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VISION

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INFORMATION TECHNOLOGY INTERVENTION IN LIBRARY AND INFORMATION SERVICES

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ABSTRACT

Rapid growth in the number of electronic resources and in the complexity of managing e-collections has posed for libraries, and traces the progress in developing tools and setting standards to address such challenges. Libraries across the world are adopting cloud computing to make library services more streamlined and cost-efficient. The best-integrated library software and LMS software have started using the Internet of Things (IoT) to transfer data without human intervention. Artificial intelligence (AI) is one of the promising technologies, which will revolutionize the library services and its management in the present information age. Collaboration combined with attentiveness among vendors and customers to industry initiatives and standards can lead to a system design that responds to the demanding and rapidly changing requirements of the e-resource world and builds on the available software infrastructure at libraries. The purpose of this research paper is to discuss the application and prospects of information technology interventions in libraries.

KEYWORDS: *RFID, Cloud Computing, Internet Of Things, Digital Libraries, Moodle, Artificial Intelligence.*

INTRODUCTION:

The three main objectives of a library are to promote literacy, disseminate useful daily information to the people and encourage lifelong learning through its reading materials and resources. Electronic resources refer to e-journals, e-books, online databases, and other materials in digital formats, which are accessible electronically. Particular emphasis is given to the work of the Digital Library Federation Electronic Resource Management Initiative (DLF ERMI) to develop ERM systems not only for managing e-collections throughout their life cycle but also for aiding collection-development decision making.

The RFID-based library management system is relatively new technology used to track inventory and strengthen library theft detection systems. Likewise Artificial intelligence (AI), cloud computing are the promising technologies, which will revolutionize the library services and its management in the present information age. AI can enhance the library experience for the users and library professionals with innovation and smart decisions. Different aspects of technology interventions are discussed in the following paragraphs.

1. Electronic Resource Management

e-Resource Management Software employed by libraries to trace the collection, access, authorization, maintenance, usage, evaluation, reservation, and selection of a library's electronic information resources.[Sadeh,2005]

Particular emphasis is given to the work of the Digital Library Federation Electronic Resource Management Initiative (DLF ERMI) to develop ERM systems not only for managing e-collections throughout their life cycle but also for aiding collection-development decision making. The integration of such systems in existing library environments and the mechanisms that make such integration possible are highlighted. Finally, the paper describes the collaborative process through which one vendor, Ex Libris, designed its ERM system, Verde.

2. RFID Implementation

Radio Frequency identification (RFID) tags is the latest fast growing technology to be used in library for minimizing the theft of documents and as an access control systems. RFID systems moves beyond security to become tracking systems that combine security with more efficient tracking of materials throughout the library, including easier and faster charge and discharge, inventorying, and materials handling. RFID is a combination of radio-frequency-based technology and microchip technology [Sumi& Kumar, 2007]. The information contained on inbuilt microchips in the tags affixed to library materials is read using radio frequency technology regardless of item orientation or alignment and distance from the item. The tags can be read at a distance of up to two feet by each of two parallel exit sensors. The devices used for circulation are usually called "readers" while the ones used at building exits are usually called "sensors".

The RFID-based library management system is relatively new technology used to track inventory and strengthen library theft detection systems. This technology enhances the security of libraries and increases their efficiency by streamlining the processes and reducing human dependence. For the users, RFID accelerates the borrowing and return procedures. Hence, RFID saves time and reduces library costs.

3. Cloud Computing

This library management system plays a significant role in building digital libraries or repositories. Cloud computing also ensures optimal use of library resources, infrastructure, human resources, etc. Moreover, the technology is also used for library automation and quick data search. Additionally, in a digital library, cloud computing ensures that third-party services can manage servers, carry out upgrades, and create data backups.

4. Internet of Things (IoT)

Libraries use IoT to control inventory, prevent theft, and identify users. It also helps in improving the quality and speed of circulation desk activities. Moreover, IoT expedites reservation of books, fire detection in the library and its prevention, and streamline e-Library services.

