

# Transformational Leadership and Employee Job Satisfaction: The Case of Philippines Savings Bank Batangas Branches

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**Abstract** - This paper determined the relationship between transformational leadership of the PSBank managers in the province of Batangas and the job satisfaction of PSbank employees. Specifically, it aimed to determine the level of transformational leadership of PS Bank Managers and the level of employee satisfaction of the PS Bank Batangas branches and to test if such transformational leadership relate with their employee satisfaction. Descriptive type of research was utilized in the study. Results showed that the managers of PS Bank Batangas Branches fairly often practice the transformational leadership style. The employees of PS Bank Batangas Branches are satisfied with their job. The greatest factors that influence their satisfaction are compensation and job security. The data also show that the transformational leadership style of managers of PS Bank Batangas Branches significantly affects the employee's satisfaction in terms of their communication with their employees. A proposed measure to enhance the transformational leadership style of the managers of PS Bank has been formulated to increase the level of job satisfaction among its employees.

**Keywords** – Transformational Leadership, Job Satisfaction,

## I. INTRODUCTION

Leadership and job satisfaction are recognized as fundamental components influencing the overall effectiveness of an organization. Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes (Daft, 2008). Leadership is the ability you demonstrate when you influence others to act in a particular way. Through direction, encouragement, sensitivity, consideration, and support, you inspire your followers to accept challenges, and achieve goals that may be viewed as difficult to achieve. During these challenging times, strong leadership is widely recognized as the key to providing people with visions and responding to social demands (Melum, 2002). In addition to its essential role in the organizational function of society, leadership has a very wide spectrum of influences. In every organization, employees with high sense of responsibility and engagement become assets of the company. They ensure the efficiency and effectiveness of their outputs and contribute to the achievement of the vision and mission of the organization (Deligero & Laguador, 2014). Due to global economic shifts, many businesses especially in service sector modified the way they do their business,

attempted to attract and hold customers. They tend to focus in providing quality customer service and environment in which clientele wants are satisfied (Devicais, 2014).

A transformational leader is one who arouses followers' interest and awareness in the group or organization, increases the confidence of followers, and endeavors to shift concerns of followers from mere existence to achievement and growth (Daft, 2008). As a result, followers of transformational leaders are motivated to perform more than they originally expected to perform because of feelings of admiration, respect, trust, and loyalty toward leaders. The most recent version of transformational leadership theory includes four dimensions: individualized consideration, idealized influence, inspirational motivation, and intellectual stimulation (Judge & Piccolo, 2004). These leaders both recognize and demonstrate acceptance of differences in followers' needs and desires.

To create a well-developed organizational leadership style, employee satisfaction should be considered. Job satisfaction is a pleasant feeling resulting from the perception that one's job fulfills or allows for the fulfillment of one's important job values (Noe, 2008). People will be satisfied with their jobs as

long as they perceive that their jobs meet their important values (Wright, 2006). Job satisfaction is critically important to managers, and especially so to HR Managers, because it will most likely affect worker productivity, absenteeism, and turnover (Hendon, 2013). It is known that employees with the personality traits of optimism and positive self esteem tend to have greater job satisfaction (Lussier, 2013). Satisfaction of employees and clients is an important element of success for any organization and any sector of the economy (Laguador, De Castro & Portugal, 2014).

Since Philippines Savings Bank opened its first branch on September 26, 1960. It has become the country's second-largest thrift bank in terms of assets. It is the first publicly listed thrift bank in the Philippines and has recently been ranked as the strongest savings bank in the Asia Pacific by independent research group, The Asian Banker.

The present research was designed to investigate the correlation of the transformational leadership of PSBank Managers and employee satisfaction of PSBank Batangas branches. The researcher believes that it is very important for the management of the bank to know the level of transformational leadership of PSBank managers that can help to keep the employees satisfied with their respective jobs.

## II. OBJECTIVES OF THE STUDY

This study generally determined the relationship between the transformational leadership and employee satisfaction at PSBank Batangas branches. Specifically, this study has the following objectives: to determine the level of transformational leadership of PS Bank Managers ; to determine the level of employee satisfaction of the PS Bank Batangas branches; to test if there is a significant relationship between the manager's transformational leadership and employee satisfaction of PSBank Batangas Branches and to propose means to enhance the transformational leadership style of the managers of PS Bank in order to increase the level of employee satisfaction.

