

Effects of Leadership Styles on Job Satisfaction, Organizational Citizenship Behavior, Commitment and Turnover Intention (Empirical Study of Private Sector Schools' Teachers)

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Abstract: The basic aim of this study was to investigate the effect of transformational and transactional leadership styles on job satisfaction, organizational citizenship behavior, organizational commitment, employees' perceived performance and turnover intentions amongst the private sector schools' teachers of District Charsadda of khyber pakhtunkhwa (KPK), Pakistan. Data were collected from three hundred and fifty six (356) teachers through time tested questionnaire. All variables were measured through adapted items except transformational and transactional leadership which were measured through developed items. Statistical Package for Social Sciences (SPSS) was used for data analysis. Transformational Leadership showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Similarly, Transactional Leadership showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Regression also showed that transformational and transactional leadership styles had significant impact on job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior and turnover intentions of teachers.

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1. Introduction.

There are two types of leadership styles, transformational leadership and transactional leadership (Burns, 1978). "Transactional leadership occurs when one person takes the initiative in making contact with others for the purpose of an exchange of valued things" (Burns, 1978). According to Bass and Riggio (2006), "Transactional leaders are those who lead through social exchange". While "Transformational leadership occurs when one or more persons engage with others in such a way that the leaders and followers raise one another to higher levels of motivation and morality" (Burns, 1978). These two types of leadership have received much attention many years ago (Bass, 1988; 1990; Bass and Avolio, 1993; Hartog, *et al.*, 1997). Leadership styles, transformational and transactional, are associated with many organizational outcomes such as satisfaction, group performance, organizational performance, and commitment (Kirkpatrick and Locke, 1996). These results have also been validated across cultures and in different settings (Al-Dmour & Awamleh, 2002).

Fernandes and Awamleh, (2013), conducted a survey to investigate the impact of transactional and transformational leadership on employee's job satisfactions and performance. Four indicator of transformational leadership style; charisma, inspirations, individualize consideration and intellectual stimulation and two indicator on transactional leadership; contingent rewards and management by exception were assessed and their impact on job satisfaction was examined. The results indicated that transactional leadership was not significantly correlated with job satisfaction and performance while transformational leadership style was highly positively correlated with job satisfaction. Emery and Barker (2007) investigated the impact of transactional and transformational leadership styles on organizational commitment and job satisfaction of banking and food stores employees. It was concluded that charisma, intellectual stimulation and individualize consideration indicators of transformational leadership were highly positively correlated to employees' commitment and job satisfaction, while the contingency reward and

management by exception factors of transactional leadership style were moderately positively correlated with both job satisfaction and organizational commitment.

Gul et al, (2012) investigated the relationship between transformational and transactional leadership and turnover intentions of employees working in insurance sector in Pakistan. Transformational and transactional leadership styles were taken as the independent variables, organizational commitment as the mediator and employees turnover intentions as the dependent variable. From their analysis they concluded that both types of leadership styles have significant positive relationship with organizational commitment, and organizational commitment is significantly negatively correlated to employees' turnover intentions. Hamstra et al, (2011) examined the relationship between leadership styles and turnover intentions of psychology students working in their respective organizations. Two styles of leadership; transformational and transactional leadership were selected as independent variables and their effects were examined on turnover intentions of two different types of employees; promotion-focused and prevention-focused. Regression and correlation tools were used for data analysis. The results indicated that transactional leadership was significantly negatively associated with turnover intentions of promotion-focused employees, while transactional leadership style was significantly negatively correlated with turnover intentions of prevention-focused employees.

Zabihi et al, (2012) empirically examine the relationship between transformational leadership, transactional leadership and organizational citizenship behavior. Regression and correlation statistics were used to measure the impact of three indicators of transactional leadership; contingent rewards, management by exception (active) and management by exception (passive) and five indicators of transformational leadership; idealized attributes, idealized influence, inspirational stimulation, intellectual stimulation, and individual consideration on organizational citizenship behavior. They found that transformational leadership was more positively correlated to organizational citizenship behavior as compared to transactional leadership style.

Gul et al, (2012), examined the impacts of transactional and transformational leadership styles organizational commitment of insurance sector employees in Pakistan. Regression and correlations techniques were applied for data analysis. The results indicated that transactional leadership was 49% correlated with organizational commitment while transformational leadership was 64% correlated with organizational commitment. Lo et al, (2009) surveyed 158 subordinates of manufacturing industry in

Malaysia to examine the impact of leadership styles on organizational commitment. Two leadership styles namely transformational and transactional leadership were selected as independent variables and organizational commitment as dependent variable. They found that both styles of leadership had positively correlated with organizational commitment. Further they concluded that transformational leadership style was more strongly correlated with organizational commitment than transactional leadership style.