5. Big Data and Data Visualization

Big Data and Data Visualization is the method of displaying a large volume of data through charts, graphs, maps, and other visual forms. This makes the info more natural for the human mind to grasp and makes it easier to spot trends, patterns, and outliers within large data sets. This technology is helping digital libraries become more globalized while accessing a vast amount of data. It makes the libraries more easily accessible to readers who can find a plethora of information at their fingertips.

6. Artificial Intelligence

Artificial intelligence (AI) is one of the promising technologies, which will revolutionize the library services and its management in the present information age. Users have the convenience to explore the world of knowledge at their finger tips with speed and choice. AI can enhance the library experience for the users and library professionals with innovation and smart decisions. Hence, libraries shall have to function in tandem with AI in coming years. Hence the knowledge if Ai is very essential to library users as well as professionals.

The literature review indicated that there is significant prospects in implementing AI in library services in developing countries, with potential benefits such as improved access to information, increased efficiency, productivity and enhanced end user experience (Barsha, and Munshi) [2024]. The paper outlined several challenges, including dearth of infrastructure, the shortage of skilled personnel, and absence of data privacy regulations, digital divide, the cost consideration, their problems and obstacles in implementing AI-based solutions. Emphasis should be on partnerships between libraries and technology firms, investment in infrastructure and resources, capacity building for library staff and the development of regulatory frameworks to protect user data.

As far as recommendations are concerned, it should be practical and can be used by library managers, policymakers and technology firms to support the implementation of AI-based solutions.

Rifqah et. al. [2022] discussed that Artificial intelligence (AI) is among the latest digital transformation (DT) technological trends the university library can use to provide library users with alternative educational services. AI can harbour intelligent decisions for retrieving and sharing information for learning and research. According to author the adoption rate of AI by the university libraries is found to be low.

The research developed an artificial intelligence library services innovative conceptual framework (AI-LSICF) to provide new insight into how AI technology can be used to deliver value-added innovative library services to achieve digital transformation which will also encourage library and information professionals to adopt AI to complement effective service delivery. In practice, AI-LSICF can transform from traditional brands into a customer-driven organization which will awaken librarians and information professionals to catch up with digital transformation in this age of revolution. This will motivate library professionals to take advantage of AI's potential towards competitive advantage.

Artificial intelligence (AI) uses the power of a robot or a computer that tries to do tasks that humans usually do. The most common application of AI in a library is the chatbots that receive directional questions from users and resolve them. They can alert the user about their book

submission due date, direct a user to the relevant library segment, and automatically schedule appointments.

7. Mobile-Based Library Services

The three main objectives of a library are to promote literacy, disseminate useful daily information to the people and encourage lifelong learning through its reading materials and resources. Mobile libraries bring resources outside of the library's fixed location to users who otherwise might not get an opportunity to profit from them.

With the help of mobile services like SMS and WhatsApp, libraries can produce new services and provide faster access to their collection. It also includes a learning management system (LMS), a software application that provides the framework that handles all aspects of the learning process and tracks your training content.

An example of the best LMS software is Moodle. The OPAC mobile application is a classic example of mobile-based library services. The platform is operated by SLIM Software's and aims at converting conventional libraries to digital libraries.

8. Intelligent Library Search & Federated Search

Federated search and Intelligent Library Search are techniques to retrieve information from many different content locations with only one query and one search interface with federated search. The technology complements main libraries in retrieving information quickly and makes indexing seamless. Libraries also use this technology for descriptive cataloging, subject indexing, database searching, and collection development.

9. Academic Integrity and Plagiarism

Any discussion about current trends in library systems will be incomplete without mentioning academic integrity and plagiarism. Plagiarism is using another's ideas, words, theories, illustrations or graphics, opinions, or facts without giving credit. For students, copying others' work damages the intellectual integrity of their academic experience. Therefore, avoiding plagiarism has become the need of the hour.

