


**THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND PUBLIC
SECTOR EMPLOYEES JOB SATISFACTION DURING COVID-19**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 07 April 2023</p> <p>Accepted 04 July 2023</p>	<p>Purpose: The study intends to assess the effect of transformational leadership on the job satisfaction of government employees in Jordan in order to further investigate this phenomenon.</p>
<p>Keywords:</p> <p>Transformational Leadership; Corona Pandemic; Public Sector; Jordan; Employee Satisfaction.</p>	<p>Theoretical framework: Worldwide public sector companies were facing numerous operational difficulties as a result of the Corona pandemic. Among the most important steps implemented to prevent viral spread are lockdowns and social seclusion. However, strategic management and leadership can support overcoming existing difficulties.</p> <p>Design/methodology/approach: Using an acceptable sample technique, the researchers chose the respondents from among human resource staffers working for public sector organizations. Additionally, regression analysis supported the suggested association between the study variables.</p>
	<p>Findings: The findings showed a significant positive association between transformative leadership and employees' happiness with their jobs in human resources.</p> <p>Research, Practical & Social implications: It has been discovered that, despite the COVID-19 epidemic, transformational leaders support their teams' productivity, which raises commitment to the organization and employee job satisfaction.</p> <p>Originality/value: Regarding the function of transformative leaders, participants also expressed satisfaction and confidence. The researchers advised undertaking additional research to emphasize the importance of leadership in strategically implementing administrative procedures amid global crises at all levels.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.1535</p>

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A RELAÇÃO ENTRE A LIDERANÇA TRANSFORMACIONAL E A SATISFAÇÃO NO TRABALHO DOS FUNCIONÁRIOS DO SETOR PÚBLICO DURANTE A COVID-19

RESUMO

Objetivo: O estudo pretende avaliar o efeito da liderança transformacional na satisfação no trabalho de funcionários do governo na Jordânia, a fim de investigar melhor esse fenômeno.

Referencial teórico: As empresas do setor público em todo o mundo enfrentaram inúmeras dificuldades operacionais como resultado da pandemia de Corona. Entre as medidas mais importantes implementadas para impedir a propagação viral estão os bloqueios e a reclusão social. No entanto, a gestão estratégica e a liderança podem auxiliar na superação das dificuldades existentes.

Desenho/metodologia/abordagem: Usando uma técnica de amostragem aceitável, os pesquisadores escolheram os entrevistados entre funcionários de recursos humanos que trabalham para organizações do setor público. Adicionalmente, a análise de regressão apoiou a associação sugerida entre as variáveis do estudo.

Resultados: Os resultados mostraram uma associação positiva significativa entre a liderança transformadora e a felicidade dos funcionários com seus empregos em recursos humanos.

Implicações de pesquisa, práticas e sociais: Descobriu-se que, apesar da epidemia de COVID-19, os líderes transformacionais apoiam a produtividade de suas equipes, o que aumenta o comprometimento com a organização e a satisfação no trabalho dos funcionários.

Originalidade/valor: Em relação à função de líderes transformadores, os participantes também expressaram satisfação e confiança. Os pesquisadores aconselharam a realização de pesquisas adicionais para enfatizar a importância da liderança na implementação estratégica de procedimentos administrativos em meio a crises globais em todos os níveis.

Palavras-chave: Liderança Transformacional, Pandemia de Corona, Setor Público, Jordânia, Satisfação do Empregado.

LA RELACIÓN ENTRE EL LIDERAZGO TRANSFORMADOR Y LA SATISFACCIÓN LABORAL DE LOS EMPLEADOS DEL SECTOR PÚBLICO DURANTE EL COVID-19

RESUMEN

Propósito: El estudio tiene la intención de evaluar el efecto del liderazgo transformacional en la satisfacción laboral de los funcionarios gubernamentales en Jordania, con el fin de investigar más a fondo este fenómeno.

Marco teórico: Las empresas del sector público en todo el mundo se han enfrentado a numerosas dificultades operativas como resultado de la pandemia de Corona. Entre las medidas más importantes implementadas para detener la propagación viral se encuentran los bloqueos y el aislamiento social. Sin embargo, la gestión estratégica y el liderazgo pueden ayudar a superar las dificultades existentes.

Diseño/metodología/enfoque: Utilizando una técnica de muestreo aceptable, los investigadores seleccionaron a los encuestados entre los empleados de recursos humanos que trabajan para organizaciones del sector público. Además, el análisis de regresión apoyó la asociación sugerida entre las variables del estudio.

