

TITLE Transformational Leadership: Its Effects on Job Satisfaction and Production per Full-Time Equivalent in Autonomous Professional Organizations

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OBJECTIVE The purpose of this research was to study the relationship of transformational leadership behaviors to job satisfaction, and employee performance in autonomous professional organizations.

METHODOLOGY

The target population of this study was seven independent dental practices in the southwest region of Missouri. Each of the dentist-owners participated, as well as 36 members of their staff by completing the Leadership Practices Inventory, and Abridged Job Description Index which includes the Abridged Job in General Scale (Balzer et al., 1997). Demographic data was collected along with information about the dental practice (e.g., 2009 production, number of employees in 2009, and total number of employee hours worked in 2009).

KEY FINDINGS

The correlation between an overall measure of leadership practices and job satisfaction was 0.691 but with a sample size of seven did not reach statistical significance. The correlation between leadership practices and production per FTE was also not significant. The correlations between each of the five leadership practices, job satisfaction, and production per FTE from staff members (observers) were not statistically significant.