

Leadership Styles, Job Satisfaction, and Stress During a Pandemic: Employee Perception's Explored

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Abstract

Transformational leadership emphasizes employee well-being, whereas transactional leadership emphasizes the exchange of a reward or punishment between a leader and subordinates. Both leadership styles are linked to quality environments within crisis management (Bhaduri, 2019). Because there is limited research on the relationships between leadership style and employee well-being during global pandemics (Kloutsiniotis et al., 2022; Lee et al., 2021), the current purpose was to determine how employee perception of their supervisors' leadership style and response to COVID-19 related issues in the workplace were related to employee job satisfaction and stress. Using a snowball sampling method, 64 working adults completed a questionnaire designed to assess the previously described variables. Results reveal that higher levels of transformational leadership were associated with positive responses to COVID-19 work-related issues, higher employee job satisfaction, and lower employee stress levels. However, these relationships did not emerge for employees who reported higher levels of supervisor transactional leadership.

Leadership Styles, Job Satisfaction, and Stress During a Pandemic:

Employee Perception's Explored

A crisis is defined as “a significant threat to operations that can have negative consequences if not handled properly” (Coombs, 2007, p. 1). Epidemics, such as COVID-19, are considered crises because they are highly emotional events that can take a psychological toll on employees (Boin et al., 2016). The COVID-19 pandemic prompted a shift from in-person to virtual and hybrid work formats, and increased stress due to personal illness, caregiving for sick family members, homeschooling children, and social isolation. The extent to which these effects were mitigated can often be attributed to various managerial characteristics, including leadership style.

Crisis management involves having a plan in place to quickly address and effectively navigate a crisis, while protecting the organization and its employees (Vasickova, 2020). It is a crucial component for the longevity and success of an organization (Khodarahmi, 2009). The leadership style of a manager can influence whether both the manager and their employees perform well during a crisis, and whether employees are satisfied with their

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manager (Tsai, 2011). While there is extensive research on leadership styles, productivity, and satisfaction during crises (Alzoubi & Jaaffar, 2020; Hasan & Rjoub, 2017; Khodarahmi, 2009), there is a lack of research specifically examining the relationship between a manager's leadership style, employee job satisfaction, and job stress during a global pandemic.

Additionally, it is important to investigate whether a supervisor's response to pandemic-related work issues (e.g., requests for time off) mediates the relationship between leadership style, employee job satisfaction, and job stress. For instance, compared to transactional leaders, transformational leaders might better address employee needs and demonstrate a greater understanding of how COVID-19 has impacted their workforce. Transformational leaders may be more supportive, helping employees obtain resources to adapt to new pandemic-related work standards. They might also exhibit other positive behaviors, such as clear communication, emotional support, flexibility with working arrangements, and fostering a sense of unity and collective responsibility among employees. These behaviors align with the characteristics of transformational leadership, including individualized consideration, inspiration, and intellectual stimulation.

In contrast to transactional leaders, who may focus solely on maintaining productivity through rewards and punishments, transformational leaders are more likely to promote employee engagement, satisfaction, and overall lower levels of employee stress by responding empathetically and proactively to the challenges posed by the pandemic. Because of these possible links, another objective is to examine the relationship between the supervisor's leadership style and employee's overall perception (positive vs. negative) of their supervisor's response to COVID-19 work-related issues.

Leadership Styles in Crisis Management

Two leadership styles, transformational and transactional (Bass, 1985; Burns, 1978; Downton, 1973), are crucial in effective crisis management (Ali & Anwar, 2021; Alzoubi & Jaaffar, 2020). Transformational leaders are trusted, respected, and admired for prioritizing the needs of others and demonstrating consistent values and principles (Bass & Avolio, 1993). They inspire employees, provide intellectual challenges, and address individual needs (Belias & Koustelios, 2014). As agents of change within organizations (Jandaghi et al., 2009), transformational leaders contribute to various employee and organizational outcomes, including happiness, achievement, job satisfaction, self-actualization, well-being (Alzoubi & Jaaffar, 2020; Kelloway et al., 2012; Pishgooie et al., 2018), and increased job performance (Braun et al., 2013).

