



**School of Commerce**  
**College of business and economics**

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**IMPACT OF LEADERSHIP ON EMPLOYEE PERFORMANCE, JOB SATISFACTION  
AS A MEDIATING FACTOR: the case of Menta security and manpower service PLC**

**In Partial Fulfillment of the Requirements for The Award of Master of Arts Degree in  
Business Leadership**

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## **Declaration**

I Hana Tamiru Hailu, declare that this thesis entitled “Impact of Leadership in Employee Performance and Job Satisfaction as a Mediating Factor” is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the thesis Advisor. To the best of my knowledge, this study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Master of Arts in Business Leadership Program.

By: Hana Tamiru Hailu

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Certificate of Approval

This is to certify that the thesis prepared by Hana Tamiru Hailu, entitled “Impact of Leadership in Employee Performance and Job Satisfaction as a Mediating Factor” and submitted in partial fulfillment for Masters of Business Leadership complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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## **Abbreviations**

ANOVA	Analysis of Variance
CLRM	Classical Linear Regression Model
EJP	Employee Job Performance
EJS	Employee Job Satisfaction
GDP	Gross Domestic Products
ICT	Information Communication Technology
IT	Information Technology
MSMS	Menta Security and Manpower Service
OLS	Ordinary Least Square
PLC	Private Limited Company
SPSS	Statistical Package for the Social Sciences
US	United States
VIF	Variance Inflation Factor

## **Abstract**

*The study has an objective to investigate the relationship between leadership styles, job satisfaction, and employee performance within Menta Security and Manpower Service PLC. Utilizing a deductive approach and explanatory research design, quantitative data analysis techniques were employed to explore these relationships. The target population consisted of all employees at Menta Security and Manpower Service PLC in Addis Ababa, with a sample size of 303 determined using systematic random sampling. Data collection involved the use of self-administered survey questionnaires. Descriptive and inferential statistical analyses, including correlation and regression analyses, were performed to examine the relationships between variables. Additionally, Sobel tests were employed to explore the potential mediating role of job satisfaction. The study revealed that transformational leadership styles were positively perceived by employees, with a particularly strong impact on articulating a vision. However, job satisfaction exhibited mixed results, with areas for improvement identified in compensation and recognition. Nonetheless, both transformational and transactional leadership styles positively correlated with employee performance, with transformational leadership showing a stronger influence. Furthermore, job satisfaction significantly mediated the relationship between both leadership styles and employee performance, underscoring its crucial role in translating leadership behaviors into improved organizational outcomes. The findings underscore the need for organizations to prioritize leadership development programs that cultivate transformational leadership behaviors to enhance job satisfaction and overall performance.*

**Key Words:** *Employee Performance, Job satisfaction, Transformational Leadership Style, Transactional Leadership Style.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

In today's dynamic and competitive business landscape, organizations are continually seeking ways to gain a competitive edge. Amidst technological advancements, globalization, and shifting market dynamics, human capital emerges as a cornerstone for organizational success (Saad, 2021). Within this context, effective leadership emerges as a pivotal factor influencing the performance and satisfaction of employees (Chen, Ding, & Li, 2022).

Leadership plays a fundamental role in shaping organizational culture, setting strategic direction, and driving employee engagement (Khalifa & Noermijati, 2014). Research has consistently shown that effective leadership positively impacts various organizational outcomes, including employee performance and job satisfaction. Leaders who demonstrate visionary thinking, clear communication, and empathetic understanding tend to inspire trust and motivation among their team members, resulting in enhanced productivity and job satisfaction. Positive work environments are created, innovation and creativity are encouraged, and people are inspired and motivated by transformational leaders. Employee loyalty, respect, and trust are all fostered by this leadership style, and this can increase work happiness (Chen et al., 2022). Through the development of a feeling of purpose and dedication, leadership inspire and motivate their staff to go above and beyond in their job. They foster an atmosphere at work that is encouraging and empowering, where workers feel respected, trusted, and inspired to experiment and be creative (Astuty & Udin, 2020).

Employee performance, encompassing aspects such as productivity, quality of work, and goal attainment, directly contributes to organizational success (Saad, 2021). Likewise, job satisfaction, reflecting employees' perceptions and feelings towards their work environment, is closely linked to retention, engagement, and overall organizational performance. Satisfied employees are more likely to be motivated, committed, and proactive in their roles, leading to higher levels of performance and lower turnover rates. Additionally, they are more likely to do better in their jobs and show higher levels of creativity and productivity (Chen, Ding, & Li, 2022).

While the relationship between leadership and employee outcomes is well-established, the underlying mechanisms driving this relationship warrant further exploration. Job satisfaction serves as a crucial mediator in this dynamic interplay. It acts as a bridge between leadership behaviors and employee performance by influencing factors such as motivation, commitment, and organizational citizenship behaviors (Jiang, Zhao & Ni, 2017). Understanding how job satisfaction mediates the impact of leadership on employee performance provides valuable insights into the nuanced pathways through which leadership exerts its influence.

Despite the plethora of research on leadership and employee outcomes, gaps persist in our understanding of the mediating role of job satisfaction. By elucidating these mechanisms, organizations can develop targeted interventions and leadership development programs aimed at fostering a positive work environment conducive to both individual and organizational success. Furthermore, as the workforce becomes increasingly diverse and digitally connected, the need for effective leadership practices that prioritize employee well-being and satisfaction becomes even more imperative. In today's dynamic and competitive business landscape, private employment agencies play a pivotal role in connecting job seekers with opportunities and assisting organizations in talent acquisition (Khalifa & Noermijati, 2014). Within these agencies, the effectiveness of leadership styles and the level of job satisfaction among employees are critical factors influencing overall performance and success (Chen, Ding, & Li, 2022). Understanding how leadership and job satisfaction impact employee performance in such settings is not only essential for the agencies themselves but also for the broader understanding of organizational dynamics and employee management.

In summary, the proposed study aims to contribute to the existing body of knowledge by investigating the intricate relationship between leadership styles, employee performance, and job satisfaction in context of Menta Security and Manpower Service PLC, with a specific focus on elucidating the mediating role of job satisfaction. By examining how these variables influence one another, the study seeks to provide insights that can inform leadership practices, human resource strategies, and organizational policies aimed at maximizing employee productivity and satisfaction.

## **1.2. Statement of the Problem**

In contemporary organizational settings, the significance of effective leadership on employee performance and job satisfaction has garnered substantial attention from scholars and practitioners alike (Saad 2021). Leadership, as a critical determinant of organizational success, not only influences employee behavior but also shapes the overall organizational climate and culture (Ali, 2017). Understanding the dynamics of leadership and its impact on employee outcomes such as performance and job satisfaction is imperative for organizations aiming to thrive in today's competitive business landscape (Astuty & Udin, 2020).

While there is existing research on leadership, job satisfaction, and employee performance in various organizational contexts (Khalifa & Noermijati, 2014; Jiang, Zhao & Ni, 2017; Saad 2021), there is a dearth of comprehensive studies specifically focusing on private employment agencies. These agencies operate in a unique environment characterized by high-pressure demands, rapid turnover, and intense competition for talent, which may necessitate tailored leadership approaches and employee satisfaction strategies (Saad, 2021).

Furthermore, there are practical problems in Menta Security and Manpower Service PLC, who currently face two critical challenges that warrant immediate attention and strategic intervention. Firstly, the organization grapples with a persistently high turnover rate among its employees. Despite efforts to recruit and retain talent, a significant portion of the workforce continues to churn, posing considerable implications for organizational stability, operational continuity, and financial performance. The underlying factors contributing to this high turnover must be identified and addressed effectively to mitigate its adverse effects on the organization's human capital management strategies and overall performance.