**Ho:** There is no significant relationship between the transformational leadership style and employee satisfaction of PS Bank Batangas branches.

## III. METHODS

### Research Design

This study aimed to provide a description of relationships between the transformational leadership

style of the managers of PS Bank and the satisfaction level of their employees. The researcher uses descriptive-correlation method of research. The descriptive correlation method provides essential knowledge about the concepts used in the study as well as their relationship with each other. Hence, this method is suitable to the present study since this involved assessment of the given condition.

### Participants

The respondents of this study include 33 regular rank and file employees from PS Bank in Batangas province. To qualify for the study, each subject must be a full-time rank and file employee of the bank including tellers, new accounts teller, and loan processors. The researcher opted to choose the regular employees since they will be better equipped to describe the PS Bank work experience. Thirty-three or 100% of the respondents accomplished the questionnaires.

**Table 1.** Population per Branch

Branches	Number of Participants	%
PS Bank Lipa 1	10	30.30%
PS Bank Lipa 2	3	9.10%
PS Bank Tanauan	5	15.20%
PS Bank Batangas	5	15.20%
PS Bank Pallocan West	3	9.10%
PS Bank Batangas- Bauan	3	9.10%
PS Bank Lemery	4	12.10%
<b>Total</b>	<b>33</b>	<b>100%</b>

### Instruments

To measure the concepts relevant in the study, the researcher examined questionnaires from on-line sources and revised the versions of instruments used by other studies and collected these to have an instrument appropriate for this study. The instrument is a modified version from on-line source and also the determinants survey of Chin Chen (2004) and Koppula (2008). These will be used to gather data needed for the study on leadership styles and employee satisfaction at PSBank Batangas branches. The summary of the questionnaire will be presented to the seven branches of PSBank in the province of Batangas.

The survey questionnaire was used as the main data-gathering instrument for this study. The questionnaire was divided into two main parts. Part I was the modified transformational leadership which measured Multifactor Leadership Questionnaire-Form 5X, henceforth referred to as MLQ, which was

developed by Avolio, Bass, & Jung (1999). The MLQ scale comprised of 45 items measuring leadership, however only twenty of those were taken into consideration as they were related to the main predictor in this study, namely, transformational leadership. The overall transformational leadership scale was subdivided into four subscales measuring the underlying dimensions of transformational leadership, namely: idealized influence (behavior and attributed), inspirational motivation, intellectual stimulation, and individualized consideration. Each of these four subscales of transformational leadership was comprised of four items. Part II is the modified employee satisfaction questionnaires from the study of Chin Chen (2004) and from on-line sources.

To determine the individual level of transformational leadership a Likert scale was used with the following assigned values: Scale 5 which is verbally interpreted as “frequently, if not always”; scale 4 which is verbally interpreted as “fairly often”; scale 3 which is verbally interpreted as “sometimes; and scale 2 and 1 which are verbally interpreted as “once in a while” and “not at all” respectively.

To determine the individual level of employee’s satisfaction a Likert scale was used with the following assigned values: Scale 5 which is verbally interpreted as “highly satisfied”; scale 4 which is verbally interpreted as “satisfied”; scale 3 which is verbally interpreted as “moderately satisfied”; and scale 2 and 1 which are verbally interpreted as “less satisfied” and not satisfied” respectively.

### Procedure

There were various steps that were undertaken in gathering the data to answer the question in the study. A letter of request to conduct the study was sent to the seven branches of PS Bank. Once approved, questionnaires were given out to the participants of the study. The researcher conducted the survey personally to ensure that it was properly distributed and retrieved as soon as possible.

### Data Analysis

Weighted Mean was used to determine the respondents’ perception on leadership styles of bank managers and their job satisfaction. Pearson Product Moment Correlation was used to determine the significant relationship between leadership styles of bank managers and respondents’ job satisfaction. This scale was used to determine the level of transformation leadership of PS Bank: 4.50 – 5.00 – Frequent (F); 3.50

– 4.49 = Fairly Often (FO); 2.50 – 3.49 = Sometimes (S); 1.50 – 2.49 = Once in a While (OW); 1.00 – 1.49 = Not at All (NA).