Unlike transformational leaders, transactional leaders focus on the exchanges between leaders and their followers (Bass & Avolio, 1993). They identify goals and offer contingent rewards and punishments based on the work completed by their employees (Bass, 1985; Burns, 1978; Jensen et al., 2019). This leadership style is based on an exchange framework and is often associated with job performance rather than satisfaction. Employees complete their tasks to attain rewards or avoid punishments, not necessarily because they enjoy the work (Haider & Riaz, 2010; Odumeru & Ifeanyi, 2013). Furthermore, if employees receive sufficient rewards, additional rewards may no longer motivate them, potentially leading to damaged relationships with the leader. This can result in increased absenteeism, employee dissatisfaction, and reduced organizational commitment and overall performance (Burns, 1978).

Both transformational and transactional leadership styles are associated with positive job-related outcomes (Chen et al., 2005) and the creation of a quality environment in both non-crisis situations (Berson & Linton, 2005) and crisis management (Bhaduri, 2019). However, the majority of evidence suggests that transformational leadership is a stronger predictor of positive outcomes in both contexts—non-crisis situations (Nazim & Mahood, 2018) and crisis management (Bowers et al., 2017; Ma & Yang, 2020; Zhang et al., 2012). Some studies even report a negative relationship between transactional leadership and job satisfaction in non-crisis situations (Saleem, 2015). Notably, Ali and Anwar (2021) found significant correlations between both leadership styles and effective crisis management, with transformational leadership showing a stronger correlation ($r = .66$) compared to transactional leadership ($r = .53$). Overall, these findings suggest that while both leadership styles contribute to effective crisis management, transformational leadership may offer distinct advantages.

Research on employee job satisfaction and stress during specific epidemics, such as the COVID-19 pandemic, suggests that transformational leadership is a key predictor of positive outcomes. Kloutsiniotis and colleagues (2022) found that transformational leadership during the pandemic was negatively associated with stress, anxiety, and workplace loneliness. Additionally, Lee and colleagues (2021) reported that leadership during the pandemic played a crucial role in influencing employees' intention to stay with their organization, regardless of age. While research on this topic remains limited, available studies indicate that transformational leadership can

significantly contribute to positive employee outcomes—such as reduced stress, higher retention, and increased job satisfaction—during a global pandemic.

Current Purpose and Hypotheses

Transformational leadership prioritizes employee well-being, while transactional leadership focuses on exchanging rewards or punishments between leaders and followers. Given the limited data on the relationship between leadership styles and employee job satisfaction and stress during global pandemics (Kloutsiniotis et al., 2022; Lee et al., 2021), the purpose of this study was to explore how employee perceptions of their manager or supervisor's leadership style (transactional vs. transformational), as well as their manager's response to COVID-19-related workplace issues, were associated with employee job satisfaction and stress during the COVID-19 pandemic.

Previous researchers have generally found a positive relationship between crisis management and both transactional and transformational leadership styles (Ali & Anwar, 2021; Ma & Yang, 2020). However, researchers have reported a stronger correlation between crisis management and transformational leadership compared to transactional leadership (Ali & Anwar, 2021). Based on this, we formulated the following hypotheses:

Hypothesis A: Compared to transactional leadership, transformational leadership by supervisors would be more positively correlated with employees' perceptions of the supervisor's positive responses to COVID-19 and with job satisfaction, and would be negatively related to employee stress and negative coping with COVID-19 work-related issues.

Hypothesis B: Supervisors' positive responses to COVID-19 would be associated with higher levels of employee job engagement and satisfaction, lower levels of stress, and reduced negative coping with COVID-19 work-related challenges.

Method

Sample

The sample consisted of 64 participants, with demographic data available for 63 individuals. The majority were male (64.1%), while females made up 33.3% of the sample, and the 2.6% chose not to disclose their gender. Most participants were employed full-time (87.5%), while 10.9% worked part-time. Regarding occupation, 23.4% were in Sales/Retail, 18.8% were in Food Service, 10.9% as Student Interns/Workers, 12.5% in Education/Training, 12.5% in Leadership Management, and 12.5% as Administrative Assistants. Additional demographic characteristics are presented in Table 1.

