



The Impact of Transformational Leadership in Job Quality in Manufacturing Sector: A Mediating Role of Job Attitude

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ABSTRACT

This research explores the impact of transformational leadership on the attitude and quality of jobs in the manufacturing sector, increasing understanding of employee performance and organizational outcomes due to the gap found in the explanation of how the inputs of leadership translate into the outcomes of organizations. The present study found out that current studies reveal a weakness concerning few studies relating on transformational leadership to job quality, especially within the manufacturing setting. The objective of the present study was to examine the relationship of transformational leadership with job attitude and job quality while exploring if the relation between transformational leadership and job quality is mediated by job attitude. A quantitative research design approach has been utilized for this study. Data has been collected through structured surveys from 377 employees in the manufacturing sector, and the relationships are analyzed using descriptive, correlation, mediation analysis, and SEM. The findings revealed there is an extremely positive impact of transformational leadership on both job attitude and job quality, and, further, the relationship between transformational leadership and job quality is mediated by job attitude. Implications of the study suggest that adoption of transformational leadership can hold the potential of driving employees to be motivated, innovative, and perform generally, thereby enhancing quality jobs and subsequently organizational success.

RESUMO

Esta pesquisa explora o impacto da liderança transformacional na atitude e qualidade dos empregos no setor de manufatura, aumentando a compreensão do desempenho dos funcionários e dos resultados organizacionais devido à lacuna encontrada na explicação de como as contribuições da liderança se traduzem nos resultados das organizações. O presente estudo descobriu que os estudos atuais revelam uma fraqueza em relação a poucos estudos relacionados à liderança transformacional com a qualidade do emprego, especialmente no ambiente de manufatura. O objetivo do presente estudo foi examinar a relação da liderança transformacional com a atitude e a qualidade do emprego, ao mesmo tempo em que explorava se a relação entre liderança transformacional e qualidade do emprego é mediada pela atitude do emprego. Uma abordagem de design de pesquisa quantitativa foi utilizada para este estudo. Os dados foram coletados por meio de pesquisas estruturadas de 377 funcionários no setor de manufatura, e os relacionamentos são analisados usando análise descritiva, de correlação, de mediação e SEM. As descobertas revelaram que há um impacto extremamente positivo da liderança transformacional tanto na atitude quanto na qualidade do emprego e, além disso, o relacionamento entre liderança transformacional e qualidade do emprego é mediado pela atitude do emprego. As implicações do estudo sugerem que a adoção de liderança transformacional pode ter o potencial de levar os funcionários a serem motivados, inovadores e a ter um desempenho geral, melhorando assim a qualidade dos empregos e, consequentemente, o sucesso organizacional.

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Introduction

Transformational leadership has thus emerged as an essential variable that may have a positive influence on enhancing the performance of workers on the job by satisfaction in jobs, organizational commitment, and general quality of the job. Transactional leadership would positively impact productivity and the quality of the work undertaken, thus the attitudes of the employees and their performance. Inspiring leaders who can inspire and motivate the employees towards innovation and commitment. In the manufacturing sector, where continuous improvement and high-quality standards are imperative for a leader to foster innovation and commitment in employees and their organization, the employees' job satisfaction is taken to new heights, and they feel a stronger sense of organizational commitment and commitment (Rony et al., 2023; Putri & Meria, 2022).

However, transformational leadership contributes to the sense of achievement and satisfaction of employees who feel more self-confident, creative, and involved. According to the emphasis of Udin et al. (2020), the leaders who implement or emphasize personal growth and empowerment can alter significantly the behavior of employee creativity and performance and help workers reach their full potential and meaningfully contribute to organizational goals. Although such an immense number of researches have been conducted on the relatively independent impacts of transformational leadership upon job attitude and job quality, there is a difference in the sense that no concrete interaction between the elements is understood especially within the manufacturing industry. Motivated by this context, the present study aims to examine the linkages of transformational leadership, job attitude, and job quality, as posited for the benefit of manufacturing leaders to drive performance through effective, employee-centered strategies.

Research Problem

This paper explores the nexus between transformational leadership, job attitude, and job quality in manufacturing. Specifically, this article focuses on whether transformational leadership has a direct impact on job attitudes, such as job satisfaction, organizational commitment, and job involvement, while the latter influences job quality. Transformational leadership has been widely recognized to associate with better employee performance, creativity, and productivity. With regards to the manufacturing context, hardly any insight exists into how such leadership specifically relates to job quality. Moreover, the mediating role of job attitudes in this relationship has not been studied in detail. Building from this research aims to bridge the gap by evaluating transformational leadership, through work improvement attitudes, as a catalyst for quality job improvement. From the study, insights gained will aid manufacturing leaders in creating a favorable work environment and help them come up with strategies to engage employees to perform.

The research questions are: What is the level of Perception of the respondents on Transformational Leadership in terms of: Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individualized Consideration. What is the level of Job attitude of the respondents in terms of: Job Satisfaction; Job Involvement; Organizational Commitment. How respondents may describe the Job Quality in terms of: Productivity; Work Accuracy; Innovation; Efficiency; Commitment to safety standards. Is there a significant relationship between Transformational Leadership and Job Attitude? Is there a significant relationship between Job Attitude and Job Quality? Is there a significant relationship between Transformational Leadership and Job quality? To what extent does job attitude mediate the relationship between transformational leadership and job quality?

Hypotheses

H₀₁: There is no significant relationship between Transformational Leadership and Job Attitude.

H_{a1}: There is a significant relationship between Transformational Leadership and Job Attitude.

H₀₂: There is no significant relationship between Job Attitude and Job Quality.

H_{a2}: There is a significant relationship between Job Attitude and Job Quality

H₀₃: There is no significant relationship between Transformational Leadership and Job quality.

H_{a3}: There is a significant relationship between Transformational Leadership and Job quality.

H₀₄: Job attitude does not mediate the relationship between transformational leadership and job quality.

H_{a4}: Job attitude mediates the relationship between transformational leadership and job quality.

This study is highly relevant to the JD-R Theory since it could help understand in what way transformational leadership, as a job resource, impacts job attitudes and job quality. As such, transformational leadership, through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, acts as a necessary resource to improve those general job attitudes on an individual's job level, including job satisfaction, organizational commitment, and job involvement. These improved job attitudes, stemming from effective leadership, are believed to mediate the connection between leadership and job quality in terms of organization outcomes such as productivity, work accuracy, innovation, efficiency, and commitment to safety standards. According to the JD-R theory, it is employees

who experience the availability of these resources who are even better able to meet the job demands placed before them, which then translates to high levels of job performance, well-being, and an overall quality of jobs.