Secondly, client companies frequently express dissatisfaction with the performance of employees provided by Menta Security and Manpower Service PLC. Such negative feedback not only tarnishes the organization's reputation but also jeopardizes existing client relationships and undermines the potential for future business opportunities. Understanding the root causes of this perceived underperformance and implementing targeted interventions to enhance employee performance are imperative to safeguarding the organization's standing in the industry and ensuring sustained client satisfaction.

These interconnected problems underscore the critical importance of investigating the role of leadership in shaping employee performance and job satisfaction within Menta Security and Manpower Service PLC. By addressing these issues at their core and exploring the underlying dynamics through empirical research, the organization can devise evidence-based strategies to foster a conducive work environment, enhance leadership effectiveness, and ultimately mitigate turnover while improving the quality of services rendered to client companies.

### **1.3. Purpose of the Study**

#### **1.3.1. Research Questions**

At the end of the study this work aims at answering the following questions

- 1) What are the predominant leadership styles demonstrated by leaders in Menta Security and Manpower Service PLC?
- 2) How does transformational leadership style affect employee performance in Menta Security and Manpower Service PLC?
- 3) How does transactional leadership style impact employee performance in Menta Security and Manpower Service PLC?
- 4) How does job satisfaction influence employee performance in Menta Security and Manpower Service PLC?
- 5) What is the mediating role of job satisfaction in the relationship between leadership styles and employee performance in Menta Security and Manpower Service PLC?

#### **1.3.2. General objective of the study**

The main objective of the study is to investigate the relationship between leadership styles, job satisfaction, and employee performance within Menta Security and Manpower Service PLC.

#### **1.3.3. Specific objective of the study**

The specific objective of the study comprises:

- 1) To identify the predominant leadership styles demonstrated by leaders in Menta Security and Manpower Service PLC.
- 2) To investigate the effect of transformational leadership styles on employee performance in Menta Security and Manpower Service PLC.

- 3) To examine the effect of transactional leadership styles on employee performance in Menta Security and Manpower Service PLC.
- 4) To assess the influence of job satisfaction on employee performance in Menta Security and Manpower Service PLC.
- 5) To explore the mediating role of job satisfaction in the relationship between leadership styles and employee performance.

#### **1.4. Significance of the Study**

The significance of the study lies in its potential to generate valuable insights, inform practical interventions, and advance theoretical understanding in the fields of leadership, organizational behavior, and human resource management. The study can contribute to the existing body of literature on leadership, job satisfaction, and employee performance by providing empirical evidence of the mediating role of job satisfaction in the relationship between transformational leadership and employee performance. Findings from the study can inform organizational leaders and managers within Menta Security and Manpower Service PLC about the importance of leadership behaviors in enhancing job satisfaction and ultimately improving employee performance. Practical implications can include recommendations for leadership development programs, managerial training initiatives, and human resource management practices aimed at fostering leadership qualities and promoting job satisfaction among employees. The study also important as it identify areas for further research and exploration, such as investigating the effectiveness of specific leadership interventions or examining the moderating effects of contextual factors on the relationship between leadership, job satisfaction, and employee performance. It can stimulate future research endeavors aimed at deepening our understanding of the complex dynamics underlying leadership, job satisfaction, and performance outcomes in various organizational settings.

#### **1.5. Scope of the study**

The scope of this study delimited in terms of theme (conceptual scope), geographical scope, and methodological scope. Conceptually/thematically, the study focused to investigate the relationship between leadership, job satisfaction, and employee performance within private employment agency. The study does not explore other potential moderators or mediators of the relationship between leadership and employee performance beyond job satisfaction.

Geographically, the study was conducted in Addis Ababa at Menta security and manpower service PLC a private employment agency. The sample of the study comprises the selected private employment agency operated in Addis Ababa. Methodologically, the study utilized quantitative research methods, such as surveys or questionnaires, to collect data from employees within the private employment agency. Statistical analyses, such as regression modeling and mediation analysis, were employed to test hypothesized relationships and mediating effects. The study took four months starting from march 01 2024.

## **1.6. Definition of Terms**

**Job Satisfaction:** Job satisfaction refers to the level of contentment and fulfillment an individual experiences in their job or profession.

**Leadership:** Leadership is the ability to inspire, influence, and guide others towards the achievement of a common goal or vision.

**Leadership Role:** A leadership role refers to a position within an organization or group that involves guiding and directing others.

**Leadership style** is a structure that consist of different parts such as traits, skills and behavior employed by the managers when they communicate with their subordinates (Jeremy, et al, 2011).

**Transformational leadership** is a process where, “one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality” (Davis 2023).

**Transactional leadership** is a style of leadership that involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective.

**Laissez-faire** is a style of leadership that leaders take a hands-off approach to leadership, providing minimal guidance or direction to their team members (Zhao and Sheng, 2019).

**Employee Performance:** Employee performance refers to the level of effectiveness and productivity demonstrated by an individual in carrying out their job responsibilities.

## **1.7. Organization of the Study**

The study is structured into five major chapters. The first chapter discusses the study's definition of key terms, background, problem statements, study objectives, research questions, significance, scope, limitation and organization. The second chapter examines the theoretical empirical aspects of related research & conceptual frame work. The third chapter discusses the research design and approach, the sources of data and data collection methods used in the study, the target population and sample design used to determine sample size, data analysis tools, validity, reliability and ethical considerations. The fourth chapter is about the study's analysis and presentation. Finally, the fifth chapter of the study discusses the study's findings conclusion and recommendations.

## **CHAPTER TWO**

### **2. RELATED LITERATURE REVIEW**

In this chapter the researcher reviews relevant literature on theoretical, empirical and conceptual framework issues which are found to be essential to the research inquiry.

#### **2.1. Review of Theoretical Literature**

##### **2.1.1. The Concept of Leadership**

First of all, it is essential to understand what is meant by 'leadership'. Many authors have defined leadership in several ways. Here after going to discuss the various definition of leadership. Daft and Marcic (2013:454) define leadership as an individual's ability to exert influence on the people to accomplish objectives. Oluwatoyin (2006) describes leadership as "the art of transforming people and the organization with the aim of improving the performance of the organization". To Chima (2007), leadership is the top management's ability to direct, guide and motivates the followers towards the achievement of a given set of goals within the organization.

More so, Cheng (2011) posits that leadership is the processes that exists within the organizations and differ in form and nature to achieve organizational goals. Kassim and Sulaiman (2011) state that leadership is the part of management that involves the supervision and monitoring of others. To Lawal and Chukwuebuka (2007), leadership refers to a leader's ability to influence the followers to do things they never thought of doing, never believed are attainable, or things they do not want to do. Similarly, Northouse (2007) posits that leadership is the process of influencing people and guiding them towards achieving the goals of the organization. According to Zumitzavan (2010), "leadership takes place among people, it involves the use of influence, and it is used to attain goals".

By summarizing the above given definitions, and in lines of the definition provided by Ngambi, Cant and Van Heerden (2010), which is accepted for the purpose of this research, leadership is a "process of influencing others commitment towards realizing their full potential in achieving a value added, shared vision, with passion and integrity"

Here it important to elaborate the distinction between leader and manager. Businesses all around the world require the presence of a good leader who will play a vital role in leading the

organization when it is confronted by challenges, and ensure that it is well positioned to overcome challenges and compete with rivals. As such, the challenges prevailing within the organization enables us to distinguish between a leader and manager. According to William (2013) the distinction between leaders and managers is that “leaders are concerned with doing the right things, while managers are concern with doing things right. Leaders pay attention on the vision, mission, goals and objectives, whereas managers pay attention on productivity and efficiency (William, 2013). Jones and George (2009) explicate that a person who possesses the ability to apply his or her influence over other people and enable them to accomplish group or organizational objectives is described as a leader.

