

**EFFECT OF TRANSFORMATIONAL LEADERSHIP  
TO JOB SATISFACTION OF  
C.E. ENGINEERING CO., LTD**

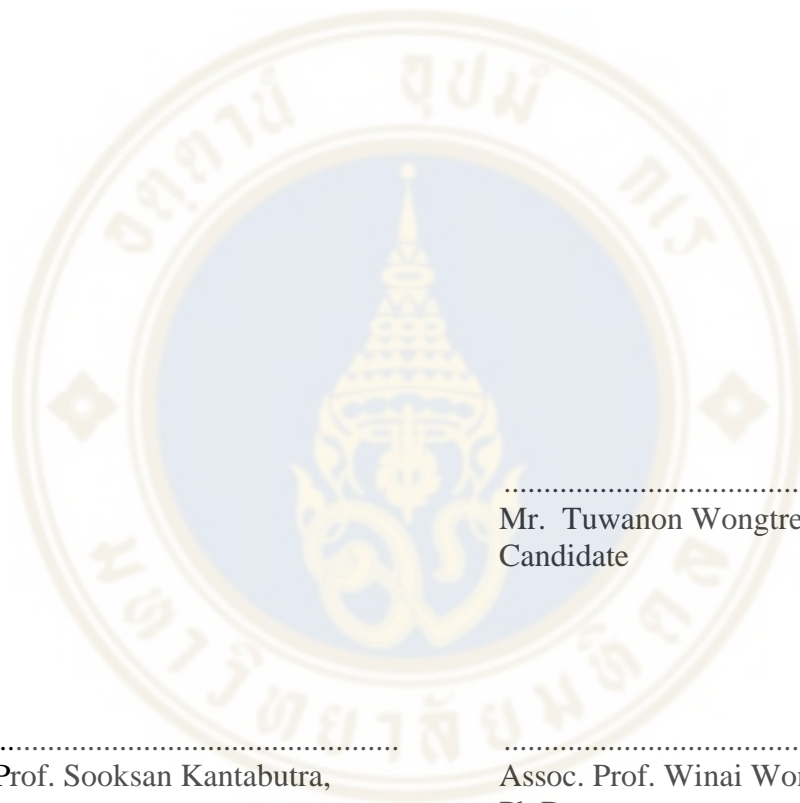


**A THEMATIC PAPER SUBMITTED IN PARTIAL  
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Thematic paper  
entitled  
**EFFECT OF TRANSFORMATIONAL LEADERSHIP TO JOB  
SATISFACTION OF C.E. MECH ENGINEERING CO.,LTD**

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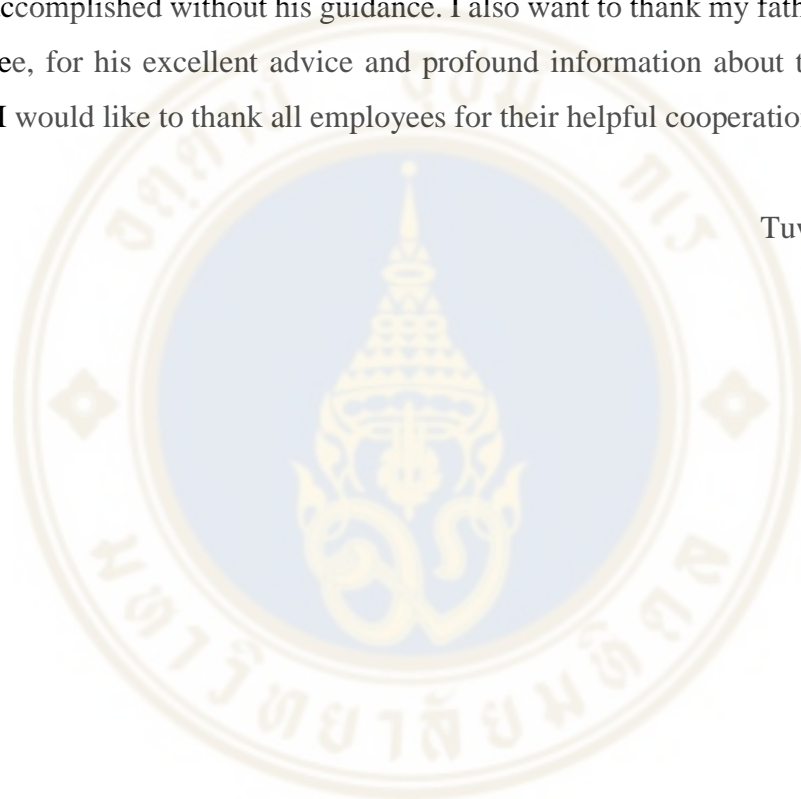
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**EFFECT OF TRANSFORMATIONAL LEADERSHIP TO JOB  
SATISFACTION OF C.E. ENGINEERING CO., LTD**