Figure. 1

JD-R Model Theory

Theoretical Framework

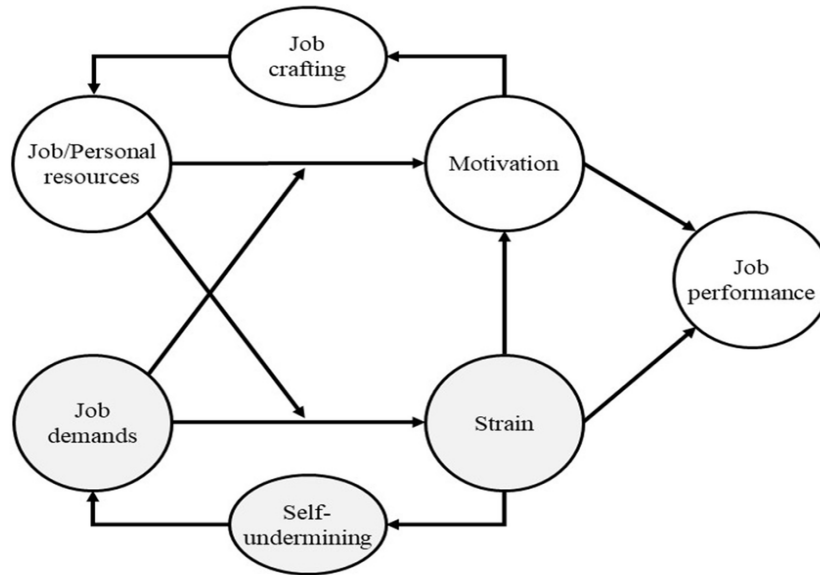
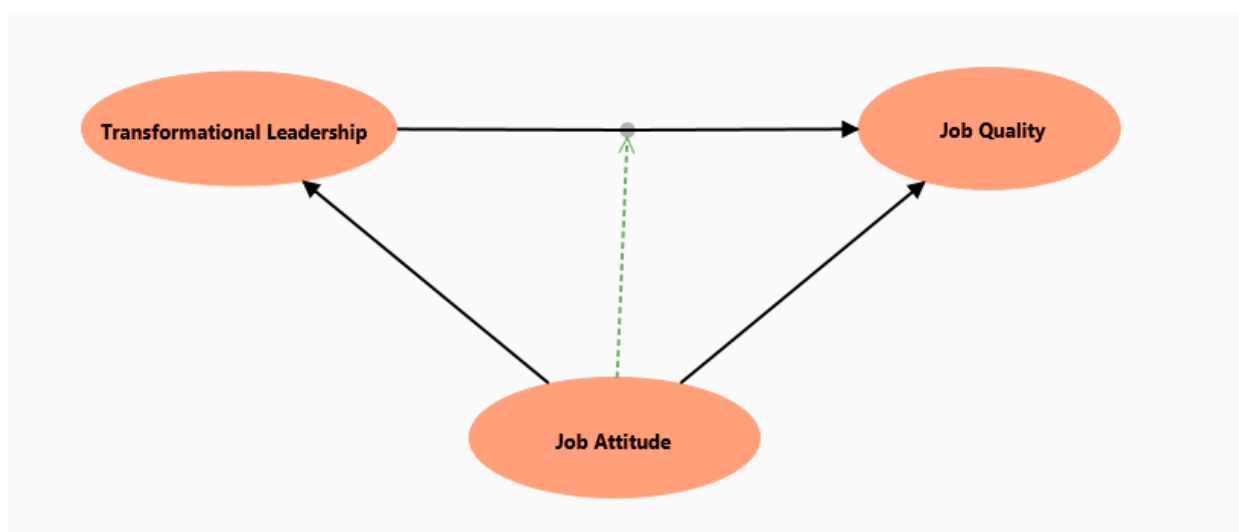


Figure 2.

Conceptual Framework

Conceptual Framework



The conceptual framework clearly depicts a relationship between Transformational Leadership and Job Quality with Job attitude as the mediating variable. First, transformational

leadership would positively affect job attitude because leaders inspire, motivate, and provide support for employees, which would develop a better job attitude on job satisfaction, organizational commitment, and job involvement, among others. This positive attitude towards the job further enhances the quality of jobs; the satisfaction and commitment of employees will improve productivity, work accuracy, and efficiency, innovation, and thereby enhancing the quality of the job as an entirety.

Transformational leadership is directly linked to job quality as indicated by the framework, hence it implies that the leaders influence improvement in employee performance and then on the jobs as well. However, job attitude also acts as a mediator in this model. The indirect pathway shows that transformational leadership affects job quality through its effect on job attitude—leaders creating positive attitudes among employees make it possible for higher quality outcomes at the job level. This framework, in its essence, underscores that an attitude towards work is one of the vital mechanisms by which transformational leadership can maximize its positive influence on job quality. In this way, it reinforces the value attached to supportive leadership in relation to achieving high standards of work quality and performance.

Literature Review

Transformational Leadership

Transformational leadership is a changeable and adaptive model that effectively responds to changing environmental circumstances by incorporating idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Alessa, 2021). Unlike straightforward management, transformational leadership changes the organizational behavior, culture, and people, including the leader (Quiros, 2020). A productive work environment is promoted by transformational leaders through employees' performances beyond expectations and also both organizational and personal development. The leadership style is a product of cultural, gender, and business factors that make it very applicable in contemporary organizations (Baker & Hoidn, 2023). Transformational leadership drives positive change and overall organizational effectiveness by inspiring innovation, offering a new perspective in overcoming the challenges at hand, and motivating employees (Hadi & Marpaung, 2023; Sahid et al., 2023). Such leaders align the people working for them with the

organizational vision and purpose, boost motivation, and create a learning- and adaptable environment.

Idealized Influence

Idealized influence is the most significant modification element of transformational leadership; leaders work as symbols to whom their followers look for trust, admiration, and respect. Leaders with integrity and purpose become inspiring sources for their team to share the same value system and to execute similar actions, thus creating bonds of comity and enthusiasm (Sutanto et al., 2021). This leadership component impacts positively on the organizational culture because leaders who elicit admiration and loyalty reduce employee resistance and align their teams to organizational objectives (Chukwuma & Zondo, 2023). Idealized influence has also been proven to ensure organizational creativity as leaders influence the employees to explore creative ideas and solutions while empowering the employees to contribute creatively towards the organization (Faeq & Ismael, 2022). In addition to work outcomes, idealized influence increases job satisfaction and overall life satisfaction since employees develop a profound feeling of trust and respect for their leaders, which promotes personal and professional development (Ohunakin et al., 2022; Chebon et al., 2019).

Inspirational Motivation

Inspirational motivation has been considered one of the most important elements of transformational leadership in stimulating employees toward the realization of organizational goals through galvanizing a mission and vision that enables intensification of commitment to common goals, according to Sutanto et al. (2020) motivation also increases productivity along with installing an innovation culture at the workplace while Chebon et al. (2019) says that linking employees' work to organizational objectives and giving them the opportunity to be part of achieving organizational success, inspirational motivation by leaders develops an environment where employees are confident and motivated. Inspirational motivation also gratifies the psychological needs of employees by showing support for employees' ideals, hence improving job satisfaction and lowering their turnover intentions (Niemic, 2020). Finally, such a motivation approach leads to a supportive environment that enhances employees' performance and imparts long-term organizational commitment (Muhammed et al., 2020).