### **2.1.2. Components of Leadership**

According to Van Der Walt (2015) leadership consists of three different cornerstones of interacting parts in a system of give and take, namely; a leader, follower, and situation. These cornerstones will be discussed in details below.

#### **2.1.2.1. Leader**

A leader is viewed as a person who is vibrant in leadership operations, takes action to initiate the operations, and have an impact on the people he or she leads (Van Der Walt, 2015). Leaders are distinctive in their personality, experience, interest, position within the organization as well as the leadership styles they possess. An individual who lacks the ability to influence another person to follow a particular direction is not be regarded as a leader (Van Der Walt, 2015).

#### **2.1.2.2. The Follower**

Followers are people within the business that carry out actions necessary to accomplish the goal and objectives of the business (Van Der Walt, 2015). A leader has an impact on the people he or she leads to attain the objectives of the business and also in ensuring the successful implementation of the action plans. Leadership is not a one-way process, to some degree is the interaction that happens between the leader and followers. A leader cannot be successful in producing desired outcome if subordinates do not want to follow.

### **2.1.2.3. The Situation**

Situation represents the state of affairs in which the leaders have to show followers the way. The situation can be affected by both internal and external factors (Van Der Walt, 2015). The leadership style that fits successfully in one situation may not succeed in another situation. Hence, it is crucial for leaders to familiarize themselves with the situation in order to apply the right leadership style required by the situation.

### **2.1.3. Theories of Leadership**

Several theories on leadership have been put forth to help leaders and managers understand the concept of leadership. According to William (2014) theories of leadership are classified into three theories, which are trait theories, behavioral theories, and contingency theories.

#### **2.1.3.1. Trait Theories of leadership**

The trait approach was popular up to the 1940s. The idea behind this school is that effective leaders share common traits. It effectively assumes that leaders are born, not made. Studies by (William, 2014) suggest that trait theory emanates from the “great man” theory, which posits that leaders are born with unique inborn or innate characteristics that set them apart from non-leaders. The rationale behind trait approach was to discover what made these leaders great, and choose future leaders who show signs of the same traits or the ones that can be taught (Daft and Marcic, 2013). According to Jones and George (2009), the trait approach is centered on finding the personal traits that are the basis for effective leadership. These researchers believe that effective leaders possess some specific set of personal qualities that distinguish them from non-leaders.

William (2013) ascertains that leaders are distinguished from non-leaders because of the following characteristics: drive, the desire to lead, honesty/integrity, self- confidence, emotional stability, cognitive ability, and knowledge of the business. Jones and George (2009) state that leaders who lack all these characteristics are viewed to be unsuccessful. Conversely, other researchers Hellriegel, et al, (2010) argue that traits alone are not vital to help understand leader effectiveness given that some effective leaders do not have all the characteristics, and those who possess them are not effective in their leadership roles.

Although there had been little consistency in the results of the various trait studies, however, some traits did appear more frequently than others, including technical skill, friendliness, task motivation, application to task, group task supportiveness, social skill, emotional control, administrative skill, general charisma, and intelligence. Kilpatrick and Locke (1991), in a meta-analysis, did seem to find some consistency around the following traits: drive to achieve; the motivation to lead; honesty and integrity; self-confidence, including the ability to withstand setbacks, standing firm and being emotionally resilient; and knowledge of business. They also note the importance of managing the perceptions of others in relation to these characteristics. Northouse (1997) provides a useful historical comparison of the list of traits uncovered in other studies.

Perhaps, the most well-known expression of the trait approach is the work relating to charismatic leadership. House (1976), for example, describes charismatic leaders as being dominant, having a strong desire to influence, being self-confident and having a strong sense of their own moral values. In a slightly different vein, Goleman (1998) carried out a meta-analysis of leadership competency frameworks in 188 different companies. These frameworks presented the competencies related to outstanding leadership performance. Goleman (1998) analysed the competencies into three groups; technical, cognitive and emotional, and found that, in terms of the ratios between each group, emotional competencies “proved to be twice as importance as others. He goes on to describe five components of emotional intelligence which are self – awareness, self- regulation, motivation, empathy and social skill.

Trait theory gained popularity as it provided a structured approach to understanding leadership, focusing on the leader rather than the situation or followers. However, it has its limitations. Critics argue that it oversimplifies leadership by ignoring situational and contextual factors and tends to be descriptive rather than prescriptive. Additionally, not all individuals with these traits become successful leaders, suggesting that other factors such as situational context and followers' characteristics play crucial roles. Despite its limitations, trait theory laid the foundation for further research into leadership and paved the way for other theories, such as behavioral and situational theories, which consider broader aspects of leadership beyond individual traits.

### **2.1.3.2. Behavioral Theories of Leadership**

The 1940s through 1960s saw the rise in popularity of the behavioral or style school. It was considered that particular types or behaviors are adopted by effective leaders. In essence, it makes the assumption that good leaders can be created. The majority of leaders in the US, Germany, and other nations mostly exhibit these kinds of leadership behaviors (Jones and George, 2009).

William (2013) explicates that considerate structure refers to the degree to which a leader is friendly, approachable, supportive, and expresses concern towards employees. Consideration behavior can also be defined as the extent to which leaders are concerned about developing a close and interpersonal relationship with their subordinates. Such leaders are approachable and employ a two-way communication to demonstrate social and emotional support to their subordinates, while helping them to feel comfortable about themselves, colleagues and their situation in general (Northouse, 2010). According to Halloway (2012) leaders who engage in considerate leadership behavior play a critical role towards the growth of the subordinates, ensuring that necessary support, assistance and information is provided to enable subordinates to perform the job to the best of their abilities. They also allow individuals to make decisions in their work, and show appreciation for the work done. Research carried out at the University of Michigan shows that only considerate leaders are linked with effective leadership (William 2013).

Hellriegel et al, (2010) state that initiating structure points to vigorous planning, organizing, controlling, and coordination of employee's tasks. William (2013) points out that a leader who employs initiating structure designs the role of junior employees by putting in place goals, providing direction, setting deadlines, and assigning tasks. Such leaders are reliant on one way communication method as the effective tool they employ to provide explanation on what needs to be done or what is expected to be done by their subordinates. Halloway (2012) explains that in the initiating structure leadership style, the implementation of the plan, coordination, and scheduling of the work-related activities, is the responsibility of the task-oriented leaders. Jones and George (2009) found inconclusive results between the considerate and initiating-structure and performance. This is because some of the leaders are believed to be effective when they do not practice both consideration and initiating-structure behaviors, while other leaders are

considered to be ineffective when they practice both considerate and initiating-structure behaviors (Jones and George, 2009).

### **2.1.3.3. Contingency Theory**

1939 saw the introduction of the contingency theory of leadership by Austrian psychologist Fred Edward Fiedler. According to the hypothesis, the characteristics of that specific organization will decide how effective a given leader will be. In particular, because every organization is different, conducive conditions are more likely to produce effective leadership. According to the theory, there isn't a single ideal approach to manage an organization because everyone has different internal and external restrictions to deal with (Raduanet al, 2009). The contingency model of leadership, according to Hellriegel et al. (2010), is made up of four models: the Leader-participation model, the House's Path-goal model, Hersey and Blanchard situational model, and Fiedler's contingency model.

**Fiedler's contingency model:** Lorsch (2008) stated that the concept of contingency theory of leadership is not new. According to Lorsch (2008) the work began in the 1960s when a number of scholars and academics embarked on the research, which pointed out that effective leadership style relies on the situation. Fiedler contingency model suggests that in order to maximize work group performance, a particular leadership style would be effective if matched with the right situation (William, 2013). According to McLaurine (2006), Fiedler contingency model of leadership states that leadership style that worked successfully in one situation cannot work successfully in another situation, unless it is matched with the proper situation. Hariri (2011) suggests that Fiedler's contingency theory is an extensively used theory among the contingent theories in the study of organizational culture and leadership. According to William (2014), leadership styles are fixed, meaning that leaders are unable to change their leadership styles. However, they can be effective when their styles are matched with the right situation.