CONCLUSION:

Technology has undoubtedly made our lives much simpler. A library is no more the same it was a decade ago. Modern-day school and corporate library software ensure that you get the latest technologies in library systems right at your fingertips.Artificial intelligence (AI),IoT, Mobile based library services, cloud computing are the promising technologies, which will revolutionize the library services and its management in the present information age. Emphasis shall be given to partnerships between libraries and technology firms, investment in infrastructure and resources, capacity building for library staff and the development of regulatory frameworks to protect user data.

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INSPIRING JOB SATISFACTION THROUGH TRANSFORMATIONAL LEADERSHIP IN NEPALESE FINANCIAL INSTITUTIONS

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ABSTRACT

This study investigates the relationship between leadership styles and job satisfaction among employees in Nepalese commercial banks. It aims to identify how transformational leadership approaches impact employee satisfaction levels in Nepalese commercial Banks. The research employs a quantitative methodology, utilizing structured questionnaires to gather data from a sample of bank employees. The findings reveal a significant positive correlation between transformational leadership and job satisfaction. In addition, The research highlighted Individualized Consideration, which includes mentoring and addressing employees' developmental needs, and Inspirational Motivation, characterized by the dissemination of visionary ideas and the encouragement of creativity, as the most critical components. Idealized Influence (charismatic vision) and Intellectual Stimulation (promoting critical thinking among employees) do not significantly predict happiness, suggesting that these factors may be ineffective or lacking utility in this specific cultural or organizational context. The findings suggest that leadership styles should be modified to correspond with local values, especially collectivist principles that emphasize personalized care rather than abstract concepts.

KEYWORDS: *Leadership Styles, Job Satisfaction, Transformational Leadership, Nepalese Commercial Banks.*

INTRODUCTION

Originally based in the Great Man hypothesis, which holds that leadership traits are natural and leaders are born rather than manufactured, leadership has been a topic of study for ages. Historically, military guys were most often linked with leadership, hence supporting the concept of male-dominated power (Riaz & Haider, 2010). But in modern companies, leadership has changed into a major influence on the formation of efficient and successful organisations. As companies get more complicated and dynamic, leaders today find greater difficulties since they need flexibility and the capacity to carry out adjustments to satisfy environmental needs.

Unlike conventional hierarchical appointments, leaders are sometimes acknowledged by their followers rather than being assigned just by senior management (Boseman, 2008). A leader's efficacy is directly related to their capacity to fulfil the demands of their followers, hence promoting involvement and drive. Leaders must assist their people inside and beyond organisational contexts since failing to fulfil commitments can lead to distrust and demotivation. Leadership also calls for foresight—the ability to predict future difficulties and create appropriate responses. Some studies contend that this capacity is natural rather than acquired via administrative experience. According to Robbins (2005), leadership is the process of motivating a group to reach goals; a leader not only has power but also motivates action.

Employee job happiness is significantly influenced by leadership style, which also shapes behaviours and interactions in the office. Various approaches affect general performance, staff motivation, and organisational culture (Amin et al., 2013). Leadership affects employees' self-efficacy and involvement by balancing managerial attitudes and behaviours (Durbrin, 2009). This study seeks to clarify how leadership shapes the training of supervisors able to promote employee commitment, so strengthening organisational performance. Chalise (2019) claimed that work-life policies and career growth were crucial for employee retention. He also said, however, that retention was not significantly influenced by training and development by itself, which raised doubts about how consistent their impacts were across various corporate results. The findings indicate that various interacting elements influence job satisfaction in Nepalese banks. Among these include the calibre of training, the leadership approach, staff empowerment, and work-life balance. Every one of these elements interacts or modifies the others in intricate ways.

