Impact of Top Managers' Transformational Leadership on Employee Job Satisfaction in Zhejiang Province, China

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Abstract

The research aims to investigate: 1) the general information of respondents, 2) the impacts of transformational leadership, employees' psychological capital, and job satisfaction, and 3) psychological capital mediating plays a mediating role between top managers' transformational leadership and employees' job satisfaction. In order to achieve this objective. This research was quantitative research, collected data from textile employees in 8 cities of Zhejiang province, China .sample of 423 respondents. They were selected by simple random sampling, the instrument for collecting data was a questionnaire with a content validity (IOC) of .901 and a reliability value of Cronbach's alpha coefficient of .867. Analysis of data via SEM by AMOS. The research result was found as follow:

Distribution of demographic characteristics of the 423 respondents, the majority were female employees 58.6%, their ages under 25 years old of 37.6%, education level graduate from junior college, of 60.5%, working not more than 1 year of 39.5%, and most of respondent general employees of 65.7%.

1) Transformational leadership directly affects psychological capital and job satisfaction.

2) Psychological capital where self-efficacy, hope, resilience, and optimism play a mediating role between top managers' transformational leadership and employees' job satisfaction.

Keywords: Job Satisfaction; Mediating Role; Psychological Capital; Textile Industry; Transformational Leadership

Introduction

Under the background of rapid economic development, the speed of enterprise renewal of textile industry in China is accelerating. In the face of highly uncertain economic environment, top managers of textile sectors need to change their management ideas so that they and their organizations can have high adaptability and flexibility at any time to cope with various changes in the outside world and improve their innovation ability.

Many studies have proved that employees' job satisfaction is closely related to their CEOs' leadership. Therefore, top managers play an important role in stimulating the attitude and behavior of employees. In recent years, the relevant studies have compared the mechanism of transformational leadership with outcome variables as "black boxes", and are working on the possible intermediary variables in the path of influence. Podsakoff et al. (2020) found that "subordinates' trust in leaders can be used as a mediating variable to explain the behavioral impact of leaders." Vandenberghe & Peiro (2019) pointed out in European Journal of Work and Organizational Psychology that Bass neglected the mediating role of psychological empowerment as an important variable between transformational leadership and employee job satisfaction. His prediction brought the response and demonstration of many later studies. In China, Li Chaoping (2015) and other scholars have also begun to study the mediating role of psychological empowerment, organizational trust and other indicators. They mentioned that mediating variables affecting employees' positions and specific behaviors should gradually become the core issue in the study of transformational leadership.

From the perspective of research to the psychological energy and state of employees, exploring the role of employees' internal resources has a profound significance. To determine the relationships between the top managers' transformational leadership and employees' job satisfaction in private enterprises of China, the research selects the textile industries, the pillar industry in Zhejiang's economy to make an investigation about the impacts of transformational leadership on employees' job satisfaction.

Research Objectives

The purpose of the study is three main objectives are as follows:

1. To study general information of respondent.

2. To analyze factors direct effect among transformational leadership, psychological capital and job satisfaction

3. To analyze the psychological capital pay a mediating role between transformational leadership and job satisfaction.

Review of The Literature

1. Theoretical Background

Transformational leadership was originally put forward by James Burns (1978). He tries to relate the roles of leaders and employees to each other, describing leaders as those who try to motivate employees to better achieve common goals. Bass (1985) later constructed the theory of transformational leadership in the book *Leadership and Performance Beyond Expectation*. They believe that transformational leadership is to make subordinates aware of the significance of the tasks they undertake, stimulate their high–level needs, establish an atmosphere of mutual trust, urge subordinates to sacrifice their own interests for the benefit of the organization, and achieve results beyond the original expectations. Based on the previous research, Bass et al. (1993) put forward the four main factors of the transformational leadership model: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Bass's main contribution in 1985 to Burns's original theory was describing psychological mechanisms and setting forth ways of measuring the efficacy of the Bass's transformational leadership theory.