2. Hypotheses of the Study

H1: Transformational Leadership style has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention

H1a: Idealized Attributes has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention.

H1b: Idealized Behaviors has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention.

H1c: Inspirational Motivation has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention.

H1d: Intellectual Stimulation has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention.

H1e: Individualized Consideration has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention.

H2: Transactional Leadership style has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention

H2a: contingent rewards have a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention.

H2b: Management by Exception has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention.

3. Method

3.1. Sample and Data Collection Procedure

Sekaran (2003) defines sampling as “the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements.” Data were collected randomly from 356 teachers (approximately 32% of the total population) of private sector schools. Time tested questionnaires were distributed physically to 500 teachers of private sector schools of district Charsadda. Questionnaires were distributed to those teachers who were willing to participate in this study. The questionnaire was accompanied with the return envelop duly stamped and had address of the researcher. The objective of this research was explained to the participants before handing over questionnaire to them during tea break. It took almost one month to distribute the questionnaires.

Three hundred and eighty six (386) questionnaires (return rate 77.2%) were returned. Thirty questionnaires were found to have incomplete information were eliminated and the remaining three hundred and fifty six questionnaires were used for this study.

3.2. Statistical Tools Used for Data Collection

Two statistical tools which are correlation and regression were used for testing the hypotheses of the study. Correlation was used for investigating the relationship between different variables while regression was used to know the variance in dependent variables due to independent variables. All data were operated through SPSS.

3.3. Measurement

3.3.1. Perceived Employee Performance

Perceived Employees' Performance was measured by using four questions adapted from Tessema and Soeters (2006). Five point likert scale, starting from “Strongly Disagree to Strongly Agree” was used to record the responses.

3.3.2. Turnover Intention

Turnover Intention was gauged by using three questions adapted from Cummann et al., (1979). Five point likert scale, starting from “Strongly Disagree to Strongly Agree” was used to record the responses.

3.3.3. Organizational Commitment

Organizational Commitment was gauged by using eight questions adapted from Porter et al. (1974). Five point likert scale, starting from “Strongly Disagree to Strongly Agree” was used to record the responses.

3.3.4. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) was measured by averaging the twenty four questions adapted from Podsakoff et al. (1990). The OCB scale was designed to measure the five subscales of

organizational citizenship behavior which are altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Five point likert scale, starting from “Strongly Disagree to Strongly Agree” was used to record the responses.

3.3.5. Overall Job Satisfaction

Overall Job Satisfaction was gauged by using three questions adapted from Cummann et al., (1979). Five point likert scale, starting from “Strongly Disagree to Strongly Agree” was used to record the responses.

3.3.6. Transformational and Transactional Leadership

Transactional leadership was measured by averaging the score of contingent rewards and management by exception while transformational leadership was measured by averaging the score of intellectual stimulation, idealized influence (Behavior and Attribute), individual consideration, and inspirational motivation. Five point likert scale, starting from “Strongly Disagree to Strongly Agree” was used to record the responses. All items of transformational and transactional leadership were developed by the authors.

Table 1: Reliability of the Questionnaire

Items	No of Items	Reliability	Description
Overall Job Satisfaction	3	.87	Very Good
Organizational Commitment	8	.83	Very Good
Perceived Performance	4	.90	Very Good
Altruism	5	.85	Very Good
conscientiousness	5	.92	Very Good
sportsmanship	5	.78	Very Good
courtesy	5	.86	Very Good
civic virtue	4	.81	Very Good
Turnover Intention	3	.97	Very Good
Individual Consideration	2	.96	Very Good
Contingent Rewards	2	.91	Very Good
Management by Exception	2	.83	Very Good
Inspirational Motivation	2	.90	Very Good
Idealized Influence (Behavior)	2	.89	Very Good
Idealized Influence (Attribute)	2	.91	Very Good
Intellectual Stimulation	2	.92	Very Good

4. Results

Idealized Attributes showed a significant positive correlation with job satisfaction ($r=0.791$, $p<.01$), organizational commitment ($r=0.943$, $p<.01$), employees' perceived performance ($r=0.886$, $p<.01$) and organizational citizenship behavior ($r=0.883$, $p<.01$) while they showed a statistically negative correlation with employees' turnover intention ($r=-0.847$, $p<.01$). Thus H1a that states that Idealized Attributes has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Table 2: Demographics