Resultados: Los resultados mostraron una asociación positiva significativa entre el liderazgo transformador y la felicidad de los empleados con sus trabajos de recursos humanos.

Implicaciones de investigación, prácticas y sociales: A pesar de la epidemia de COVID-19, se ha descubierto que los líderes transformacionales respaldan la productividad de sus equipos, lo que aumenta el compromiso con la organización y la satisfacción laboral de los empleados.

Originalidad/valor: En cuanto al papel de los líderes transformadores, los participantes también expresaron satisfacción y confianza. Los investigadores recomendaron realizar investigaciones adicionales para enfatizar la importancia del liderazgo en la implementación estratégica de procedimientos administrativos en medio de crisis globales en todos los niveles.

Palabras clave: Liderazgo transformacional, Corona Pandemia, Sector público, Jordania, Satisfacción de los empleados.

INTRODUCTION

In order to foster a culture of job completion and stability, leadership is a crucial functional component of every business. Leadership is a solid partnership between a leader and their team that helps them achieve their corporate goals (Al-Sarayrah et al., 2021; Shamir & Howell, 2018). Leadership is a crucial component that promotes effective operation and job accomplishment in public sector, business, and military organizations (Bryson, 2018). Thus, the term "leadership" has a variety of meanings that describe its usefulness in numerous fields to achieve objectives and boost production (Renzulli, 2021). According to Boin et al., (2016) describes leadership as a means of continuing organizational operations even in times of crisis. Strategic and strong leadership can help to meet daily problems in today's unpredictably uncertain climate. For this objective company owners throughout the world recognize the significance of leadership as a key factor of capacity building and business development, and the necessity of strong, powerful leaders to overcome organizational issues and sustain their businesses (Alqatawenh, 2018). Maheshwari, (2021) rightly pointed out that strong leadership is capable of motivating their followers. Employees follow leaders to achieve company goals because they possess traits and qualities that set them apart from others. Integrity, compassion, compatibility, teamwork, and other key qualities ensure that the objectives and tasks are completed. In general, there are three key characteristics of good leadership: (1) strategic planning and enabling team members to voice their thoughts; (2) building a solid rapport with employees; and (3) applying logic to decisions that are motivated by profit (Wheelen et al., 2017). Hackman & Johnson, (2013) also underlined that effective leadership is defined by a variety of clever tactics, including team participation, employee empowerment, group assertiveness encouragement, and visualization of business goals and objectives.

However, in order to achieve organizational objectives, leaders must have the capacity to inspire change and drive their teams. Fundamentally, leaders must possess the qualities, attitudes, and actions necessary to motivate teams to achieve organizational goals (Alawneh & Al-Zoubi, 2020). consequently, we can presume that a leader's personality and objective achievement have a strong, meaningful link (Qamar et al., 2021; Rahi et al., 2021). The job satisfaction of employees is one of the main elements in achieving the goals set at work (Suardhita et al., 2020). For this reason, the extant literature on leadership in organizational growth views various leadership trajectories as a vital route to fulfilling objectives. Numerous leadership theories also consider various styles to be practical and helpful in understanding situations, assisting people, and enhancing the working environment (Cameron & Green, 2019).

The innovation of new ideas, encouragement of teamwork, sharing of opinions, and good crisis management are all attributes of the transformational leadership style. Transformational leadership is adaptable, motivating, and believes in the opinions of employees as opposed to pragmatic leadership (Rafique et al., 2022). Many view transformational leadership as a beneficial tool for resuming organizational activities by enabling the workforce and sustaining business strategies in today's world, which is dealing with the Covid-19 global healthcare crisis (Vahdat, 2021). Due to the increased complexity and relative effort required when a crisis is present, communication hurdles (Habes et al., 2020). Crisis management requires transformational leadership. Significantly, the actions of transformative leaders also have an impact on employee confidence and job satisfaction when businesses are closed and work is disrupted, as is the case during COVID-19 (Sukoco et al., 2020). As it stands, the traits of transformational leaders are extremely strategic, supporting employees at all levels and aiding them in overcoming any obstacles that may stand in their way of overcoming present issues (Jones & Schöning, 2021). Therefore, by taking into account both the potential traits of transformational leadership and the present organizational issues during COVID-19. In Jordan's public sector organizations, the current study looked at how leadership style affected the job satisfaction of human resource employees.