Leaders have to keep an eye on staff members' levels of job satisfaction. By designating time and money for staff surveys' completion, leaders can evaluate employee involvement (Sanchez, 2007). Leaders should share the results of participation surveys and aggressively seek changes. Leaders who know the degree of staff involvement may create good plans and actions. Improving occupational happiness among people is a difficult and complicated task. Transformational, appealing, transactional, and laissez-faire are the four main categories of leadership (Bass & Riggo, 2006). Transformational leaders are those who can increase commitment, clearly state goal, and motivate others (Piccolo & Colquitt, 2006). Charismatic people have the capacity to draw and affect others by means of their vision and appeal. Transactional leaders affect behaviour by means of rewards and sanctions (Kim & Schneider, 2005). Often seeming to give up conventional leadership duties, laissez-faire leaders show a non-interventionist attitude.

Employee performance, retention, and the general corporate effectiveness are all significantly influenced by job happiness. This is particularly true for Nepalese commercial banks, which

operate in a highly competitive sector.   Many empirical studies have been conducted on the variables influencing job satisfaction; the findings indicate that the workplace is dynamic and multifaceted.   Chalise (2020) underlined the need of training and development in order to improve employee happiness and also noted a flaw in the strategic design of training courses and their lack of fit with employee requirements.   Though the outcomes varied amongst companies, it was noted that good training raised both production and job happiness. Chalise and Paudel (2023) investigated the advantages of transactional leadership as well; they discovered that authoritative leadership, clear rules, and performance-based rewards all significantly improve people's satisfaction with their jobs.   Their later research (Chalise & Paudel, 2024) revealed, adding to our knowledge of leadership, that asymmetrical leadership—a combination of transformational and transactional approaches—was a better technique to making individuals happy than any one leadership style. Chalise discovered in 2021 that conventional incentives like salary or job security are less accurate indicators of employment happiness than work-life elements such as a supportive work environment, opportunities to develop, and ability to make choices.

Still a main outcome measure in leadership research, job satisfaction varies with the context, which drives us to know more.   Transformational leadership has been lauded for increasing follower happiness. It comprises a purpose, motivation, and personal concern for every follower. For instance, Adhikari and Gurung (2017) discovered that workers in Nepal's banking industry were far more satisfied with their professions when their superiors exhibited transformational behaviours. Ahmad, Abdul Rahman, and Soon discovered the same in Malaysia in 2015. While both transformational and transactional approaches raised satisfaction, they revealed that transformational strategies were more strong. A field study by Podsak off, Khare, Nasti, and Tangirala (2018) published recently shown that transformational leaders not only boost employee happiness but also influence their perception of the workplace as more reliable and supportive.   Still, it is unknown whether these advantages of transformative leadership are universal across all nations and sectors.

Many individuals hold varying views on transactional leadership, which is founded on rewards and penalties depending on your actions.   Ahmad et al. (2015) claim that transactional influences on job satisfaction are beneficial.   Kafle and Bhusal (2019) discovered that unambiguous reward-punishment criteria also enhance employment attitudes in Nepal's educational system.   Others, however, argue that particularly in occupations requiring creativity or deep involvement, too much reliance on transactional transactions can stifle intrinsic motivation (Eagly&Karau, 2002).   Wang, Waldman, and Zhang's (2011) meta-analysis of shared leadership actually reveals that more team cohesion and pleasure result from empowering individuals outside of formal hierarchies than from strict transactional models.

A part from these two polarities, fresh leadership approaches such as shared leadership and servant leadership are deserving of investigation. Aryal, Thapa, and Pant (2020) claim that in Nepal's hotel sector, job contentment increased significantly under servant leaders who prioritised follower development and community building.   This implies that in service environments, caring behaviours could be particularly effective. Sulamuthu and Yusof (2018) also discovered a correlation between laziness and a desire to quit one's job more frequently, which highlights the risk for leaders to lose enthusiasm in their work. Among all these findings, Eagly and Karau's (2002) role-congruity hypothesis causes us to consider how gender prejudices could alter the impact of different leadership approaches.   Kumar, Kapoor, and Gupta (2022)

last contributed to the discussion by addressing staff involvement. They indicated that transforming traits increase job involvement as well, which then increases pleasure. These studies taken together indicate that leadership style is a significant influence on job satisfaction. They also urge us to consider hybrid or distributed models of leadership that could better suit the needs of fast-paced companies today as well as contextual moderators including industry, society, and gender.