		Frequency	Percentage (approx)
Age	20-25	17	5
	26-30	107	30
	31-35	94	26
	35-40	84	24
	41-45	54	15
	Total	356	100
Gender	Male	314	88
	Female	42	12
	Total	356	100
Qualification	Graduate	73	21
	Master	267	75
	MS/M.Phil	16	4
	Total	356	100

Table 3: Correlation between Idealized Attributes and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Idealized Attributes
Idealized Attributes	1
	356
Job Satisfaction	.791**
	.000
	356
Organizational Commitment	.943**
	.000
	356
Employees Performance	.886**
	.000
	356
Organizational Citizenship Behavior	.883**
	.000
	356
Turnover Intention	-.847**
	.000
	356

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4: Correlation between Idealized Behaviors and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Idealized Behaviors
Idealized Behaviors	1
	356
Job Satisfaction	.715**
	.000
	356
Organizational Commitment	.872**
	.000
	356
Employees Performance	.810**
	.000
	356
Organizational Citizenship Behavior	.773**
	.000
	356
Turnover Intention	-.771**
	.000
	356

** . Correlation is significant at the 0.01 level (2-tailed).

Idealized behaviors indicated statistically a significant positive correlation with job satisfaction ($r=0.715$, $p<.01$), organizational commitment ($r=0.872$, $p<.01$), employees' perceived performance ($r=0.810$, $p<.01$) and organizational citizenship behavior ($r=0.773$, $p<.01$) while they showed a statistically negative correlation with employees' turnover intention ($r=-0.771$, $p<.01$). Thus H1b that states that Idealized behavior has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Table 5: Correlation between Inspirational Motivation and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Inspirational Motivation
Inspirational Motivation	1
	356
Job Satisfaction	.760**
	.000
	356
Organizational Commitment	.915**
	.000
	356
Employees Performance	.858**
	.000
	356
Organizational Citizenship Behavior	.826**
	.000
	356
Turnover Intention	-.818**
	.000
	356

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6: Correlation between Intellectual Stimulation and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Intellectual Stimulation
Intellectual Stimulation	1
	356
Job Satisfaction	.837**
	.000
	356
Organizational Commitment	.943**
	.000
	356
Employees Performance	.886**
	.000
	356
Organizational Citizenship Behavior	.851**
	.000
	356
Turnover Intention	-.847**
	.000
	356

** . Correlation is significant at the 0.01 level (2-tailed).

Inspirational Motivation showed a significant positive correlation with job satisfaction ($r=0.76$,

p<.01), organizational commitment (r=0.915, p<.01), employees' perceived performance (r=0.858, p<.01) and organizational citizenship behavior (r=0.826, p<.01) while it showed a statistically significant negative correlation with employees' turnover intention (r=-0.818, p<.01). Thus H1c that states that Inspirational Motivation has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Intellectual Stimulation showed a significant positive correlation with job satisfaction (r=0.837, p<.01), organizational commitment (r=0.943, p<.01), employees' perceived performance (r=0.886, p<.01) and organizational citizenship behavior (r=0.851, p<.01) while it showed a statistically significant negative correlation with employees' turnover intention (r= -0.848, p<.01). Thus H1d that states that Intellectual Stimulation has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Table 7: Correlation between Idealized Consideration and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Idealized Consideration
Idealized Consideration	1
Job Satisfaction	.356
	.610**
	.000
Organizational Commitment	.356
	.758**
	.000
Employees Performance	.356
	.715**
	.000
Organizational Citizenship Behavior	.356
	.626**
	.000
Turnover Intention	.356
	-.594**
	.000

** Correlation is significant at the 0.01 level (2-tailed).

Idealized Consideration showed a significant positive correlation with job satisfaction (r=0.61, p<.01), organizational commitment (r=0.758, p<.01), employees' perceived performance (r=0.715, p<.01) and organizational citizenship behavior (r=0.626, p<.01) while it showed a statistically significant negative correlation with employees' turnover intention (r= -0.594, p<.01). Thus H1e that states that Idealized Consideration has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Table 8: Correlation between Transformational Leadership and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Transformational Leadership
Transformational Leadership	1
Job Satisfaction	.356
	.765**
	.000
Organizational Commitment	.356
	.812**
	.000
Employees Performance	.356
	.905**
	.000
Organizational Citizenship Behavior	.356
	.674**
	.000
Turnover Intention	.356
	-.862**
	.000