RELEVANT PREVIOUS LITERATURE

Efficient Connections and Job Satisfaction

The art of communication was created to help people engage and accomplish their objectives (Muhaisen, 2020). Effective communication between managers and staff enables them to comprehend one another's requirements and needs (Rahi et al., 2021). Communication is a key factor in determining mutual understanding and happiness in any business, but it is especially important in ones where departments have many people (Kang & Sung, 2017). In same contexts study of Shore et., (2014) Results indicated that respondents were happy and satisfied because of the interaction amongst their senior coworkers. They assert that they have the ability to express their views, participate in the decision-making process, and communicate their demands to senior management and leaders. As a result, the respondents' contentment with their jobs. In addition to ensuring job happiness, good communication encourages employees to work hard and achieve organizational goals (Raziq & Maulabakhsh, 2015). Job satisfaction and communication between employees and management have a substantial relationship because when employees communicate with their upper management, they feel fulfilled, which

has a favorable impact on their job performance (Karácsony, 2021). Additionally, (Alhassan et al., 2017) looked into a hypothesized connection between communication in temporary projects and job satisfaction. The results showed a significant, favorable link between communication and job satisfaction. Therefore, the researchers advised creating good communication in all firms to strengthen organizational loyalty and improve employee performance. According to the provided evidence, the following hypothesis is put forth:

H1: Efficient Connections will be positively related to job satisfaction

Mystery and Job Satisfaction

Organizational techniques are becoming more flexible today, and strategies are being adopted to deal with the ambiguity of roles and the uncertainty of individuals. Focusing more on leadership philosophies, particularly transformational leadership, is more pertinent for this reason. Numerous studies have shown that transformational leadership is adaptable, strategic, and skilled at addressing the concerns and uncertainties of people (Charoensukmongkol & Puyod, 2021). In addition to all other factors, there is a positive correlation between transformational leadership and decreased uncertainty, decreased ambiguity, and increased employee job satisfaction. Job satisfaction is heavily reliant on transformational leaders because they acknowledge employees' abilities and support them when faced with uncertainty or ambiguity (Mathende & Yousefi, 2021). In same context Employees' performance at work is negatively impacted by workplace policies. But there is a lot of faith in transformational leaders' ability to manage ambiguity and uncertainty (Stazyk & Davis, 2020). The decrease of ambiguity and employee job satisfaction are two goals that transformational leadership helps businesses in both the public and private sectors achieve. As they lead the team and raise morale, which increases their organizational commitment and clears up any existing ambiguity regarding assignments, roles, and responsibilities, leaders have the necessary abilities to deal with employees' confusion (Gillet & Vandenberghe, 2014). Dealing with any uncertainty or ambiguity that may occur and have an impact on an employee's ability to accomplish their job duties is what is meant by the leadership quality of transformational leadership. Because employment uncertainty and ambiguity negatively impact both the employees' ability to work and their psychological well-being. The employees might be assisted by transformation leaders by receiving timely advice and direction on their professional activities (Dartey-Baah, 2015). According to the provided evidence, the following hypothesis is put forth:

H2: Mystery will be positively related to job satisfaction

Leading & Support with Job Satisfaction

The effectiveness of an organization is always based on the caliber of its output. People that are fully committed will perform well. However, in this case, job happiness is a crucial element that determines greater comprehension. Numerous studies link senior management and leadership support and advice with job happiness. If properly led, people can feel satisfied at work, which improves their performance (Abou Hashish, 2017). One of the most important foundational elements of an organization's success is work satisfaction. The provision of cooperative leaders is given great priority by management. Employees primarily look to leaders for direction and support because they are the ones who first mentor their subordinates. This support is available for all professional areas, including ambiguity in roles, workplace issues, and psychological and emotional issues (Schermerhorn Jr et al., 2020). It is crucial to keep employees' contentment in mind when working toward organizational goals. Leadership is the primary factor in determining whether or not employees are satisfied with their jobs. They can achieve their goals when they are guided and supported. Here, support and guidance are the beneficial elements of a job well-done, resulting in enhanced performance and organizational dedication (Malik et al., 2017). The association between enhanced work performance and supervisor assistance is very significant. Strategic guiding principles for achieving targeted organizational objectives are provided by the support and direction of the leadership. (Habes, Ali, et al., 2023) Transformational leaders use employee-centered tactics to lead and encourage their team members (Al Olaimat et al., 2022; Day et al., 2016). According to the provided evidence, the following hypothesis is put forth:

H3: Leading & Support will be positively related to job satisfaction:

Administrative Risks and Job Satisfaction

Leadership is a two-way process where a person prioritizes his subordinates and, as a result, gets better results. A leader uses his employees as a crucial tool to secure the financial and cultural success of a firm. Because of his abilities, he manages risks and obstacles, which inspires other workers to work harder and with more vigor (Wang et al., 2014). Job happiness is one of the most important factors in lowering employee turnover. Researchers and professionals concur that job happiness is primarily derived from leadership. Building trust and developing the abilities to serve as an example for the subordinates are more important for this objective. When workers trust their managers, it results in job satisfaction and a strong organizational commitment (Choi et al., 2016). According to Kanter, (2017) Employees have

confidence in senior management when they perceive them as skilled and capable of managing risks. It eliminates their employment's ambiguity, uncertainty, and other pertinent problems, increasing job satisfaction and organizational dedication. Organizational activities require better performance and skilled leadership due to increased competition, more demands, pressure towards accountability and efficiency, and so forth.(Aoun et al., 2022) Leaders are equipped to deal with the dangers that businesses constantly face. One fundamental method of enhancing job satisfaction and encouraging employees to perform better is risk management (Hargreaves et al., 2014; Pujol-Cols & Lazzaro-Salazar, 2018). According to the provided evidence, the following hypothesis is put forth:

H4: Administrative Risks will be positively related to job satisfaction

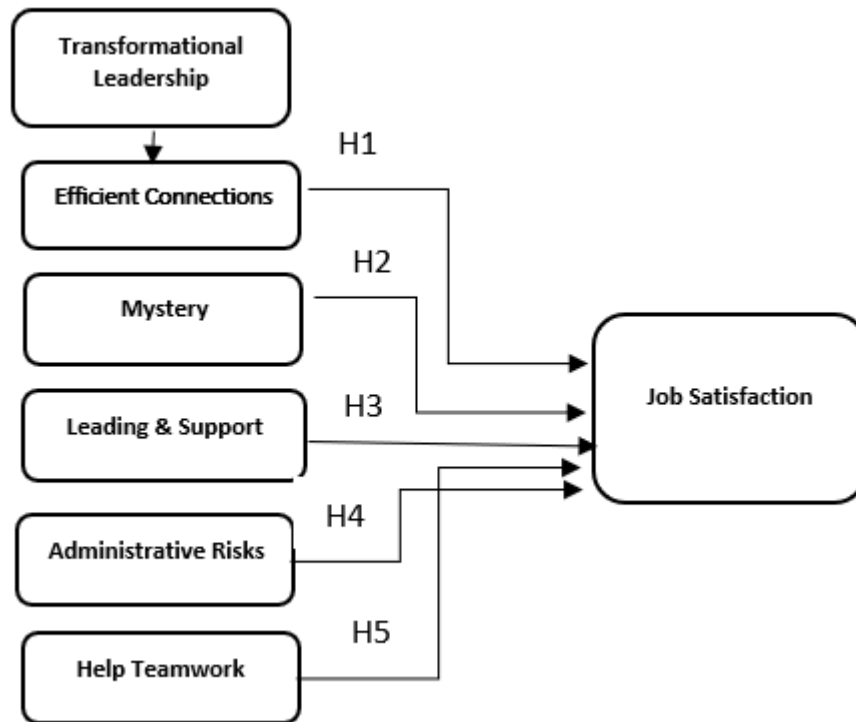
Help Teamwork and Job Satisfaction

Teamwork and job happiness are correlated symbolically. However, transformative leaders play a crucial role in organizing, overseeing, and maintaining group efforts. A leader cannot handle organizational issues if he lacks teamwork abilities. As a set of constructive, positive attitudes and behaviors, transformational leadership enables its practitioners to comprehend their subordinates and any potential obstacles (Torlak & Kuzey, 2019). However, encouraging teamwork also depends on the workplace culture and how a business values managers, leaders, and supervisors (Jongen et al., 2019). Teamwork ensures workplace happiness because it helps individuals feel more confident, which fosters organizational commitment. For this reason, corporations give leadership significant care, focusing on fostering cooperation that increases employee job satisfaction (Chang, 2015). In same context a good leader understands the value of cooperation inside the organization. Leaders who are transformational are aware of their team members' compatibility, include them in decision-making, appreciate their presence, and assign them responsibilities that match their skill sets.(Elareshi, Habes, Youssef, et al., 2022) When participants in the decision-making process feel equally acknowledged and appreciated, they experience emotional fulfillment and work effectively to complete their tasks (Bodenhausen & Curtis, 2016). Teamwork, leadership, and job happiness all have strong positive relationships, according to Mahmoud's research. According to what they observed, participants expressed trust in the direction, and the more collaborative actions they made, the more they gained from job satisfaction (Josanov-Vrgovic & Pavlovic, 2014). According to the provided evidence, the following hypothesis is put forth:

H5: Help Teamwork will be positively related to job satisfaction

RESEARCH MODEL

Figure 1: Research Model



Source: Prepared by the authors

The factors that primarily reflect the study's goal are displayed in the current study model. The research model's capacity to organize thoughts contributes to the validation of the study's perception. Thus, five salient characteristics of transformational leaders have been adopted. identifies transformational leaders as having practical communication skills, guiding and enabling their teams to overcome Covid-19 difficulties, being capable of managing administrative risks, and fostering teamwork that increases employee engagement and organizational commitment (Abou Hashish, 2017; Bodenhausen & Curtis, 2016; Chang, 2015; Charoensukmongkol & Puyod, 2021; Dartey-Baah, 2015; Day et al., 2016; Gillet & Vandenberghe, 2014; Hargreaves et al., 2014; Jongen et al., 2019; Josanov-Vrgovic & Pavlovic, 2014; Kang & Sung, 2017; Kanter, 2017; Karácsony, 2021; Malik et al., 2017; Mathende & Yousefi, 2021; Raziq & Maulabakhsh, 2015; Schermerhorn Jr et al., 2020; Stazyk & Davis, 2020; Torlak & Kuzey, 2019; Wang et al., 2014). Transformational leadership prioritizes the happiness of its workforce. Using a structural approach where personnel are focused and designing strategic metrics to enhance their management performance, transformational leaders prioritize organizational goals.

METHODOLOGY

The current study's technique was influenced by a number of earlier studies that proposed research models and looked more into the hypothetical assertions (Elareshi, Habes, Al-Tahat, et al., 2022; Habes, Alghizzawi, et al., 2021; Habes, Elareshi, Ziani, et al., 2022) For the objective of collecting data, the researcher employed a cross-sectional study design and distributed standardized, closed-ended questionnaires. The survey approach was chosen by the researcher because it is the most popular, straightforward, and effective way to acquire data (Hair et al., 2019; Salloum et al., 2020). Employees in human resources management from Jordanian public sector entities made up the study's population. A random sample of 150 individuals from public sector organizations' human resources departments was chosen by the researcher. Additionally, the researcher reached the respondents through the practical sampling method and collected data from them using electronic questionnaires by giving them a link based on web services and mobile applications that make it easier for access to the respondents (Habes, Ali, et al., 2021; Habes, Elareshi, Youssef, et al., 2022; Taherdoost, 2016).

Reliability & Validity

Under the direction of academicians and research experts, the research instrument is created. However, the researcher used interceder reliability analysis to confirm the reliability. (Ali et al., 2021; Habes, Elareshi, et al., 2021) Although there are several reliability analysis techniques, researchers typically favor just a few. The best method to verify the dependability of the research instrument in this case is to use the Cronbach Alpha Value (Elareshi et al., 2021; Ponto, 2015)

Data Analysis and Results

Results of the study are presented here, along with descriptive and inferential analyses. To validate the study instrument, the researcher initially performed an investigation of interceder reliability (Rahi, 2017). A data analysis of the responses is then provided, including information on their demographics and general reactions. The researcher used a regression analysis in the third section to validate the suggested association between study variables. Consequently, the findings show that:

Interceder Reliability Analysis

The researcher used interceder reliability analysis to confirm the instrument's dependability. Intercoder reliability analysis, in accordance with Gwet, (2014)), offers a solid framework for a research tool. The objectivity and generalizability of the results suffer if the research tool is unreliable. Therefore, the research instrument is very dependable as evidenced by the Cronbach Alpha Value of $=.836$. The dependability analysis is briefly summarized in Table 1 below:

Table 1: Intercoder Reliability Analysis of the Research Instrument

S/R	Hypothesis	Cronbach Alpha Value	Status
H1	Efficient Connections will be positively related to job satisfaction	.781	Reliable
H2	Mystery will be positively related to job satisfaction	.754	Reliable
H3	Leading & Support will be positively related to job satisfaction	.751	Reliable
H4	Administrative Risks will be positively related to job satisfaction	.768	Reliable
H5	Help Teamwork will be positively related to job satisfaction	.739	Reliable