Recruitment and Procedure

A recruitment email was sent to employed adults, including family and friends within the specified age range, that provided instructions along with a Survey Monkey link. Additional participants were recruited through snowball sampling (see Table 1 for the frequency distribution of occupation types).

Participants began by completing an informed consent form. They then proceeded to fill out the following questionnaires (see Appendix A):

1. Crisis Management: Supervisor's Positive Response to COVID-19-Related Issues in the Workplace (SRC)*: Range 1 to 7, where higher scores indicate more positive responses to work related issues ($M = 4.95$, $SD = 1.15$, $\alpha = .938$).
2. Employee Perception of the Supervisor's Leadership Style (TF & TA)*: Range 1 to 7 where higher scores indicate higher levels of that particular leadership style (TF: $M = 4.26$, $SD = 1.26$, $\alpha = .832$; TA: $M = 4.11$, $SD = .76$, $\alpha = .304$).
3. Negative Work-Related Coping with COVID-19 (NCC)*: Range 1 to 7, where higher scores indicate greater difficulty coping with work-related tasks ($M = 3.00$, $SD = 1.58$).
4. Employee Perceived Stress (PS): Range 1 to 7, where higher scores indicate higher levels of stress ($M = 4.16$, $SD = 1.03$, $\alpha = .811$).

Table 1*Demographic Characteristics of the Sample (n = 64)*

	Variable	N 64
Gender	Male	41 (64.1%)
	Female	21 (33.3%)
	Did not respond	2 (2.6%)
Ethnicity	AI	1 (1.6%)
	Pacific Islander	1 (1.6%)
	Asian	2 (3.1%)
	Black	11 (17.2%)
	Hispanic	6 (9.4%)
	White	39 (60.9%)
	Other	3 (4.7%)
	Did not respond	1 (1.6%)
Class Standing	Not currently in school	3 (4.7%)
	Freshman	18 (28.1%)
	Sophomore	13 (20.3%)
	Junior	10 (15.6%)
	Senior	19 (29.7%)
	Did not respond	1 (1.6%)
Highest Degree	High School Diploma	50 (78.1%)
	Associate's degree	5 (7.8%)
	Bachelor's Degree	5 (7.8%)
	Master's Degree	2 (3.1%)
	Doctoral Degree	1 (1.6%)
	Did not respond	1 (1.6%)
Employment Status	Part-time	7 (10.9%)
	Full-time	56 (87.5%)
	Did not respond	1 (1.6%)
Occupation	Sales/Retail (e.g., customer sales associate, etc.)	15 (23.4%)
	Food Service (e.g., server, barista, etc.)	12 (18.8%)
	Leadership Management	8 (12.5%)
	Education/Training	8 (12.5%)
	Administrative Assistant	8 (12.5%)
	Student Intern/Worker (including Ras)	7 (10.9%)
	Other	5 (7.8%)
	Did not respond	1 (1.6%)

5. Negative Impact of COVID-19 on the Employee Questionnaire (NIC)*: Range 1 to 7, where higher scores indicate a greater negative impact of COVID on the employee ($M = 4.25$, $SD = 1.12$, $\alpha = .799$).
6. Job Satisfaction: Employee Engagement and Satisfaction Survey (EESS): Range 1 to 7, where higher scores indicate higher employee engagement and job satisfaction ($M = 4.76$, $SD = 1.40$, $\alpha = .942$).
7. Demographics Questionnaire (DQ)*

These questionnaires were selected and, in some cases, designed by the researchers (as indicated by asterisks) to assess the effects of COVID-19 on workplace dynamics, leadership responses, and employee well-being. All scales were scored on a 1-7 Likert Scale (1: Strongly Disagree - 7: Strongly Agree). Upon completing the survey, participants were thanked and provided with a debriefing page that outlined the study's purpose.

