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The Influence of Transformational Leadership on the Job Satisfaction of Civil Servants at the Nha Trang Tax Department

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Abstract: Job satisfaction of civil servants to the organization is a very important issue in human resource management. Factors affecting job satisfaction have been carried out a lot from previous studies. In Vietnam, factors such as transformational leadership affecting job satisfaction are still very limited in the public sector. Therefore, this study is conducted to test the impact of transformational leadership on the job satisfaction of civil servants at the Nha Trang Tax Department. The study has used qualitative and quantitative research methods (SEM). The results showed that there are 5 factors affecting job satisfaction of civil servants: Intellectual stimulation (IS) ($\beta = 0.32$); Inspirational motivation (IM) ($\beta = 0.264$); Idealized Influence Attribution (IA) ($\beta = 0.194$); Individualized consideration (IC) ($\beta = 0.159$); Idealized Influence Behavior (IB) ($\beta = 0.127$). The study has theoretical and practical contributions. In terms of theory, the study has re-examined a new space on the impact of transformational leadership on job satisfaction. In terms of practicality, the results have important implications for the Nha Trang Tax Department leaders, paying attention to the leadership style that creates changes to help civil servants feel satisfied at work. Some limitations and further research directions are mentioned in this study.

Keywords: transformational leadership, job satisfaction, civil servants.

变革型领导对芽庄税务局公务员工作满意度的影响

摘要: 公务员对组织的工作满意度是人力资源管理中一个非常重要的问题。以前的研究已经对影响工作满意度的因素进行了大量研究。在越南,影响工作满意度的变革型领导等因素在公共部门中仍然非常有限。因此,本研究旨在检验变革型领导对芽庄税务局公务员工作满意度的影响。该研究使用了定性和定量研究方法(扫描电镜)。结果表明,影响公务员工作满意度的因素有5个:智力刺激(是)($\beta=0.32$);励志动机(我是)($\beta=0.264$);理想化影响归因(IA)($\beta=0.194$);个性化考虑(我知道了)($\beta=0.159$);理想化的影响行为(国际文凭组织)($\beta=0.127$)。该研究具有理论和实践贡献。在理论方面,该研究重新审视了变革型领导对工作满意度的影响的新空间。在实用性方面,结果对芽庄税务局领导人具有重要意义,他们关注领导风格的变革,以帮助公务员在工作中感到满意。本研究中提到了一些局限性和进一步的研究方向。

关键词: 变革型领导、工作满意度、公务员。

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1. Introduction

Today, along with the country's economic development, organizations often face the challenge of fluctuating internal human resources. In particular, the status of employees being transferred or resigned is the top concern of the organizations, not only ordinary employees but also those who hold important positions. They have intended to quit my current job to move to a new organization for working with better conditions. Therefore, this will cause the loss of human resources for the organizations, many difficulties in finding replacement positions, especially those holding important positions. This has a great impact on the organization's performance and causes anxiety among the employees at work.

Human resources are important because it determines the existence and future development of an organization. Therefore, managers need to have strategies to attract talent, capabilities, and skills. Management must pay attention to maintaining the satisfaction of employees. To do this, the role of leadership plays an important role in motivating employees. Especially now, the leadership style has become familiar in the organizational culture in Vietnam. Employees working in organizations have a wide variety of workplace options and become very sensitive to the organization's leadership style.

Around the world, there have been many scholars studying the influence of transformational leadership affecting employee satisfaction. Some domestic and foreign typical studies were conducted by [1], [4], [7], [10], [12], [15], [17], [18], [21], and meta-analysis was conducted by [14]. These scholars have examined the effect of leadership styles on organizational cohesion and job satisfaction of employees [9].

Through a review of research worldwide, the relationship between transformational leadership and job satisfaction has been tested. However, this relationship has not been widely tested in an economic transformation like Vietnam. When researching in a different context than the one studied, the researcher needs to re-evaluate the theoretical model and scale to be appropriate for the research context. Therefore, to generalize transformational leadership and job satisfaction, research is conducted at Nha Trang Tax Department. In Vietnam, the studies on the above relationship: transformational leadership, job satisfaction have not been widely tested in the public sector. Case studies by [2] show that the key factor in creating cohesion in the current context of employees is transformational leadership. Once a public employee has a greater degree of engagement, the ability to switch jobs, look for another job, actively seek new jobs, intend to leave their current job, or plan to retire early lower.

