

## THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON JOB SATISFACTION IN ALGERIAN WATERS COMPANIES

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### **Abstract:**

*The aim of this study is to reveals the The Impact of transformational leadership on Job Satisfaction in Algerian Waters Companies. The results also show that coaches were perceived by their employees as utilizing moderate transformational leadership behaviors. Intellectual stimulation was the most perceived leadership behavior followed by idealized influence, inspirational motivation, and individual consideration. Moreover, the findings reveal a significant positive correlation between transformational leadership behaviors and employees' satisfaction. The regression model indicated that transformational leadership factors, inspirational motivation, intellectual stimulation, and idealized influence were significant predictors of employees' satisfaction. The three-variable prediction model accounted for 3.234 of the variance in employees' satisfaction.*

### **Keywords:**

*Transformational leadership, Satisfaction, Algerian water, Job satisfaction, Inspirational motivation.*

## 1- Introduction

The past few decades have witnessed an increasing interest in leadership by scientists and thinkers in various fields. This interest has led to the emergence of a number of modern theories whose contents and methods include characteristics and characteristics that lead to integration and creativity, as well as inclusion and cooperation with the present and the future. Among these modern theories, which have received considerable attention among researchers and scholars in recent years, the theory of transformational leadership and neo refers to the process that transforms individuals and transforms them. It focuses on long-term goals, emphasizing the building of a clear vision through the use of methods and behaviors, empowering workers and raising their level of achievement and self-development, and is therefore a fundamental pillar in many aspects, including achieving job satisfaction for employees. The key to the success of the institutions and the strategic supplier to achieve their competitive advantage. Therefore, it is necessary to pay attention to it and to use it optimally, and to develop it continuously in order to increase the integration between the individual and the institution by achieving the objectives and goals of both parties.

### 2.1 Problem of study

Based on the above and continue to the importance of the practice of transformational leadership in enhancing the job satisfaction of the employees of the institution, this study was designed to deepen the level of job satisfaction of employees and its relationship to the transformational leadership in the institution under study, and thus can formulate the problem of research in the following question:

**What is the relationship between transformational leadership and job satisfaction of the employees of the Algerian water company, Bechar unit?**

### The importance of the study

The importance of the study is that it combines two variables of great importance in our time. This is the transformational leadership that has received great attention from the scholars and researchers in the field of management as well as job satisfaction. It is expected to contribute to the definition of leaders of the importance of practicing transformational leadership in achieving excellence in institutions.

Objectives of the study:

- Identify the most important factors affecting the function satisfaction of employees.
- Giving a clear conception of the concept of transformational leadership and job satisfaction.
- Evaluate the level of job satisfaction of employees within the institution.
- Analyzing the relationship between the dimensions of transformational leadership (ideal effect - inspirational stimulus - intellectual arousal - individual consideration) and level of job satisfaction.

### 4.1 Theoretical framework

#### The concept of transformational leadership:

Bass believes that transformational leadership consists of four elements and is called four i's because it begins with the Latin letter (1) as follows:

The ideal effect (charisma)

- ❖ Idealized influence
- ❖ inspirational Motivation
- ❖ intellectual stimulation
- ❖ Individual attention

Style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group.  
(<http://www.businessdictionary.com/definition/transformational-leadership.html>)

## **job satisfaction**

Many job satisfactions is considered to be one of the most important work-related trends, so researchers and writers have studied it continuously

Job satisfaction has been defined in many studies. Cranny, Smith and Stone (1992, p.1) define job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job.

Weiss, H. M. (2002).

Job satisfaction is the feeling of pleasure and achievement which an employee experience at their job, when the work is worth doing, or the degree to which their works gives them satisfaction.

Job satisfaction is the collection of feelings and beliefs people have about their current jobs. Locke, E. A. (1969).

- \* "Is a sentiment workers for their business, and that results in performance for its employment or work for them, and what should get it from their jobs and therefore it is, the less the gap between administrators whenever satisfaction increased workers, it also the outcome of the special attitudes towards the different elements of the facility".
- \* Knows Roustan (1985): "who believes that career satisfaction is the result of a group waiting for worker of his work and what happened to him and the result is that explain the light of professional satisfaction."
- \* Knows Habib Al-Sahaf in his dictionary as "the organization's ability to meet and satisfy the physical and moral needs of their employees, lead to job satisfaction. It is also the employee's ability to adapt to the working conditions and environment surrounding it by comparing what is owned or get him and hopes to get it."
- \* Schneider and Snyder sees "that job satisfaction is a personal assessment of the working conditions, and the features and benefits provided by the function of a factor when you accepted that."