Intellectual Stimulation

Intellectual stimulation is also one aspect of transformational leadership, particularly germane to the manufacturing sector because it fosters creativity and challenges the status quo, which often leads to critical thinking (Chan et al., 2019). Innovation and problem solving promote the motivation of employees to think creatively and generate ideas that spur organizational growth (Shafi et al., 2020). This stimulation leads to the innovative discovery

of solutions, and at the same time, performs better in any job because creativity is found to be linked with high productivity (Kim et al., 2023). Idealized influence aside, intellectual stimulation impacts the motivation, engagement, and commitment of workers towards performance and meeting the necessary manufacturing requirements by harnessing knowledge from the employees (Koomson et al., 2022). With idealised influence, intellectual stimulation should form a base from which the engagement and involvement of employees can be augmented to foster greater growth in the manufacturing sector (Akey-Torku & Dai, 2020).

Individualized Consideration

Individualized consideration is one of the characteristics that are easily identified as transformational leadership, especially in the manufacturing industry, since it would enable the employees to grow not only on an individual level but also on a professional level. Leaders who observe individualized consideration are highly attuned to the needs and strengths as well as the desires of every employee, thus having higher job satisfaction and a sense of value within the organization (Wahab et al., 2023). This individualized strategy thus results in positive organizational outcomes through employee empowerment to work at their best (Escortell et al., 2020). Through personal skill development, individualized consideration has direct effects on organizational performance through creating trust and a friendly workplace culture (Mwaniki et al., 2020). The job satisfaction thus creates long run success in the organization through emphasis on employee welfare and development (Idiko & Obah, 2023).

Job Attitude

Job Attitude both shapes the behavior of employees in relation to organizational outcomes as well as career variables such as career development, job performance, and retention; therefore, the job attitude in relation to the development of positive factors such as career development, professional identity, job satisfaction, and job performance, all aspects that shape employees' perceptions of the work environment (Pageni, 2020). Better qualities of products are designed and made, and more diligent workers work due to the motivation and commitment of an employee (Cabrera & Estacio, 2022). Job attitudes have a direct effect on career advancement as well and guide both employee behavior and organizational actions towards actualizing long-term success (Rodriguez et al., 2023). On the contrary, there is a likelihood of negative attitudes at work that lead to higher intentions for one to turnover. Therefore, management has to ensure a supportive and motivating work environment. Positive reinforcement, and indeed constant training, can improve job attitudes that would enhance individual and organizational performance (Estacio, 2021).

Job Satisfaction

Job satisfaction can be described as multi-dimensional job attitude assessing whether the workers' expectations are met by their perceptions of work life. It constitutes not only the emotional but also the practical aspects because "the actual recognition and rewards received

by the employees, income level, promotion opportunities, and fulfillment experienced were examined" (Cebatori, 2022). In most cases, personal attitudes and reactions to the job environment drive job satisfaction rather than just rational considerations (Sarnaik et al., 2019). Key determinants of job satisfaction include salary, job training opportunities, and psychological well-being, which all play roles in how content people are with their jobs (Alrefaei, 2020). Factors that affect job satisfaction include compensation, grade level and field of employment, opportunity for advancement, and the standard of supervision and the extent to which workers are satisfied with work assigned and working conditions. (Putra & Asnur, 2020; Tripathi & Chaturvedi, 2023). Contented workers are usually optimistic and devoted in their approach, perform satisfactorily, and help develop the broader organizational cohesiveness and effectiveness.

Job Involvement

Job involvement refers to the extent to which employees are mentally and psychologically attached to their work. Such employees support their colleagues more, especially in hostile situations, such as malicious leadership or safety threats, than others (Clercq et al., 2020). Highly involved employees tend to find jobs more satisfying, which increases their in-role performance because job satisfaction partially mediates the relationship between job involvement and performance (Wijaya et al., 2021). Job involvement is said to enhance organizational effectiveness through engaging the employees and increase commitment that, in turn, improves performance as a whole (Nurfalah et al., 2021; Suparna & Noor, 2021). Additionally, it serves as a mediator variable for job satisfaction and organizational commitment, such that a higher amount of employee loyalty would be associated with both better individual- and organizational-level outcomes (Mendoza, 2019).

Organizational Commitment

Organizational commitment means the level at which an employee identifies with and is attached to the organization. It shows the feeling of responsibility and how closely they are aligned with organizational goals by the company. It shapes the worker-employer relationship, which in turn affects how employees perceive their roles and responsibilities within the organization (Vázquez-Cuj et al., 2019). Variables such as job satisfaction, experience at work, the work environment, and leadership can be attributed to whether or not one supports the organization (Chayomchi et al., 2023). To a devoted employee, it is a feeling of accountability to the organization's goals toward which employees work hard to achieve; however, when things seem tough, committed employees are more impelled to perform for success in the team (Sujendran, 2023). Personal and organizational factors motivate employees to commit to the organization and perform at high levels, which raises their level of performance, decreases absenteeism and turnover, and increases innovation in a stable workplace. Therefore, in the long term, the destiny of an organization lies in its employees.

Job Quality

The technical determinants of a quality job in the manufacturing sector include precision, process accuracy, and manufacturing time performance, which are fundamental to high performance and operational efficiency (Chen et al., 2019). These technical aspects ensure that tasks have minimal mistakes and get in good time; this is what causes quality jobs. However, job quality also encompasses broader attributes like wages, benefits, scheduling flexibility, and opportunities for skill-building in a supporting work environment (Fee, 2022). Factors such as technology use, work autonomy, and career opportunities enhance the quality of work, raising performance, satisfaction with the job, and well-being of employees (Yates, 2022). It also reflects how institutional support and labor market regulation also shape working conditions, thus affecting job quality, which impacts both employee productivity and long-term organizational commitment (Simms, 2017; Arendz et al., 2017). In this view, good job quality profits both operational outcomes and employee satisfaction.

Productivity

Productivity of a manufacturing company is very much related with the performance and profitability of the firm and depends on several aspects of machinery, conditions of work place, and responses of customers (Adbaile, 2022). Manufacturers are currently attempting to improve the performance of their operations by offering reduced cycle time, reduced changeovers, and reduced errors that directly lead to smoother production flows along with cost reduction (Trojanowska, 2018). Proper optimization of resources toward productivity means utilization with minimum effort and time for maximum output, supported by scientific management and economic reasoning (Katkar et al., 2020; Al-Dabbagah et al., 2018). Productivity is, therefore, enhanced by the production per employee through technological advancement, better labor organization, and structural reforms (Kuchina & Maistro, 2022). After all, only with the help of productivity can the operational excellence, profitability, and sustainability in manufacturing be achieved.