**The situational Model:** The situational model of leadership which was put forth by Hersey and Blanchard is an extension of the behavioral approach (Daft and Marcic, 2013). The situational model focuses on the characteristics of the subordinates in determining the most suitable leadership behavior. The situational approach is based on the belief that subordinates vary in their level of readiness or maturity which is determined by their degree of willingness and ability

when performing a vague task (Hellriegel et al, 2010). In this given, these authors note that leaders need to be flexible to adapt to changing situations. Accordingly, they define willingness as the mixture of confidence, commitment, and motivation, as such a subordinate can be high or low in one of the three variables mentioned (Daft and Marcic, 2013). Van Der Walt (2015) underscores that in order to ensure that subordinates acquire essential skills relevant for optimal performance, leaders need to embrace appropriate leadership style in the early stages. In contrast, Fiedler contingency model argues that a leader cannot adjust his or her leadership style to maximize the group work performance. This is to say, a specific leadership style should be matched with the right situation (Jones and Geroge, 2009).

**The Houses of Path Goal model** was put forward by Robert House and is considered as one of the most effective approaches to leadership (Ratyan and Mohd, 2013). Jones and George (2009) state that the Houses of Path-goal model is centered on the idea that effective leaders encourage subordinates to accomplish objectives by recognizing the results that employees are attempting to attain from the workplace, issue incentives to employees for exceptional performance and accomplishment of goals, and clear the path for employees to attain business goals. According to William (2013) the Houses of Path-goal model indicates that effective leaders can enhance subordinate's gratification and performance by explaining and simplifying path to goals, and by rising the number and types of rewards offered to subordinates in order accomplish goals. Van der Walt (2015) elucidates that the decision to help subordinates in their path to accomplish the goals of the business depend on the leaders willingness. Leaders have to explain how the subordinates can attain organizational goals, deal with hitches that are making it difficult for subordinates to achieve stated goals, and then identify diverse rewards that will inspire subordinates to attain goals (William, 2013).

**Leader-participation model:** Hellriegel et al. (2010) state that leader-participation model is the latest contribution to the contingency models. The leader-participation model was introduced by Victor Vroom and Phillip Yetton. Researchers (Jago, 1988) argue that leader-participative model's primary focus is on the decision-making process in the organization. This model enables leaders to determine the level of employee's involvement regarding decision making in the organization (William, 2013). Hellriegel et al. (2010) state that leader-participation model offers a set of rules needed to decide the level and method of employees' participation in the decision-

**making** process in the business, which has to be supported in different situations. Leader-participation model notes that leader's behavior can be adjusted to be either structured or unstructured in order to fit the task structure (Hellriegel, 2010). The leader-participation model allows employees to make inputs in terms of decision making within the organization. As a result, employee's participation will enhance manager's leadership skills and approach to decision making in the business.

Overall, following the above literature on leadership theories, it becomes evident why there many theories where leadership qualities are associated with the leader. There is no single theory that can be used to explain the traits and behaviors of leaders. By exploring these theories in the context of Menta Security and Manpower Service PLC, researcher can gain a deeper understanding of how leadership practices, and characteristics relate to job satisfaction and employee performance within the organization.

#### **2.1.4. Leadership Styles**

Ngodo (2008) state that leadership style is the process that allows leaders and subordinates to persuade and motivate each other to achieve business goals. Also, studies by (Jeremy, et al, 2011) posit that leadership style is a structure that consist of different parts such as traits, skills and behavior employed by the managers when they communicate with their subordinates. Several studies (Obiwuru, et al, 2011) have been conducted to examine different leadership styles practiced by the business owners/managers. This study is going to examine the four mostly common leadership style of female leaders, which include: democratic transformational transactional and Laissez-Faire leadership styles. These leadership styles are selected due to the fact that among various leadership styles these four are currently most common practiced leadership styles among female leaders in current business company context (Yang, 2018; Zhao and Sheng, 2019; Dwi and Muhammad 2021; Davis, 2023).

##### **2.1.4.1. Transformational Leadership Style**

Transformational leadership is rooted in a leader's personal values and beliefs, motivating subordinates to exceed expectations (Dwi & Muhammad, 2021). Davis (2023) defines transformational leadership as a process where individuals engage with others to elevate each other to higher levels of motivation and morality. This leadership style fosters trust, admiration,

loyalty, and respect in followers, inspiring them to surpass their initial expectations (Bass, 1985; Katz & Kahn, 1978). Transformational leaders raise awareness of task significance, encourage selflessness for organizational benefit, and activate higher-order needs, resulting in intellectual stimulation and improved performance, satisfaction, and commitment (Zhao & Sheng, 2019).

Transformational leadership is favored by organizations employing communal, collaborative, or participative approaches (Jogulu, 2010). Leaders exhibit holistic traits such as charisma, inspiration, intellectual stimulation, and consideration for others. These leaders transcend self-interest to foster vision, innovation, and knowledge transfer, encapsulated in the 4-I's: ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration (Jogulu, 2010). Through idealized influence, leaders exude social charisma and uphold organizational values. Inspirational motivation energizes followers toward common goals, while intellectual stimulation encourages innovative problem-solving. Individualized consideration attends to each follower's needs, fostering satisfaction and maturity (Bodla & Nawaz, 2010).

Zhao & Sheng (2019) identified four components of transformational leadership: charisma, inspirational motivation, intellectual stimulation, and individual consideration. Charisma instills pride and trust, motivating followers to transcend self-interest (Humphreys & Einstein, 2003). Inspirational motivation sets high standards and communicates a compelling vision, arousing enthusiasm and optimism (Davis, 2023). Intellectual stimulation challenges followers to break from conventional thinking and embrace new ideas (Zhao & Sheng, 2019). Individual consideration involves coaching and mentoring, tailored to individual needs to enhance maturity and goal attainment (Dwi & Muhammad, 2021).

#### **2.1.4.2. Transactional Leadership Style**

Transactional leadership, prevalent in many business settings, operates on an exchange process where followers comply with leader requests, albeit without generating enthusiasm or commitment to task objectives. Leaders focus on ensuring internal actors perform tasks necessary for organizational goal attainment (Boehnke et al., 2003). Their aim is to clarify paths to goal achievement, remove barriers, and motivate actors to reach predetermined objectives (Davis, 2023). Bass identified two dimensions of transactional leadership: contingent reward and active management by exception.

Jogulu (2010) characterized transactional leadership as transaction-based interactions between leaders and follower contingent upon work performance. He expanded on Burns's (1978) concept, describing transactional leaders as using power and control to elicit follower behaviors. These leaders establish agreements outlining rewards and incentives for specific follower behaviors. Transactional leadership's adaptability to varying environments and reliance on cultural power dynamics are noted by Jogulu.

Transactional leaders utilize organizational bureaucracy, policies, power, and authority to maintain control, sometimes labeled as authoritative leadership (Bennet, 2009). Scholars like Podsakoff (2010) have highlighted contingent reward as a key behavior representing transactional leadership, as it embodies the exchange principle fundamental to this style. Contingent rewards may include tangible (e.g., pay increases) or intangible (e.g., recognition) incentives.

This leadership style, characterized by goal-setting and reward-based modifications of work outcomes, consists of contingent reward leadership, clarifying roles and rewarding achievement, and management by exception (Bodla & Nawaz, 2010). Contingent rewards foster consistency and reliability in leadership behavior, with leaders assigning tasks and promising rewards for satisfactory completion (Avolio, 2019). These rewards are tailored to followers' needs and linked to the leader's objectives, providing instrumental support and reinforcing transformational leadership receptivity (Davis, 2023).