2. Literature Review

Some researches exhibit positive relationship between the sub–dimensions of transformational leadership and the sub–dimensions of psychological capital. Idealized influence is the characteristics of leaders who emphasize the importance of commitment and the ethical consequences of decision. Previous studies have shown that leaders' idealized influence has positive impacts on employees' self–efficacy (Adil et al., 2018; Lei et al., 2020), hope (Gom et al., 2021; Le, 2020), resilience (Schuckert et al., 2018; Han & Bai, 2020), and optimism (Djourova et al., 2019; Karimi et al., 2023). So the study proposed the hypotheses. *H1a–H1d*: *Top managers' idealized influence has a positive impact on employees' self–efficacy, hope, resilience, and optimism.*

Inspirational motivation is the characteristics of leaders who articulate the appealing vision of the future, challenge followers with high standards, talk optimistically and with enthusiasm, and provide encouragement and meaning for what needs to be done. Some researches have been carried out to show that leaders' inspirational motivation has positive impacts on employees' self–efficacy (Djourova et al., 2019; Zhang & Yao, 2021), hope (Wang et al., 2018), resilience (Karimi et al., 2023)[l], and

optimism (Baig et al., 2021). So the study proposed the hypotheses. *H1e–H1h*: *Top managers' idealized influence has a positive impact on employees' self–efficacy, hope, resilience, and optimism.*

Individualized consideration is the characteristics of leaders who provide individualized support and genuine concern for the personal and professional development of their followers. Previous studies have indicated that leaders' individualized consideration has positive impacts on employees' self–efficacy (Andri et al., 2019), hope (Buil et al., 2019), resilience (Ilyas et al., 2021), and optimism (Li, 2019)[l]. So the study proposed the hypotheses. *H1i–H1l*: *Top managers' idealized influence has a positive impact on employees' self–efficacy, hope, resilience, and optimism.*

Intellectual stimulation is the characteristics of leaders who encourage creativity and innovation among their followers. They challenge their employees to think critically, question assumptions, and explore new ideas. It has been proven that leaders' intellectual stimulation has positive impacts on employees' self–efficacy (Le, 2020), hope (Li, 2019), resilience (Andri et al., 2019), and optimism (Baig et al., 2021). So the study proposed the hypotheses. *H1m–H1p*: *Top managers' idealized influence has a positive impact on employees' self–efficacy, hope, resilience, and optimism.*

Several researches have established the positive relationship between the sub–dimensions of psychological capital and job satisfaction. Self–efficacy is one's belief in their own abilities to successfully accomplish tasks and overcome challenges. Researchers (Badran & Youssef–Morgan, 2015; Hazan & Miller, 2019) carried out investigations to show that workers' self–efficacy has a positive impact on job satisfaction. So the hypothesis was proposed. *H2a: Employees' self–efficacy has a positive impact on their job satisfaction.*

Hope is defined as a personal positive outlook and belief in the ability to create pathways to achieve desired goals. The study carried by researchers (Jeong, et al., 2019; Bose et al., 2020[)]; Ilyas, et al. 2020) in manufacture, service, public and private sector showed that there was a positive relationship between hope and job satisfaction. So the hypothesis was proposed. *H2b: Employees' hope has positive impacts on their job satisfaction.*

Resilience indicates an individual's ability to bounce back from adversity, setbacks, and stress. Koroglu & Ozmen (2022) studied the positive relationship between resilience and job satisfaction. Kurt & Demirbolat (2022) found the positive impact of teachers' resilience on their job satisfaction. So the hypothesis was proposed. *H2c: Employees' resilience has a positive impact on their job satisfaction.*

Optimism is an individual's positive expectations about future. Rebelo et al. (2018) believed that optimism and resilience have a positive effect on employee's job satisfaction. So the study proposed the hypothesis. *H2d: Employees' optimism has a positive impact on their job satisfaction.*

Job satisfaction refers to an individual's overall subjective evaluation of their work experience. The studies carried out by researchers (Djourova et al., 2019; Bak et al. 2022; Karimi et al., 2023) indicated that employees' self–efficacy plays a mediating role between transformational leadership and job satisfaction. So the hypotheses were proposed. *H3a–H3d: Employees' self–efficacy plays a mediating role between four sub–dimensions of top managers' transformational leadership and employees' job satisfaction.*

Researchers (Andri et al., 2019; Buil et al., 2019; Baig et al., 2021) carried out surveys to show that employees' positive attitudes such as hope and optimism mediates between transformational leadership and job satisfaction. So the hypotheses were proposed. *H3e–H3h: Employees' hope plays a mediating role between four sub–dimensions of top managers' transformational leadership and employees' job satisfaction.*

The studies performed by researchers (Li, 2019; Eyamba et al., 2020; Ilyas et al., 2021) indicated that workers' resilience, the ability to tackle setbacks plays a mediating role between transformational leadership and workers' job satisfaction. So the hypotheses were proposed. *H3i–H3l: Employees' resilience plays a mediating role between four sub–dimensions of top managers' transformational leadership and employees' job satisfaction.*