City Tax Department: On October 1, 1990, Nha Trang was established by Decision No. 315/QD/BTC-TCCB. Over 30 years of construction and continuous

development, the Tax Department has streamlined its apparatus according to Decree 68. The apparatus includes 17 tax teams, with 160 civil servants and eight labor contracts. The Tax Department of Nha Trang city is assigned the task of collecting the budget in the city. In 2019, the state budget revenue plan was 3.733 billion VND, up 51% compared to the same period in 2018 (the plan for 2018 is 2.457 billion VND). This is a very heavy ordinance target for the collective of officials and employees of the Tax Department of Nha Trang city. With the determination to strive to perform well the assigned tasks, the State budget revenue of the Nha Trang Tax Department always completed the plan.

The performance results show that the work efficiency factor of civil servants plays an important role. Moreover, the factor that motivates work from leaders to promote job satisfaction of civil servants is very great. Therefore, the leadership factor that creates a change in the relationship with the job satisfaction of civil servants of the Nha Trang Tax Department is necessary to be considered in the current context.

The research question is:

(1) Which component measures transformational leadership of Nha Trang Tax Department?

(2) Does Nha Trang Tax Department's transformational leadership bring job satisfaction or not?

For answering two current practical research questions, the study is very necessary to be carried out.

2. Literature Review and Research Model

2.1. Transformational Leadership

In organizational behavior theory, leadership is the exchange of social relations between superiors and subordinates in the form of rewards for obedience [7]. Some studies such as [3] and [5] show that, although the factor of reward is reasonable in most of the situations of the business, if the leader only uses rewards or punishment for employee success or failure, all of these actions only make the employee feel more negative.

[23] was the first to lay the groundwork to approach the research of change leaders. This scholar thinks that attractive leaders are the ones who create change in organizations. [13] have theorized based on the assumptions: gravity depends on the perception of subordinates towards the leader. The perceived factors of subordinates include vision, self-sacrifice, use of novel strategies, correct assessment of situations, enlightenment, confidence in communication, and use of personal power.

2.2. Research Model and Research Hypothesis Development

2.2.1. The Components of Transformational Leadership

[11] argues that true leadership must first be ethical. A leader's moral value is to pay attention to subordinates' expectations in the working process. This scholar argues that the leadership that makes change is between the leaders and subordinates interacting with each other. On that basis, [11] has given two types of leadership: change leadership and professional leadership. Leadership makes change by being attractive, inspiration, intelligent encouragement, and caring for everyone. Leaders that create change are leaders who have more power and professional ethics than professional leaders. They always have movements to motivate subordinates to perform well on the set results.

- *Idealized Influence Attribution and Idealized Influence Behavior*: Previous studies have suggested that the leader's behavior has been a model for subordinates to follow. Leaders with exceptional ability, perseverance, and assertiveness receive respect and trust from employees. Leadership is powerful and has a great influence on subordinates. They are role models and symbols for subordinates, expressed in clarity and assertiveness in ambiguous situations, which are difficult to speculate with their specific strategic outlook and vision. There are two ways of measuring a leader's attractiveness: qualitative attractiveness and behavioral attractiveness. Both attractions are showing the leader's behavior. However, the attractive aspect of quality is often judged by the subordinates.

- *Inspirational Motivation*: The leader who inspires subordinates with difficult and challenging work. At that time, the teamwork spirit will be stimulated, enthusiastic and optimistic. The leader creates inspiration for his subordinates by sharing the organization's overall vision and helps the subordinates see the development potential of the organization so that the subordinates can establish and implement themselves to achieve the set goals. The subordinates also want to prove their ability to achieve the overall goals and vision of the organization.

- *Intellectual Stimulation*: Change-creating leader stimulates subordinates' efforts by encouragement, stimulation of the creativity, new ways to solve problems. The leader must respect the new idea of the subordinates, not criticize, criticize whether the idea is different from the leader or even a bad idea.

- *Individualized Consideration*: A leader makes a change like a mentee, a mentor, a friend who cares about every one of his subordinates. The leader must realize the needs and desires of subordinates, especially

the needs of success, the potential for future development. The subordinates' attention will create new learning opportunities in the work environment. For exercising attention to individuals, leaders must prove that they see subordinates as friends; colleagues are not employees. The leader is always listening to and exchanging two-way information, interacting and chatting intimately to understand the needs and desires of employees. From there, the leader can grasp the aspirations and wishes of his subordinates.