Source: Prepared by the authors

Demographical Data

According to the results, there were 68.4% more men than women (31.6%) ($M= 1.35$, $SD=.480$). In a similar vein, 66% of respondents were between the ages of 31 and 35, 26% were between the ages of 26 and 30, 16% were between the ages of 36 and 40, 12% were between the ages of 41 and 45, and 8% were over the age of 46 ($M= 3.50$, $SD= 1.213$). In addition, 28.8% of respondents had doctorates, 26.6% had master's degrees, 22.6% had bachelor's degrees, and the same number had graduated ($M= 2.67$, $SD= 1.133$), according to the respondents' qualifications. The demographic information for the respondents' frequencies and percentages is detailed in Table 2 below:

Table 2: Demographical data of the study respondentes

Variables	Categorization	Frequency	Percentage
Gender	Male	102	68.4%
	Female	48	31.6%
	Prefer not to say	0	0.0%
Age	25 or below	0	0.0%
	26-30	30	20%
	31-35	66	44 %
	36-40	25	16%
	41-45	18	12%
	46 or above	11	8 %
Qualification	Bachelors or below	33	22%
	Graduation	34	22.6%
	Masters	40	26.6%
	PhD	43	28.8 %

Other (please specify)	0	0,0%
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Source: Prepared by the authors

Transformational leadership typically prioritizes the well-being of employees in order to achieve organizational goals. Job happiness is a clear route for transformative leaders to obtain organizational commitment from workers (Eliyana et al., 2019). In this context, 50.0% of respondents firmly agreed that they acknowledge the role of transformational leaders in both public and private enterprises, and they (50.0%) trust them as a foundation for successful businesses. In a similar vein, 75.0% of participants expressed satisfaction with the communication abilities of transformational leaders despite communication barriers during Covid-19, and 50.0% of participants concurred that they view transformational leaders as the most influential aspect of organizational structure. Furthermore, 75.0% of respondents concurred that they are delighted with the transformational leaders' excellent communication techniques since they (76.9%) go above and beyond to ensure that we comprehend the responsibilities assigned to us.

Additionally, 73.0% of respondents said they were satisfied with the transformational leader's convincing and compelling communication style, which helped us during the uncertain Covid-19 circumstance. main variables summarized in Table 3.

Table 3: Summary of the Main Variables

Variable	Mean	Variance Statistics	SD	Maximum	Minimum	Count
Predictor variables:						
Acknowledge the role of transformational leaders	1.75	.701	.837	3	1	150
Trust transformational leaders as a building block	2.00	.510	.714	3	1	150
The most influential aspect of organizational structure	1.75	.191	.437	2	1	150
Explanatory Variables:						
Efficient Connections						
Communication skills of Transformational leaders	1.75	.191	.437	2	1	150
Effective communication strategies	1.75	.191	.437	2	1	150
Efforts to make understand the given tasks	1.75	.191	.437	2	1	150
Communication style	1.75	.191	.437	2	1	150
Explanatory Variables: Mystery						
Uncertain situation of Covid-19	2.00	.000	.000	2	1	150
Help during a difficult situation like Covid-19	2.25	.191	.437	3	2	150

Source: Prepared by the authors

Results also showed that 75.0% of respondents are satisfied with how transformational leaders reduce their workplace ambiguity and uncertainties in terms of job satisfaction,

transformational leadership, and employee well-being. Similarly, 75.0% of respondents were pleased with the way transformational leaders allay their concerns about task management and completion. Leaders also increase employer morale (75.0%) by supporting employees in trying times like Covid-19, which is why they received such high ratings from respondents. Similarly, to this, 75.0% of participants agreed that transformational leaders support them in a way that helps them deal successfully (75.0%) with the professional problems presented by the epidemic. In accordance with 75.0% of respondents, they are also happy with the way transformational leaders are carrying out their responsibilities during COVID-19 and effectively handling their jobs. These findings are consistent with the traits of a transformational leader highlighted by Choi et al., (2016), who described a transformational leader as someone who supports, mentors, and assists his staff while handling his tasks even during trying times to meet obstacles. The findings also indicated that 50.0% (strongly agreed, agreed) of respondents concurred that they are happy with the way transformational leaders are tackling big difficulties despite a number of challenges during COVID-19. They have confidence (75.0%) in the Administrative Risks skills of the transformative leaders. **Table 4** provides a summary of Job Satisfaction, Transformational Leadership, Mystery Leading & Support.