### **2.1.5. The Concept of Job Satisfaction**

The concept of job satisfaction and its definition have continually grown, expanded, and unfolded through the previous decades. Elton Mayo first developed the concept of job satisfaction from the Hawthorne studies of the late 1920s and early 1930s at the Hawthorne plant of the Western Electric Company in Chicago (Robbins, 2003). However, there is no universally accepted definition of employee satisfaction, but there are many definitions of job satisfaction in the literature. Job satisfaction means different things to different people, since people are affected by various factors, including personal characteristics, needs, values, feelings, and expectancies. In addition, it varies from organization to organization, since job satisfaction influencing factors, such as working environment, job characteristic, opportunities for

employees and working environment differ according to organization (Judge and Church, 2000). Some of the definitions are presented as follows.

Employee job satisfaction can be defined as how satisfied an employee is with his or her job. Employee behavior at the workplace depends upon the level of contentedness towards their jobs. Job satisfaction has a main role to play in the work life of employees. It has great influence over various factors such as performance, work efficiency, work motivation and mental health (Goyal & Shrivastava 2012).

Job satisfaction can also be explained in a way that it is a personal evaluation of an individual about all those factors that are most common and preferable in the job. Therefore, the assessment is conclusively done on the basis of factors which they consider important to them (Khanna & Sehgal 2016).

Therefore, the term job satisfaction is very broad term and different scholars define it differently. Even if they define it by their own understanding, it represents the same idea. There is no one universally agreed definition of job satisfaction. However, all definitions of scholars gave similarity. Accordingly, the definition of project shares some communality such as feeling, positive emotional state, employee perception of one's job or works. By summarizing the above definitions, In lines of the definition provided by Noe, et al (2021), and accepted for the purpose of this study job satisfaction is defined as a pleasurable or positive emotional state, perception or feeling resulting from the appraisal of job experiences.

### **2.1.6. The Concept of Employee Job Performance**

The word 'performance' is the multi-dimensional concept that can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. Here the concept performance is used to represent employee job performance.

The definitions of "employee performance" found in specialist literature vary, highlighting different aspects of achievement in the workplace. For Awadh & Sadd (2013), it refers to the extent to which employees fulfill the organizational mission. Aguinis (2023) defines it as the accomplishment of tasks measured against established standards of accuracy, completeness, cost,

and speed. Cascio (2006) views it as the degree of achievement of the workplace mission that contributes to an employee's job. Varma & Budhwar (2020) describe it as the total output of an employee's actions and activities, distinguishing between low and moderate performance levels. They identify attributes like efficiency, effectiveness, quality, creativity, and commitment as measures of employee performance.

According to Ejiro (2021), employee performance entails documenting results achieved for each job function within a specific time frame. It reflects the outcomes attained and can be evaluated using various parameters that illustrate an individual's performance pattern over time (Aguinis, 2023). Aguinis and Burgi-Tian (2021) emphasize its importance as a rating structure used by organizations to assess the productivity and capabilities of their members. They note that superior employee performance enhances customer perceptions of service quality, while poor performance leads to increased brand switching and customer complaints.

## **2.2. Empirical Review**

### **2.2.1 Transformational Leadership and Performance**

Transformational leaders, as described by Burns (1978), develop a compelling vision that inspires and motivates their followers. They strive to elevate both followers and leaders to achieve higher levels of performance and consciousness. In this leadership style, employees feel empowered and are driven to contribute to the organization's goals and objectives (Sommers & Birnbaum, 1998). Previous research has consistently demonstrated a strong correlation between transformational leadership and employee performance.

For instance, Chen (2004) investigated the impact of leadership and culture on employee performance in Taiwan, surveying 749 participants. The findings underscored the significance of top management commitment and effective leadership for enhancing employee performance. Chen concluded that transformational leadership plays a crucial role in driving employee performance, as such leaders inspire and motivate their followers to excel.

Rosli (2012) analyzed the relationship between transformational leadership and employee performance in Malaysia and discovered that there was an important relationship between

transformational leadership and employee performance. Furthermore, Valdiserri and Wilson (2010), in their study on leadership behavior's impact on employee performance in small businesses in West Virginia and Pennsylvania, concluded that both transformational and transactional leadership behaviors contribute to employee performance. They found a strong correlation between transformational and transactional leadership styles and employee performance.

Numerous empirical studies, such as those conducted by Bass et al. (2003) and Madan-chian et al. (2016), support the positive influence of transformational leadership on employee performance. Madanchian et al. (2016) argue that transformational leadership helps employees perform better by inspiring and motivating them, indicating that transformational leaders are adept at inspiring employees to improve organizational performance, including financial outcomes. This argument is corroborated by Waldman et al. (2001), who suggest that transformational behavior enhances subordinates' performance across various organizational settings.

Similarly, Arshad et al. (2016) contend that the transformational leadership style significantly and positively impacts employee performance in technologically based SMEs in Malaysia. Additionally, Rose and Mamabolo (2019) assert that the transformational leadership style significantly influences employee performance in emerging markets. Therefore, based on these findings, the following hypothesis is formulated: -

- ***Hypothesis 1: Transformational leadership style has significant effect on employee performance.***

### **2.2.2. Transactional Leadership and Employee Performance**

Transactional leadership operates on the basis of exchanges between leaders and subordinates aimed at achieving specific goals (Arham, Boucher, & Muenjohn, 2013). The theory of transactional leadership revolves around transactions grounded in contractual agreements between leaders and followers, contingent upon the completion of tasks and assignments (Rowold, 2011). Previous studies have consistently demonstrated a strong correlation between transactional leadership and employee performance.

Guardia (2007) asserts that transactional leadership is a fundamental factor in both team and individual performance, highlighting its crucial relationship with group and individual performance. Johnson and Klee (2007) provide further support for transactional leadership, finding it to be more effective when organizations seek to achieve their goals and objectives. Additionally, Behery (2008) explored the impact of knowledge-sharing behavior and transactional and transformational leadership behavior on employee performance in the UAE business environment. Utilizing the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1985) to measure leadership, the study revealed a significant association between transactional leadership style and employee performance.

In a study by Obiwuru et al. (2011) investigating the effect of leadership style on employee performance in small-scale enterprises, transactional leadership style was found to have a significant positive effect on employee performance. The study initially selected three small-scale enterprises using stratified random sampling techniques and found that transactional leadership style was positively associated with employee performance.

Roslan and Rosli (2012) analyzed the relationship between transactional leadership and the performance of Telecom employee in Malaysia and found there was a substantial positive relationship between transactional leadership and employee performance. More so, a study undertaken by Aziz, et al, (2013) on the impact of leadership styles on the performance of among banking industry of Malaysia revealed transactional leadership style has been positively and largely related to employee performance though transactional was extremely related in comparison to transformational. Overall, a most of the empirical evidence attests that transactional leadership positively influences employee performance, hence the following hypothesis is developed: -

- *Hypothesis 2: transactional style has significant effect on employees' performance.*

### **2.2.3. Transformational leadership affects employee performance through Job Satisfaction**

Based on a comprehensive review of the literature, transformational leadership emerges as a pivotal factor influencing both employee performance and job satisfaction within organizational

settings. Transformational leaders, characterized by their ability to inspire, motivate, and empower their followers, have been consistently linked to higher levels of employee performance (Bass & Riggio, 2006). Through their visionary leadership and emphasis on individual development, transformational leaders foster a work environment where employees are encouraged to exceed expectations and strive for excellence (Avolio & Bass, 2002). Moreover, transformational leadership is associated with increased job satisfaction among employees (Barling, Weber, & Kelloway, 1996). By creating a supportive and empowering atmosphere, transformational leaders cultivate a sense of purpose and fulfillment among their followers, leading to higher levels of job satisfaction and overall well-being (Judge & Piccolo, 2004). Based on the discussion above, the following hypothesis is formulated to be tested:

- *H3a: Transformational leadership affects employee performance through Job Satisfaction.*

#### **2.2.4. Transactional leadership affects employee performance through Job Satisfaction**

Transactional leadership, characterized by its emphasis on contingent rewards and corrective actions, has been extensively studied in relation to its impact on organizational outcomes. Research suggests that transactional leadership may influence employee performance indirectly through its effect on job satisfaction (Judge & Piccolo, 2004). Transactional leaders typically engage in the exchange of rewards for performance and provide clear expectations and guidelines for their followers (Bass & Avolio, 1990). These transactional behaviors may contribute to employees' perceptions of fairness and equity, thereby enhancing their job satisfaction (Yukl, 1999).