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**ABSTRACT**

The objective for this thematic paper is to find a way to improve productivity, also reduce turnover rate and absence of the organization. Accordingly, the company will be able to identify and conduct improvement by finding correlation between transformational leadership and job satisfaction. The research methodology is a combination of quantitative, qualitative and SPSS analysis. All data are verified validation before analyzing by SPSS program. In result, the factor of transformational leadership that effect job satisfaction the most is individualized consideration which is not the same as expected at first.

**KEY WORDS:** Transformation leadership / Job satisfaction / SPSS /  
Quantitative / Qualitative

21 pages

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# CHAPTER I

## INTRODUCTION

### 1.1 Executive Summary

The big organization attracts a high-performance workforce due to the appropriate human resource management system. In the SMEs company, the disadvantage is the amount of cash flow that can allocate welfare for employees. However, focus on increasing cost is not the way to start to fix the problem. The essential part of low job satisfaction is understanding. The management level must go deep down to the heart of unhappy employees. Otherwise, it will create many embedded problems in the organization.

### 1.2 Overview of the company

C.E. Mech Engineering Co, LTD was established as a company in 1999. Nevertheless, it was a limited partnership since 1992. This year is the 28th of the company service. The primary sales revenue comes from servicing and manufacturing big projects for the customer. Specializing in various engineering fields make the company demanded by many steel mills in Thailand.

Most of the company's incoming projects come from a long-term relationship with the customer. In globalization, the company faces many domestic and international competitions since the customer has more choice to choose. The procurement department of each company empowers its procurement process to make the best decision at any time. So, the old marketing approach cannot be utilized in this age of globalization. The input of marketing is changed. Respectively, the output of products and services are required to adjust as everything is changed.

Correspond to company survival. The company is withstanding by knowledge and experience. Without these 2 values, the company cannot satisfy



customer needs since the customer has more choice because of globalization. It is necessary to retain a good employee's job satisfaction to ensure the strength of the company.

### **1.3 Main problems**

**1.3.1 Absence** – In the OEM (Original Equipment Manufacturer), the lack of employees hit the cost critically because most profits come from projects. Respectively, most of the ground employees are day-by-day contract employees. If the employee is absent frequently, the project will be delayed, and the company may get fined because of the delay. It is not worth trading 100,000 baht for a 1-day delay punishment for 500 baht of 1 worker absence. Accordingly, there are rules to punish absent workers. But many times, workers still disappear frequently.

**1.3.3 Turnover** – Knowledge, and experience are the core value to sustain the company. The technical comprehension of knowledge collected through years of experiencing entrust customers to keep repeat calling for the services. Nevertheless, the resigned employees bring these values out of the company, which is a dilemma for the management level. Also, the trend of the market is changing. Young employees need more than salary. It is essential to overwhelm them with the right environment, knowledge to exploit, and enough welfare for life.

**1.3.3 Productivity** – Job satisfaction motivates employees to work with high energy and willing to do additional tasks apart from job descriptions. The ideal human resource management is transforming employees to be part of the organization. Currently, productivity is not at the expected level. Unseen problems such as lack of small communication lead to project mistakes, the short union of employees disrupts a task's performance, and insufficient intrinsic and extrinsic motivation to push employees forward.