2.2.2. Satisfaction in Work

[20] introduced the concept of job satisfaction as the human sensory state derived from comparing results achieved and initial expectations. [24] concludes that job satisfaction is an expression of attitudes when people have feelings and beliefs in work.

In short, there are many definitions of satisfaction. In general, persons satisfied with their job will feel comfortable, have a positive attitude, and effectively respond to the job and their organization.

2.2.3. Development of Research Hypotheses

In terms of the impact of leadership to make a change to satisfaction, there are many scholars interested. Two Meta-analyses of [15] and [19] showed that the mean correlation between these two variables was very large. A meta-analysis by [14], when looking at the compelling leadership effect on organizational cohesion and satisfaction, also shows a very large correlation. So, most of the results show that the positive relationship between the leader changes employee satisfaction.

In summary, most researchers believe that transformational leadership has positive effects on job satisfaction [25]. The research has inherited components of the transformational leadership of [6] and [8] to adapt to the research context. On that basis, this study expects that transformational leadership positively affects the job satisfaction of civil servants at the Nha Trang Tax Department. On that basis, the hypotheses are proposed:

Hypothesis H1: Idealized Influence Attribution has positively related to job satisfaction;

Hypothesis H2: Idealized Influence Behavior has positively related to job satisfaction;

Hypothesis H3: Inspirational Motivation has positively related to job satisfaction;

Hypothesis H4: Intellectual Stimulation has positively related to job satisfaction;

Hypothesis H5: Individualized Consideration has positively related to job satisfaction.

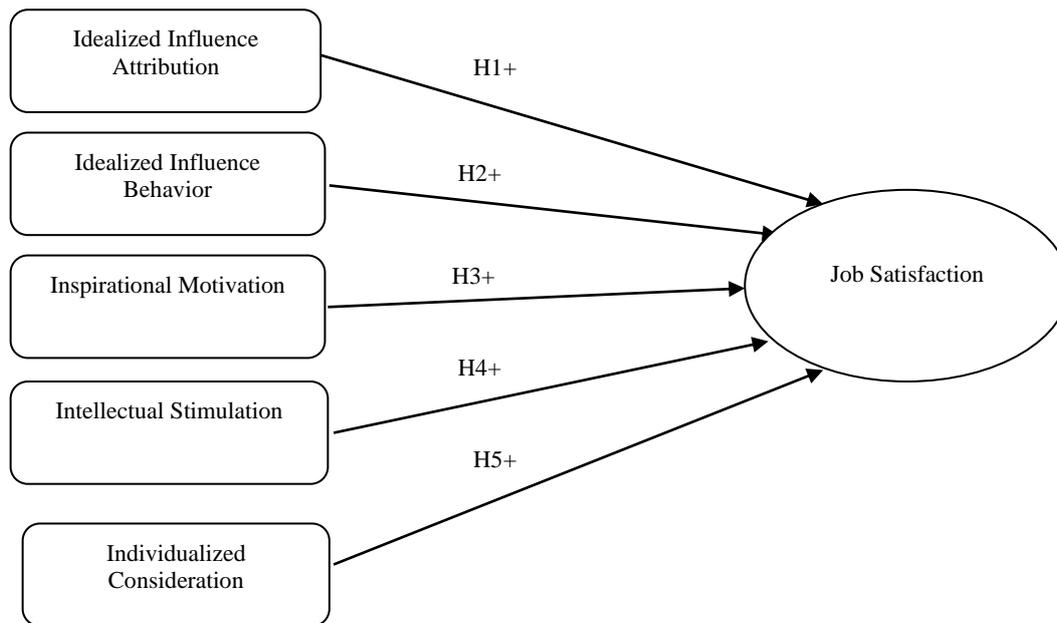


Fig. 1 Proposed research model

3. Data and Research Method

3.1. Research Data

Methods for collecting data: The study sent an online survey via email to each tax officer in the Nha Trang Tax Department.

Sample: The official sample is selected by the conventional method. The remaining official valid responses are 155. [16] assume that the minimum sample size should be between 100 and 150. Therefore, the official sample guarantees reliability.

3.2. Research Methods

Preliminary qualitative research uses the expert method by double-hand interview. The research model

is evaluated to standardize theoretical models, discover new factors, and adjust/supplement the scale for clarity, suitable for the research context.