## IV. RESULTS AND DISCUSSION

**Table 2. Level of Transformational Leadership of PS Bank Managers in terms of Responsibility and Decision Making (N = 33)**

Manager Responsibility & Decision Making. My Manager...	WM	VI	Rank
1. treats me as an individual rather than just as a member of a group	4.42	FO	1
2. acts in ways that builds my respect.	4.30	FO	2.5
3. considers the moral and ethical consequences of decisions	3.82	FO	6
4. considers me as having differing needs and aspirations from others	3.61	FO	7
5. gets me to look at problems from many different angles	4.30	FO	2.5
6. goes beyond self-interest for the good of the group	4.12	FO	5
7. displays a sense of power and confidence	4.18	FO	4
<b>Composite Mean</b>	<b>4.11</b>	FO	

Table 2 shows the transformational leadership of the employees in terms of manager’s responsibility and decision making. It was found out that the over-all assessment of 4.11 was verbally interpreted fairly often. Among the transformational leadership mentioned, “My manager treats me as an individual rather than just as a member of a group” ranked first with a weighted mean score of 4.42, followed by “My manager acts in ways that builds my respect” and “My manager gets me to look at problems from many different angles” which both obtained a mean of 4.30.

The respondents’ answers revealed that managers of PS Bank Batangas Branches treat their subordinates as an individual rather than just a member of a group. Also, it shows that managers act in ways that would show respect to their subordinates and help them look on problems in different ways.

According to Northouse (2001), a transformational leader could make the company more successful by

valuing and respecting its associates. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization. Managers should provide a system by which job satisfaction of employees could be attained to a comfortable level so that productivity in the organization could well be attained. This implies that management needs to secure information about it in order to have sound information for making decisions that might affect employees' job satisfaction (Javier & Deligero, 2014).

Though all were assessed as fairly often, the management should focus more on the moral and ethical consequences of decisions and differing needs and aspirations from others since it obtained the lowest mean value of 3.82 and 3.67 respectively.

Table 3 illustrates the transformational leadership of the employees in terms of manager's ability to develop employees. As seen in the above table, managers fairly often help subordinates to develop strengths with a weighted mean of 4.42. This indicates that managers are aware of what strength their subordinate has and they help them develop it even more.

**Table 3. Level of Transformational Leadership of PS Bank Managers in terms of Ability to Develop Employees (N = 33)**

Manager Ability to Develop Employees. My manager...	WM	VI	Rank
1. suggests new ways of looking at how to complete assignments	3.94	FO	6
2. emphasizes the importance of having a collective sense of mission	4.15	FO	4.5
3. helps me to develop my strengths.	4.42	FO	1
4. spends time teaching and coaching.	4.15	FO	4.5
5. specifies the importance of having a strong sense of purpose.	4.30	FO	3
6. expresses confidence that goals will be achieved.	4.39	FO	2
<b>Composite Mean</b>	<b>4.23</b>	<b>FO</b>	

According to Breux (2010), the individually considerate leader listens effectively and delegates tasks as a means of developing followers. These delegated tasks are monitored to see if the followers need

additional direction or support and to assess progress. Managers with individual consideration encourage associates to reach goals that help the organization. The knowledge and skills they have will often lead to more innovation in the company and more opportunities for completing tasks or activities more efficiently (Quizon, 2014).

Other items were rated fairly often by the respondents such as "Manager expresses confidence that goals will be achieved" (4.39), "Manager specifies the importance of having a strong sense of purpose" (4.30), "Manager emphasizes the importance of having a collective sense of mission and spends time coaching and teaching" (4.15). The least rated is the item with regards to how frequent manager suggests new ways of looking at how to complete assignments. Though it is verbally interpreted as fairly often, it obtained the lowest weighted mean of 3.94. Managers should understand the assignment of each subordinate so that they could focus on suggesting different ways and new approaches to complete the assignments.

Considering that this style of transformational leadership in terms of manager's ability to develop employees obtained a composite mean of 4.11, the respondents feel that managers are fairly making developments among their employees whether in terms of personal development or career development.

Table 4 shows the transformational leadership of the employees in terms of manager's vision for the future. Over-all assessment showed 4.21 and was verbally interpreted as fairly often.