Table 4: Summary of the Main Variables: Means, Variances, Standard Deviations

Variable	Mean	Variance	SD	Maximum	Minimum	Count
<i>Explanatory Variables:</i> Mystery,	-	-	-	-	-	-
Transformational leaders alleviate work-related ambiguity	2.00	.000	.000	2	2	150
Transformational leaders alleviate ambiguity	2.25	.191	.061	3	2	150
Transformational leaders alleviate uncertainties	1.75	.191	.061	2	1	150
<i>Explanatory Variables:</i> Leading & Support	-	-	-	-	-	-
Boost morale	1.75	.191	.061	2	1	150
Support during difficult situation	-1.75	.191	.061	2	1	150
Support to tackle with professional challenges	-1.75	.191	.061	2	1	150
Transformational leader is guiding	2.00	.510	.714	3	1	150

Source: Prepared by the authors

Transformational leaders are motivated and inspire others through their risk management abilities, according to (Wang et al., 2014). In addition to modifying people's attitudes toward their work performance and organizational commitment, they offer their subordinates instruction and support. Additionally, 73.0% of participants agreed that transformational leaders do a good job of maintaining their teams' unity and valuing their contributions to the teamwork (63.3%). Similarly, 75.0% of HR staff members expressed

satisfaction with the way transformational leaders encourage them to work in teams and offer them various helpful duties (82.6%) to maintain teamwork. These findings are also in line with (Rafique et al., 2022), who discovered that transformational leadership has a considerable positive impact on employee job satisfaction. **Table 5** provides a summary of Job Satisfaction, Transformational Leadership, Administrative Risks & help Teamwork.

Table 5: Summary of the Main Variables: Means, Variances, Standard Deviations

Variable	Mean	Variance	SD	Maximum	Minimum	Count
Explanatory Variables: Administrative Risks						
Managing and supervising all the tasks	2.25	.191	.437	3	1	150
Taking significant challenges during Covid-19	2.00	.191	.714	3	2	150
Capabilities regarding risk management	1.50	.510	.505	2	1	150
	1.75	.255	.437	2	1	150
Explanatory Variables: help Teamwork						
Keeping our work teams united	1.75	.191	.437	2	1	150
Encouraging presence in teams	1.77	.191	.546	3	1	150
Encouraging to work in teams	1.94	.299	.416	3	1	150
Different tasks to sustain teamwork:	1.75	.173	.437	2	1	150

Source: Prepared by the authors

One-Way Analysis of Variance (ANOVA)

A one-way analysis of variance was performed by the researcher to look for any differences that might exist based on the demographics of the respondents. Analysis of Variance, as mentioned by Kim, (2014), identifies any inconsistencies between the sample of people produced from the population variance. ANOVA analyzes the variance of the samples' and groups' mean differences in order to compare them. The Levene's test of equality of variances is shown in Table 6 below and results in a p value of 0.82, which is higher than 0.05. As a result, we presume that there are no variances based on the respondents' designated demographical attributes.

Table 6: Test of Homogeneity of Variances

		N	Mean	SD	Levene Statistics	F	Sign
Gender	1.33	102	1.38	.506	.362	.109	.550
	2.00	48	1.33	.478			
	Total	150	1.35	.480			
Age	1.33	39	3.62	1.261	.021	.154	.886
	2.00	111	3.46	1.211			
	Total	150	3.50	1.213			
Qualification	1.33	42	2.54	1.266			

	2.00	108	2.72	1.099	.942	.241	.337
	Total	150	2.67	1.133			

Source: Prepared by the authors

Linear Regression Analysis

The researcher used linear regression analysis, a crucial method for identifying interferences between the proposed set of variables, to assess the hypotheses that were put forth. Regression analysis is preferred by researchers, particularly in business management, to boost the usability and validity of outcomes (Seber & Lee, 2012). **Table 7** below contains the details of linear regression analysis. As visible, there is a strong, positive relationship of job satisfaction with Efficient Connections ($\beta = .333, p \leq 0.16$), dealing with Mystery ($\beta = .332, p \leq 0.14$), leading and support ($\beta = .985, p \leq 0.00$), administrative risk ($\beta = .300, p \leq 0.19$) and helping teamwork ($\beta = .999, p \leq 0.00$).