Previous studies carried by researchers (Le et al., 2020; Madi et al., 2023) proved that workers' psychological resources such as optimism and hope mediate between transformational leadership and workers' job satisfaction in service sectors. So the hypotheses were proposed. *H3m–H3p: Employees' optimism plays a mediating role between four sub–dimensions of top managers' transformational leadership and employees' job satisfaction.*

Research Methodology

1. Methods This study used the mixed research method. The main research tools are structured interviews and questionnaires. By reviewing the related theories and previous studies, research hypotheses were proposed and conceptual framework was constructed, which is followed by data collection and statistical analysis. SPSS 26.0 and AMOS 26.0 software were employed to conduct the

descriptive analysis and inferential analysis of the relationships between the variables. Structural equation modeling (SEM) is used to examine the fitting of the overall model and assess the direct and indirect effects of top managers' transformational leadership on employees' job satisfaction via psychological capital.

2. Variables and Measures Transformational leadership dimensions (idealized influence, inspirational motivation, individualized consideration and intellectual stimulation) were designated as the independent variable. Psychological capital dimensions (self–efficacy, hope, resilience and optimism) were considered as the mediating variable. Job satisfaction was considered as the dependent variable. To measure transformational leadership, the study combined the Multifactor Leadership Questionnaire (MLQ) by Avolio and Bass (1995) and the Transformational Leadership Questionnaire (TLQ) by Chinese scholars Li Chaoping and Shi Kan (2015). To measure psychological capital, the study used the 24 items Psychological Capital Questionnaire developed by Luthans et al., (2017). In this study, overall job satisfaction was measured via the questionnaire developed by Judge & Piccolo (2014).

3. Population The population for this study consists of the employees from all private textile enterprises in Zhejiang province, China. According to *Zhejiang Statistical Yearbook 2022*, there are 2,187,626 textile employees in total.

4 Sampling The sampling formula of Taro Yamane (1967) was used to determine the sample size of the research. Its error rate is 5%, and the result indicated that the minimum sample number should be 400.

$$n = \frac{N}{1+ Ne^2}$$

n = Required Sample size

N = Population size

e = Error (Consistency = 95%, e = 5%)

$$n = \frac{2187626}{1+ 2187626\ (0.05)^2} = 399.927 \approx 400$$

Taking into account specific conditions, this study used non–random sampling, selecting 50 textile companies from 8 cities in Zhejiang Province. A total of 440 employees were contacted online to fill out the questionnaires by means of random sampling. 423 questionnaires were returned and 17 were rejected due to missing information or incomplete responses. The response rate is 96.13% and the sample size is 423.

Research Results

1. Descriptive Analysis

Research result of objective 1. Found that The distribution of demographic characteristics of the 423 samples, the proportion of female employees in this survey is slightly higher, accounting for 58.6%, and the ages are mainly distributed between 25 years old or below, accounting for 37.6%. Most of the employees graduate from junior college, accounting for 60.5%. Most of the surveyed employees have worked in the unit for 1 year or below, accounting for 39.5%. And the survey subjects are mainly general employees, accounting for 65.7%. Overall, the attributes of the research objects have a good structure distribution, which meets the requirements of the research.

According to table 2 presents the descriptive statistical analysis of the transformational leadership scale, psychological capital scale, and job satisfaction scale.

As per the obtained results related to the descriptive statistics of the collected data, it has been confirmed that there is no out liar in the data. This result is supported by the values of minimum and maximum statistics, which are lying in the range of five point Likert scale. On the other hand, as the Skewness values from the table are seen to be within the appropriate range i.e. in between –1 and +1. Thus the data is considered to be normal and fit to enter the next step.

Table 2 Descriptive Statistics of Three Scales

Scales		Items	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transformational Leadership (TL)	II	4	3.66	1.200	–.559	.119	–.682	.237
	IM	4	3.73	1.141	–.668	.119	–.386	.237
	IC	4	3.53	1.136	–.429	.119	–.616	.237
	IS	4	3.58	1.201	–.465	.119	–.718	.237
Psychological Capital (PC)	SE	6	3.61	1.181	–.479	.119	–.712	.237
	HO	6	3.07	1.148	.211	.119	–.901	.237
	RE	6	3.15	1.131	–.017	.119	–.821	.237
	OP	6	3.43	1.043	–.484	.119	–.390	.237
Job Satisfaction (JS)		20	3.52	1.121	–.305	.119	–.788	.237