** Correlation is significant at the 0.01 level (2-tailed).

Transformational Leadership showed a significant positive correlation with job satisfaction (r=0.765, p<.01), organizational commitment (r=0.812, p<.01), employees' perceived performance (r=0.905, p<.01) and organizational citizenship behavior (r=0.674, p<.01) while it showed a statistically significant negative correlation with employees' turnover intention (r= -0.862, p<.01). Thus H1 that states that Transformational Leadership has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Table 9: Correlation between Contingent Rewards and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Contingent Rewards
Contingent Rewards	1
Job Satisfaction	.356
	.775**
	.000
Organizational Commitment	.356
	.901**
	.000
Employees Performance	.356
	.840**
	.000
Organizational Citizenship Behavior	.356
	.806**
	.000
Turnover Intention	.356
	-.798**
	.000

** Correlation is significant at the 0.01 level (2-tailed).

Contingent Rewards showed a significant positive correlation with job satisfaction ($r=0.775$, $p<.01$), organizational commitment ($r=0.901$, $p<.01$), employees' perceived performance ($r=0.840$, $p<.01$) and organizational citizenship behavior ($r=0.806$, $p<.01$) while it showed a statistically significant negative correlation with employees' turnover intention ($r= -0.798$, $p<.01$). Thus H2a that states that Contingent Rewards has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Table 10: Correlation between Management By Exception and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Management By Exception
Management By Exception	1
	356
Job Satisfaction	.872**
	.000
	356
Organizational Commitment	.952**
	.000
	356
Employees Performance	.893**
	.000
	356
Organizational Citizenship Behavior	.884**
	.000
	356
Turnover Intention	-.854**
	.000
	356

** Correlation is significant at the 0.01 level (2-tailed).

Management By Exception showed a significant positive correlation with job satisfaction ($r=0.872$, $p<.01$), organizational commitment ($r=0.952$, $p<.01$), employees' perceived performance ($r=0.893$, $p<.01$) and organizational citizenship behavior ($r=0.884$, $p<.01$) while it showed a statistically significant negative correlation with employees' turnover intention ($r= -0.854$, $p<.01$). Thus H2b that states that Management By Exception has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Transactional Leadership showed a significant positive correlation with job satisfaction ($r=0.856$, $p<.01$), organizational commitment ($r=0.664$, $p<.01$), employees' perceived performance ($r=0.901$, $p<.01$) and organizational citizenship behavior ($r=0.879$, $p<.01$) while it showed a statistically significant negative correlation with employees' turnover intention ($r= -0.761$, $p<.01$). Thus H2 that states that Transactional Leadership has a significant correlation with job satisfaction, organizational commitment,

employees' performance, organizational citizenship behavior and turnover intention was accepted.

Table 11: Correlation between Transactional Leadership and Job Satisfaction, Organizational Commitment, Employees Performance, Organizational Citizenship Behavior and Turnover Intention

	Transactional Leadership
Job Satisfaction	.856**
	.000
	356
Organizational Commitment	.664**
	.000
	356
Employees Performance	.901**
	.000
	356
Organizational Citizenship Behavior	.879**
	.000
	356
Turnover Intention	-.761**
	.000
	356
Transactional Leadership	1
	356

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.2.10 indicates that 74% of the variance in job satisfaction of employees can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 23 percent impact on job satisfaction while transactional leadership has 64 percent impact on job satisfaction. The value of F is significant at .000 level. It means that the model is significant.

Table 12: Impact of Transformational Leadership and Transactional Leadership on Job Satisfaction

R	.860		
R Square	.740		
Adjusted R Square	.739		
Standard Error of the Estimate	.74859		
F	502.855		
Sig.	.000		
	Beta	t	Sig.
Constant		3.768	.000
Transformational Leadership	.230	3.015	.003
Transactional Leadership	.642	8.425	.000

Table 13: Impact of Transformational Leadership and Transactional Leadership on Organizational Commitment

R	.982		
R Square	.965		
Adjusted R Square	.965		
Standard Error of the Estimate	.28267		
F	435.956		
Sig.	.000		
	Beta	t	Sig.
Constant		-7.729	.000
Transformational Leadership	.533	19.007	.000
Transactional Leadership	.466	16.601	.000

Table 4.2.11 indicates that 96 % of the variance in commitment of employees can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 53 percent impact on employees' commitment while transactional leadership has 46 percent impact on employees' commitment. The value of F is significant at .000 level. It means that the model is significant.