Work Accuracy

Work quality accuracy is one of the parameters of job quality, and quite important in settings where the precision level has to be high in order to maintain performance. Good assessments help note the low-quality work and the potential weak points so that the organization can fill the loopholes and increase the quality (Matsuda et al., 2017). Higher accuracy of work helps achieve organizational requirements of employees and ensures better efficiency in operations and product quality. Moreover, the accuracy of work is directly associated with employee performance since accurate work results in better outcomes and targets are met in performance (Sari et al., 2020). The side of employees also plays a role since if employees are motivated and satisfied, they tend to produce quality work (Farsole, 2023). Therefore, there is a positive relationship between job satisfaction and work, accuracy as well

as performance, demonstrating precisely why supportiveness at the workplace is important to ensure quality output.

Innovation

Innovation is necessary mainly to enhance workplace quality and improve work-life balance (Gosetti, 2020). The essential idea is that innovation touches various spheres of life, making the working environment flexible, creative, and exciting and leads people to professional and personal success. Innovations' quality directly impacts organizational processes, which indirectly improves job quality as well as the efficiency of the workflow (Morais et al., 2019; Matto, 2019). Employees also play a significant part in innovation behaviors, while personality traits such as openness to change and job autonomy shape innovative behaviors such as exercising the opportunity exploration and idea generation (Purc & Laguna, 2019). Such behaviors are significantly congruent with career success as portrayed by many earlier studies; indeed, idea realization is most crucial for accomplishment (Bandar et al., 2019). Innovation brings positive organizational outcomes while enhancing employee gratification and fulfillment of their careers.

Efficiency

Job efficiency is very much connected to labor productivity that addresses the organization quality and work conditions an employee faces during work (Andreeva, 2023). Efficient processes ensure the removal of bureaucracy from work flows that help employees complete tasks efficiently on time. This leads to more effective service performance, reaching organizational success for an individual (Munarko, 2022). Efficiency also entails labour maximization, which benefits the enterprise simultaneously and therefore is beneficial to the general economy because it directly influences job and organizational outcomes pertaining to satisfaction and motivation as well as performance through smooth operations and fair remuneration (Shashovec, 2022). Efficiency is linked with labour quality as well as productivity, especially in collaboration between organizations and workers to attain mutual purposes as well as to improve labor and organizational outcomes (Korneeva, 2020; Ridwan & Khoirina, 2023). Therefore, this interaction highlights that efficiency is a key factor in enhancing not only the quality of jobs but also performance in an organization.

Commitment to Safety Standards

A healthy workforce, which is positive on the overall productivity of an organization, ensures commitment to safety standards. The holistic view of safety involves stakeholders collaborating and provides an environment that creates both a safe and healthy workplace and leads toward a more satisfied workforce and, in turn, the performance of an organization (Mujtaba et al., 2023). Consequently, the employees' productivity will improve as employees who feel safe are more concentrated and do better work (Olanipekun et al., 2022). This diminishes accidents by safeguarding the health of the employees and prevents the productivity loss caused by undesirable consequences (Lis & Nowacki, 2019). Secondly, safety

standards enhance job quality through the regulation of employees' safety behaviors and compliance, which enhances the safety conditions in the workplace and results in better productivity. Commitment to safety strengthens productivity, increases downtime due to illness or accidents, and has a very significant role in both job quality and organizational success (Zhang et al., 2022; Srivastava & Srivastava, 2022).

The Relationship Between Transformational Leadership and Job Attitude

Many of the studies reveal that transformational leadership relates to attitudes at work because it generates positive feelings and organizational commitment and engagement developed by motivational and supportive working conditions (Amiruddin & Yudiarso, 2023). Transformational leaders increase attachment at work developed through increased job satisfaction and affective organizational commitment with engagement acting as partial mediator too (Jiatong et al., 2022). The inspired and motivated workforce under transformational leadership is more likely to have positive job attitudes and to strengthen their commitment to the organization. Moreover, transformational leadership nurtures innovative behavior and proactive work performance with the benefits of personal and organizational outcomes (Nguon, 2022). Such psychological resources as resilience and self-efficacy further mediate the relationship of transformational leadership and positive job attitudes, thus making it an important tool for fostering a productive and innovative work environment (Shah et al., 2023).

The Relationship Between Job Attitude and Job Quality

Job attitude has a high correlation to job quality, with employees who have a positive attitude, motivation, and commitment likely to be effective and characterized by better job outcomes (Cabrera & Estacio, 2022). Positive job attitudes improve performance because they give birth to a motivated workforce that drives job satisfaction and productivity, while committed workers produce better-quality output. On the other hand, worker attitudes toward autonomy, feedback, and task significance play an essential role as determinants of job characteristics, such as commitment and satisfaction in job quality for continuous quality (Ebube et al., 2022). Autonomy and job variety, for example, decide considerably the job quality, particularly at the transition into self-employment, as job roles with well-defined meanings enhance their ability to acquire skills and attain job quality (Shu et al., 2022).

The Relationship Between Transformational Leadership and Job Quality

Transformational leadership impacts the productivity, working quality, and job satisfaction of employees while changing the scenarios within the organizations to their advantage by enhancing organizational commitment. Transformational leaders motivate people to develop high-quality jobs, creating trust, motivation, and innovation within them (Rony et al., 2023). This enhances job satisfaction while promoting the individuals' performance as well as enhancing the standard of work being conducted. Transformational

leadership improves the job quality by increasing both the job satisfaction and organizational commitment; it leads to improved work performance and innovative behavior (Putri & Meria, 2022). Through the development of creativity, problem-solving, and continuous improvement, transformational leadership is what will make a difference in enhancing general work quality in organizations (Nguon, 2022).

The Mediation of Job Attitude between the Transformational Leadership and Job Quality

The job quality is mediating relationship between transformational leadership and job attitudes. In this regard, it was established that transformational leadership is positively related to job satisfaction and commitment, while the psychological capital facilitates this relationship (Shah et al., 2023; Fareed et al., 2022; Shao et al., 2022). Affective commitment and employee engagement also intervene by fostering job performance under transformational leadership (Fareed et al., 2022). In addition, transformational leadership affects the well-being of the employees by way of job resources: the sources of the resources are supposed to have a positive effect, while the job demands are balancing the negative effects. Trust and job satisfaction play an important intervening mechanisms between transformational leadership and the success in the projects; therefore they determine successful and effective outcomes (Fareed et al., 2022). Eventually, attitudes at the workplace that deal with satisfaction, commitment, and trust stand as critical mediators in any relationship between transformational leadership and quality of job. Such relationships are on both the influencing side for factors like employee's performance and employee's well-being.

Methodology

Research Design

This study employs a quantitative research design in investigating the relationships between transformational leadership, job attitude, and job quality. At the descriptive level, the levels of transformational leadership, job attitudes, and job quality of the respondents will be described. At the correlational level, the strength and direction of these relationships will be analyzed. Structured surveys are distributed to manufacturing sectors' employees in collecting data. In addition, statistical techniques such as correlation analysis, regression, and SEM will be applied to test the hypotheses. This is a suitable design for understanding the mediating role of job attitude in the relationship between transformational leadership and job quality while yielding insights into the direct effects of transformational leadership on employee outcomes.