And deduce which job satisfaction "is an inner feeling positive resulting from the saturation value when the individual needs of the individual."

## **3 - Hypotheses of the study:**

**3-1.** There is a positive relationship between transformational leadership in its four dimensions and job satisfaction for the employees of the Algerian Water Corporation.

- There is a positive relationship between the ideal impact and job satisfaction of the employees.
- There is a positive relationship between the inspirational motivation and job satisfaction of the worlds.
- There is a positive relationship between intellectual arousal and job satisfaction of workers.
- There is a positive relationship between individual and job satisfaction.

**3.2** There are statistically significant differences in the level of job satisfaction among the staff of the Algerian Water Establishment (BAHRAU), which is attributed to the personal and functional variables (gender, age, scientific qualification and number of years of experience) at the level of significance ( $\alpha = 0.05$ ) :

- There are differences of statistical significance on the job satisfaction of employees of the Algerian water company Bashar attributed to the gender variable at the significance level is  $\alpha = 0.05$ .
- There are differences of statistical significance on the job satisfaction of employees of the Algerian water company Bechar attributed to the variable age at the significance level is  $\alpha = 0.05$ .
- There are differences of statistical significance on the job satisfaction of employees of the Algerian water company Bechar attributed to the variable of scientific qualification at the level of significance

$\alpha = 0.05$ .

- There were significant statistical differences on the job satisfaction of the employees of the Algerian water company Bashar attributed to the variable number of years of experience at the level of significance  $\alpha = 0.05$ .
- 

#### **4. Methodology of the study**

**The population, the sample of the study and the statistical description of the sample** The research community in the Algerian Water Establishment represented Bashar's unit. The study population reached about 400 workers. We relied on a sample of 65 workers. The questionnaires were distributed through field visits. Then, 80 questionnaires were distributed and (03) questionnaires were excluded for their efficiency in statistical analysis.

#### **Research variables**

- Independent change (transformational leadership): This variable is a pattern of leadership,
- The dependent variable (job satisfaction): It is one of the most positive trends in the members of the institution.

The population, the sample of the study and the statistical description of the sample

**4-4 Community and Study Sample** The research community and employees of the Algerian Water Corporation represented Bechar r's unit. The study population reached about 400 workers. We relied on a sample of 65 workers. The questionnaires were distributed through field visits. (80), the number of questionnaires recovered (68), and (03) questionnaires were excluded due to their statistical inefficiency.

#### **Study tools and statistical methods used**

- Study Tools: The questionnaire was adopted as a main tool for data collection in addition to the documents and records relating to the institution in question. The statistical program for social sciences (spss v20), called **statistical package for social science**, was also used to process the questionnaire data in order to obtain meaningful indications and indicators that support the research topic to complement the application aspect. The questionnaire included two main sections: The first part is the demographic variables of the study sample through 4 variables (gender, age, qualification, number of years of work experience).

The second section is the external section of the axes of the diyah. It consists of two parts: the first part is related to transformational leadership. It contains 16 words and is divided into the following dimensions:

- The first dimension: the ideal effect and contains four phrases from (1-4).
- The second dimension: the inspirational stimulus and ensures four terms of (5-8).
- The third dimension: intellectual arousal and includes four phrases (9-12).
- The fourth dimension: the individual mind and contains four phrases (13-16).

The second part relates to the functional satisfaction variable and contains 80 phrases (17-24). The "fifth Likert" was used to measure the responses of the respondents to the sample paragraphs, as shown in Figure (4). The minimum and upper limits of the " fifth Likert "

#### **The statistical bases used in the study:**

There are several statistical tools to analyze the information obtained. The method of modeling using structural equations is the most appropriate and best way to deal with this type of relationship.