However, details of each problem still unknown. This consulting practice will go deep down to identify and analyze the real reasons of employee's job dissatisfaction. The perception of this consulting practice will exploit C.E. Mech Engineering Co, Ltd to conduct a relevant human resource management strategy in the future.



## **CHAPTER II**

### **LITARATURE REVIEW**

#### **2.1 Transformational Leadership**

In 1978, James McGregor Burns found transformational leadership. The objective is to transform employees to be the best they can be and share leadership among the organization. Transformational leadership is conducted to improve the company's big picture performance and exploit the employee's maximum performance. There are 4 core pieces of Transformational leadership (Four Elements of Transformational Leadership, 2020).

##### **2.1.1 Intellectual stimulation**

This is the text, and “Four Elements of Transformational Leadership” (2020) says “Transformational leadership values creativity and autonomy among the leader's followers”, which supports my argument. Understanding the organization's problem and seeking a solution to overcome the problem with rational knowledge. An organization must consist of knowledge development if there are none. The organization would not be in a challenging situation. Urging employees to find a better way of work continuously will lead to better performance and a better strategic standpoint in the market. It all can be starting from let employees involve in decision making (Four Elements of Transformational Leadership, 2020).

##### **2.1.2 Individualized Consideration**

Every individual is different from each other and needed specific treat. Employees reflect the uniqueness of the organization. Correspondingly. Transformational leadership required personalization to accomplish the adaptation to understand individual needs and personal motivation. The leader must realize what the individual needs to keep it fulfilled (Four Elements of Transformational Leadership, 2020).

### **2.1.3 Inspirational Motivation**

Misunderstanding the vision of the company would not let employees foresee a step ahead by themselves. The executive must establish a clear relatable vision to be the foundation of Transformational leadership. It required superb communication skills of leader to transfer the determination to take a step further. Also, leader should spread the positive power to employees (Four Elements of Transformational Leadership, 2020).

### **2.1.4 Idealized Influence**

A transformational leadership company needs great leaders to be role model. Those leaders should express the way to be transformational leaders by action he/she takes. It is the first step to build trust to follow their steps to develop a confidence leader (Four Elements of Transformational Leadership, 2020).

## **2.2 Job Satisfaction**

Job satisfaction indicates the contentment of employees feels in the company. It is judged by individual respect for their work that has been accumulated through days of work. In this consulting practice, job satisfaction will be the primary factor to measure each employee (American Academy of Family Physicians, 2019).

Job Satisfaction indicator

- **Achievement:** It's like a SMART goal. Achievement is one of the significant factors to boost up self-esteem. It can lead to self-actualization, which is the goal of all people's human development strategy. The plan must be clear and not set to failure. The employee should be able to use their attribute at the highest potential. Most importantly, everyone in the organization should know the goal and path to achieve it (American Academy of Family Physicians, 2019).
- **Recognition:** The nature of humans is the need to be recognized at all levels. Lack of recognition in the workplace may affect attentiveness and enthusiasm in employees' minds. A good recognition organization

praises its employees throughout the project, not just when the job is finished (American Academy of Family Physicians, 2019).

- **Responsibility:** It is the main component is to take care of all given works nicely. However, taking to the next step, responsibility considers freedom and power of work as a subsequent component. As if the employee can manage their job effectively. Rise of freedom and power will be given relating to their responsibility (American Academy of Family Physicians, 2019)
- **Work itself:** It is not just autonomous of the job. Work itself means an employee seeks to perform the work broader and better than the current state. This required the clarification of the work objective to all employees. Practically, every task cannot always be a monitor. If the employee has a clear illumination of their jobs related to the customer, it can prevent problems and enhance performance (American Academy of Family Physicians, 2019)
- **Advancement:** Unquestionably, everyone works to get a good salary to pay their bill. The price of monthly bills tends to increase when we are aging. So, everyone needs incremental benefit over time. Emphasizing only the intangible factors of transformational leadership cannot take the organization effectively to be a leadership organization (American Academy of Family Physicians, 2019)
- **Personal growth:** It is the path for advancement of job. The essential piece for self-actualization is to satisfy themselves and keep developing continuously. Sometimes, extrinsic motivation (ex. Money) is not the only value that employees gather from the organization and personal growth (American Academy of Family Physicians, 2019)