Population and Sampling

The target population of this study comprises the employees in the manufacturing sector working in the Cavite and Laguna regions across managerial and non-managerial employees. The stratified random sampling method will be used to allow the respondents to

be representative of the different departments within the manufacturing companies and at several organizational levels. This sampling method then addresses heterogeneity in several organizational levels, such as leadership, attitudes toward jobs, and quality of jobs. A sample size of 377 respondents, using Slovin's formula, is to be achieved. The sample should comprise employees who have served the organization for more than one year to ensure they have enough working experience and are getting familiar with their leaders and the work environment. This criterion will be important for valid insight to be gained.

Data Collection

Data will be collected through a structured questionnaire to be divided into three sections:

- **Transformational Leadership:** Measures idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.
- **Job Attitude:** Covers job satisfaction, organizational commitment, and job involvement.
- **Job Quality:** Evaluates productivity, work accuracy, innovation, efficiency, and commitment to safety standards.

The questionnaires will be administered through online platforms for accessibility and convenience. A pilot test will be conducted on a small sample to ensure clarity and reliability. The pilot test will be used to guide the refinement of the instrument. After validation, the final survey will be administered to the study sample. Participation will be voluntary, and anonymity will be maintained to encourage honest and accurate responses. Data collected will be encoded and analyzed using statistical software.

- **Instrument Validation:** The validity and reliability of the instrument will be stringently tested.
- **Content Validity:** The experts review will check if the questionnaires are dealing with all relevant concepts of study under consideration.
- **Construct Validity:** Use exploratory factor analysis and confirmatory factor analysis on theoretical dimensions about the variables that verify the suitability.
- **Reliability Testing:** Measure Cronbach's alpha in case of a scale to provide inner consistency as required. Here, 0.7 or greater should be sufficient.

Statistics Applied

Statistical software such as SPSS, JASP, JAMOV, and ADANCO would be used to analyze the data. Descriptive statistics summarizing the levels of transformational leadership, job attitude, and job quality include means, frequencies, and standard deviations. Correlation analysis will determine whether a relationship between variables exists and whether it is direct or inverse and of what strength. Regression analysis will analyze the predictive relationships between transformational leadership, job attitude, and job quality. SEM and CFA will be used to analyze the relationships between variables in detail. Mediation analysis will be conducted

to examine the mediating effect of job attitude on the relationship between transformational leadership and job quality. A significance level of 0.05 will be used to determine the significance of the findings.

Results and Discussions

Table 1.
Descriptive of Transformational Leadership

<i>Indicators</i>	<i>N</i>	<i>SD</i>	<i>Mean</i>	<i>Verbal Interpretation</i>
IDEALIZED INFLUENCE	377	0.289	3.56	Strongly Agree
INSPIRATIONAL MOTIVATION	377	0.242	3.88	Strongly Agree
INTELLECTUAL STIMULATION	377	0.318	3.83	Strongly Agree
INDIVIDUALIZED CONSIDERATION	377	0.326	3.82	Strongly Agree

Legend: “1.00-1.75 *Strongly Disagree*”, “1.76-2.50 *Disagree*”, “2.51-3.25 *Agree*”, “3.26-4.00 *Strongly Agree*”

The descriptive data for table 1 indicates that the respondents are likely to highly agree that their leaders possess the four key dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These results average from 3.56 to 3.88; hence, they set out to show the dramatic difference transformational leadership has on organizational and individual growth, as conceptualized by Alessa (2021) and Quiros (2020). Indeed, the idealized influence of leaders is high, leading to admiration of their influence by trust, as postulated by Chukwuma & Zondo (2023) and inspires creativity in the organization (Faeq & Ismael, 2022).

There is a high inspirational motivation score standing at 3.88 which illustrates how leaders guide them through inspirational sources toward striving for particular objectives such as increasing job satisfaction and commitment, according to Niemiec (2020). Intellectual stimulation is innovating and problem-solving which helps in the growth of the organization (Shafi et al., 2020). Individualized consideration stimulates leaders to work toward their personal and professional development, ensuring a supportive work environment with high job satisfaction (Wahab et al., 2023). Collectively, the dimensions develop a dynamic, adaptive workplace that drives productivity, innovation, and long-term success.

Table 2.
Descriptive of Job Attitude

<i>Indicators</i>	<i>N</i>	<i>SD</i>	<i>Mean</i>	<i>Verbal Interpretation</i>
JOB SATISFACTION	377	0.282	3.80	Strongly Agree
ORGANIZATIONAL COMMITMENT	377	0.261	3.85	Strongly Agree
JOB INVOLVEMENT	377	0.278	3.83	Strongly Agree

Legend: “1.00-1.75 *Strongly Disagree*”, “1.76-2.50 *Disagree*”, “2.51-3.25 *Agree*”, “3.26-4.00 *Strongly Agree*”

The data in table 2 shows that employees have job satisfaction with an average mean score of 3.80, a commitment to the organization with an average mean score of 3.85, and job involvement with an average mean score of 3.83, meaning that their attitude toward work is very positive. High job satisfaction implies that the expectations of employees with regard to compensation, opportunities for promotion, and working conditions are being met; hence, the argument by Cebatori (2022) and Putra & Asnur (2020) as showing that personal attitudes and workplace environment encourage satisfaction. Job involvement, shows that employees are psychologically engaged in their work, which enhances both job satisfaction and performance, as noted by Wijaya et al. (2021).

This high level of involvement promotes greater organizational effectiveness and commitment (Nurfalah et al., 2021). The strong organizational commitment suggests employees feel a sense of responsibility and alignment with the organization's goals, leading to reduced absenteeism and turnover while fostering innovation (Sujendran, 2023; Chayomchi et al., 2023). Together, these results indicate that the organization benefits from a motivated and committed workforce, leading to improved organizational cohesiveness and long-term success.

Table 3.
Descriptive of Job Quality

<i>Indicators</i>	<i>N</i>	<i>SD</i>	<i>Mean</i>	<i>Verbal Interpretation</i>
PRODUCTIVITY	377	0.270	3.82	Strongly Agree
WORK ACCURACY	377	0.267	3.85	Strongly Agree
INNOVATION	377	0.242	3.87	Strongly Agree
EFFICIENCY	377	0.282	3.84	Strongly Agree
COMMITMENT TO SAFETY STANDARDS	377	0.261	3.86	Strongly Agree

Legend: "1.00-1.75 *Strongly Disagree*", "1.76-2.50 *Disagree*", "2.51-3.25 *Agree*", "3.26-4.00 *Strongly Agree*"

The information in Table 3 shows a high consensus about all the job quality indexes with resulting higher grades for productivity (3.82), work accuracy (3.85), innovativeness (3.87), efficiency (3.84), and commitment to safety standards (3.86). These findings express the significance of operational excellence according to optimized resource utilization, low error incidents, and smooth workflows, explains Adbaile (2022) and Trojanowska (2018). High job performance is synonymous with superior quality work (Matsuda et al., 2017) and inspired employees tend to manufacture high quality products (Farsole, 2023). Innovation was marked with the maximum mean of 3.87, as the culture of innovation and idea generation results in the improvement of organizational processes and satisfaction of the needs of the employees (Purc & Laguna, 2019; Morais et al., 2019). There is an effective advocacy for efficiency that will involve smooth processes and optimum utilization of human resources with regards to both organizational and economic success (Shashovec, 2022).