## Study model

The structural model can be illustrated in the following figure:

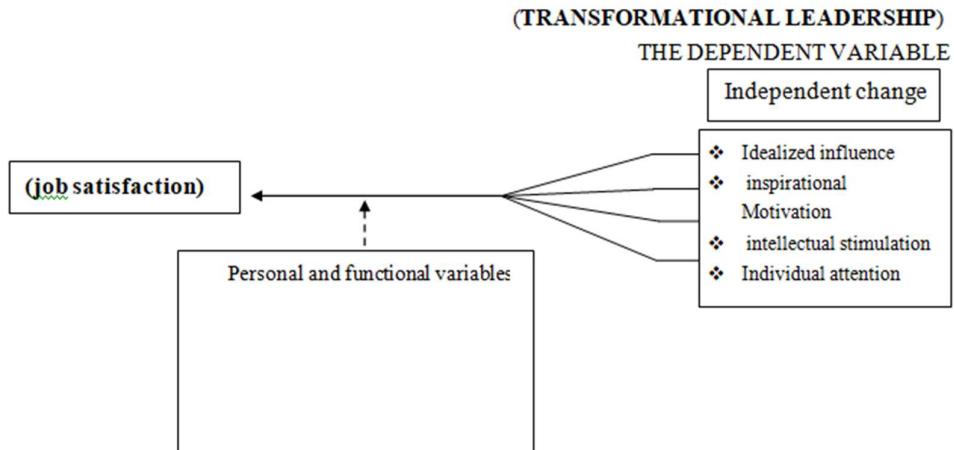
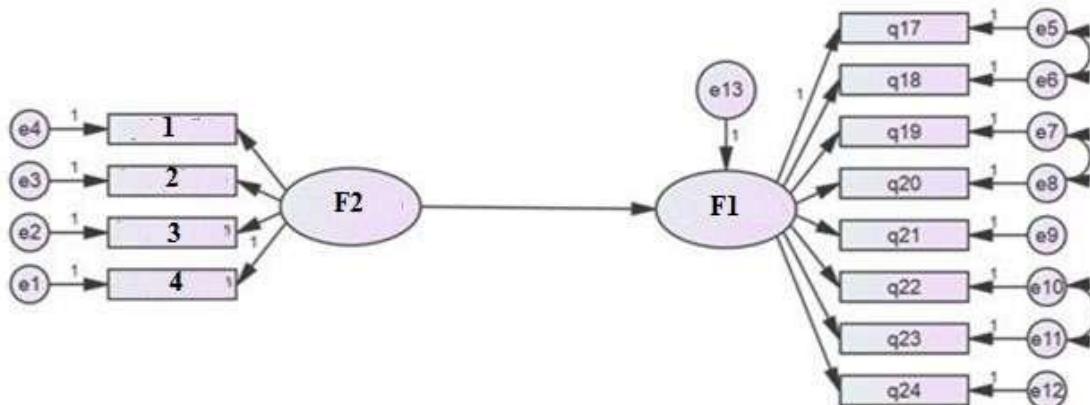


Figure (1): The proposed general model for research

Source: Prepared by researchers

The structural model can be clarified



**F1 : (job satisfaction)**

**F2: transformational leadership**

**1 : Idealized influence/2: inspirational Motivation/3: intellectual stimulation/4: Individual attention**

Figure (2): The structural model and the measurement model for the study Source: Prepared by researchers based on Amos (v.20)

## 4 - Statistical description of the personal variables of the study sample:

Characteristics of the Sample by Sex: shows that the percentage of males (65%) and females (43.1%), This indicates that the male component is predominant in the study sample The characteristics of the sample by age: shows that the highest rate of age 0 is concentrated in the field from 30 to less than 40 years, where the percentage (43.1%), followed by (36.9%) for the age group that is concentrated in the field less than 30 years. This indicates that more than half of the sample of the study is concentrated in the middle age group ie youth. , Followed by 10.8% for the Hebrew population over 50 years. In the latter, the percentage of respondents in the age group that is concentrated in the field is 40 to less than 50 years, at 9.2% Characteristics of the sample by scientific qualification: Through we find that the largest proportion of university qualification, where the percentage (43.1%) followed by 30.8% for secondary qualifications, 15.4% for intermediate qualifications, 7.6% for postgraduate students and finally a weak percentage of 3.1%.

Therefore, we note that the sample of study 0 has high scientific qualifications.

- The characteristics of the sample according to the number of years of experience: we find that (4.31%) experience less than 5 years followed by (27.7%) for those whose experience from 5 to less than 10 years, then (18.4%) could Their experience was 15 years and above, and in the latter, 10.8% of the group had 10 years of experience, not less than 15 years.