2. Reliability and Validity

1. Reliability

Table 3 Reliability Statistics of Three Scales

Variables			Cronbach's Alpha
Transformational Leadership (TL)	Idealized Influence (II)	.927	.957
	Inspirational Motivation(IM)	.937	
	Individualized Consideration (IC)	.926	
	Intellectual Stimulation (IS)	.920	
Psychological Capital (PC)	Self-efficacy (SE)	.932	.970
	Hope (HO)	.956	
	Resilience (RE)	.945	
	Optimism (OP)	.953	
Job Satisfaction (JS)			.981

Cronbach's alpha coefficient is used to test the reliability of the scales and sub-scales. The transformational leadership (TL) scale was divided into four dimensions: Idealized Influence (II), Inspirational Motivation (IM), Individualized Consideration (IC) and Intellectual Stimulation (IS). The psychological (PC) scale was divided into four dimensions: Self-efficacy (SE), Optimism (OP), Resilience (RE) and Hop (HO). As is shown in Table 3, the Cronbach's α of TL scale and its four sub-scales, PC scale and its four sub-scales, as well as job satisfaction (JS) scale are all above 0.9, indicating that these scales have good reliability.

2. Validity

Validity refers to the accuracy and truthfulness of a study or measurement. It assess whether the research findings actually measure what they claim to measure. To test the validity of the scales, KMO is used to measure sampling adequacy first. It can be seen from Table 4 that the KMO value for the three scales is 0.959, 0.971, 0.976 respectively, indicating that the dataset of transformational leadership, psychological capital and job satisfaction have sufficient correlation among variables, thus, they are suitable for factor analysis.

Table 4 KMO and Bartlett's Test of Three Scales

Scales		Items	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity				
				Approx. Chi-Square		df		Sig.
Transformational Leadership (TL)	II	4	.959	7219.197	1568.722	190	10	.000
	IM	4			1759.932		10	.000
	IC	4			1553.719		10	.000
	IS	4			1469.939		10	.000

Scales		Items	Kaiser–Meyer–Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity				
				Approx. Chi–Square		df	Sig.	
Psychological Capital (PC)	SE	6	.971	10381.212	1895.531	15	.000	.000
	HO	6			2575.602	15		.000
	RE	6			2317.171	15		.000
	OP	6			2487.379	15		.000
Job Satisfaction (JS)		20	.976	9764.987		190	.000	

3. Confirmatory Factors Analysis

According to the results of confirmatory factor analysis CFA given in table 5, it can be observed that the values for all the indicators linked with CFA are present within the appropriate range given in the table (Hassan, Hameed, Basheer, & Ali, 2020; Iqbal & Hameed, 2020). This indicates that the hypothetical model is fit for use in the study

Then confirmatory factor analysis was carried out. When judging whether it is meaningful to verify the establishment of factor analysis model, the first step is to judge the calculation results of some fitting indicators given in the table (Hassan, Hameed, Basheer, & Ali, 2020; Iqbal & Hameed, 2020). This indicates that the hypothetical model is fit for use in the study

According to the fitting index showed in Table 5, the test result value of X^2/DF for the three scales is 1.404 ,1.679, 3.674 respectively, which meets the criteria. The result values of GFI, AGFI, NFI, IFI, CFI, and TLI are all greater than the general standard value. The test result values of RMSEA are all less than 0.08, indicating a good fit of the model.

Table 5 The Fitting Index of Confirmatory Factor Analysis of Three Scales

	X^2/df	GFI	AGFI	NFI	IFI	CFI	NNFI	RMSEA
Criteria	<3 ideal; <5 acceptable	>0.8	>0.8	>0.8	>0.9	>0.9	>0.9	<0.08
TL Scale	1.404	.949	.935	.969	.991	.991	.989	.031
PC Scale	1.679	.924	.907	.961	.984	.984	.982	.040
JS Scale	3.647	.883	.854	.938	.954	.954	.948	.079

4. Correlation Analysis

Correlation analysis was used to explore the correlation between variables and Pearson correlation coefficient was used to express the strength of the correlation. The four sub–dimensions of TL (II, IM, IC, IS),

and the four sub-dimensions of PC (SE, OP, RE, HO) as well as JS are significantly positively correlated with each other, which can be seen from the Table 6.