 This paper adds to current understanding of how different leadership styles affect employee happiness in the private commercial banking sector in Nepal.   This paper looks at how supervisory behaviours affect employee incentive to put extra hours in Nepal's commercial banking sector.   This paper intends to clarify how leaders of commercial banks may choose and educate managers and leaders to properly involve their staff members, hence strengthening organisational performance. The findings of the study provide notable new information to the current body of knowledge on the leader-follower interaction.   Future studies on job satisfaction will benefit from the present one.

A cornerstone of the economy of Nepal, the banking sector greatly supports the services sector. Nepalese banks have remained fairly stable despite world financial difficulties, stressing the requirement of competent CEOs able to match company and staff objectives. Still, studies on the correlation between leadership style and employment happiness in Nepalese banks are scant. Acknowledging this void, the current work attempts to investigate leadership styles inside Nepalese commercial banks, hence affecting staff job happiness and organisational performance.

RESEARCH METHODS

Using the survey approach to assess the views, behaviours, and traits of employees at Nepalese commercial banks, this paper adopts a descriptive and analytical research approach.   While an explanatory research approach investigates the relationships between dependent and independent variables, a descriptive approach describes demographic data.   Comprising all workers in Nepalese commercial banks, the population is a randomly chosen sample of 395 individuals from several organisational levels.   From 500 disseminated questionnaires, 395 valid responses were gathered, giving a 79% response rate.   Augmented by secondary data from research publications, dissertations, articles, and reports, the study mostly uses primary data acquired using a structured questionnaire meant to evaluate job contentment and leadership behaviour. With respondents gladly giving informed consent, the five-point Likert scale questionnaire allows for quantitative data gathering both online and face-to-face.   Adapted from Bass and Avolio (1990) and the Minnesota Satisfaction Questionnaire, the instrumentation consists of a demographic questionnaire (five items), a leadership style questionnaire (20 items), and a job satisfaction questionnaire (10 items).   Reliability was determined using Cronbach's Alpha study; all constructs exceeded the required level of 0.7, so confirming the validity and reliability of the questionnaire in evaluating leadership and work satisfaction factors.   Statistical techniques like mean, frequency distribution, Pearson correlation, and linear regression were used to analyse the data. The constructed model analyses job satisfaction as a consequence of transformational leadership, incorporating characteristics such as idealised influence, inspirational motivation, intellectual stimulation, and individualized consideration.

$JS = \beta 0 + \beta 1 X1 + \beta 2\ X2 + \beta\ X3 + \beta 4\ X4 + .e$

Job satisfaction = f (Transformational Leadership)

Job satisfaction = f (Idealized influence, Inspiration Motivation, Intellectual Stimulation, Individualized Consideration)

βs are the regression coefficients to be determined and tested for significance at 0.05 confidence level.

This study aimed to investigate the influence of transformational leadership on job satisfaction within Nepalese commercial banks. The anticipated relationship is illustrated in the figure.