Results

Correlations

A series of correlations (see Table 2) were conducted among the following measures: the negative impact of COVID-19 (NIC), supervisors' positive response to COVID-19 (SRC), the transactional leadership style of the immediate supervisor (MLQ-TA), the transformational leadership style of the immediate supervisor (MLQ-TF), employee perceived stress (PS), the employee engagement and satisfaction survey (EESS), and self-perceptions of negative coping at work during COVID-19 (NCC).

Supervisor's Response to COVID-19

As shown in Table 2, there was a significant positive correlation between supervisors' positive response to COVID-19 (SRC) and employee engagement/job satisfaction (EESS), $r = .78$, $p < .001$. Additionally, supervisors' positive response to COVID-19 were negatively correlated with employees' perceived stress (PS), $r = -.30$, $p = .015$.

Leadership Styles

There was a significant positive correlation between employees' perceptions of their immediate supervisor's transformational leadership style (MLQ-TF) and the supervisor's positive response to COVID-19 (SRC), $r = .85$, $p < .001$. Additionally, the transformational leadership style of the immediate supervisor was positively correlated with employee engagement and satisfaction (EESS), $r = .80$, $p < .001$. There was a significant

Table 2.

Correlations Among the Variables

		NIC	SRC	MLQ TA	MLQ TF	PS	EESS	NCC
NIC	$r(p)$	-	-0.077 (.55)	0.199 (.12)	-0.107 (.40)	.410** ($<.001$)	-0.113 (.37)	.319* (.01)
SRC	$r(p)$		-	0.10 (.43)	.852** ($<.001$)	-.302* (.02)	.775** ($<.001$)	-0.224 (.08)
MLQT A	$r(p)$			-	0.192 (.13)	-0.165 (.19)	0.15 (.24)	0.172 (.17)
MLQT F	$r(p)$				-	-.329** (.01)	.799** ($<.001$)	-.346** (.01)
PS	$r(p)$					-	-.301* (.02)	.361** (.003)
EESS	$r(p)$						-	-.303* (.02)

Note - Negative Impact of COVID-19 on the Employee Questionnaire (**NIC**); Crisis Management: Supervisor's Positive Response to COVID-19-Related Issues in the Workplace (**SRC**); Perception of the Supervisor's Leadership Style (**MLQ - TA & TF**); Perceived Stress (**PS**); Job Satisfaction: Employee Engagement and Satisfaction Survey (**EESS**); Negative Work-Related Coping with COVID-19 (**NCC**).

Table 3.*Results of the Regression Analysis*

Variable	Beta	Std. Error	95.0 % Confidence Interval for B		β	Sig.
			Lower Bound	Upper Bound		
NIC	-.031	.110	-1.596	2.346	-.024	.782
SRC	.450	.181	-.251	.190	.370	.016
MLQ_TA	.078	.159	.087	.813	.042	.624
MLQ_TF	.503	.176	-.239	.395	.451	.006
PS	-.002	.126	.151	.856	-.001	.989
NCC	-.056	.080	-.255	.251	-.063	.490

a. Dependent Variable: Employment Engagement and Satisfaction Survey (EESS)

b. Note - Negative Impact of COVID-19 on the Employee Questionnaire (**NIC**); Crisis Management: Supervisor's Positive Response to COVID-19-Related Issues in the Workplace (**SRC**); Perception of the Supervisor's Leadership Style (**MLQ - TA & TF**); Perceived Stress (**PS**); Job Satisfaction: Employee Engagement and Satisfaction Survey (**EESS**); Negative Work-Related Coping with COVID-19 (**NCC**).

negative correlation between the transformational leadership style and employees' perceived stress (PS), $r = -.33$, $p = .01$. Moreover, the transformational leadership style was negatively correlated with employees' negative work-related coping with COVID-19 (NCC), $r = -.35$, $p = .01$. No significant correlations emerged between the transactional leadership style (MLQ-TA) and the aforementioned variables, $ps > .16$.

Negative Impact of COVID-19 on the Employee

There was a significant positive correlation between employees' perceptions of the negative effects of COVID-19 on themselves (NIC) and their perceived stress (PS), $r = .41$, $p < .001$. Additionally, a positive correlation was found between employees' perceptions of the negative effects of COVID-19 on themselves (NIC) and their perceptions of how difficult it was to cope with task responsibilities at work (NCC), $r = .32$, $p = .01$.