Table 7: Linear Regression Analysis to Examine the Research Hypotheses

		N	Mean	SD	Levene Statistics	F	Sign
Gender	1.33	102	1.38	.506	.362	.109	.550
	2.00	48	1.33	.478			
	Total	150	1.35	.480			
Age	1.33	39	3.62	1.261	.021	.154	.886
	2.00	111	3.46	1.211			
	Total	150	3.50	1.213			
Qualification	1.33	42	2.54	1.266	.942	.241	.337
	2.00	108	2.72	1.099			
	Total	150	2.67	1.133			

Source: Prepared by the authors

DISCUSSION

The Corona virus spread, posing significant employment issues for both governmental and private sector businesses. Everywhere in the world, these issues are a concern for small, medium-sized, and large organizations alike. While the majority of businesses reported a definite decline in production and labor activity during the Corona epidemic (Mwita, 2020). With a quick review of Corona pandemic-related difficulties and their consequences. The major barriers to returning to work, according to the interviewees, are a lack of communication and their bosses' incapacity. As a result, businesses are experiencing a financial crisis that increases employee job churn and makes it harder for them to transition between tasks, which makes it impossible for them to provide for their clients. This is reflected in the products and services provided by organizations across all industries.

Organizational managers and leaders have a fundamental responsibility to face and successfully navigate relevant organizational and financial difficulties. To do this, organizations, particularly those in the public sector, must start up again in order to prevent the country's economy from further suffering a catastrophic fall (Bolman & Deal, 2017). Notably, the municipal administration in Jordan is exerting extraordinary effort to maintain the operations of public sector institutions. Organizational operations were hampered as a result of the government's implementation of lockdown and curfew in various Jordanian regions in an effort to combat rising morbidity (Habes et al., 2020). However, information technology was successful in dealing with the incident and preventing any more delays. In this situation, businesses chose to use technology, which promoted technology adoption in Jordan (Habes, Alghizzawi, et al., 2023). But unlike a formal organizational structure, the technological transition also brought about a number of difficulties, including a lack of clear communication, ambiguity and uncertainty surrounding task roles and management, a decline in staff morale, and a number of issues relating to teamwork (Berger et al., 2019; Raziq & Maulabakhsh, 2015). Since of its unique qualities and attributes, adopting transformational leadership was successful because it greatly aided employees' productivity and job satisfaction (Long et al., 2014; Lor, 2017). The current study also supported the hypothesis that there is a link between transformative leadership and employee job satisfaction. We can presume that these results are very consistent with a number of earlier investigations (Alqatawenh, 2018; Gillet & Vandenberghe, 2014; Hoseini et al., 2016; Torlak & Kuzey, 2019; Wang et al., 2014).

CONCLUSION AND FUTURE WORK

Transformational leaders are extremely attentive to their people' happiness and job satisfaction, according to Shore et., (2014) They speak clearly about the goals and vision of the organization, display optimism, and show faith in their subordinates. In this regard, the essential traits that set transformational leadership apart from other types of leadership include accepting risk, supporting and directing individuals, fostering their confidence, removing task and job uncertainty, and fostering teamwork (Choi et al., 2016; Rafique et al., 2022; Wang et al., 2014). The findings of the current investigation supported this phenomena by showing a substantial significant correlation between these five traits and respondents' job satisfaction. It is noteworthy that the present Covid-19 outbreak has numerous effects that are impeding corporate operations globally. Organizations from the public and business sectors are working to stop the financial crisis and lessen the effects of COVID-19 in order to maintain the economy

(Mwita, 2020). To meet the current difficulties, public sector organizations in Jordan are paying special attention to transformative leaders. Considering the findings of the investigation, we therefore believe that transformational leadership is highly competent of managing organizational crisis (Ganaie et al., 2020; Malik et al., 2017). In order to address the organizational issues brought on by the Corona pandemic in Jordan, the research contains five fundamental yet important traits of the transformational leadership style. No study has explored transformational leadership in-depth using characteristics as mediating variables to address the numerous concerns voiced during the COVID-19 pandemic, despite the fact that several studies witness to the significance of transformational leadership. The research model that has been suggested and is supported by the findings of the study and inferential statistics is another significant contribution. Future scholars might look at other facets of various leadership styles using the proposed model. One of the study's necessary limitations is the research's use of an easy sampling technique. Other leadership philosophies can also be extremely effective in counteracting the impacts of corona. Thus, limiting the current study's focus to just the human resource division and its use of transformational leadership style. The researcher took every attempt to conduct the study in a clear manner, but given the rise in numerous global crises—which are caused by a variety of factors—she suggests more research on leadership in times of emergency.

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