Table 6 Pearson Correlation Coefficient of Sub-scales

	II	IM	IC	IS	SE	OP	RE	HO	JS
II	1								
IM	.613**	1							
IC	.653**	.574**	1						
IS	.653**	.578**	.627**	1					
SE	.675**	.630**	.659**	.696**	1				
OP	.597**	.549**	.608**	.585**	.616**	1			
RE	.562**	.516**	.539**	.533**	.561**	.754**	1		
HO	.648**	.582**	.599**	.608**	.650**	.705**	.694**	1	
JS	.702**	.659**	.685**	.695**	.714**	.713**	.681**	.721**	1
M	3.6619	3.7333	3.5338	3.5835	3.6076	3.0768	3.1556	3.4318	3.5285
SD	1.05554	1.01953	.99733	1.04614	1.02049	1.03986	1.00323	.93848	.96280

**. Correlation is significant at the 0.01 level (2-tailed)

The results of correlation analysis in the above table show that the Pearson correlation values between each two dimensions of the three potential variables used in this study are all above 0.1, and the corresponding significant P values are all less than the significant statistical standard of 0.01, indicating that the correlation coefficients are statistically significant. Therefore, it can fully explain that each dimension of the three latent variables used in this study has a significant correlation between each other.

5. Structural Equation Modeling

Structural Equation Modeling (SEM), is a statistical method based on the covariance matrix of variables to analyze the relationship between variables. It is a statistical analysis tool to evaluate whether the theoretical model proposed by the researcher is acceptable based on sample data. As is shown in Fig. 2 the model fits the observed data.

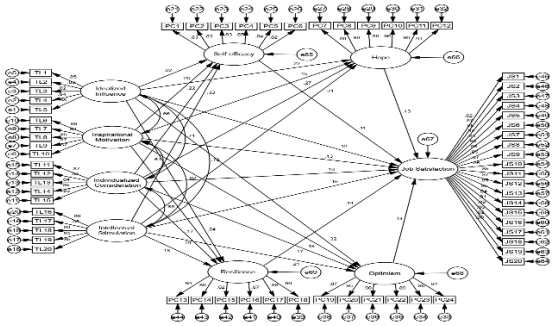

Figure 2 Structural Equation Modeling Diagram

According to Table 7, the test result value of X^2/DF is 1.631, which is less than the ideal standard of 3; GFI = 0.815, AGFI = 0.800, NFI = 0.891, IFI = 0.958, CFI = 0.957, TLI = 0.955, which all meet the criteria. The test result value of RMSEA is 0.039, which is less than the standard level of 0.08. All the goodness–of–fit indicators in the structural equation model established in this study have reached and exceeded the general standard value, so it can fully explain that the establishment of the structural equation model is effective and has a good matching degree with the collected questionnaire data.

Table 7 Structural Equation Modeling Fitting Index

	X²/df	GFI	AGFI	NFI	IFI	CFI	NNFI(TLI)	RMSEA
Criteria	<3 ideal; <5 acceptable	>0.8	>0.8	>0.8	>0.9	>0.9	>0.9	<0.08
SEM	1.631	.815	.800	.891	.958	.957	.955	.039

6. Path Analysis

Research result of objective 2. Found that

1. Hypothesis testing for direct effect

Table 8 Path Coefficients of Variables

Hypotheses			Standardized Path Coefficient	Std. Error	t	P
Self–Efficacy	<---	Idealized Influence	0.217	0.051	3.825	***
Hope	<---	Idealized Influence	0.221	0.06	3.405	***
Resilience	<---	Idealized Influence	0.243	0.068	3.495	***
Optimism	<---	Idealized Influence	0.315	0.055	5.048	***
Self–Efficacy	<---	Inspirational Motivation	0.199	0.045	4.19	***
Hope	<---	Inspirational Motivation	0.151	0.053	2.799	0.005**
Resilience	<---	Inspirational Motivation	0.168	0.06	2.901	0.004**
Optimism	<---	Inspirational Motivation	0.18	0.048	3.48	***
Self–Efficacy	<---	Individualized Consideration	0.217	0.056	4.071	***
Hope	<---	Individualized Consideration	0.267	0.067	4.375	***
Resilience	<---	Individualized Consideration	0.194	0.075	2.978	0.003**
Optimism	<---	Individualized Consideration	0.173	0.06	2.99	0.003**
Self–Efficacy	<---	Intellectual Stimulation	0.329	0.05	6.003	***
Hope	<---	Intellectual Stimulation	0.208	0.058	3.406	***
Resilience	<---	Intellectual Stimulation	0.183	0.065	2.792	0.005**
Optimism	<---	Intellectual Stimulation	0.214	0.053	3.664	***
Job Satisfaction	<---	Idealized Influence	0.121	0.045	2.256	0.024*