Regression

A multiple linear regression (see Table 3) was conducted to examine whether the negative impact of COVID-19 (NIC), supervisors' positive response to COVID-19 (SRC), the leadership style of the immediate supervisor (MLQ-TF and MLQ-TA), and employee perceived stress (PS) predicted employee engagement and satisfaction (EESS), specifically, job satisfaction. The model explained 65% of the variance in EESS and was significant, $F(5, 58) = 23.88$, $p < .001$, $R^2_{\text{adjusted}} = .65$. Transformational leadership style significantly predicted EESS, $\beta = .49$, $p < .002$. Additionally, the supervisors' positive response to COVID-19 was a significant predictor of EESS, $\beta = .35$, $p < .02$. All other predictors were not significant, $ps > .71$.

Discussion

Previous studies have found both transformational and transactional leadership styles to be significantly correlated with crisis management, with a slightly stronger correlation identified between transformational leadership and effective crisis management (e.g., Ali & Anwar, 2021). Additionally, research conducted during the COVID-19 pandemic supports the notion that employee well-being correlates with transformational leadership within the workplace (Lee et al., 2021). However, there is a paucity of research on how employee perceptions of a supervisor's leadership style might relate to perceptions of the supervisor's supportive responses, employee job satisfaction, and stress during a global pandemic.

Therefore, the purpose of the current study was to determine how employees' perceptions of their supervisor's leadership style relate to their job engagement, satisfaction, and stress during the COVID-19 pandemic. Given the reported stronger relationship between transformational leadership and more positive crisis management (Ali & Anwar, 2021), it was hypothesized that employees who perceived their managers/supervisors as demonstrating transformational leadership would report more positive supervisor responses to COVID-19-related

work issues, higher levels of job engagement and satisfaction, less stress during the pandemic, and more effective coping with COVID-19 work-related issues.

In support of Hypothesis A, employees who perceived their managers as demonstrating behaviors consistent with transformational leadership (MLQ-TF) reported lower levels of stress (PS) and lower levels of negative coping with COVID-19 work-related issues (NCC), as well as higher levels of job engagement and satisfaction (EESS). These employees also perceived their supervisors as providing more positive responses to COVID-19-related work issues (NIC). Consistent with Hypothesis A, no significant relationship between COVID-19 responses and job satisfaction and stress emerged for employees who perceived higher levels of transactional leadership among their supervisors. These findings were corroborated by the regression analysis, which indicated that transformational leadership style and the supervisor's positive response to COVID-19 were significant predictors of employee job engagement and satisfaction.

In support of Hypothesis B, more positive responses to COVID-19 by supervisors (SRC)—which were correlated with transformational leadership—were also associated with higher levels of employee job engagement and satisfaction (EESS) and lower levels of employee stress (PS) during the COVID-19 pandemic. Conversely, negative coping with COVID-19 work-related issues (NCC) was positively correlated with employee stress (PS) and negatively correlated with job engagement and satisfaction (EESS).

The results highlighting the benefits of transformational leadership regarding work-related responses and employee perceptions during a pandemic align with previous research demonstrating the advantages of transformational leadership for employee success and career satisfaction (Haider & Riaz, 2010), employee satisfaction (Jackson et al., 2013), employee effectiveness (Jackson et al., 2013), employee sense of purpose (Jackson et al., 2013; Voon et al., 2011), as well as crisis management (Ali & Anwar, 2021; Alzoubi & Jaaffar, 2020; Ma & Yang, 2020). While previous researchers have shown a positive correlation between transactional leadership and crisis management (though not as strong as transformational leadership; Ali & Anwar, 2021), there were no significant correlations between transactional leadership and work-related supervisor responses to COVID-19 or employee stress and job satisfaction.

Implications for Workers and Managers

The findings of this study underscore the critical role that transformational leadership plays in enhancing employee well-being, particularly during periods of crisis such as the COVID-19 pandemic. For workers, the presence of a transformational leader who is supportive, communicative, and empathetic, can lead to lower stress levels, better coping mechanisms, and overall higher job satisfaction. This is crucial as it directly affects not only their mental health, but also their productivity and commitment to the organization.