Moreover, the contingent reward aspect of transactional leadership, where rewards are contingent upon meeting predetermined goals or standards, can motivate employees to strive for higher performance levels (Bass & Avolio, 1990). When employees perceive a direct link between their efforts and rewards, they are more likely to experience job satisfaction as they feel recognized and appreciated for their contributions (Judge & Piccolo, 2004). In light of these findings, the following hypothesis is formulated to be tested:

- *H3b: Transactional leadership affects employee performance through Job Satisfaction.*

### **2.2.5. Job Satisfaction and Employee Performance**

Job satisfaction plays a crucial role in influencing employee performance within organizations. Research by Luthans (2006) underscores a robust connection between job satisfaction and employee performance, noting distinct differences between satisfied and dissatisfied employees. Satisfied employees demonstrate higher levels of commitment, compliance with company policies, and overall job performance compared to their dissatisfied counterparts (Handoko, 2009). Robbins and Judge (2008) further emphasize that satisfied employees tend to exhibit positive behaviors, such as proactive task engagement, willingness to assist others, and surpassing performance expectations set by their organizations.

Empirical studies conducted in various contexts support the positive relationship between job satisfaction and employee performance. For instance, Theresa and Henry (2016) investigated this relationship within Nigerian Breweries Plc Kaduna, finding a direct link between job satisfaction factors like nature of job, job rewards, and job security with employee morale, a proxy for performance. Similarly, Wasaf and Muhammad (2021) explored this relationship in private sector organizations of Peshawar, Pakistan, discovering a positive correlation between job satisfaction and employee performance among their sample of 180 employees.

In the Ethiopian context, research by Abel (2014) at the Development Bank of Ethiopia revealed a strong positive impact of job satisfaction on job performance among 230 employees. Additionally, Belay (2022) examined the effect of job satisfaction on employee performance within the Ethiopian Customs Commission Modjo Branch, affirming a linear relationship between job satisfaction factors and employee performance. Likewise, Ejigu et al. (2023) studied community health workers in Ethiopia and found a significant positive relationship between job satisfaction and employee performance.

In summary, the collective findings suggest a consistent, positive, and significant relationship between job satisfaction and employee performance across different organizational and cultural contexts. This underscores the importance of fostering job satisfaction to enhance overall employee performance within organizations. Hence, the following hypothesis posits a positive association between job satisfaction and employee performance:

- ***H4: Job satisfaction has positive and significant impact on employee performance***

### 2.3. Conceptual Framework

A conceptual framework serves as a foundational structure derived from pertinent fields of study, offering a framework for organizing and presenting subsequent research (Kombo & Tromp, 2009). It serves as a research tool aiding in the development of insight and comprehension into the subject under investigation, facilitating communication of the findings. Figure 2.1 depicts the conceptual framework of the study, as illustrated below.



**Figure 2.1 Conceptual Framework (developed by Author, 2024)**

**Independent variable:** Transformational Leadership and Transactional leadership

**Dependent variable:** Employee Performance

**Mediating variable:** Job Satisfaction

## **CHAPTER THREE**

### **Research Design and Methodology**

#### **3.1. Paradigm of the Research**

This study conducted based on the assumptions of positivism philosophy which states that the properties of external world should be analyzed through objective methods. The positivism philosophy assumes that reality is directly measurable, fixed and understandable and there is just one external reality, one truth (Saunders et al., 2009). This assumption was used in this research because researchers who can tolerate uncertainty are more possible to favor quantitative techniques which are supported by positivism philosophy with its acceptance of various viewpoints of constantly changing reality and truth. More so, this paradigm is used when testing relationships between variables and uses hypothesis testing to assist in determining these relationships. This paradigm generalizes from the sample to the population (Collis & Hussey, 2003).

#### **3.2. Ontology of the research**

Ontology pertains to the nature of reality and the assumptions about what exists and how it can be known. In this study, ontology aligns with either realism, constructivism, or subjectivism. This perspective posits that there is an objective reality independent of human perception. The perspective suggests that reality is a product of individual consciousness. In this study, we explore how individuals' subjective experiences of leadership influence their perceptions of job satisfaction and performance.

#### **3.3. Epistemology of the research**

Epistemology deals with the nature of knowledge and how it can be acquired (Kombo & Tromp, 2009). In this study objectivism is utilized as an epistemology of the research. Objectivist epistemology holds according to that meaning, and therefore meaningful reality, exists as such apart from the operation of the any consciousness (Crotty M. 2003). This perspective emphasizes

the importance of sensory experience and empirical evidence in acquiring knowledge. In this study, the researcher collected data through surveys, to establish relationships between leadership, job satisfaction, and employee performance.

### **3.4. Research Approach and Design of Research**

Regarding the research approach, this research based on the assumptions of deductive approach which is highly advocated by positivist philosophers. The researcher chooses this approach because, a deductive approach is concerned with “developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis” (Wilson, 2010). In this research, the study begins from the existing theories, models and literature concerning organizational culture.

The study employed a quantitative approach because the study requires an analysis of investigate the relationship between leadership, job satisfaction, and employee performance within private employment agency. The relationships among variables were statistically tested, which required a quantitative approach and used hypothesis testing to determine the relationship among the study variables.

The study employed explanatory research design in order to empirically test the formulated hypothesis. Explanatory research design focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Kothari, 2004). It helps to understand the nature of the relationship between the independent and dependent variables. It is therefore justified in view of the above definitions, descriptions and strengths that explanatory survey is the most suited and appropriate design for this study.

### **3.5. Sampling Design**

#### **3.5.1. Target Population**

The target population of the study consisted of all employees in Menta security and manpower service plc in Addis Ababa. Overall, according to data from Company, there are around 1250 employees in Menta security and manpower service plc, which constitutes the target population of the study captured in the sampling frame.

### 3.5.2. Sample Size

Lavrakas (2008) defines a sample in survey research as a subset of elements taken from a larger population, ideally mirroring the population's characteristics to ensure sufficient representation. the formula developed by Yemane (1967) was employed to determine the sample size needed for the study.

$$n = \frac{N}{1 + (N) e^2} = \frac{1250}{1 + (1250) (0.05)^2} = 303$$

Where n = Sample size, N = population size, and e = Standard margin of error. For this study N = 283 employees, and e = 0.05, which gives a sample of 303.

### 3.5.3. Sampling Technique

For this study, the study used systematic random sampling technique to select sample participants. The identifying number provided by the Menta security organization for each employee was used for the sampling. This identifier began at 00001 and has since surpassed 12564. Employees with even identity numbers who are currently employed by the company and have worked there for more than six months were chosen at random for this study.