### **2.3 Leadership style and Job satisfaction**

Employee's job satisfaction reflects the leadership style of leaders. Many organizations participate on adapting and develop leadership style to enhance job satisfaction. There are 2 main leadership style which is transformational leadership and

transactional leadership. In the studies, transformational leadership has a more significant impact than transactional leadership. Transactional leadership will adversely affect the long run to consider the leadership style the most effective is transformational leadership (Asghar, Saima, Oino, 2017).

## **2.4 SPSS**

### **2.4.1 Cronbach's Alpha ( $\alpha$ )**

Quantitative questionnaires need to test the validation of reliability. Some questions in the questionnaires can be too abstract and misleading. Cronbach's Alpha is used to make sure the data is reliable enough for the next step (Laerd Statistic, 2020).

### **2.4.2 Pearson's Correlation**

Pearson's correlation test is used to determine the effectiveness of each factor. The background of the test strength of linear association. If these two factors are correlated to each other, the value of Pearson's correlation will be higher (Laerd Statistic, 2020).



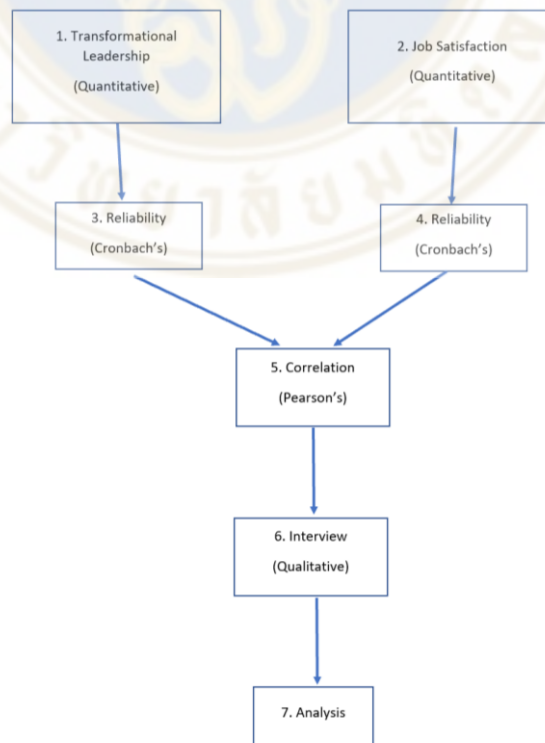
## CHAPTER III

### MATERIALS AND METHODS

#### 3.1 Framework

Transformational leadership and transactional leadership will relatively link to intrinsic and extrinsic satisfaction which are the main factor to contribute high employee job satisfaction (Asghar, Saima, Oino, 2017). Transformational leadership has 4 factors to define job satisfaction of the organization which are Idealized influence, Inspirational motivation, Individual consideration, Intellectual stimulation (Hearts Communication, 2020). So, the target is to find the most correlated factor out of 4.

After that the correlation between job satisfaction and transformational leadership will indicate the proper way to improve job satisfaction. And, it will benefit the company management through bottom up (American Academy of Family Physicians, 2019).



## 3.2 Questionnaires

Both quantitative and qualitative questionnaires are consisting in the research. The objective is to identify and study deeply about key factors of transformational leadership related to job satisfaction.

### 3.2.1 MLQ questionnaires

It was first construct by Bruce J. Avolio and Bernard M. Bass to approach a full range of leadership style. In this case, MLQ questions will be classified into 12 questions. Each question is link to transformational leadership (Butalid, 2018).