A preliminary quantitative study evaluates reliability via Cronbach's alpha and analyzes EFA with a sample size of 80 tax officers. Then, the satisfied scale will be used for formal quantitative research.

Formal research evaluates the appropriateness of the model and tests hypothesis by AMOS-SEM method.

3.3. Measurement Scale

From the comments of experts, the study synthesizes the scales of the research concepts as follows:

Table 1 Conceptual model

Appreciation	Constructs	No. of observed variables	Sources
Transformational leadership			
IA	Idealized Influence Attribution	4	[5], [8]
IB	Idealized Influence Behavior	4	[5], [8]
IM	Inspirational Motivation	4	[5], [8]
IS	Intellectual Stimulation	4	[5], [8]
IC	Individualized Consideration	4	[5], [8]
JS	Job satisfaction	4	[22]

4. Research Results and Discussion

Sample characteristics are classified by gender and educational background (Table 2).

Table 2 Sample characteristics

Sample characteristics		Frequency	Ratio %
Gender	Male	55	35%
	Female	100	65%
Educational background	Undergraduate	14	9%
	Graduate	127	82%
	Postgraduate	14	9%

The current statistical results show that 65% of the survey are women; men account for 35%. Most civil servants have university degrees 82%, 9% below university. Finally, the postgraduate degree accounts for 9%.

All scales meet the requirements of aggregate extraction variance ($\rho_{vc} \geq 50\%$), aggregate reliability

($\rho_c \geq 0.6$), and Cronbach's alpha coefficient ($\alpha \geq 0.6$). So, the scales of the factors can be completely trusted. The scale after performing factor analysis confirmed that CFA completely met the conditions to conduct SEM linear structure model analysis (Table 3).