Table 14: Impact of Transformational Leadership and Transactional Leadership on Employees' Perceived Performance

R	.918		
R Square	.843		
Adjusted R Square	.842		
Standard Error of the Estimate	.57217		
F	945.914		
Sig.	.000		
	Beta	t	Sig.
Constant		.930	.353
Transformational Leadership	.497	8.384	.000
Transactional Leadership	.436	7.365	.000

Table 4.2.12 indicates that 84 % of the variance in employees' perceived performance can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 49 percent impact on employees' perceived performance while transactional leadership has 43 percent impact on employees' perceived performance. The value of F is significant at .000 level. It means that the model is significant.

Table 15: Impact of Transformational Leadership and Transactional Leadership on Organizational Citizenship Behavior

R	.891		
R Square	.794		
Adjusted R Square	.793		
Standard Error of the Estimate	.64094		
F	679.606		
Sig.	.000		
	Beta	t	Sig.
Constant		1.406	.161
Transformational Leadership	.416	6.137	.000
Transactional Leadership	.489	7.211	.000

Table 4.2.13 indicates that 79 % of the variance in Organizational Citizenship Behavior can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 41 percent impact on Organizational Citizenship Behavior while transactional leadership has 48 percent impact on Organizational Citizenship Behavior. The value of F is significant at .000 level. It means that the model is significant.

Table 16: Impact of Transformational Leadership and Transactional Leadership on Turnover Intention

R	.875 ^a		
R Square	.766		
Adjusted R Square	.765		
Standard Error of the Estimate	.92916		
F	577.970		
Sig.	.000		
	Beta	t	Sig.
Constant		57.713	.000
Transformational Leadership	-.471	-6.522	.000
Transactional Leadership	-.418	-5.789	.000

Table 4.2.14 indicates that 76 % of the variance in Turnover Intention can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 47 percent negative impact on Turnover Intention while transactional leadership has 41 percent negative impact on Turnover Intention. The value of F is significant at .000 level. It means that the model is significant.

5. Conclusion and Recommendation

This study was conducted to investigate the impact of leadership styles which are transactional leadership and transformational leadership on job satisfaction, employees' perceived performance, organizational commitment, organizational citizenship behavior and employees' turnover intention. For this purpose data were collected through the administration of time tested questionnaires from 357 private sector schools' teachers of district Charsadda, KPK, Pakistan. The results of correlation showed that Idealized Attributes had a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while they had a statistically negative correlation with employees' turnover intention. Thus H1a that states that Idealized Attributes has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Idealized behaviors indicated statistically a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while they showed a statistically negative correlation with employees' turnover intention. Thus H1b that states that Idealized behavior has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Inspirational Motivation showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived

performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Thus H1c that states that Inspirational Motivation has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Intellectual Stimulation showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Thus H1d that states that Intellectual Stimulation has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Idealized Consideration showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Thus H1e that states that Idealized Consideration has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Transformational Leadership showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Thus H1 that states that Transformational Leadership has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Contingent Rewards showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Thus H2a that states that Contingent Rewards has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Management By Exception showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior

while it showed a statistically significant negative correlation with employees' turnover intention. Thus H2b that states that Management By Exception has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

Transactional Leadership showed a significant positive correlation with job satisfaction, organizational commitment, employees' perceived performance and organizational citizenship behavior while it showed a statistically significant negative correlation with employees' turnover intention. Thus H2 that states that Transactional Leadership has a significant correlation with job satisfaction, organizational commitment, employees' performance, organizational citizenship behavior and turnover intention was accepted.

The results of regression indicated that 74% of the variance in job satisfaction of employees can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 23 percent impact on job satisfaction while transactional leadership has 64 percent impact on job satisfaction. Ninety six percent of the variance in commitment of employees can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 53 percent impact on employees' commitment while transactional leadership has 46 percent impact on employees' commitment. 84 % of the variance in employees' perceived performance can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 49 percent impact on employees' perceived performance while transactional leadership has 43 percent impact on employees' perceived performance.

79 % of the variance in Organizational Citizenship Behavior can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 41 percent impact on Organizational Citizenship Behavior while transactional leadership has 48 percent impact on Organizational Citizenship Behavior. 76 % of the variance in Turnover Intention can be accounted for by transformational leadership and transactional leadership styles. The value of Beta indicates that transformational leadership has 47 percent negative impact on Turnover Intention while transactional leadership has 41 percent negative impact on Turnover Intention.

The management of private schools' teachers is enjoined to increase the employees' job satisfaction,

their commitment to organization, performance, their citizenship behavior and reduce their turnover intention by enhancing and maintaining transformational and transactional leadership because these two leadership styles showed a significant relationship with employees' outcomes.

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