The reason for using systematic random sampling is to ensures that every member of the population has an equal chance of being selected. This helps to avoid bias and ensures that the sample is representative of the population, which is essential for making accurate inferences. It's relatively easy to implement compared to other sampling methods. This simplicity makes it an attractive option, especially when resources or time are limited. Systematic random sampling provides a strong basis for statistical inference. It allows for the use of various statistical techniques and tests because it meets the assumption of independence between observations.

## 3.6. Sources of Data Collection

For this study both primary and secondary sources of data were used. Primary data as those which are collected a fresh and for the first time and thus happen to be original in character. The study utilized questionnaires as a major instrument for collecting primary data. In addition, the study used secondary data. The secondary data was employed from different published material

like reports from human resource, administration and any other concerned bodies were used to extract any sort of essential information to strengthen the study findings.

### **3.7. Research Instrument**

The necessary data for this study was collected from self-administered survey questionnaire. A questionnaire is preferred because of its convenience and ease of administration. In view of the advantages and the need to gather more information, questionnaire was administered to sample respondents to solicit their views concerning the relationship between leadership styles, job satisfaction, and employee performance.

### **3.8. Method of Data Collection**

The study developed structured questionnaires based on the research objectives to collect quantitative data from employees within private employment agencies. These questionnaires can include items measuring perceptions of leadership, job satisfaction, and self-reported performance indicators. Ensure that the survey questions are clear, unbiased, and relevant to the research objectives.

### **3.9. Procedures of Data Collection**

To ensure ethical procedures, official letters of cooperation and commitment to the study were obtained from the relevant organization. All study participants were requested to sign consent forms before participating in the study after reading and understanding the information sheet detailing the study objectives and how the data collection was to be carried out. To ensure confidentiality, individual identifiers were not used during data collection and analysis. All data obtained during the study were stored confidentially. The researcher also ensured that instructions were clear and that participants understood how to complete the instruments. Before conducting the main data collection, a pretest was performed to ensure the reliability and validity of the instruments (5% of the planned study population). The instrument's reliability was assessed using Cronbach alpha in the pilot test. Following the pretest, the instruments were examined, mostly to adjust the question sequencing and enhance coherence and clarity.

### **3.10. Instrument Reliability and Validity**

There is always more than one way to measure any variable, a researcher has to attempt to construct the best measure or measures for each variable. Considering this, the data was first

analyzed to ensure instrument quality. Reliability and validity are the major criteria that were used to evaluate measurement.

### **3.10.1 Instrument Validity**

Validity refers to the extent to which the scores from a measure represent the variable they are intended (Gakure, 2010). It is the extent to which the scores from a measure signify the variable they are intended to. In recognition of this fact, therefore, a validity test of the questionnaire was done on its content. Content validity measures the extent to which a test acts to measure a concept analysis of the items so as to confirm adequate coverage of the scope of the study by the measuring instrument (Oyerinde, 2011). In order to ascertain the relevance of each question to variables being measured and to ensure that the content of the instrument provide answers to the objectives of the study and the formulated hypotheses, content validity of the pilot questionnaire was tested. This was done by experts in the field and then necessary corrections were made on the instrument.

### **3.10.2. Instrument Reliability**

Reliability test was carried out in order to ensure the consistency of the instruments used in main administration. The reliability is consistency of the measurement; that is, to what extent a measuring device produce the same results when applied multiple times to the same person under similar conditions (Gakure & Ngumi, 2010). The most straightforward method of testing reliability is to replicate; either by asking the same questions to the same respondents at different times and evaluating the degree of correlation, or by asking the same question in different ways at different points in the questionnaire (Johnson & Turner, 2003).

The study employed Cronbachs' alpha to assess reliability of the questionnaire. Cronbachs' coefficient alpha is the most common way of measuring internal consistency. Cronbachs' coefficient (alpha) may range between 0 to 1, with 0 indicating an instrument full of errors and 1 indicating total absence of error. The closer Cronbach's alpha coefficient is to 1, the higher the internal consistency reliability (Oyerinde, 2011). A reliability coefficient (alpha) of 0.70 is considered acceptable, reliable and recommended for new questionnaire. The reliability of the questionnaire was tested using the Cronbach's alpha correlation coefficient with the aid of Statistical Package for Social Sciences (SPSS) software. The result showed that the reliability

coefficient (alpha) for all constructs are above 7 point indicating the reliability/consistency of the instrument used

**Table 3.1: Cronbach Alpha Value**

<b>NO</b>	<b>Leadership Style</b>	<b>No. items</b>	<b>Cronbach Alpha</b>
<b>1.</b>	<b>Transformational Leadership</b>		
	Articulating a vision	3	.781
	Inspirational communication	3	.823
	Intellectual stimulation	3	.865
	Supportive leadership	3	.754
	Personal recognition	3	.876
<b>2.</b>	<b>Transactional leadership</b>		
	Contingent reward	5	.823
	Management exception (active)	4	.734
	Management exception (passive)	4	.765
3	Job satisfaction	10	.732
4.	Job performance	10	.763

### **3.11. Data analysis tools and techniques**

Quantitative data collected through the survey questionnaire was encoded into Statistical Package for Social Science (SPSS) version 25.0. Then descriptive statistics and inferential statistical were used for the analysis. The descriptive statistical result presented in form of tables, frequency distributions and percentages to give a condensed picture of the data. This achieved through summary statistics, which includes the means, standard deviations values which were computed for each variable. Besides, inferential statistics such as correlation analysis and multiple linear regression analysis were used to test the relationships in order to determine the relative importance of each independent variable. To explore the potential mediating role of job satisfaction in the relationship between leadership and employee performance, Sobel tests were performed. Sobel tests assess the significance of the indirect effect of an independent variable on a dependent variable through a mediator.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with presentation, analysis and interpretation of data collected from respondents using questionnaires. The data collected was analyzed and interpreted in line with the objective of the study which was to investigate the relationship between leadership styles, job satisfaction, and employee performance within Menta Security and Manpower Service PLC. It gives the empirical findings and results following the application of these variables using the techniques indicated in the third chapter.

#### 4.1. Response Rate

The researcher distributed 269 questionnaires. Out of these, 194 questionnaires were completed and returned. This represents a response rate of 72.1% and a non-response rate of 27.9%. According to Mugenda (2003), a response rate of 50% is considered good and response rate greater than 70% is very good. The 72.1% response rate is thus considered a very good representative of respondents to provide enough information for analysis and to derive conclusions.

**Table 4.1: Response Rate**

Response rate	Sample size	Percentage (%)
Returned questionnaires	194	72.1
Un-returned questionnaires	75	27.9
<b>Total</b>	<b>269</b>	<b>100</b>

Source: (Survey data, 2024)

#### 4.2 General Information of Respondents

This section assesses general information of respondents. Respondents were asked about their gender, age, level of education attained, position and tenure in present organization. This information is not necessarily important for addressing research objectives, but they provided

important information that helps the researcher to determine the ability of the respondent to contribute meaningfully to the investigation. The result is presented in Table 4.2.

**Table 4.2 General Information of the respondent**

Main factor	Factor level	Frequency	Percentage
Gender	Male	127	65.5
	Female	67	34.5
	Total	194	100
Age	18 – 29 years	6	3.1
	30 - 40 years	81	41.8
	41-55 years	61	31.4
	Over 50 years	46	23.7
	Total	194	100
Educational qualification	Primary	43	22.2
	Secondary	132	68.0
	Diploma	15	7.7
	Degree	4	2.1
	Total	194	100.0
For how long you have been employed in this agency?	Under 1 years	47	24.2
	1 - 3 years	84	43.3
	3 - 5	43	22.2
	Above 5 years	20	10.3
	Total	194	100.0

Source, (Survey data, 2024)

Table 4.2 above shows the gender distribution of the respondents who participated in the study. From table 4.2 show that most respondents are male (65.5%), while females make up the remaining 34.5%. The findings showed that male respondents were more than with female a representation and this finding indicated that males were dominantly employed in private employment agency.