**Table 4. Level of Transformational Leadership of PS Bank Managers in terms of Vision for the Future (N = 33)**

Manager Vision for the Future. My manager...	WM	VI	Rank
1. talks enthusiastically about what needs to be accomplished.	4.27	FO	2
2. talks optimistically about the future.	4.30	FO	1
3. articulates a compelling vision of the future.	4.12	FO	4
4. instills pride in others for being associated with him/her.	4.15	FO	3
<b>Composite Mean</b>	<b>4.21</b>	<b>FO</b>	

The data illustrate the level of transformational leadership of PS Bank managers as perceived by the employees in terms of vision for the future. Among the transformational leadership mentioned, “My manager talks optimistically about the future” ranked first with a weighted mean score of 4.30, followed by “My manager talks enthusiastically about what needs to be accomplished” which obtained a mean of 4.27. The data shows that managers are active in talking about the future with optimism and are enthusiastic talking about the needs to be accomplished.

According to Breaux (2010), Inspirational motivation describes managers who motivate associates to commit to the vision of the organization. Inspirational leaders are able to develop an effective organizational vision and build team spirit, as well as a meaningful work environment. These ingredients are essential to ensure team and organizational success. Transformational leadership with emphasis on inspirational motivation is a model of leadership that, when applied, will lead to successful healthcare teams and organizations. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization.

Though all were assessed as fairly often, the management should focus more on the moral and ethical consequences of decisions and differing needs and aspirations from others since it obtained the lowest mean value of 3.82 and 3.67 respectively

**Table 5. Level of Transformational Leadership of PS Bank Managers as Perceived by the Employees in terms of Communication with Employees (N = 33)**

Manager Communication with Employees. My manager...	WM	VI	Rank
1. re-examines critical assumptions to question whether appropriate.	3.85	FO	3
2. talks about their most important values and beliefs.	4.42	FO	1
3. seeks differing perspectives when solving problems.	4.39	FO	2
<b>Composite Mean</b>	<b>4.22</b>	<b>FO</b>	

Table 5 illustrates the transformational leadership of the employees in terms of manager’s communication with employees. As seen in the table, managers fairly

often talks about their most important values and beliefs with a weighted mean of 4.42. This indicates that managers are open with their employees and they talk and share about what values and beliefs are most important to them.

According to Breaux (2010), the individually considerate leader listens effectively and delegates tasks as a means of developing followers. These delegated tasks are monitored to see if the followers need additional direction or support and to assess progress. Managers with individual consideration encourage associates to reach goals that help both the associates and the organization.

The item “My manager seeks differing perspectives when solving problems” ranked 2<sup>nd</sup> which obtained 4.39 and verbally interpreted as fairly often. This means that managers find different possible perspectives to solve problems.

The least rated is the item with regards to how frequent manager re-examines critical assumptions to question whether appropriate. Though it is verbally interpreted as fairly often, it obtained the lowest weighted mean of 3.85. Managers should focus more and give importance on re-examining critical assumptions to question whether appropriate. Considering that this style of transformational leadership in terms of manager’s communication with employees obtained a composite mean of 4.22, the respondents feel that managers are fairly able to communicate and reach out to the employees.

Table 6 illustrates the summary of transformational leadership in terms of managers’ responsibility and decision making, ability to develop employees, vision for the future, and communication with employees.

**Table 6. Summary of Transformational Leadership PSBank Managers**

Transformational Leadership	WM	VI	Rank
Manager Responsibility & Decision Making	4.11	FO	4
Manager Ability to Develop Employees	4.23	FO	1
Manager Vision for the Future	4.21	FO	2
Manager Communication with Employees	4.22	FO	3
<b>Composite Mean</b>	<b>4.19</b>	<b>FO</b>	

The item managers’ responsibility and decision making was found out the overall assessment of 4.11 which is verbally interpreted as fairly often. Managers of PSBank in Batangas branches are valuing and

respecting their employees. They can also be trusted and respected by associates to make good decisions to organization. The transformational leadership of employees in terms of manager's ability to develop employees got the highest mean of 4.23 which is verbally interpreted as fairly often. This indicates that managers listen effectively and delegate tasks as means of developing followers. Managers also monitored to see if the followers need additional direction or support and to assess progress. They also encourage associates to reach goals that help organization. The transformational leadership of the employees in terms of manager's vision for the future was found out the overall assessment of 4.21 and was verbally interpreted as fairly often. This result shows that managers encourage team spirit to reach goals and growth for the organization.