**Table 3.1 MLQ questionnaires**

#	Questions	Factor to consider
1	I make others feel good to be around me.	Idealized influence
2	I express with a few simple words what we could and should do.	Inspirational motivation
3	I enable others to think about old problems in new ways.	Intellectual stimulation
4	I help others develop themselves.	Individual consideration
5	Others have complete faith in me.	Idealized influence
6	I provide appealing images about what we can do.	Inspirational motivation
7	I provide others with new ways of looking at puzzling things.	Intellectual stimulation
8	I let others know how I think they are doing.	Individual consideration
9	Others are proud to be associated with me.	Idealized influence
10	I help others find meaning in their work.	Inspirational motivation



**Table 3.1 MLQ questionnaires (cont.)**

#	Questions	Factor to consider
11	I get others to rethink ideas that they had never questioned before.	Intellectual stimulation
12	I give personal attention to others who seem rejected.	Individual consideration

### 3.2.2 Job Satisfaction questionnaires

The quantitative of job satisfaction is conducted to find the satisfaction of employee to the organization. The scale of 1-5 with 15 questions Alpern, Thompson, Canavan, McNatt. (2013).

**Table 3.2 Job satisfaction questionnaires**

#	Please circle your level of agreement with the following:	Strongly	Disagree	Agree	Agree	Strongly
1	I believe management encourages and recognizes new ideas.	1	2	3	4	5
2	I am satisfied with the opportunities for growth within the organization.	1	2	3	4	5
3	I am satisfied with the product or service I provide.	1	2	3	4	5
4	Members of my team pull together to complete a task.	1	2	3	4	5
5	Management's expectations are consistent with the level of resources given.	1	2	3	4	5
6	I am satisfied with how the organization addresses external issues impacting our services and products.	1	2	3	4	5

**Table 3.3 Job satisfaction questionnaires Cont.**

#	Please circle your level of agreement with the following:	Strongly	Disagree	Agree	Agree	Strongly
7	If I share my work problems with my direct supervisor, he/she would respond appropriately.	1	2	3	4	5
8	I am satisfied with how my supervisor has worked with me to identify strengths and development areas.	1	2	3	4	5
9	My supervisor provides me resources to improve my work.	1	2	3	4	5
10	I receive fair and honest performance evaluations.	1	2	3	4	5
11	believe that I receive the recognition I deserve for my contribution.	1	2	3	4	5
12	I am satisfied with the amount of training I receive to do my job.	1	2	3	4	5
13	My work environment is comfortable and adequate to the needs of the program/department.	1	2	3	4	5
14	I believe management is assisting me in my career development.	1	2	3	4	5
15	OVERALL, I AM SATISFIED WITH MY JOB.	1	2	3	4	5

### 3.3 Appraisal

SPSS program is used to perform the analysis of numerical data from 2 quantitative questionnaires.

#### 3.3.1 Reliability test

After gathered all the data from the questionnaires. Making sure the data is valid to make further analysis by Cronbach's alpha test (Laerd Statistic, 2020).

In this case, both Transformational leadership and Job satisfaction must be verified reliability by Cronbach's alpha test in SPSS program. Otherwise, the result will be unreliable.

### **3.3.2 Correlation test**

The correlation of 2 factors can be identify by Pearson's correlation (Laerd Statistic, 2020). In this case, find the correlation between transformational leadership and job satisfaction by Pearson's r value test. This part will identify the correlation that leads to further analysis. It will show an effect of 4 factors of transformational leadership on job satisfaction.

### **3.4 Ranking**

Identify difference of 4 factors of transformational leadership from MLQ scores and correlation test. Ranking to arrange the importance and current performance of transformational leadership.

### **3.5 Interview (Qualitative)**

After identified the significance data. Conduct the interview to know deeply about why the transformational leadership factor is important to job satisfaction. Interview 4 employees about transformational leadership. The interviewees are selected by classified group into 3 groups which are low MLQ score, medium MLQ score and high MLQ score.