Hypotheses			Standardized Path Coefficient	Std. Error	t	P
Job Satisfaction	<---	Inspirational Motivation	0.133	0.038	3.083	0.002**
Job Satisfaction	<---	Individualized Consideration	0.125	0.048	2.55	0.011*
Job Satisfaction	<---	Intellectual Stimulation	0.153	0.044	2.955	0.003**
Job Satisfaction	<---	Self-Efficacy	0.112	0.05	2.073	0.038*
Job Satisfaction	<---	Hope	0.131	0.037	3.208	0.001**
Job Satisfaction	<---	Resilience	0.137	0.032	3.602	***
Job Satisfaction	<---	Optimism	0.136	0.041	3.105	0.002**

According to table 8, the hypothesis testing for direct effect between latent independent, mediating and dependent variable were II⟶SE, II⟶HO, II⟶RE, II⟶OP, IM⟶SE, IM⟶HO, IM⟶RE, IM⟶OP, IC⟶SE, IC⟶HO, IC⟶RE, IC⟶OP, IS⟶SE, IS⟶HO, IS⟶RE, IS⟶OP, SE⟶JS, HO⟶JS, RE⟶JS, OP⟶JS all present a significance level ($p<0.01$ or $p<0.05$), indicating that H1a–H1p, and H2a–H2d are accepted.cc

2. Testing Mediating Effect

Research result of objective 3. Found that:

Bootstrap method is a flexible and effective statistical inference method, which can estimate the distribution and confidence interval of parameters without relying on assumptions. By repeated sampling and calculating statistics, more accurate parameter estimates can be obtained, which is suitable for various types of data and complex statistical models.

Table 9 Bootstrap Test for Mediating Effect

Parameter	Estimate	SE	95% CI		P	Test Result
			Lower	Upper		
II=>SE=>JS	0.024	0.015	0.003	0.065	0.026	partial mediation
IM=>SE=>JS	0.022	0.013	0.002	0.055	0.031	partial mediation
IC=>SE=>JS	0.024	0.015	0.002	0.062	0.032	partial mediation
IS=>SE=>JS	0.037	0.021	0.002	0.085	0.036	partial mediation
II=>HO=>JS	0.029	0.017	0.005	0.075	0.014	partial mediation
IM=>HO=>JS	0.02	0.011	0.004	0.053	0.011	partial mediation
IC=>HO=>JS	0.035	0.017	0.009	0.078	0.006	partial mediation
IS=>HO=>JS	0.027	0.017	0.004	0.073	0.014	partial mediation
II=>RE=>JS	0.033	0.018	0.007	0.082	0.009	partial mediation
IM=>RE=>JS	0.023	0.013	0.004	0.06	0.01	partial mediation
IC=>RE=>JS	0.026	0.016	0.004	0.069	0.02	partial mediation
IS=>RE=>JS	0.025	0.017	0.002	0.072	0.027	partial mediation

Parameter	Estimate	SE	95% CI		P	Test Result
			Lower	Upper		
II=>OP=>JS	0.043	0.02	0.013	0.094	0.004	partial mediation
IM=>OP=>JS	0.024	0.013	0.006	0.061	0.006	partial mediation
IC=>OP=>JS	0.024	0.015	0.003	0.067	0.02	partial mediation
IS=>OP=>JS	0.029	0.016	0.007	0.073	0.005	partial mediation

The Test Results In Table 9 Are The Mediating Effect Test Conducted By Using The Bootstrap Method, With 5000 Repeated Samples, And The 95% Confidence Interval Is Calculated. In The 16 Mediating Paths, The Upper And Lower 95% Confidence Intervals Corresponding To Each Indirect Effect Value Are Positive, Excluding 0, And The Significant P Value Is Less Than The Standard Of The Significant Level Of 0.05, Indicating That The Mediating Effect Is Significant. Thus, The Four Dimensions Of Psychological Capital Play A Significant Mediating Effect Between The Four Dimensions Of Transformational Leadership And Job Satisfaction.

Discussion

Research findings show that each sub–dimension of transformational leadership has a significantly positive impact on employees' psychological capital, and among which the intellectual stimulation of leaders can improve the level of employees' psychological capital most. This is because intellectual stimulation helps employees to solve professional difficulties and guide them to look at their work with new thinking, so as to promote the cultivation of their professional problem–solving ability. Thus, they can really feel the improvement of their work potential and the growth of their effectiveness, which is closely linked to the success of their career development. Therefore, intellectual stimulation can increase employees' self–efficacy and resilience. These findings are consistent with the researchers conducted by Adil et al. (2018), Han et al. (2020), Lei & Ba (2020), Zhang & Yao (2021), Madi et al. (2023).