Figure1 Research Framework

Independent Variables   Dependent Variable
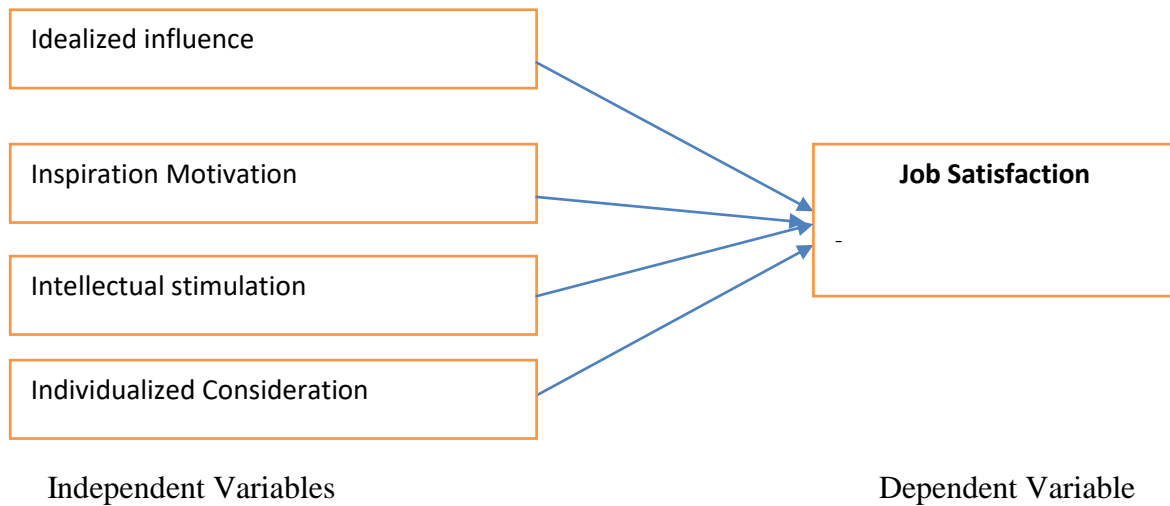
From the study of the literature, the following hypotheses are put forward to look into how transformational leadership affects how happy employees are with their jobs in Nepalese commercial banks.

Idealised influence means that leaders set a good example by being honest and trustworthy, which builds trust among workers and makes them happier (Lievens et al., 1997). So, H1a says that the appearance of idealised influence in Nepalese commercial banks has a big and positive effect on job satisfaction.

Transformational leaders who share a compelling vision and promote positivity are more likely to make their employees happy (Ejere et al., 2010). It seems that H1b is true: inspiring motivation has a big, good effect on job satisfaction in Nepalese commercial banks.

In the same way, leaders who push their workers to think critically and artistically create an environment for learning and new ideas, which makes workers happier with their jobs (Lu et al., 2007). So, the third theory, H1c, says that intellectual stimulation makes people happier with their jobs in Nepalese commercial banks. Finally, Timothy et al. (2011) say that leaders who give their employees personalised care and support help them grow professionally and stay motivated, which leads to higher job satisfaction. This leads to the hypothesis: It is believed that personalised care has a big good effect on job satisfaction in Nepalese commercial banks.

RESULTS AND DISCUSSIONS

This section presents the survey results and analysis, including three major statistical analyses: general demographic profiles (gender, age group, profession), descriptive analysis of variables, and the mean and standard deviation of research items to understand the impact of leadership styles on job satisfaction.

Category	Sub-Category	Frequency	Percentage
Age	Below 25 Years	110	27.30%
	25-40 Years	235	59.60%
	Above 40 Years	50	13.00%
Gender	Male	184	47.20%
	Female	211	52.80%
Academic Qualification	SLC	68	17.40%
	Intermediate	194	49.10%
	Bachelors	51	13.00%
	Masters and Above	82	20.50%
Employment Position	Junior	95	24.20%
	Officer	203	51.60%
	Managerial	46	11.80%
	Executive	51	12.40%
Work Experience	Below 5 Years	61	15.50%
	5-10 Years	71	18.00%
	11-25 Years	100	25.50%
	Above 25 Years	163	41.00%

The demographic analysis of 395 respondents reveals a workforce primarily composed of officers (51.6%), followed by junior-level employees (24.2%), executives (12.4%), and managerial staff (11.8%). This suggests a pyramid-shaped hierarchy within Nepalese commercial banks, where officers constitute the core of operations. The age distribution indicates that 59.6% of employees fall within the 25-40 year range, signifying a youthful and dynamic workforce. A slight majority of respondents identified as female (52.8%), indicating gender diversity within the sector. In terms of education, 49.1% possess intermediate qualifications, whereas 20.5% hold advanced degrees, indicating potential for career advancement without necessitating higher education. Data on work experience indicates a workforce with significant tenure: 41% possess over 25 years of experience, while 25.5% have between 11 and 25 years. This corresponds with the age distribution, suggesting a sustained commitment to one's career. Only 15.5% of the workforce consists of new hires (those with less than 5 years of experience), indicating potential difficulties in attracting early-career talent.