## **5. Analysis of data and results**

The Algerian Water Corporation was selected as a field study center by using the samples of a sample of its employees. This was done through three stages, the first was to examine the nature of the study data and then to make the global transmission of the measurement model in order to filter its expressions and evaluate its conformity. To the stage of empirical analysis by relying on amos v.20 and spss v20

**Processing and coding of data:** The processing of the study data is an important step in the process of creating a sound database by relying on the data extracted from the questionnaire, all of which were answered correctly, free of contradictions. spss We identified the answers of the respondents expressed in numbers according to the five-fold Likert scale, ranging between 1 and 5, which expressed the respondents' opinions, which differed from strongly disagreeing, which is symbolized by (1) to the strong approval which symbolizes it

(5) ) So that the program can read and analyze

**5/2 / Nature of data distribution:** Both the global analysis and structural equations require the submission of the variables to be studied for natural distribution or its approximation. Therefore, the first step in the process of data examination is to see the nature of the distribution of observations. This can be tested by:

Kurtosis Measuring the extent of data skewness

- Measurement of the range of data center: This factor determines the extent of the spread or fluctuation of the curve, and any negative value of this coefficient that the distribution is simplified or spaced positive values indicate that the data are close between them and this laboratory is limited between (+ 10, -10) command Which is due to the idea of following data for normal distribution.

Given the results shown in, we observe the security of focus coefficients near zero, which is limited (+ 10, -10) Indicating data centering.

- Skewness: This parameter measures the distribution symmetry, and the more its value is zero (positive and negative), the greater the symmetry of the distribution of the data where this parameter is confined within the field (+ 3, -3) Observations towards small values, and if negative, the views tend to be more towards large values. The large and small values in the study are reflected in the five-liter Likert scale (1 to 5).

The results shown in show that most of the transactions are negative. This indicates the concentration of the data (like respondents) towards the large values ie on the side of the approval of these terms (4.5) except q22.q23, Which indicates that the views of the respondents on these measures are the lack of approval (1.2). All these indications indicate the similarity and convergence of data.

## **6. Global analysis of the measurement model**

Evaluation of the Measurement Tool (EFA): We rely on exploratory analysis for the purpose of simplifying a model Measurement and improvement of the performance of the measuring instrument used and the elimination of expressions that cause problems during the analysis and the modeling of structural equations, using the program spss v20 to conduct a series of global exploratory analyzes.

This test allows for the measurement of the coefficient of partnership. This allows the measurement of the correlation coefficient between the obvious variables and their underlying variables, knowing that the

minimum acceptable value for the partnership (0.40). Table (Y) shows that the values of the association of the variables with their underlying variables take good values ranging from (0.525.0802) as the highest and lowest value for the ideal effect (0.711.0764) for the motivational motivation. Individual considerations ranged between (0.743.0.848) and (0.658.0.857), respectively, with regard to job satisfaction ranging from (0.626.0854). Since there is no test of partnership Less than 0.40, we can say that most measures have an important role in the definition of their underlying variables, which indicates that they should be retained and used in Pro stage.

**Barlett and KMO test:** This test indicates the adequacy of the data for the global analysis between (1 and 0.5). The higher the value, the better. The principle of this test is to calculate the partial correlation between the variables To make sure that the connections are strong or good, in addition to the Barlet test, which is associated with the moral level of (0.000 and 0.05), and that the value is (0.000).

## 7 The structural modeling to validate hypotheses or reject them.

### Test the sub-hypotheses of the first main hypothesis

- ✓ First sub-hypothesis test:

H0: There is no positive relationship between ideal impact and job satisfaction. H1: There is a positive relationship between ideal impact and job satisfaction.