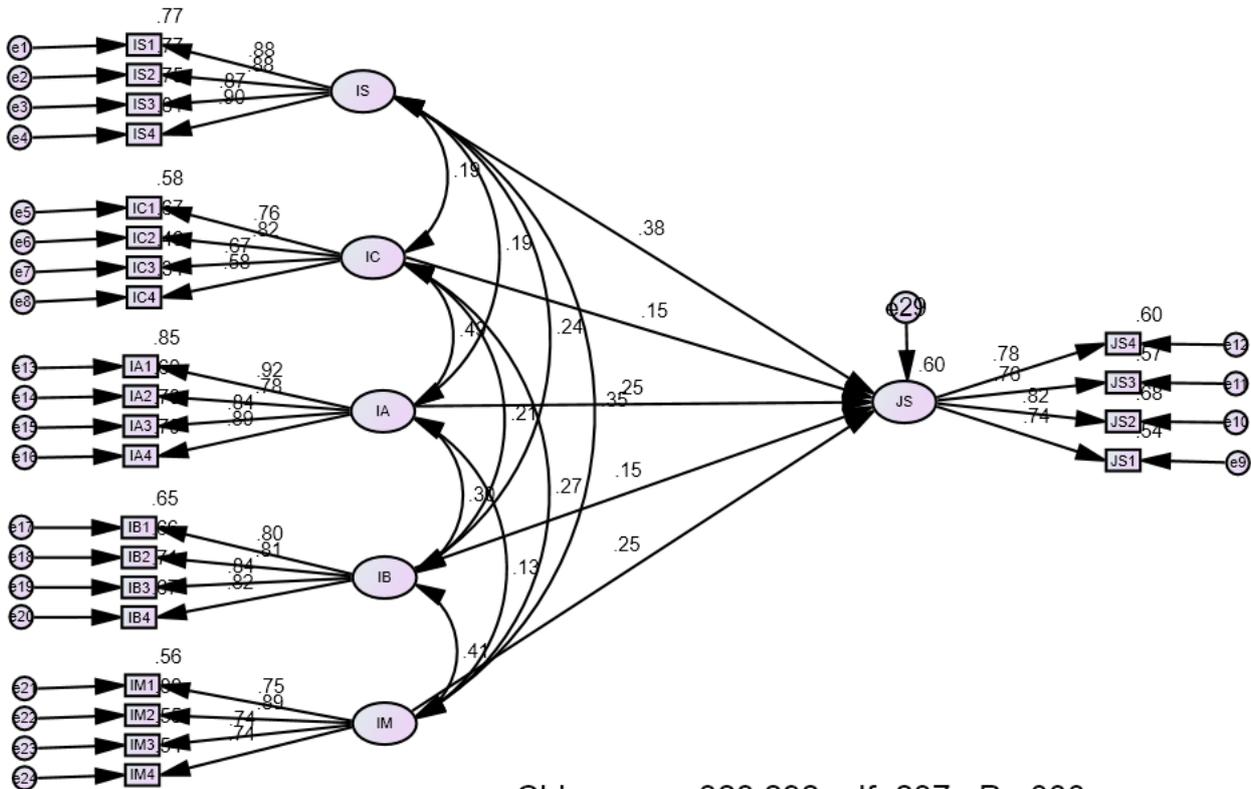
Table 3 Summary of scale test results

Constructs	Number of variables observe	Composite reliability	Total variance extracted	Evaluate
Idealized Influence Attribution (IA)	4	0.917	0.734	Satisfied
Idealized Influence Behavior (IB)	4	0.880	0.647	
Inspirational Motivation (IM)	4	0.861	0.610	
Intellectual Stimulation (IS)	4	0.929	0.766	
Individualized Consideration (IC)	4	0.824	0.542	
Job satisfaction (JB)	4	0.846	0.580	

CFA analysis results with critical measurement model showed the statistical value $\chi^2 [237] = 327.325$ ($p = 0.000$). If adjusted for degrees of freedom has $CMIN/df = 1,381 < 2$, the compatibility requirement is met. Other indicators such as $GFI = 0.859$, $TLI = 0.952$, $CFI = 0.959$, $RMSEA = 0.050 < 0.80$, all meet the requirements. The factor loadings of all items measuring all the constructs in the model were high 0.5. These findings indicate that the scales measuring these constructs were unidimensional, and the within-

method convergent validity was achieved. The saturated model (final measurement model) received an acceptable fit for the data.

SEM results (Fig. 2) theoretical model has $\chi^2 [237] = 328.292$; $p = 0.000$; $CMIN / df = 1.385 < 2$; $GFI = 0.854$; $TLI = 0.954$; $CFI = 0.960$; $RMSEA = 0.05$. Heywood cases were absent; all error-term variances were significant; and, all standardized residuals were less than $|2.58|$. Therefore, it can be concluded that this model is suitable for market data.



Chi-square=328.292 ; df=237 ; P=.000;
 Chi-square/df=1.385 ;
 GFI=.854 ; TLI=.954 ; CFI=.960 ;
 RMSEA=.050

Fig. 2 SEM results of the theoretical (standardized) model

The estimation results of the main parameters are presented in Table 4. The SEM results indicated that five out of six proposed hypotheses were supported. Intellectual Stimulation is the strongest impact factor ($\beta = 0.32$; $p = 0.000 < 0.01$). Next, Inspirational Motivation affects job satisfaction ($\beta = 0.264$; $p = 0.03 < 0.05$). Next, Idealized Influence Attribution impact on job satisfaction ($\beta = 0.194$; $p = 0.03 < 0.05$). Next,

Individualized Consideration affects job satisfaction ($\beta = 0.159$; $p = 0.077 < 0.01$). Finally, Idealized Influence Behavior affects job satisfaction ($\beta = 0.127$; $p = 0.052 < 0.1$). Thus, 5 hypotheses are accepted, none of the hypotheses will be rejected.

Explanatory model via determination coefficient explained 60.5% of job satisfaction.

Table 4 Hypothesis testing results

Relationship	Estimates are not standardized	S.E.	C.R.	P	Hypothesis	Conclusion
JS <--- IS	0.32***	0.065	4.902	***	H4	Accepted
JS <--- IC	0.159*	0.09	1.766	0.077	H5	Accepted
JS <--- IA	0.194***	0.064	3.016	0.003	H1	Accepted
JS <--- IB	0.127*	0.065	1.947	0.052	H2	Accepted
JS <--- IM	0.264***	0.089	2.976	0.003	H3	Accepted

Note: B Estimates are not standardized

Bootstrap test performed by repeated sampling with size $N = 1000$. The test shows that the bias and error of bias between Bootstrap estimation and ML estimate

appear, but are not insignificant (Table 5). Therefore, the study concludes that estimating this research model is reliable.

