees experience uncertainty about their professional future due to the absence of clear succession planning and career progression pathways. This situation is further complicated by rotational leadership assignments, which disrupt continuity in organizational priorities and engagement initiatives. While some leaders exhibit transformational traits, these are often applied inconsistently and lack the strategic integration necessary to maintain long-term motivation and satisfaction. Observations from local government units and educational institutions indicate that this instability, combined with limited empirical research on how transformational leadership and employee engagement predict job satisfaction, hinders the development of effective retention and workforce strategies. Addressing this gap is therefore essential for enhancing morale, improving productivity, and strengthening organizational resilience in the province. Addressing this gap is essential for enhancing morale, productivity, and organizational resilience in the province.

2. Purpose of the Study

The primary purpose of this study is to determine the relationship and predictive influence of transformational leadership and employee engagement on the job satisfaction of teaching and non-teaching personnel within selected public elementary and integrated schools in Maragusan, Davao de Oro. Specifically, the research seeks to assess the current levels of transformational leadership among school heads, alongside the engagement and satisfaction levels of their employees, to identify which specific domains such as idealized influence or professional collaboration serve as significant predictors of overall workplace fulfillment. By establishing these connections, the study aims to provide empirical evidence that can inform leadership training programs, improve organizational resilience, and address existing gaps in how leadership behaviors translate into sustained personnel morale in rural educational settings.

3. Conceptual Framework



4. Research Questions

This study aims to assess the role of transformational leadership in improving employee engagement in organizations. The key research problem entails the lack of evidence that might ascertain the existence of the role played by transformational leadership in employee engagement dimensions. It sought to answer the following questions:

1. What is the level of transformational leadership of school heads in terms of?
 - 1.1 Idealized Influence;
 - 1.2 Inspirational Motivation; and
 - 1.3 Intellectual Stimulation?
2. What is the level of employee's engagement in terms of?
 - 2.1 Dedication;
 - 2.2 Absorption; and
 - 2.3 Vigor?
3. What is level of job satisfaction of employees in terms of

- 3.1 Work Environment;
 - 3.2 Compensation and Rewards;
 - 3.3 Professional Growth Opportunities; and
 - 3.4 Work-Life Balance?
4. Is there a significant relationship between transformational leadership of school heads and job satisfaction of teachers?
 5. Is there a significant relationship between employee engagement and job satisfaction of teachers?
 6. Which domain in transformational leadership predicts job satisfaction?
 7. Which domain in employee engagement predicts job satisfaction?

5. Scope and Delimitation of the Study

This study was conducted within the public elementary and secondary schools of the Maragusan East District, Davao de Oro, and focused on examining the predictive relationship between transformational leadership, employee engagement, and job satisfaction. The primary aim is to determine the extent to which transformational leadership behaviors influence job satisfaction both directly and indirectly through employee engagement. The study would also consider moderating variables such as the quality of work life and school culture to provide a more comprehensive understanding of workplace dynamics in the local educational context.

The scope of this study is delimited to public schools under the jurisdiction of the Maragusan East District and would include only regular teaching and non-teaching personnel who have been employed for at least one year in their current school. Private school employees, temporary hires, and personnel outside the district are not included in the study. Data collection is quantitative in nature, utilizing validated survey instruments to measure transformational leadership, employee engagement, job satisfaction, quality of work life, and school culture. While findings may offer valuable insights into similar rural or district-level educational contexts, they are context-specific and may not be fully generalizable to all geographic or institutional settings.

6. Research Design

This study employed a quantitative descriptive–correlational research design to investigate the relationship between transformational leadership and employee engagement, and to predict job satisfaction among employees (Dwitanti & Churiyah, 2022) [8]. The descriptive component aimed to determine and describe the prevailing levels of transformational leadership and employee engagement as perceived by the respondents. It involved the systematic collection and presentation of quantitative data to provide an accurate profile of these variables within the study context. Descriptive correlational research is a quantitative research method that describes the relationship between two or more variables without manipulating them, seeking to identify patterns and associations among variables (Creswell & Creswell, 2018) [9].