### **3.6 Analysis**

After gathering all the information from the interview that helps clarify transformational leadership, analyze data to the research's knowledge. Interpret the current state and improvement that should be done in the future.

## CHAPTER IV

### RESEARCH METHODOLOGY

#### 4.1 Appraisal result

SPSS program provided statistical numerical data to use further in the research. Accordingly, both the reliability test and correlation test pass the minimum criteria (Laerd Statistic, 2020).

##### 4.1.1 Reliability test

Cronbach's alpha must not be lower than 0.7 for validation of data.

**Table 4.1 Cronbach's alpha result**

No	Transformational Leaderships Factors And Job Satisfaction	N of Items	Cronbach's Alpha
1	Idealized Influence	3	.714
2	Inspiration Motivation	3	.712
3	Intellectual stimulation	3	.744
4	Individual Consideration	3	.727
5	Job Satisfaction	15	.850

##### 4.1.2 Correlation test

The correlation of data must exceed 0.5 in Pearson's r value to be correlated.

**Table 4.2 Pearson's r value result**

No	Transformational Leadership	N of Items	Pearson's Correlation with Job Satisfaction
1	Idealized Influence	47	.521
2	Inspiration Motivation	47	.572
3	Intellectual stimulation	47	.526
4	Individual Consideration	47	.578

## 4.2 Ranking

Ranking to interpret information to use in further analysis.

### 4.2.1 MLQ and Job Satisfaction

Inspirational motivation ranked the first in MLQ questionnaires. The lowest rank is individual consideration. It reflects current state of the company transformational leadership.

**Table 4.3 MLQ questionnaires ranking**

Rank	Transformational Leadership	Question 1	Question 2	Question 3	Average
1	Inspirational Motivation	4.06383	4.212766	3.851064	4.042553
2	Idealized Influence	3.553191	3.978723	4.000000	3.843972
3	Intellectual stimulation	4.042553	3.744681	3.638298	3.808511
4	Individual Consideration	4.021277	3.425532	3.914894	3.787234

### 4.2.2 Correlation to Job Satisfaction

Individual consideration ranked first in transformational leadership and job satisfaction correlation. The most critical factor among 4 transformational leadership factors is individualized consideration.

**Table 4.4 Transformational leadership and job satisfaction correlation ranking**

Rank	Transformational Leaderships	Correlation to Job Satisfaction
1	Individual Consideration	0.578
2	Inspirational Motivation	0.572
3	Intellectual Stimulation	0.526
4	Idealized Influence	0.521

### 4.3 Interview (Qualitative)

4 employees agreed that individualized consideration affects their life the most. Also, they decided that inspirational motivation is one of the reasons they are working in the company.

**4.3.1 1<sup>st</sup> Interviewee** (Low MLQ score) – *Watcharapol (Operator)* –  
Low MLQ score.

“A company is like a friendly community. I come to work every day because of a good colleague. However, I need to improve my linear bronze welding skill. The training teaches basic welding, but not in advance.”

**4.3.2 2<sup>nd</sup> Interviewee** (Medium MLQ score) - *Thamrong (Foreman leader)*

“Every operator I develop closely in the company has a different background. Some of them are intermediate level, some of them are near professional. It is very tough to take a broader look at the whole team.”



“Although it is tough to control the whole team. I’m confident that I’m always encouraged by subordinates when bad things happen.”

#### **4.3.3 3<sup>rd</sup> Interviewee** (Medium MLQ score) - *Sukanya (Office operator)*

“I feel like the management level does not listen to me. I tried to propose a lot of recommendations. In the end, it disappears with no response.”

“My whole family members are working in this company. The company is my family. I have no stress working here. It’s like my home.”

#### **4.3.4 4<sup>th</sup> Interviewee** (High MLQ score) – *Apichat (Manager)*

“It would help a lot, but it's tough to implement. The life of the employee is related to the job. Most of their time spent on the job. There is an obstacle to deduct their motivation. It's hard to make them for the open talk, but it will be beneficial. Spend time to consider this. It will be very useful.”