Sound safety standards on their part promote the perfect workforce, eliminating accidents, and increases productivity, according to Zhang et al. (2022) which leads to quality jobs and success within the organization. All these put together make for an extremely effective and motivated work environment.

Table 4.
The Relationship between Transformational Leadership and Job Attitude

		Pearson's <i>r</i>	<i>p</i>	Decision on <i>H_o</i>	Interpretation
TRANSFORMATIONAL LEADERSHIP	- JOB ATTITUDE	0.687	< .001	Reject the <i>H_o</i>	There is a significant relationship between Transformational Leadership and Job Attitude.

The data from Table 4 reveal a highly positive relationship between transformational leadership and job attitude; its Pearson correlation coefficient is 0.687 with a p-value less than 0.001, hence rejecting the null hypothesis (*H_o*) in favor of the alternate hypothesis (*H_a*). This means that transformational leadership is significantly related to positive job attitudes.

Studies support this result, showing that transformational leadership fosters an inspiring and supportive work environment that enhances job satisfaction, organizational commitment, and employee engagement (Amiruddin & Yudiarso, 2023). Transformational leadership increases attachment to work and affective commitment to the organization, with engagement acting as a mediator between the association of transformational leadership and the two outcomes (Jiatong et al., 2022).

Transformational leaders also support employees to engage in proactive behavior and innovation since both personal and organizational outcomes benefit from it (Nguon, 2022). This mediation of psychological resources such as resilience and self-efficacy further establishes the position of transformational leadership in developing positive job attitudes and, in turn, providing an effective motivated workforce (Shah et al., 2023).

Table 5.
The Relationship between Job Attitude and Job Quality

		Pearson's <i>r</i>	<i>p</i>	Decision on <i>H_o</i>	Interpretation
JOB ATTITUDE	- JOB QUALITY	0.686	< .001	Reject the <i>H_o</i>	There is a significant relationship between Job Attitude and Job Quality

The data in Table 5 shows an extremely positive relationship between the quality and the job attitude, with a Pearson correlation coefficient of 0.686 with a p-value of less than

0.001. This would lead to the rejection of the null hypothesis that there is no effect of job attitude on the job quality. The study by Cabrera & Estacio, (2022), highlighted the need that brings out how positive attitudes of employees toward the job, motivation, and commitment would lead to quality work. It depicts how a positive attitude toward the job leads to job satisfaction, then to productivity and better results. Further, autonomy, feedback, and task significance are critical determinants of the job quality of an individual, as found by Ebube et al., (2022). The better and higher-quality outputs seem to be produced by the workers who have higher autonomy and task variety, which is a result of the development of their skills and meaningful work (Shu et al., 2022). Overall, it shows that the job attitude has a very positive relationship with the job quality and underlines the necessity for supporting a positive work environment for the better performance of an individual and an organization.

Table 6.

The Relationship between Transformational Leadership and Job Quality

		<i>Pearson's r</i>	<i>p</i>	<i>Decision on H₀</i>	<i>Interpretation</i>
TRANSFORMATIONAL LEADERSHIP	- JOB QUALITY	0.709	< .001	Reject the H ₀	There is a significant relationship between Transformational Leadership and Job quality

Table 6 indicate a high significant positive relationship between transformational leadership and job quality with a Pearson correlation coefficient of 0.709 and p-value less than 0.001. Hence, null hypotheses are rejected because transformational leadership significantly influences job quality. This outcome resonates with the research that indicates how this kind of leadership raises productivity, job satisfaction, and work quality by establishing trust, motivation, and innovation among the workers (Rony et al., 2023).

Transformative leaders inspire individuals to offer high-quality jobs wherein a quality job is at par with competitive job performance since it promotes creativity, problem-solving, and continuous improvement (Nguon, 2022). Transformational leadership appears to be associated with more positive work outcomes and innovative behavior as proposed by Putri & Meria (2022) through improving organizational commitment and job satisfaction. In total, there exists proof that concludes that forming quality of the job and general organizational performance has its source in transformational leadership.

The model summary in Table 7 represents the strength of the regression model which predicts job quality in terms of transformational leadership and job attitude. The R-value of 0.760 signifies a high level of positive correlation between the predictors

and job quality. Further, the R-squared value of 0.578 indicated that 57.8% of variance in job quality can be explained by transformational leadership and job attitude.

Table 7.
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.578	.575	.14525

a. Predictors: (Constant), JOB ATTITUDE, TRANSFORMATIONAL LEADERSHIP

b. Dependent Variable: JOB QUALITY

The adjusted R-squared of 0.575 indicates that if the number of predictors is adjusted, still, the model will explain 57.5% of the variance in job quality, which confirms the strength of the model. The standard error of estimate of 0.14525 is the average distance between observed and predicted job quality values, indicating that the fit of the model is quite good. Therefore, the model outlines considerable predictive power with transformational leadership and job attitude significantly explaining job quality.

Table 8.
ANOVA for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.796	2	5.398	255.845	.000 ^b
Residual	7.891	374	.021		
Total	18.686	376			

a. Dependent Variable: JOB QUALITY

b. Predictors: (Constant), JOB ATTITUDE, TRANSFORMATIONAL LEADERSHIP

The ANOVA table as presented in Table 8 performs the analysis of variance for the regression model that predicts job quality by transformational leadership and job attitude. The F-statistic is highly significant with a value of 255.845, $p < 0.001$, meaning that the overall regression model is very statistically significant, and together transformational leadership and job attitude can significantly predict job quality.

The regression sum of squares is 10.796 and the residual sum of squares is 7.891, indicating that a large amount of variance in job quality is explained by the model. Thus, this determines and confirms the strong predictive power that transformational leadership and job attitude have regarding job quality within the given dataset.

Table 9 depicts the interaction of transformational leadership (TL), job attitude (JA), and job quality (JQ) as the outcome variable. It also displays, through the

unstandardized coefficients, that both transformational leadership ($B = 0.458$, $p < 0.001$) and job attitude ($B = 0.415$, $p < 0.001$) are positioned to have a significant positive impact on job quality.