They also motivate associates to commit to the vision of the organization. As seen on the table, transformational leadership of employees in terms of manager's communication with employees obtained a composite mean of 4.22 which is verbally interpreted as

fairly often. This indicates that managers are open with their employees and they talk and share about the values and beliefs. Managers also listen effectively and delegates tasks as a means of developing followers. The respondents feel that managers are fairly able to communicate and reach out to the employees.

Table 7 describes the level of employee satisfaction of PS Bank Batangas branches. In general, the employees of PS Bank were satisfied with their job since the obtained composite mean was 4.12. "My pay and the amount of work I do" got the highest weighted mean score of 4.70 which was rated highly satisfied. This only shows that the employees were properly compensated on the job position they currently handle. This means compensation is really important for the employees and it is one of the biggest factors that might affect employee job satisfaction. Employees should believe they are being paid enough for the work they are doing. Generally, a worker with a difficult or time-consuming job will usually be paid more than one with an easier job.

**Table 7. Level of Employee Satisfaction of the PS Bank Batangas Branches**

<b>Job Satisfaction</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. Being able to keep busy all the time	3.39	Moderately Satisfied	19
2. The chance to work alone on the job	2.45	Less Satisfied	20
3. The chance to do different things from time to time	3.76	Satisfied	18
4. The chance to be "somebody" in the community	3.85	Satisfied	15
5. The way my boss handles his man	4.30	Satisfied	9
6. The competence of my supervisor in making decisions	4.18	Satisfied	13.5
7. Being able to do things that don't go against my conscience	4.36	Satisfied	6.5
8. The way my job provides for steady employment	4.64	Highly Satisfied	2
9. The chance to do things for other people	4.61	Highly Satisfied	3
10. The chance to tell people what to do	4.21	Satisfied	12
11. The chance to do something that makes use of my abilities	4.52	Highly Satisfied	4
12. The way company policies are put into practice	3.82	Satisfied	16.5
13. My pay and the amount of work I do	4.70	Highly Satisfied	1
14. The chances for advancement on this job	3.82	Satisfied	16.5
15. The freedom to use my own judgment	4.18	Satisfied	13.5
16. The chance to try my own methods of doing the job	4.24	Satisfied	10.5
17. The working conditions	4.42	Satisfied	5
18. The way my co-workers get along with each other	4.33	Satisfied	8
19. The praise I get for doing a good job	4.24	Satisfied	10.5
20. The feeling of accomplishment I get from the job	4.36	Satisfied	6.5
<b>Composite Mean</b>	<b>4.12</b>	<b>Satisfied</b>	

*Legend: 4.50 – 5.00 – Highly Satisfied; 3.50 – 4.49 = Satisfied; 2.50 – 3.49 = Moderately Satisfied; 1.50 – 2.49 = Less Satisfied; 1.00 – 1.49 = Not Satisfied*

The respondents were also highly satisfied on "the way my job provides for steady employment", "chance to do things for other people" and the "chance to do

something that makes use of my abilities". This shows that employees feel that they could keep on working in the bank as long as they need and want to. They feel

that they could grow and be mature professionally in their current job position. Employees will often feel more secure, therefore more satisfied, if they believe they will not get fired for no reason. If the reasons that an employee may be fired are clearly understood, this can help create the feeling of job security.

The respondents were also highly satisfied on “the way my job provides for steady employment”, “chance to do things for other people” and the “chance to do something that makes use of my abilities”. This shows that employees feel that they could keep on working in the bank as long as they need and want to. They feel that they could grow and be mature professionally in their current job position. Employees will often feel more secure, therefore more satisfied, if they believe they will not get fired for no reason. If the reasons that an employee may be fired are clearly understood, this can help create the feeling of job security.

According to Robbins (2003) less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction. Yang and Wu (2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence each other. Pay has direct influence on satisfaction level of employee. NL (2012) described that pay is one of those satisfying variable which hindered and reduces the dissatisfaction level of employees.