“I try to create a friendly working environment. The main focus is to encourage everyone. There many mistakes in the process. However, I never blame or punish anyone.”

## **4.4 Analysis**

Analyze individualized consideration and inspirational motivation respect to the MLQ score and job satisfaction correlation

### **4.4.1 Underperformed**

Individualized Consideration – Correlation between Individual Consideration and job satisfaction ranked 1st among other correlations. However, Individual consideration ranks 4th in transformational leadership quantitative. It means that the company underperforms in Individual Consideration.

Currently, we don’t care about treating employees independently. The company runs a campaign without listening to employee voice. Most of the time, campaigns are one-sided and ineffective. Treating everyone equal is an ideal

management system. However, everyone is different in the real world. Personal issues should care of in the organization. It is a forgotten piece that my company is missing.

Suppose the organization care employee individually. It would be the best thing that the employee will get from being a member of the company. However, the hardest part is to open their mind and give trust before telling their problems. Trust is an essential golden ticket to make employee transform into a good leader.

#### **4.4.2 Good performance**

Inspirational Motivation – Inspirational Motivation ranked 1<sup>st</sup> in transformational leadership questionnaire. And, ranked 2<sup>nd</sup> in a job satisfaction correlation with (0.6% difference from 1<sup>st</sup> rank). It reflected that the company perform good in inspiring employee.

The company manage employees with family style of management. The family like culture assist employee mentally to be comfortable with daily working basis and challenging projects.

From the interview, he said a consistent motivation makes me wake up and go to work every day. Working as a team stimulate us to achieving great things to others without leaving others behind. Comparing to other similar business, the company is a very compromise company in terms of employee relationship. It rarely has negative conversation. And, frequently positively encourage others to work without fear.



## **CHAPTER V**

### **RECOMMENDATION & CONCLUSION**

#### **5.1 Improvement**

As stated in chapter 4, individual consideration is underperformed among all transformational leadership. It seems like it's good because the company has high inspirational motivation. However, individual consideration is not directly correlate to inspirational motivation.

##### **5.1.1 Mentorship and Team**

5.1.1.1 Current state – The company is starting to have the training, but it does not suit everyone. All employees come from various backgrounds. Justifying by generalizing all employees does not go straight to the problems. Accordingly, training becomes ineffective because of the divergence of experience.

5.1.1.2 Improvement: Mentorship and Team is the most effective way to solve the problem. First, the team must compromise all the necessary positions—for example, one team leader, one experienced operator, and one fresh employee. The project will be assigned to a team leader as he is capable of managing tasks. Then, give works depend on the skill of his crew. The experienced operator should assist a fresh employee closely.

##### **5.1.2 HR System**

5.1.2.1 Current state – There is no implicit HR system in the organization. Although the company uses a family style of management. It does not mean that everyone can access good help. The disadvantage of the family-style of government is limited visibility for the whole organization. New members and bashful employees are often overlooked.

5.1.2.2 Improvement – There should be an implicit HR system stationed for employee's requests. It may be unsightly in the financial sheet, but it

increases intangible job satisfaction. HR does not only conduct payroll and consign penalties to employees. HR should provide adequate support to an employee if they have a problem. For instance, lack of confidence, insufficient salary, personal responsibility, etc.

## **5.2 Conclusion**

The research clearly states that individualized consideration is an essential factor to improve job satisfaction right now. Nevertheless, other transformational leadership also correlated with job satisfaction. Through the interview, every interviewee acknowledges that individualized consideration is a missing piece in the organization and inspirational motivation perform at the right level currently. The research data conform to each other, as it shows in the result.

Practically, many constraints need to be considered throughout the development plan. Some of the research information may be misled because the manager(me) is the one who conducts this research. The gap of authority may affect the answer of employees.

Mentorship and HR system is the initial recommendation idea. It needs to conform to many aspects to perfect the action plan. However, the research already created the appropriate path to follow to increase the company's job satisfaction.

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