Table 9.
Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.528	.149		3.544	.000
	TRANSFORMATIONAL LEADERSHIP	.458	.047	.450	9.742	.000
	JOB ATTITUDE	.415	.051	.377	8.155	.000

a. Dependent Variable: JOB QUALITY

The standardized coefficients (Beta) reveal that transformational leadership has a much stronger influence on job quality (Beta = 0.450) than the predictor of the attitude toward the job (Beta = 0.377), although all the variables reach statistical significance in their contribution. The high t-values and the significance ($p < 0.001$) of both predictors underscore that these relationships are robust from a statistical point of view. Altogether, the analysis confirms that, although importance of leadership seems to be slightly higher, both transformational leadership and job attitude significantly influence job quality.

Table 10.
The Mediation of Job Attitude between the Transformational Leadership and Job Quality

Effect	Label	Estimate	SE	Z	p	Decision on H_0	Interpretation
Indirect	$a \times b$	0.263	0.0352	7.48	< .001	Reject the H_0	Job attitude mediates the relationship between transformational leadership and job quality.
Direct	c	0.458	0.0468	9.78	< .001		
Total	$c + a \times b$	0.721	0.0370	19.52	< .001		

The table 10 data highlighted the key mediation of job attitude between transformational leadership and job quality. The indirect effect of 0.263 multiplied by b, coupled with the direct effect of c at 0.458 and a total effect of 0.721 all with a p-value of less than 0.001 validates the rejection of the null hypothesis since the attitude at work plays a key role in this relationship. This outcome will resonate well with research findings such that transformational leadership has effects positively on job satisfaction, organizational commitment, and employee engagement towards organizational effectiveness, thus improving the quality of jobs. This is required to be established by evidence-based research which would

further elucidate the fact that their job attitude builds well-being for the employees by fostering high levels of trust and job satisfaction, thus resulting in better work performance and consequently project success. Through the mediation of job attitudes of satisfaction, commitment, and trust, it explains how transformational leadership influences performance at work and general quality of the job as a significant point to accomplish proper organizational results.

Table 11.
R-squared for SEM

Construct	Coefficient of determination (R^2)	Adjusted R^2
Job Quality	0.8488	0.8480
Job Attitude	0.8301	0.8296

Table 13 shows the R-squared (R^2) values. R^2 values are measures of the degree to which independent variables may explain the variance in dependent variables. There were $R^2 = 0.8488$ for job quality, and adjusted $R^2 = 0.8480$; therefore, a total of 84.88% of the variance in the dependent variable, job quality, could be explained by the factors included within the model, being transformational leadership and job attitude. For instance, the R^2 for job attitude was 0.8301, adjusted $R^2 = 0.8296$, indicating that transformational leadership explained 83.01% of job attitude variance. High R-squared values seriously indicate the good explanatory power of the model: transformational leadership predicts both job attitudes and job quality with a huge and robust effect.

Table 12.
Reliability

Construct	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_C)	Cronbach's alpha (α)
JOB QUALITY	0.9639	0.9610	0.9617
TRANSFORMATIONAL LEADERSHIP	0.9410	0.9315	0.9285
JOB ATTITUDE	0.9149	0.9129	0.9134

Table 14 shows the reliability measurements of job quality, transformational leadership, and job attitude in the use of Dijkstra-Henseler's rho (ρ_A), Jöreskog's rho (ρ_C), and Cronbach's alpha (α). All are above 0.9 for all the reliability indicators of the constructs involved. Precisely, for job quality, ρ_A is 0.9639, ρ_C is 0.9610, and α is 0.9617, which depicts a very high level of internal consistency. Transformational leadership has ρ_A of 0.9410, ρ_C of 0.9315, and α of 0.9285. Therefore, it shows a very reliable measurement of the construct. Job attitude also has strong reliability with ρ_A of 0.9149, ρ_C of 0.9129, and α of 0.9134. It means that whatever the constructs are measured, their reliability is high. It also presents the same case for all the constructs, thus being well-crafted and robust in measurement models that give reliable and valid data that can be explored further.

Table 13.

Validity

Construct	Average variance extracted (AVE)
JOB QUALITY	0.5006
TRANSFORMATIONAL LEADERSHIP	0.4164
JOB ATTITUDE	0.4129

The Average Variance Extracted (AVE) values for job quality, transformational leadership, and job attitude can be seen in Table 15. In detail, they represent the convergent validity of the constructs. For the construct of job quality, the AVE is 0.5006, which indicates that this construct captures enough variance from its indicators, so the threshold would be more than 0.5 for an acceptable convergent validity according to the recommendation. However, AVE values for transformational leadership (0.4164) and job attitude (0.4129) are a bit lower than the minimum threshold that is recommended: so that suggests that these constructs may not capture as much variance from their indicators as desired. This implies that although this model provides good reliability, further fine-tuning of the measurement items for transformational leadership and job attitude may be necessary in order to enhance the validity of such measures and improve representation of the underlying constructs.

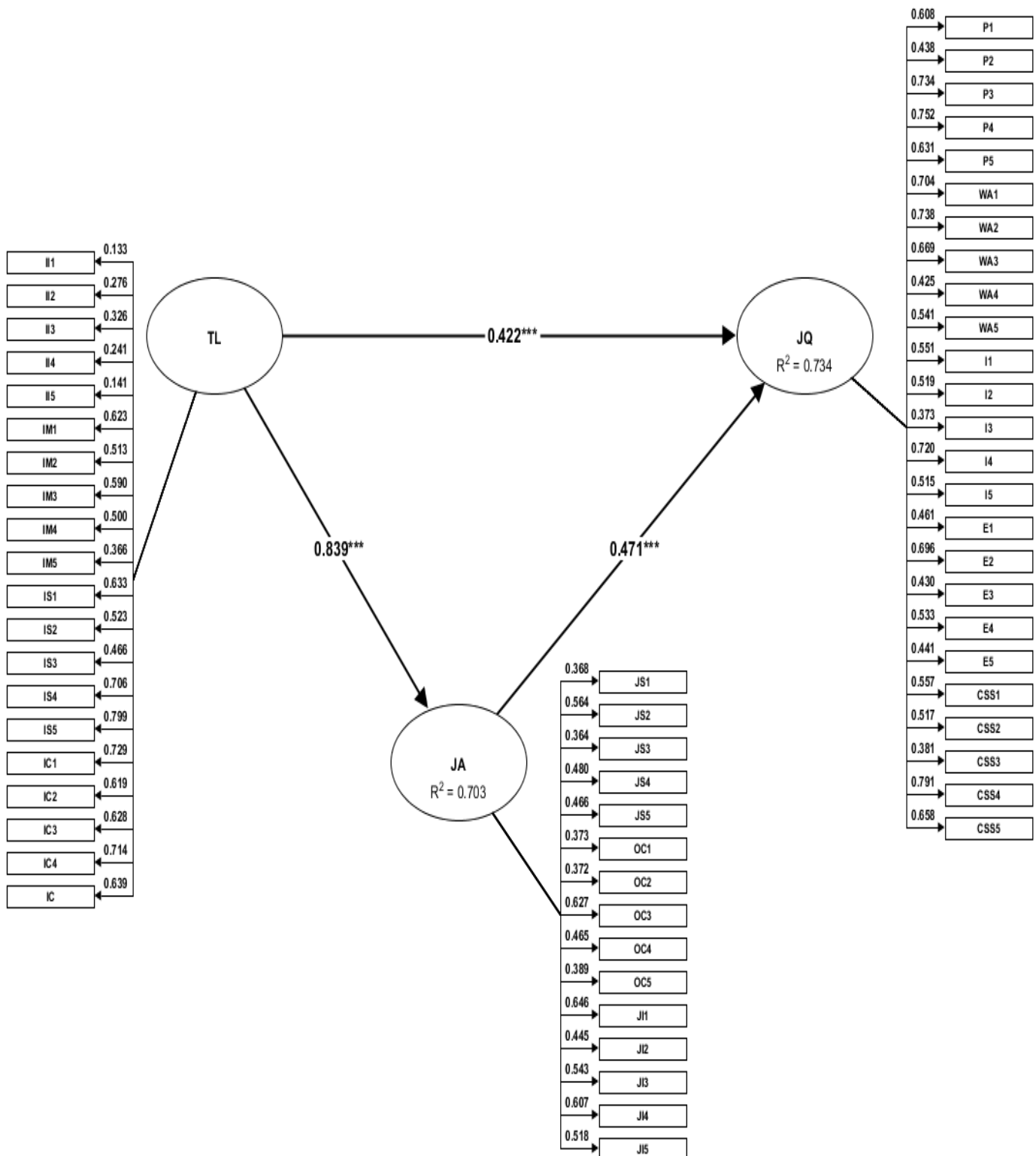
Table 14.