Variable	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Job Satisfaction
Idealized Influence		0.803**	0.714**	0.632**	0.543**
Inspirational Motivation			0.790**	0.727**	0.668**
Intellectual Stimulation				0.775**	0.650**
Individualized Consideration					0.721**
Job Satisfaction					

The study found that Individualised Consideration has the strongest positive link with Job Satisfaction (r = 0.721**). Inspirational Motivation comes in second (r = 0.668**). However, the link between Idealised Influence and r = 0.543** is the weakest.   It is most likely that Inspirational Motivation and Idealised Influence are linked (r = 0.803**), and it's also likely that Intellectual Stimulation and Individualised Consideration are linked (r = 0.775**).   There is a 0.01% chance that all of the correlations are real, which means that transformational leadership has a good effect on job satisfaction in Nepalese commercial banks as a whole.   It is clear from the data that Individualised Consideration is a key part of making employees happy. The strong links between leadership factors also show that they work together to make the workplace a good place to work.

Model	Unstandardized Coefficients		Sig.
	B	Std. Error	
(Constant)	9.72	1.21	0.000
Idealized_Influence	-0.12	0.185	0.517
Inspirational_Motivation	0.834	0.23	0,000
Intellectual_Stimulation	0.159	0.215	0.460
Individualized_Consideration	1.327	0.201	0.000

R Square= 0.567, F=22.64, Sig. 0.000

 The regression analysis examining the impact of transformational leadership dimensions on job satisfaction in Nepalese commercial banks reveals a statistically significant model (F = 22.64, p < 0.001) with a R^2 of 0.567, indicating that 56.7% of the variance in job satisfaction is explained by the predictors. In the context of transformational leadership, Individualised Consideration (β = 0.420, p < 0.001) and Inspirational Motivation (β = 0.271, p < 0.001) have a significant effect on job satisfaction, while Idealised Influence (p = 0.517) and Intellectual Stimulation (p = 0.460) do not exhibit significant effects. The regression equation demonstrates that a one-unit rise in Inspirational Motivation predicts a 0.834-unit increase in work satisfaction, while a one-unit increase in Individualised Consideration predicts a 1.327-unit increase, assuming other variables remain constant. The results, based on a significant sample of N = 395, underscore the critical role of personalised support and motivational leadership in enhancing employee satisfaction,

while suggesting that other factors may require contextual reevaluation for their application or relevance in Nepalese banking institutions.

Hypothesis result in summary   \

H1a: Idealised Influence and Job Satisfaction Result: Not Supported (β = -0.041, p = 0.517). H1b: The relationship between Inspirational Motivation and Job Satisfaction was found to be significant (β = 0.271, p < 0.001). H1c: The relationship between Intellectual Stimulation and Job Satisfaction was not supported (β = 0.053, p = 0.460). H1d: Individualised Consideration and Job Satisfaction Findings: Findings indicate support (β = 0.420, p < 0.001).