Each sub–dimension of psychological capital has a significantly positive impact on employee job satisfaction, and among which the employees' resilience can improve their job satisfaction most followed by optimism and hope. Employee psychological capital is considered as a kind of job resource because of its positive characteristics. According to the job demand–resource model, it can supplement positive energy such as optimism and self–confidence for employees, regulate their dissatisfaction with work due to fatigue and stress, and thus improve employee job satisfaction. This is similar to the researches carried out by Badrann & Youssef–Morgan (2015), Jeong & Han (2019), Kim et al. (2019), Ilyas et al. (2021).

Each sub-dimension of employees' psychological capital plays a mediating role between transformational leadership and job satisfaction. Transformational leaders' personal charm in morality stimulate more positive psychological state of employees, and then meet the high-level psychological needs of employees. These positive forces promote employees to recognize their work from their hearts, thus improving job satisfaction. According to Seligman (2002)[39], a positive psychologist, satisfaction is a feeling of personal connection and contribution to the environment. External organizational environment will affect the evaluation of personal satisfaction, so the positive orientation of organizational environment can have a positive impact on employee job satisfaction under the psychological capital contagion effect. By underlining the mediating role of psychological capital, the findings support the growing body of research on positive psychological resources in the workplace (Andri et al., 2019); Djourova et al., 2019; Baig et al., 2021; Bak et al., 2022; Karimi et al., 2023). The empirical data supports the hypothesis that psychological capital functions as a bridge, transporting the benefits of transformational leadership to eventually improve job satisfaction among textile sector workers.

This study adopted path analysis and bootstrapping method to test the proposed hypotheses and all the 36 hypotheses are accepted, which is shown in Table 10.

Table 10 Results Summary of Hypothesis Testing

Codes	Hypothesis Content	Variables	Value	Results
H1a	Top managers' idealized influence has a positive influence on employees' self-efficacy.	II⟶SE	0.217	Accepted
H1b	Top managers' idealized influence has a positive influence on employees' hope.	II⟶HO	0.221	Accepted
H1c	Top managers' idealized influence has a positive influence on employees' resilience.	II⟶RE	0.243	Accepted
H1d	Top managers' idealized influence has a positive influence on employees' optimism.	II⟶OP	0.315	Accepted
H1e	Top managers' inspirational motivation has a positive impact on employees' self-efficacy.	IM⟶SE	0.199	Accepted
H1f	Top managers' inspirational motivation has a positive impact on employees' hope.	IM⟶HO	0.151	Accepted
H1g	Top managers' inspirational motivation has a positive impact on employees' resilience.	IM⟶RE	0.168	Accepted
H1h	Top managers' inspirational motivation has a positive impact on employees' optimism.	IM⟶OP	0.18	Accepted
H1i	Top managers' individualized consideration has a positive influence on employees' self-efficacy.	IC⟶SE	0.217	Accepted
H1j	Top managers' individualized consideration has a positive influence on employees' hope.	IC⟶HO	0.267	Accepted
H1k	Top managers' individualized consideration has a positive influence on employees' resilience.	IC⟶RE	0.194	Accepted
H1l	Top managers' individualized consideration has a positive influence on employees' optimism.	IC⟶OP	0.173	Accepted
H1m	Top managers' intellectual stimulation has a positive influence on employees' self-efficacy.	IS⟶SE	0.329	Accepted
H1n	Top managers' intellectual stimulation has a positive influence on employees' hope.	IS⟶HO	0.208	Accepted
H1o	Top managers' intellectual stimulation has a positive influence on employees' resilience.	IS⟶RE	0.183	Accepted
H1p	Top managers' intellectual stimulation has a positive influence on employees' optimism.	IS⟶OP	0.214	Accepted
H2a	Employees' self-efficacy has a positive influence on employees' job satisfaction.	SE⟶JS	0.112	Accepted
H2b	Employees' hope has a positive influence on employees' job satisfaction.	HO⟶JS	0.131	Accepted
H2c	Employees' resilience has a positive influence on employees' job satisfaction.	RE⟶JS	0.137	Accepted
H2d	Employees' optimism has a positive influence on employees' job satisfaction.	OP⟶JS	0.136	Accepted