Table 5 Estimated results using Bootstrap $N = 1000$

Relationship	SE	SE-SE	Mean	Bias	SE-Bias
JS <--- IS	0.069	0.002	0.32	0	0.002
JS <--- IC	0.081	0.002	0.158	-0.001	0.003
JS <--- IA	0.071	0.002	0.195	0.001	0.002
JS <--- IB	0.081	0.002	0.123	-0.004	0.003
JS <--- IM	0.1	0.002	0.27	0.006	0.003

5. Conclusion and Managerial Implications

5.1. Conclusion

The test results show that the theoretical model is consistent with market data. There are five accepted hypotheses. The research results show that transformational leadership has a positive link to the job satisfaction of civil servants. This result gives us some theoretical and practical implications.

5.1.1. Theoretical Contribution

Theoretically, the study has examined Bass's model of leadership style that transformational leadership is positively related to job satisfaction of civil servants in the public sector, especially in an economic transaction like Vietnam.

The research results of the study are intended to help generalize this relationship when previous studies have not been done.

The measurement contribution: The research has performed qualitative research to adjust the scale to suit the research context. The components measuring transformational leadership were measured by four observed variables. The job satisfaction scale is measured for four observed variables.

5.1.2. Practical Contributions

In practical terms, the research results give important implications for the Nha Trang Tax Department leaders. The study has provided evidence, comments, and assessment of civil servants about leadership and job satisfaction. Based on the results achieved, the Nha Trang Tax Department leaders perfect the leadership style to increase the satisfaction of civil servants. The research results are also evidence to help the Tax Department retain talented and talented people and build a stable, loyal and efficient workforce.

5.2. Managerial Implications

5.2.1. Intellectual Stimulation

Leaders of the Nha Trang Tax Department encourage civil servants to look for different directions when solving problems, advise them to look at the problem from many angles, or encourage them to find new creative methods and ways to deal with old problems. Leaders always support and encourage civil servants to have a comprehensive overview of all aspects of a problem to find the best optimal solution when solving problems.

5.2.2. Inspirational Motivation

Leadership must identify the organization's core values. Next, setting the goals, leaders must know how to implement them in accordance with each moment and the organization's current position. Goals are clearly defined, specific tasks and implementation

plans. Because when civil servants see their own life and future in the existence and development of the organization, they will voluntarily and enthusiastically participate in the organization's activities, goals, and duties. In addition, leaders need to enthusiastically convey necessary experiences, specific and useful lessons to support and help civil servants fulfill the organization's goals and tasks successfully.

5.2.3. Idealized Influence Attribution

Leadership, personal morality, and self-sacrificing spirit are the qualities that make up the role model of a leader. These qualities and behaviors will attract, influence, and become the motivation of civil servants. Since civil servants always see leadership as a role model for them to follow, with the qualities that create a truly good image, the leader will be admired and respected, thereby affecting their attitudes and behavior.

5.2.4. Individualized Consideration

The leader is like a mentor listening and understanding the feelings of his subordinates and giving them sincere and correct advice. Leadership should be like a teacher who cares about their students; that is, leaders must recognize the abilities, needs, and desires of civil servants, especially achievement and development needs to develop their potential to a higher level so that they can achieve more. Caring for civil servants creates new learning opportunities in a supportive atmosphere, which is to see the civil servant as an individual, not as an employee.

5.2.5. Idealized Influence Behavior

Competence and personal morality are the factors that make up the leader's reputation. Leadership is shown in the spirit of self-confidence and assertiveness in leading the organization in uncertain and uncertain situations with a specific strategic vision. Personal ethics shows that leadership cares about ethical aspects, the results of ethical decisions, issues of business ethics such as the interests of customers, the interests of civil servants and organizations.

5.3. Limitations and Further Research Directions

The small sample in this study only has 155 respondents, so it is difficult to reflect the research problems accurately. The study results showed that $R^2 = 60.4\%$ showed that the model only explained 60.4% of the variation of job satisfaction. This shows that there are factors outside the model affecting the variable of job satisfaction that the topic does not mention. In the next study, it is necessary to explore the factors to create an overall picture of civil servants' job satisfaction.

Second, the study was conducted at the Tax Department of Nha Trang. Therefore, the research

results will be more general if studied at Tax Departments in other cities.

Bass's use of the multi-component leadership scale makes it possible to identify frequent leadership styles and evaluate the effects of leadership styles on satisfaction. If possible, researchers should use probabilistic sampling to make the population sample more representative. Research can also be made in other areas or fields of activity such as health, education, non-profit, administration, military, etc. to compare the results.

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