Path Estimates

			Label	Estimate	SE	Z	p
TRANSFORMATIONAL LEADERSHIP	→	JOB ATTITUDE	a	0.635	0.0346	18.33	< .001
JOB ATTITUDE	→	JOB QUALITY	b	0.415	0.0507	8.19	< .001
TRANSFORMATIONAL LEADERSHIP	→	JOB QUALITY	c	0.458	0.0468	9.78	< .001

The path estimates in Table 12 indicate that transformational leadership, job attitude, and job quality have strong, significant links. Transformational leadership directly and positively affects employees' attitudes toward their jobs, indicating that inspirational and motivational leaders will surely produce a clearly large positive impact on satisfaction and commitment to the job (estimate = 0.635, $p < .001$). In addition, job attitude directly and positively and significantly influences job quality (estimate = 0.415, $p < .001$), pointing to the fact that the employees' better attitudes toward work positively contribute to the quality of job performance. Finally, transformational leadership is directly positively related with the job quality (estimate = 0.458, $p < .001$), therefore fully supporting the conclusion that transformational leadership positively affects working outcomes directly and indirectly by improving job attitudes. These results highlight the importance of transformational leadership in establishing a healthy work environment, which indirectly contributes to better quality jobs through positive attitudes of employees.

Fig. 4.
Structural Equation Model



The Structural Equation Model (SEM) depicts the important relationships with transformational leadership (TL), job attitude (JA), and job quality (JQ). The path coefficient for transformational leadership on job attitude was established at 0.839, which indicates that transformational leadership is very strongly positively related to job attitude. Therefore,

leaders using transformational leadership attitudes heighten the job attitudes of employees' satisfaction, involvement, and commitment significantly. In addition, job attitude has a significant direct positive relationship with job quality, with the path coefficient being 0.471. It states that good job attitudes help employees attain good outcomes in terms of productivity, accuracy, innovation, and following the safety standards on their jobs. Transformational leadership has a positive direct relation to the dimensions of job quality, and 0.422 depicts transformational leadership as having both direct and indirect effects on job quality through its impact on job attitude. This is one place where mediation effect applies because the partial mediator of transformational leadership on job quality is indeed job attitude. Large R-squared values for job attitude (0.703) and job quality (0.734) drive home the fact that a significant proportion of the variance in these variables is explained by transformational leadership. Therefore, the SEM has shed light on the role played by transformational leadership in securing job quality at the same time as evidence that job attitudes are one important mediator in the relationship.

Future Research Implication

The future research implications are that researchers should probe further on how different dimensions of transformational leadership interact with various job demands and resources as put forth in the JD-R model toward determining job outcomes under different sectors and organizational contexts. Other variables such as employee resilience, work-life balance, and organizational culture interacting with transformational leadership in relation to job attitude and quality need to be explored for better insights into how leadership practices affect employee well-being and job performance.

Limitations

The following are several limitations of this study that can limit the generalizability and interpretation of findings. The applicability of its findings is narrowed to a certain geographic region and industry, such as the manufacturing sector in Southeast Asia. The cross-sectional design further limits the ability to establish causal relationships between variables, while the reliance on self-reported data introduces bias. A limited or homogeneous sample would not only affect external validity, but the tools designed for measuring them may also miss the intricacy of constructs for the particular settings. This interpretation should also account for the potential factors of limited generalizability.

Conclusions

The general conclusion of this research paper is that transformational leadership has a positive influence on both job attitude and job quality. Transformational leadership directly enhances employees' job satisfaction, organizational commitment, and engagement, thereby

improving the quality of their work. Further, job attitude is a mediator in the relationship between transformational leadership and job quality, which also means that transformations through leadership positively influence job quality through improved attitudes at work. Transformational leadership is very important in the formation of an effective, innovational, and devoted workforce, hence resulting in better outputs in terms of productivity, work accuracy, innovation, efficiency, and standards on safety. The findings, therefore, put emphasis on the adoption of transformational leadership as the key to organizations realizing better individual and organizational outcomes.

Recommendations

The following recommendations are based on the findings of the study.

1. Be an ethical leader who has a strong organizational vision, encourage innovation and critical thinking, and personal development to motivate the growth and creativity of the people
2. Reward the workers, give the opportunity for participation in decision making to inspire greater employee engagement, and never stop aligning jobs with the value set of the organization to encourage unfaltering commitment and recognition of contributions.
3. Increase productivity by streamlining work processes, cut waste with high-tech investments, demand for accuracy at work through rigorous training and quality control, feed innovation through relentless sharing of ideas, eliminate bureaucracy to maximize efficiency, and don't just insist on minimum safety risk through constant training and supervision.
4. Invest in transformational leadership skills development so that the employees will be motivated and committed to the organization, increasing satisfaction, involvement, and commitment among them.
5. Attitudes toward jobs should be enhanced for better productivity, accuracy, and quality in jobs.
6. Organize leadership development programs that incorporate and emphasize transformational practices directly into better quality jobs.
7. Improve attitudes toward jobs so that transformational leadership effects on jobs and quality are strengthened.
8. For future researchers, Long-term implications of transformational leadership impact on jobs and quality and attitudes toward employees about different industries and structures so that it is evident for overall clarity of effectiveness.

Declaration of Conflict of Interest

The authors of this article have no conflict of interest.

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