In order to test the validity of the first sub-hypothesis of the research, the use of SEM was used using the statistical program (20 V.Amos) to measure the direct effect between the independent variable and the ideal effect on the dependent variable as shown in the following figure:

**F1: job satisfaction F2: ideal effect**

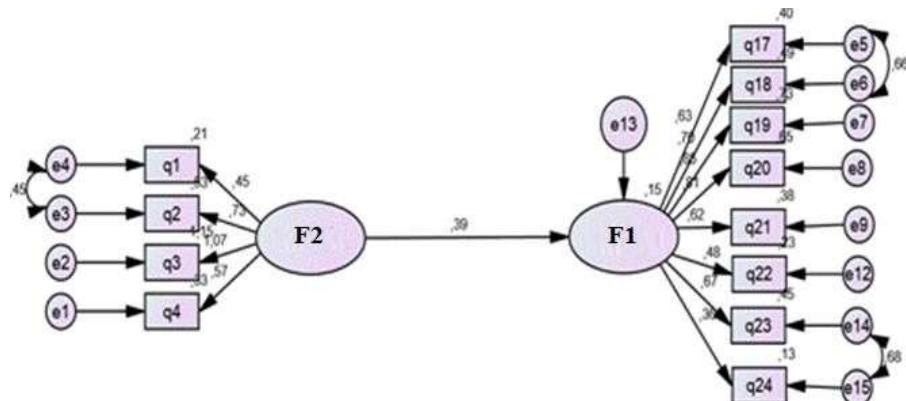


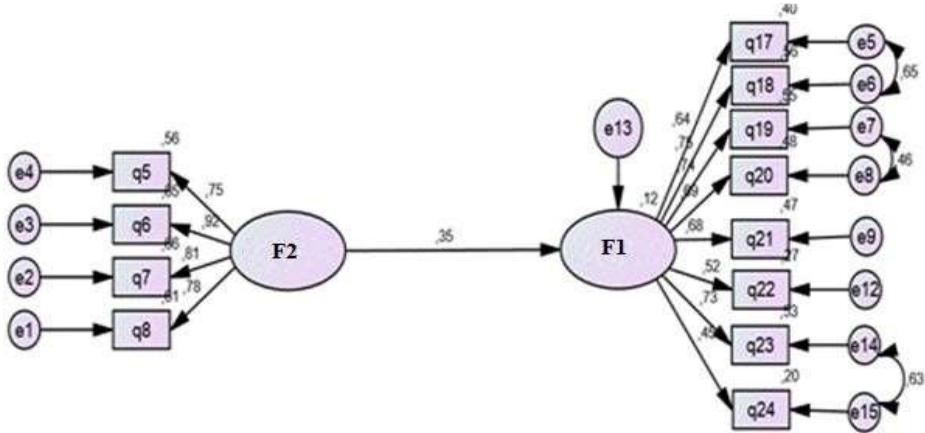
Figure (4): The empirical analysis of the effect of the ideal effect on job satisfaction

Source: Prepared by the researchers based on the outputs of Program 20.v.Amos

- ✓ Second sub-hypothesis Test:

H0: There is no positive relationship between inspirational motivation and job satisfaction. H1: There is a positive correlation between inspirational motivation and functional satisfaction.

In order to test the validity of the second sub-hypothesis of the research, the use of the structural equation (SEM) was used by using the statistical program (Amos.v.20) to measure the direct effect of the independent variable motivation variable on the function dependent variable as shown in the following figure



**F1: job satisfaction**

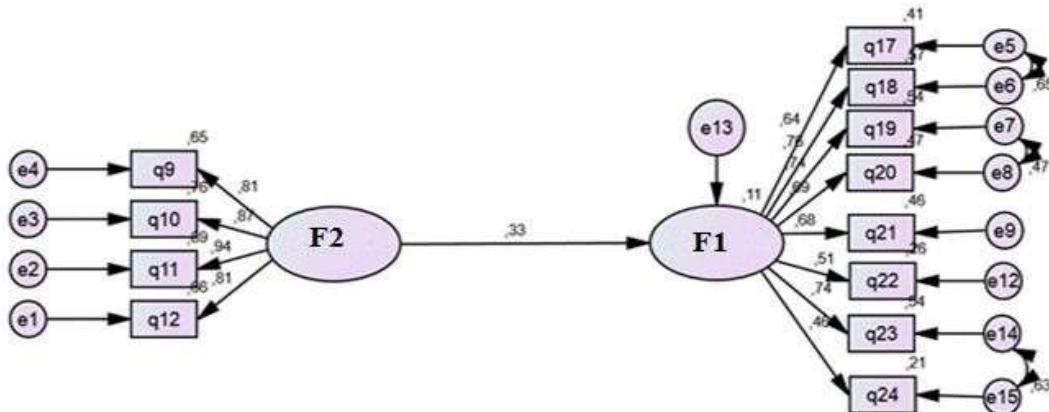
**F2: inspirational Motivation**

:Figure (5): Impulseative and inspirational analysis of job satisfaction Source: Prepared by the researchers based on the outputs of Program 20.v.Amos

✓ Third Sub-Hypothesis Test:

H0: There is no positive relationship between intellectual arousal and job satisfaction. H1: There is no positive relationship between intellectual arousal and job satisfaction.