For managers, these results highlight the importance of adopting a transformational leadership style, especially in times of crisis. By focusing on individualized consideration and inspirational motivation, managers can foster a work environment that not only mitigates the negative impacts of crises on employees, but also enhances their engagement and satisfaction. The ability to respond positively to crisis-related challenges, as demonstrated by the correlation with positive outcomes, suggests that transformational leadership can be a powerful tool in sustaining organizational performance and employee well-being.

Practical Applications for Positive Change

These findings are significant as they provide actionable insights for organizations aiming to improve workplace climate during and after crises. Training programs that develop transformational leadership skills among managers could be beneficial in preparing them to better support their teams during challenging times. Moreover, organizations might consider implementing policies that encourage transparent communication, flexibility, and employee-centered decision-making, all of which are hallmarks of transformational leadership. By doing so, they can create a more resilient workforce that is better equipped to handle future crises while maintaining high levels of job satisfaction and engagement. In conclusion, the adoption and cultivation of transformational leadership practices within organizations can lead to positive outcomes for both employees and the organization as a whole, particularly in navigating the complexities of a global pandemic or similar crises.

Limitations and Future Research Directions

This study has several noteworthy limitations that may influence the conclusions drawn, particularly regarding the relationship between leadership styles, specifically, transactional leadership and employee outcomes. One significant limitation is the use of the snowball sampling method, which, while effective in gathering a diverse sample in terms of occupations, age ranges, and genders, may introduce selection bias. This potential bias could limit the generalizability of the findings.

Another major limitation is the method of assessing leadership style. Instead of collecting self-assessments from supervisors, we relied on employees' perceptions of their supervisors' leadership. This approach may have introduced opinion bias, as employees' subjective views might not accurately reflect the supervisors' actual leadership behaviors. This limitation is particularly important when interpreting the results related to transactional leadership, as the study found a noticeable discrepancy in the reliability of the leadership subscales. The transformational leadership subscale showed strong reliability ($\alpha = 0.8$), while the transactional leadership subscale had much weaker reliability ($\alpha = 0.3$). This significant difference suggests that the results concerning transactional leadership and employee outcomes should be interpreted with caution. The low reliability of the transactional leadership subscale could partially explain the non-significant correlations observed between transactional leadership and various employee outcomes.

Future research should aim to address these limitations by collecting supervisor self-assessments of leadership style alongside employees' perceptions, which may reveal a disconnect between supervisors' and employees' subjective experiences of leadership. Additionally, employing other measures of leadership, such as the Multifactor Leadership Questionnaire (MLQ), could provide a more comprehensive understanding of how different leadership styles influence employee outcomes. Further research should also explore the impact of leadership styles on specific aspects of employee well-being, such as happiness and burnout. This is especially relevant given the findings by Kloutsiniotis et al. (2022), who observed a relationship between well-being, burnout, and transformational leadership during the COVID-19 pandemic. Investigating how these relationships vary across different occupations and among employees of different genders and ethnicities could offer valuable insights into the nuanced effects of leadership in diverse workplace contexts. Furthermore, exploring employee preferences, including their favored management style, could also be highly beneficial.

Conclusion

The leadership style of a supervisor is a critical factor in the workplace, particularly during periods of heightened stress, such as a global pandemic. Our findings suggest that transformational leadership, characterized by the ability to inspire employees to rise above their self-interests by focusing on their needs, values, and aspirations, is associated with more positive employee perceptions of how work-related issues were managed during the COVID-19 pandemic. Employees under transformational leaders reported higher levels of job satisfaction, less negative coping with pandemic-related stressors, and lower overall stress levels. In contrast, while transactional leadership was related to some employee outcomes, the weaker reliability of the transactional leadership subscale indicates that these findings should be interpreted with caution. Despite this limitation, the relationship between transactional leadership and employee outcomes during a crisis remains an important area for further investigation. Understanding how different leadership styles impact employee experiences, particularly in challenging times, is essential for developing effective leadership strategies that support employee well-being and organizational success.