Codes	Hypothesis Content	Variables	Value	Results
H3a	Employees' self–efficacy mediates top managers' idealized influence and employees' job satisfaction.	II=>SE=>JS	0.024	Accepted
H3b	Employees' self–efficacy mediates top managers' inspirational motivation and employees' job satisfaction.	IM=>SE=>JS	0.022	Accepted
H3c	Employees' self–efficacy mediates top managers' individualized consideration and employees' job satisfaction.	IC=>SE=>JS	0.024	Accepted
H3d	Employees' self–efficacy mediates top managers' intellectual stimulation and employees' job satisfaction.	IS=>SE=>JS	0.037	Accepted
H3e	Employees' hope mediates top managers' idealized influence and employees' job satisfaction.	II=>HO=>JS	0.029	Accepted
H3f	Employees' hope mediates top managers' inspirational motivation and employees' job satisfaction.	IM=>HO=>JS	0.02	Accepted
H3g	Employees' hope mediates top managers' individualized consideration and employees' job satisfaction.	IC=>HO=>JS	0.035	Accepted
H3h	Employees' hope mediates top managers' intellectual stimulation and employees' job satisfaction.	IS=>HO=>JS	0.027	Accepted
H3i	Employees' resilience mediates top managers' idealized influence and employees' job satisfaction.	II=>RE=>JS	0.033	Accepted
H3j	Employees' resilience mediates top managers' inspirational motivation and employees' job satisfaction.	IM=>RE=>JS	0.023	Accepted
H3k	Employees' resilience mediates top managers' individualized consideration and employees' job satisfaction.	IC=>RE=>JS	0.026	Accepted
H3l	Employees' resilience mediates top managers' intellectual stimulation and employees' job satisfaction.	IS=>RE=>JS	0.025	Accepted
H3m	Employees' optimism mediates top managers' idealized influence and employees' job satisfaction.	II=>OP=>JS	0.043	Accepted
H3n	Employees' optimism mediates top managers' inspirational motivation and employees' job satisfaction.	IM=>OP=>JS	0.024	Accepted
H3o	Employees' optimism mediates top managers' individualized consideration and employees' job satisfaction.	IC=>OP=>JS	0.024	Accepted
H3p	Employees' optimism mediates top managers' intellectual stimulation and employees' job satisfaction.	IS=>OP=>JS	0.029	Accepted

This study has offered a thorough investigation of the relationship between transformational leadership and job satisfaction in the context of the Chinese textile industry. It validates transformational leadership's influence on job satisfaction and illuminate its processes. It uncovered the complex processes by which transformational leadership promotes job satisfaction via the mediating function of psychological capital through thorough analysis and effective empirical research. It conducts an empirical study on the path of transformational leadership acting on employee job satisfaction, which not only enriches and deepens the theoretical research results in this area but also excavates new influencing factors.

Conclusion

The distribution of demographic characteristics of the 423 respondents, the majority were female employees of 58.6%, their ages under 25 years old of 37.6%, education level graduate from junior college, of 60.5%, working not more than 1 year of 39.5%, and most of respondent general employees

of 65.7%. Transformational leadership direct effect psychological capital and job satisfaction. Psychological capital were self–efficacy, hope, resilience and optimism plays a mediating role between top managers' transformational leadership and employees' job satisfaction.

Suggestion and Recommendation

The results draw attention to the key role of transformative leadership as a driver of psychological capital among employees. The study, conducted in the context of the Chinese textile sector, has practical managerial implications for organizational executives and those seeking to improve employee satisfaction and general well–being. Recognizing the essential function of transformational leadership and comprehending the mediating role of psychological capital allows industry leaders to craft tactics that empower people, foster pleasant psychological states, and, as a result, increase job satisfaction levels. Thus, top managers can be the role models for employees, give followers individualized care and involve them into the joint discussion for corporate vision to increase staff motivation and well–being. Organizations might also nurture employees' psychological capital to moderate the leadership–job satisfaction link. This might comprise targeted interventions to boost employees' psychological resources, such as self–efficacy, hope, optimism, and resilience, thereby enhancing their job satisfaction.

It is advantageous for Chinese researchers to engage in examining the significance of transformational leadership and psychological capital within the framework of indigenous culture to figure out paths to increase employees' job satisfaction. For future research, the richness of the sample can be enriched by adopting stratified random sampling to collect samples to cover private textile enterprises across the country. Future research can break the cross–sectional sample collection method. Longitudinal studies can be applied to investigate whether the development and change of variables will have different effects on the outcome of the mechanism. Follow–up studies can start from different theories to elaborate on the mechanism of transformational leadership and employee job satisfaction from different perspectives and explore other possible mediating variables and control variables from multiple perspectives combined with the actual situation of enterprises.

Research Benefit

These results has a model of transformational leadership directly affects psychological capital and job satisfaction. And psychological capital where self–efficacy, hope, resilience, and optimism play

a mediating role between top managers' transformational leadership and employees' job satisfaction subordinate behaviors of textile employees in 8 cities of Zhejiang province, China and the approach of various theoretical, practical, and policy–making implications as discussed by the author.

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