In order to test the validity of the third sub-hypothesis of the research then using (Modeling of structural equations SEM) by using the statistical program (Amos.v.20) for measuring the direct effect of the dependent variable intellectual arousal on the variable related following functional satisfaction as shown in the following figure:



**F1: job satisfaction.**

**F2: intellectual consultation**

Figure (6): The empirical analysis of the effect of intellectual consultation on job satisfaction.

Source: Prepared by the researchers based on the outputs of Program 20.v.Amos

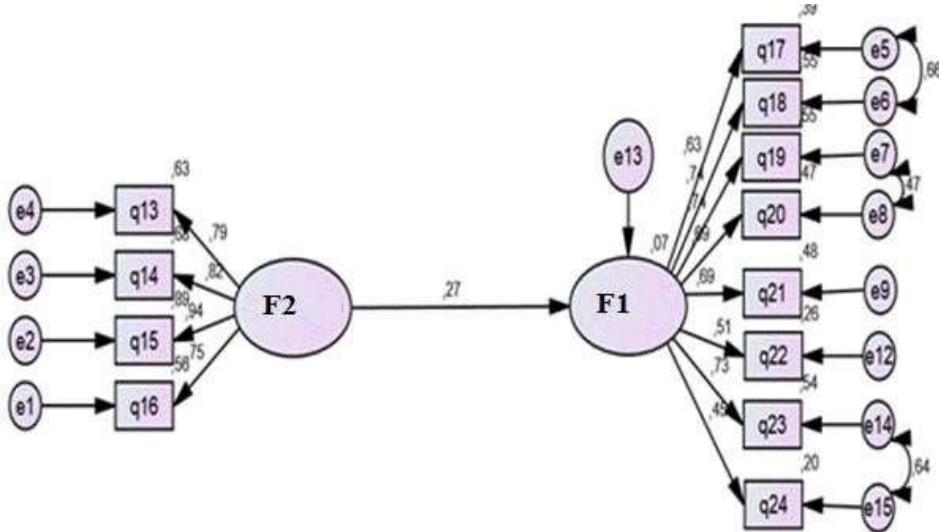
✓ fourth Sub-Hypothesis Test:

H0: There is no positive relationship between the ideal effect and

H1: There is no positive relationship between the ideal effect and job satisfaction.

In order to test the validity of the third sub-hypothesis of the research then using (Modeling of structural equations SEM) by using the statistical program (Amos.v.20) for measuring the direct effect of the dependent variable individual

Considerations on the variable following job satisfaction as shown in the following figure:



**F1: job satisfaction**

**F2: individual considerations**

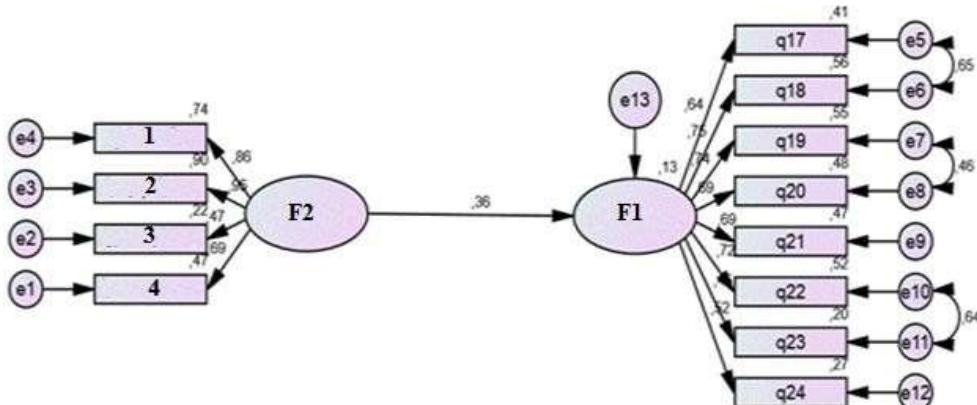
Figure (7): The empirical analysis of the effect of individual considerations on . Source: Prepared by the researchers based on the outputs of Program (20.v.Amos)

**First principal hypothesis test:**

H0: There is no positive relationship between the transformational leadership and job satisfaction.