Given that transformational leadership and employee engagement are multidimensional constructs, and job satisfaction is influenced by various workplace factors, the descriptive–correlational design provides the methodological rigor to examine these relationships in a real-world organizational context without experimental manipulation. This aligns with best practices in leadership and organizational behavior research, where naturally occurring perceptions and attitudes are measured to inform evidence-based leadership strategies (Farzana & Charoensukmongkol, 2024) [10].

7. Research Respondents

The respondents of this study included teaching and non-teaching personnel from both elementary and secondary public schools in Maragusan, Davao de Oro. These individuals are considered appropriate for the study because they work directly under the supervision of school administrators and are in a position to observe and experience the effects of leadership behavior in their professional environment.

The study employed a universal sampling technique to select participants based on specific criteria aligned with the research objectives. To ensure the relevance and validity of responses, only those who have been working in their

current school for at least one academic year is included. Respondents must be either regular or contractual employees who are directly supervised by a school head or administrator and are willing to participate voluntarily. Excluded from the study are newly hired personnel with less than one year of service, those who are not under any direct administrative supervision, and individuals who do not consent to participate.

The target sample size for this study consists of approximately 120 participants, which is considered adequate for correlational research aimed at detecting moderate relationships between variables ($r \approx 0.30$) with sufficient statistical power (Creswell, 2014) [11]. Prior to the main data collection, a pilot test is conducted on a smaller subset of the population to assess the reliability and clarity of the survey instruments. The internal consistency of the scales measuring transformational leadership, employee engagement, and job satisfaction is evaluated using Cronbach's alpha, with a threshold of $\alpha \geq 0.70$ considered acceptable for ensuring reliable measurement (Gliem & Gliem, 2003) [12]. This process ensures that the instruments provide consistent and valid data for subsequent correlational and predictive analyses.

8. CONCLUSIONS

This study investigated the predictive influence of transformational leadership and employee engagement on the job satisfaction of teaching and non-teaching personnel in selected Elementary and Integrated Schools of Maragusan, Davao de Oro. The findings revealed that school heads exhibit a high level of transformational leadership, particularly in inspirational motivation, idealized influence, and empowerment. Employees also demonstrated strong levels of engagement, especially in professional collaboration and affiliative collegiality. Job satisfaction was found to be generally favorable, with notable strengths in work environment and job security.

The inferential analyses confirmed two major conclusions. First, transformational leadership significantly and positively influences job satisfaction, highlighting the essential role of ethical role modeling, supportive behaviors, and visionary guidance in shaping teacher morale and workplace contentment. Moreover, among all leadership dimensions, idealized influence emerged as the only significant predictor, demonstrating that leaders who earn trust, model integrity, and inspire respect exert the most substantial impact on employee satisfaction.

Second, employee engagement has an even stronger relationship with job satisfaction, emphasizing that collaborative professional relationships, collegial support, and autonomy are central components of a fulfilling work environment. Professional collaboration and self-determination were identified as strong predictors of satisfaction, confirming that teachers who feel capable, confident, and meaningfully involved in school processes experience higher levels of well-being.

Therefore, the study concludes that job satisfaction is shaped not merely by structural conditions but by people-centered leadership and relational engagement practices. Transformational leadership establishes the motivational climate, while engagement processes sustain teachers' emotional connection to their work. Together, these factors form a powerful foundation for improving morale, strengthening teacher retention, and enhancing school effectiveness.

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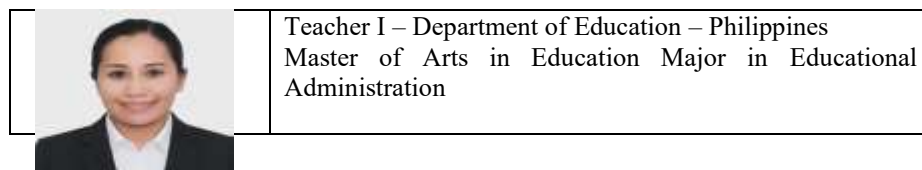
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