

A SIX FACTOR LEADERSHIP MODEL ON JOB SATISFACTION IN THE WORKPLACE DURING THE COVID-19 PANDEMIC

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ABSTRACT

The objective of this study is to identify which factors of transformational leadership and transactional leadership make impacts on employees' job satisfaction. Vera and Crossan (2004) served as a research framework for this study which developed six hypotheses on charismatic leadership, inspirational motivation, intellectual stimulation, individual consideration, contingent reward, and active management by exception. Regression models tested the hypotheses on a sample data of 546 online survey responses in 2020 during the COVID-19 pandemic. Evidence showed that for Gen Z and Gen Y, charismatic leadership was most statistically significant to job satisfaction while inspirational motivation was for Gen X.

Keywords: Job Satisfaction, Employee Generation, Transformational Leadership, Transactional Leadership