H1: There is no positive relationship between transformational leadership and job satisfaction.

In order to test the validity of the principal hypothesis of the research then using (Modeling of structural equations SEM) by using the statistical program (Amos.v.20) for measuring the direct effect of the dependent variable individual transformational Leadership on the variable following job satisfaction as shown in the following figure:



**F1: job satisfaction.**

**F2: transformational leadership**

**1: Idealized influence/ 2: inspirational Motivation/ 3: intellectual simulation/4 : Individual attention**

Figure (8): The empirical analysis of the effect of transformational leadership on job satisfaction.

Source: Prepared by the researchers based on the outputs of Program (20.v.Amos)

The basic hypothesis and the four quadratic hypotheses are proved by the data of Figs. 3-4-5- 6-7-8, because the values of the standard key index of the hypotheses were 1.845 (1.830) (2.289), (1.735), (1.690) ) Respectively and all are less than 3 and this means that the model is good, that is matched.

As for the GFI, the values of (0.818), (0.829), (0.800), (0.832) (0.842), respectively, are good value as they are

within the range specified for them [0-1; 1 This is what makes the model identical.

As for CFI, it was (0.899), (0.908), (0.875), (0.919)

(0.917), respectively, and its value is also within the range [0-1; whose approach to 1 indicates acceptance of the model.

As for the critical value, probability value, estimates and standard error of the four sub- hypotheses and the main hypothesis of the study shown in Figures 11- (5-6-7-8-9), respectively,

shows that the critical value of each of the first, second, third and main hypotheses is equal to (2.694), (2.319), (2.249), (2.316) respectively, which is greater than (1.96) and the value of

possibility is (0.007), (0.020), (0.024), (0.021) respectively, which is less than (0.05), which negates the null hypothesis **H0** and we accept the alternative hypothesis **H1** in each of the sub- hypotheses of the ideal effect, the inspirational motivation, intellectual stimulation with job satisfaction, and the main hypothesis mentioned previously. Thus, there is a positive relationship between transformational leadership and its dimensions (ideal effect - inspirational motivation - intellectual arousal) with job satisfaction. The fourth sub-hypothesis was the value of its critical ratio (1,823), which is less than (1.96) and the value of possibility (0.068) which is greater than (0.05) which made us accept the null hypothesis and reject the alternative hypothesis. That is there is no positive relationship between the individual consideration and job satisfaction.

### **Second principal hypothesis test**

-H0 There are no statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the gender variable at the significance of the significance ( $\alpha=0.05$ )

-H1 There are statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the gender variable at the significance of the significance ( $\alpha=0.05$ )

In order to test this hypothesis, T was used for the independent samples (Independent- samples T-test).

The statistical data shown in the above table indicate that the value of T calculated is 0.177, with a calculated significance level (0.069), which is the largest of the accepted significance level (0.05). This requires accepting the null hypothesis that there are no statistically significant differences The satisfaction of the employees of the Algerian Water Establishment, Bechar Unit, is attributed to the gender variable at the significance level ( $0.05 = 0$ ) and rejection of the alternative hypothesis.

#### **- Second sub-hypothesis Test Results**

-H0 There are no statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the age variable at the level of the significance ( $\alpha=0.05$ )

-H1 There are statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the age variable at the level of the significance ( $\alpha=0.05$ )

In order to test this hypothesis, a single-variance analysis was used (One way ANOVA).

The statistical data shown in the above table indicate that the value of F calculated is 2.749, with a calculated significance level (0.050), which is the largest of the accepted significance level (0.05). This requires accepting the null hypothesis that there are no statistically significant differences The satisfaction of the employees of the Algerian Water Establishment, Bechar Unit, is attributed to the age variable at the significance level ( $\alpha=0.05$ ) and rejection of the alternative hypothesis.

Indicating that there is no effect of the age variable on the level of job satisfaction among the employees in the institution in question, from the point of view of the respondents.

### **✓ The results of third sub-hypothesis**

- H0 There are no statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the scientific qualification

variable at the level of the significance ( $\alpha=0.05$ ).

- H1 There are statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the scientific qualification variable at the level of the significance ( $\alpha=0.05$ ).