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Appendix A

All questions were scored using a 7-pt Likert scale (1 = strongly disagree, 7 = strongly agree):

Crisis Management: Supervisor's Positive Response to COVID-19 Related Issues in the Workplace (SRC)

My supervisor:

1. is taking the COVID-19 pandemic seriously.
2. works to adapt to the new standards surrounding COVID-19.
3. understands how COVID-19 impacts his/her employees.
4. is not present to help with the COVID-19 needs of myself or my fellow employees. (R)
5. is communicative of their expectations during this difficult time.
6. has not provided resources for employees concerning COVID-19. (R)
7. continues to innovate and push forward despite the current crisis situation.
8. respects their employee's individual needs and struggles during COVID-19.
9. is successfully leading their team during COVID-19.
10. works to make their employee's objectives easier during COVID-19.
11. is satisfied when I complete my tasks on my own.
12. does not work hard to make their employees comfortable in the workplace. (R)
13. is more focused on goals than employee well-being. (R)
14. frequently lets their employees know how they think they are doing.
15. does not provide rewards for good work. (R)
16. has not handled managing myself and my coworkers well during the COVID-19 pandemic. (R)
17. I am satisfied with my supervisor's response to the COVID-19 pandemic.

R = indicates a reversed scored item

Employee Perceptions of the Supervisor's Leadership Style (MLQ – TF & TA)

(adapted from Bass & Avolio, 1995)

My supervisor:

1. Frequently asks about their employee's concerns and well-being. - TF
2. Often asks their employees about how they think they should be succeeding. - TF
3. Makes his own decisions and asks their employees to follow through with it. - TA
4. Has a strict set of rules to follow in the workplace. - TA
5. Enables their employees to work on their own. - TA
6. Delegates tasks to leaders underneath him instead of being very "hands on". - TA
7. Often asks employees for their input before making a decision. - TF
8. Allows their employees to come up with their own ideas regarding what they (the boss) want to accomplish. - TF
9. Often holds meetings to discuss their organization's goals. - TA
10. Goes out of his/her way to motivate me and other employees. - TF
11. Is not flexible when it comes to extending goal deadlines. - TA
12. Is not opposed to change. - TF

Negative Work-Related Coping with COVID-19 (NCC)

1. Throughout the COVID-19 timeline so far, I feel like I am having difficulty coping with task responsibilities at work.

Employee Perceived Stress (PS)

(Cohen, Kamarck, & Mermelstein, 1994)

In the last month, how often have you:

1. Been upset because of something that happened unexpectedly?
2. Felt that you were unable to control the important things in your life?
3. Felt nervous and “stressed”?
4. Felt confident about your ability to handle your personal problems? (R)
5. Felt that things were going your way? (R)
6. Found that you could not cope with all the things that you had to do?
7. Been able to control irritations in your life? (R)
8. Felt that you were on top of things? (R)
9. Been angered because of things that were outside of your control?
10. Felt difficulties were piling up so high that you could not overcome them?

R = indicates a reversed scored item

Negative Impact of COVID-19 on the Employee Questionnaire (NIC)

1. Thoughts of COVID-19 have made me very anxious.
2. Dealing with COVID-19 related issues has not been stressful (R)
3. COVID-19 has negatively impacted the way I attend school.
4. COVID-19 has negatively impacted my mental health.
5. COVID-19 has negatively impacted the way I interact with my family.
6. COVID-19 has negatively impacted me at work.
7. COVID-19 has negatively impacted my coworkers.
8. COVID-19 has negatively impacted my supervisor.

R = indicates a reversed scored item

Employee Engagement and Satisfaction Survey (EESS)

Best Companies Group (2017)

1. Overall, I am very satisfied with my employer
2. Most days, I look forward to going to work.
3. My job provides me with a sense of meaning and purpose.
4. I am proud to work for this organization.
5. I feel this organization has created an environment where I can do my best work.
6. I am willing to give extra effort to help this organization succeed.
7. I plan to continue my career with this organization for at least two more years.
8. I would recommend this organization’s products/services to a friend.
9. I would recommend working here to a friend.