The regression analysis demonstrates that Idealized Influence, such as leaders articulating a compelling vision, does not significantly predict job satisfaction within Nepalese commercial banks. Contrary to theoretical expectations (Ejere et al., 2010), the non-significant and near-zero beta coefficient indicates that visionary leadership may not directly improve satisfaction in this context. This may indicate cultural or organisational nuances in Nepal, where alternative leadership behaviours, such as personalized support, could diminish the significance of idealized influence. Inspirational motivation, such as the promotion of creativity and critical thinking, has a significant positive effect on job satisfaction, as evidenced by Lu et al. (2007). The positive beta coefficient (0.271) indicates that leaders who promote innovation and learning environments enhance employee morale. This finding highlights the significance of motivating employees via shared objectives and intellectual challenges within Nepalese banks. The hypothesis that Intellectual Stimulation, such as challenging employees to think critically, influences job satisfaction is unsupported. Timothy et al. (2011) highlight the importance of professional growth via personalized attention; however, the non-significant beta indicates that intellectual stimulation may not be a primary influence in this context. This may suggest that employees favour concrete support, such as Individualized Consideration, rather than abstract intellectual challenges. Individualised Consideration, such as personalised mentorship and support, demonstrates the most significant positive effect on job satisfaction, as evidenced by Timothy et al. (2011). The high beta coefficient of 0.420 indicates that leaders who attend to the distinct developmental needs of employees markedly improve satisfaction levels. This supports the notion that customised assistance enhances loyalty and motivation within Nepalese banks.

CONCLUSION AND IMPLICATIONS

This research examines the relationship between transformational leadership and job satisfaction in Nepalese commercial banks. Leadership styles that emphasise individualised support and inspirational direction are crucial for enhancing employee satisfaction. Transformational leadership fosters a constructive work environment. The study identified Individualised Consideration, encompassing mentoring and attention to employees' developmental needs, and Inspirational Motivation, which involves sharing visionary ideas and fostering creativity, as the most significant aspects. Idealised Influence (charismatic vision) and Intellectual Stimulation (encouraging critical thinking among employees) do not significantly predict happiness, indicating that these factors may lack utility or effectiveness in this particular cultural or organisational context. The findings indicate that leadership styles must be adapted to align with local values, particularly collectivist principles that prioritisepersonalised care over abstract concepts.

Transformational leadership ought to be integrated into the HR policies of every organisation. This encompasses mentorship initiatives, employment development programs, and acknowledgement of individual contributions. Policy modifications that foster trust, facilitate open communication, and encourage innovative ideas can enhance employee engagement. Leadership training modules should emphasise the significance of cultivating empathy, active listening, and the capacity to unite individuals around common objectives.

Leaders in Nepalese banks should prioritise personalised care by recognising the distinct goals of each employee and offering customised support. Enhancing loyalty can be achieved through the provision of regular feedback, tailored growth opportunities, and recognition of individual accomplishments. Encouraging motivation through a clear organisational mission and fostering collaboration to address challenges can enhance morale. Idealised Influence posits that managers ought to promote the sharing of ideas among employees and ensure that reliance on hierarchical authority is minimised.

The study indicates a need for a more detailed examination of the impact of cultural differences on leadership effectiveness. Future research may investigate the reasons behind the suboptimal effectiveness of certain transformational aspects, such as Intellectual Stimulation, in Nepal. This may be attributed to environmental factors, such as risk-averse workplace cultures or variations in educational backgrounds. Comparative studies between sectors, such as public and private banks, alongside longitudinal studies, can enhance our understanding of the impact of leadership on job satisfaction over time. Qualitative methods, such as conversations, can uncover underlying issues that hinder the implementation of transformational practices.

The results raise doubts about the universal applicability of transformational leadership theory, indicating that its components may function differently across various countries. It is essential for researchers to enhance frameworks to incorporate regional variations. This is particularly significant in emerging economies, where collectivist values or institutional hierarchies may influence leadership dynamics. This study demonstrates that transformational leadership is more effective in Nepalese banks when leaders emphasise human-centered practices, such as fostering a shared purpose and facilitating individual potential development. Aligning leadership strategies with employees' fundamental needs enhances motivation, thereby improving employee satisfaction and overall organisational strength. The findings endorse a methodology that integrates global leadership theories with regional cultural knowledge to facilitate sustainable growth.

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