In order to test this hypothesis, (One way ANOVA) was used. The results are shown in:

The statistical data shown in the above table indicate that the value of F calculated is 0.995, with a calculated significance level (0.417), which is the largest of the accepted significance level (0.05). This requires accepting the null hypothesis that there are no statistically significant differences. The satisfaction of the employees of the Algerian Water Establishment, Bechar Unit, is attributed to the age variable at the significance level ( $\alpha=0.05$ ).

#### ✓ The results of fourth sub-hypothesis test

- H0 There are no statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the years of experience variable at the level of the significance ( $\alpha=0.05$ ).

- H1 There are statistical indications on the level of job satisfaction of the employees of the Algerian Water Corporation Bechar Unit attributed to the years of experience variable at the level of the significance ( $\alpha=0.05$ ).

In order to test this hypothesis, (One way ANOVA) was used. The results are shown in:

The statistical data shown in the above table indicate that the value of F calculated is 1.372, with a calculated significance level (0.260), which is the largest of the accepted significance level (0.05). This requires accepting the null hypothesis that there are no statistically significant differences. The satisfaction of the employees of the Algerian Water Establishment, Bechar Unit, is attributed to the years of experience variable at the significance level ( $\alpha=0.05$ ).

Institutions today aspire to achieve employee satisfaction with its positive impact on its success in achieving its objectives. Therefore, attention to satisfaction with work stems from its fundamental role in the success of the institution. In this study, we attempted to identify the relationship between transformational leadership and job satisfaction by showing the effect of transformational driving dimensions, the ideal effect, the inspirational motivation, the intellectual arousal, the individual consideration on job satisfaction,

Where we conducted a field study at the Algerian Water Corporation, a unit in Bechar, which aims to answer the questions and hypotheses raised in the problem of our research and the extent of its application on the ground.

## 8. Results

Through this study we have reached a set of results as follows:

- Transformational leadership is one of the newly developed terms, as it helps to build a clear vision for the institution and encourages the individuals working to implement it and work to modify and change existing systems to suit this vision.

- Job satisfaction is a psychological condition felt by the individual within the environment in which he works

- The satisfaction of the individual is influenced by a combination of factors such as remuneration, promotion and supervision.

- In order to raise the level of job satisfaction it became necessary to measure its level first by subjective and objective measures.

The study showed that the Algerian Water Establishment is committed to the dimensions of the transformational leadership that have been studied and can be arranged according to their importance (ideal effect, inspirational motivation, intellectual stimulation, individual consideration).

- The study showed that employees of the Algerian water company, Bechar's unit, feel job satisfaction at a low level according to the study scale. This is due to their dissatisfaction with wages and bonuses. They see that they do not meet the requirements of living.

The results of the study showed that there is a positive relation between the transformational leadership and its dimensions on the job satisfaction of the employees of the Algerian water company, Bechar unit, except after the individual consideration which has no positive relationship with the job satisfaction of the employees in the institution in question. The functional satisfaction of the sample of the study sample after the ideal effect was motivated by inspiration, intellectual arousal with arithmetic mean, respectively (3.719), (3.511), (3.307).

The results of the study showed no significant differences on the level of job satisfaction of the employees in the institution under study due to the variables of sex, age, academic qualification, and years of experience. This confirms the validity of the second main hypothesis.

## **9. Recommendations**

With regard to the recommendations, in the light of the results reached previously, we recommend the following:

- Emphasize the need to adopt the pattern of transformational leadership in all its dimensions because of the great importance to the institution and workers.

The results indicated that the employees of the institution in question are neutral within the institution and this is due to their impartial opinions about their satisfaction with their positions and internal relations, as well as their satisfaction with the wages and bonuses they receive. Therefore, we recommend working to raise this level by dealing fairly with all employees Through awareness of the foundations through which rewards, incentives and promotion, and work to create a balance between the competencies of individuals and the tasks assigned to them.

- Job satisfaction should be an important topic of interest to the organization's officials.
- Give employees more freedom to take decisions, which helps to increase the level of satisfaction with their work and strengthen their affiliation with the institution.
- Increasing the employee's job satisfaction continuously, and informing him that he is an active member of an interactive, homogeneous and equal group of rights.

The leader must feel the workers' feelings and adhere to the principle of equality in dealing with everyone.

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