Also, respondents are very positive in terms of how they view their job. They see it as an opportunity to help and do things for other people. Lastly, employees feel that they belong with the organization because they can make use of the abilities they have to help promote the organization’s goal and mission.

According to Pocock (2006), there are some other factors rather than money which any employee want to share with their community and home members. Such factors include sense of achievement and feelings of accomplishment of some task. Outcomes, task characteristics and meaningful work are important for such people who have need for achievement. Meaningful work is actually the purpose of working through which they have to pass. Success, achievement

and status are included in the meaningful work experiences (Pratt & Ashforth, 2003).

Other items in the result were assessed as satisfied only and among the items that topped on the list were working conditions, being able to do things that don’t go against my conscience, feeling of accomplishment I get from the job, way my co-workers get along with each other, way my boss handles his man, chance to try my own methods of doing the job and the praise I get for doing a good job with 4.42, 4.36, 4.33, 4.30 and 4.24 respectively.

The item “being able to keep busy all the time” was rated moderately satisfied while “the chance to work alone on the job” was the only item that was rated less satisfied. This could mean that employees always depend on each other in terms of the work load and the chance to work alone is little.

According to Edwards (2003), a toxic work environment can often lead to negative employee job satisfaction. Employees who believe they are treated fairly and with respect are often very happy with their jobs. On the other hand, employees who are belittled, ignored, or generally disrespected are often very unsatisfied with their jobs.

Meanwhile, Table 8 shows the relationship between the transformational leadership and employee’s satisfaction of PS Bank Batangas branches. Based from the data obtained, it was found out that only communication with employees was statistically significant to the employees’ satisfaction. This was observed since the computed r-value indicates a moderate positive correlation with a p-value less than 0.05 level of significance. Thus, the null hypothesis of no significant relationship between transformational leadership in terms of the managers communication with the employees and level of satisfaction is rejected. This means that the employees satisfaction is affected by the managers communication with them and it implies that the more the managers communicate with the employees, the more satisfied they feel they are with their job.

**Table 8. Relationship Between the Transformational Leadership and Employee’s Satisfaction of PS Bank Batangas Branches**

<b>Transformational Leadership</b>	<b>r-value</b>	<b>p-value</b>	<b>Decision</b>	<b>Interpretation</b>
Responsibility & Decision Making	0.272	0.126	Accepted	Not Significant
Ability to Develop Employees	0.245	0.169	Accepted	Not Significant
Vision for the Future	-0.051	0.776	Accepted	Not Significant
Communication with Employees	0.371	*0.033	Rejected	Significant

\* Correlation is significant at the 0.05 level (2-tailed)

The result was supported by Edwards (2003), who said that communication is also very important when it comes to employee job satisfaction. Employees who believe they can not address concerns or problems with supervisors will often feel unsatisfied with their jobs. If the lines of communication are open, on the other hand, employees will typically feel more at ease addressing any concerns, and they will therefore be more satisfied. On the other hand, a lack of communication can cause confusion between management and staff or among departments, leading to frustration and resentment in job. In addition to poor communication, a lack of communication can also cause problems (Samuels, 2013).

## V. CONCLUSION AND RECOMMENDATIONS

The managers of PS Bank Batangas Branches fairly often practice the transformational leadership style. The employees of PS Bank Batangas Branches are satisfied with their job. The greatest factors that influence their satisfaction are compensation and job security. The transformational leadership style of managers of PS Bank Batangas Branches significantly affects the employees' satisfaction in terms of their communication with their employees. A proposed measure to enhance the transformational leadership style of the managers of PS Bank has been formulated to increase the level of job satisfaction among its employees.

It is recommended that the bank may conduct series of leadership training and workshop to further enhance their transformational leadership style most especially in terms of responsibility and decision making. The bank may continue to provide job security by granting employee benefits and incentives especially to those who meet and exceed the expectation of the management. The bank managers may continue to conduct meetings regularly. Managers may stimulate discussions with subordinates to monitor the feedback of their employees and bank managers may continue to send regular bank updates to their employees. The proposed means of enhancement of transformational leadership style of the managers of PS Bank may be implemented and evaluated thereafter in order to increase the level of job satisfaction among its employees. A follow up study may be conducted using other variables.

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