Respondents represented employees from a range of ages. The age distribution was 81 respondents (41.8%) age between 30 - 40 years, 61 respondents (31.4%) were age between 41 – 60 years, 46 respondents (23.7%) were above 50 years age, and the remaining 6 respondents

(3.1%) were age between 18 -29 years. The different age groups were therefore well represented in the study with the highest percentage falling within the age range of 30-40 years (41.8%). This indicates that most of the workforce is within a relatively mid-career stage.

Regarding the educational qualification, most respondents have secondary education (68.0%), followed by those with primary education (22.2%). This suggests that the workforce primarily consists of individuals with a high school education or lower. However, there is also a notable portion with diploma qualifications (7.7%) and some with degrees (2.1%). This therefore means that all the respondents who participated in this study were at least able to write and read.

Respondents were also asked their length of service year in the Menata Agency. Accordingly, 43.3% of the respondents stayed in their company from a range of 1 -3 years, 24.2% stayed less than a year, 22.2% stayed for 3 – 5 years, while the remaining 10.3% stayed for more than five years. The data show a relatively balanced distribution of respondents across different tenure groups, with the highest percentage having been employed for 1-3 years (43.3%). This suggests a mix of relatively new employees and those with more established tenure.

### 4.3. Descriptive Analysis of Study Variables

Descriptive statistics were employed to elucidate the fundamental characteristics of the data collected from the field. The objective was to explore the relationship between leadership styles (specifically, transformational and transactional leadership styles), job satisfaction, and employee performance within Menta Security and Manpower Service PLC. Respondents were asked to provide their perceptions or level of agreement with statements regarding the role of leadership, job satisfaction, and job performance using a five-point Likert scale. These responses were then analyzed using descriptive statistics, including mean scores and standard deviations. The composite mean value represents the average perception of all respondents regarding each question. Interpretation was facilitated by utilizing the grand mean of each independent dimension. A range of means was constructed based on the itemized Likert rating scale. The interpretation of the results followed the guidelines outlined in the study by Shrestha (2015) and is presented in Table 4.3..

**Table 4.3: Descriptive statistics result interpretation guide**

Interval of Means	Interpretation
-------------------	----------------

1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Medium
3.41 – 4.20	High
4.21 – 5.00	Very High

Source: (Shrestha, 2015)

### 4.3.1. Leadership Styles

The study aimed to evaluate the predominant leadership style at Menta Security and Manpower Service PLC by assessing employee perceptions through a survey of 28 questions, focusing on transformational and transactional leadership styles. These styles are prevalent in current management research within private business organizations (Matzler et al., 2018; Yang, 2019). Table 4.4 below presents the descriptive statistics of leadership styles.

**Table 4.4: Descriptive statistics for Transformational Leadership**

NO	Leadership Style	N	Min.	Max.	Mean	STD
<b>3.</b>	<b>Transformational Leadership</b>					
	Articulating a vision	194	2	5	4.05	0.7
	Inspirational communication	194	1	5	3.88	0.72
	Intellectual stimulation	194	1	5	3.86	0.71
	Supportive leadership	194	1	5	3.87	0.74
	Personal recognition	194	1	5	3.83	0.7
	<b>Grand Mean</b>	194	<b>1</b>	<b>5</b>	<b>3.89</b>	<b>0.714</b>
<b>4.</b>	<b>Transactional leadership</b>					
	Contingent reward	194	1	5	3.35	0.92
	Management exception (active)	194	1	5	3.59	0.89
	Management exception (passive)	194	1	5	3.53	1.1
	<b>Grand Mean</b>	194	<b>1</b>	<b>5</b>	<b>3.49</b>	<b>0.97</b>

Source: Own Survey, (2024)

Transformational leadership was assessed through five dimensions: articulating a vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition. The descriptive statistics for transformational leadership showed that "articulating a

vision" had the highest mean (4.05), while "personal recognition" had the lowest mean (3.83), resulting in an overall grand mean of 3.89 with a standard deviation of 0.714.

Transactional leadership was measured through three dimensions: contingent reward, management by exception (active), and management by exception (passive), with varying numbers of items per dimension. The descriptive statistics revealed that "management by exception (active)" had the highest mean (3.59), and "contingent reward" had the lowest mean (3.35), culminating in an overall grand mean of 3.49 with a standard deviation of 0.97.

The comparison of these means indicates that transformational leadership behaviors are more positively perceived and frequently exhibited by managers at Menta Security and Manpower Service PLC compared to transactional leadership behaviors. Specifically, the high mean for "articulating a vision" suggests strong employee agreement that their leaders effectively communicate a compelling vision for the organization, while the lower mean for "personal recognition" still reflects a relatively positive perception. In contrast, the moderate means for transactional leadership dimensions suggest a lesser emphasis on contingent rewards and a balanced practice of active management by exception.

In conclusion, the findings suggest that Menta Security and Manpower Service PLC predominantly employs transformational leadership styles, characterized by vision articulation, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition. These results align with current management research trends that highlight the effectiveness of transformational leadership in private business contexts. The organization can use these insights to strengthen transformational leadership practices and address areas for improvement in transactional leadership to achieve a balanced leadership approach.

#### **4.3.2. Employees' Job Satisfaction**

The satisfaction level of employees at Menta Security and Manpower Service PLC was evaluated using a Likert scale comprising ten items. This scale, adapted from Arham (2012), consisted of statements reflecting various aspects of job satisfaction. Respondents were asked to indicate their level of agreement on a five-point scale, ranging from strongly disagree to strongly agree. The results of this assessment were compiled and presented in Table 4.5, providing an

overview of employees' perceptions regarding different facets of their job satisfaction within the organization.

**Table 4.5: Descriptive Statistics on Employee Job Satisfaction**

<b>NO.</b>	<b>Item</b>	<b>Mean</b>	<b>SD</b>
1.	I feel motivated to perform well in my job.	3.11	1.03
2.	I feel appreciated and valued for my contributions to the organization	2.90	0.90
3.	I feel that my skills and abilities are utilized effectively in my job	2.83	0.95
4.	I am proud to be a part of this organization.	2.80	0.93
5.	I feel adequately compensated for the work I do	2.75	1.18
6	I have a positive relationship with my colleagues and supervisors	3.77	1.12
7.	I am satisfied with the opportunities for training and development provided by the organization	3.08	1.26
8.	I am satisfied with my overall job role and responsibilities	3.32	1.17
9.	I am satisfied with the organizational culture and work environment	3.10	1.17
10.	I am satisfied with the level of autonomy and decision-making authority I have in my role	2.76	1.14
	<b>Grand mean</b>	<b>3.04</b>	<b>1.09</b>

Source: (Field Survey, 2024)

The analysis of the descriptive statistics on employee job satisfaction at Menta Security and Manpower Service PLC reveals a mixed picture of the workforce's perceptions and sentiments. While some aspects show relatively positive ratings, others indicate areas of concern that may require attention from management. The findings suggest that employees generally feel motivated to perform well in their jobs, with a mean score of 3.11. This indicates a moderate level of agreement with the statement, implying that there is room for improvement in enhancing motivational factors within the workplace. Similarly, positive relationships with colleagues and

supervisors receive a relatively high mean score of 3.77, suggesting that interpersonal dynamics within the organization are a strength.

However, certain areas show lower levels of satisfaction among employees. For instance, the mean score for feeling appreciated and valued for contributions to the organization is 2.90, indicating a less favorable perception in this regard. Additionally, satisfaction with compensation (mean = 2.75) and autonomy in decision-making (mean = 2.76) are relatively low, suggesting potential dissatisfaction with these aspects of employment.

On a more positive note, employees express overall satisfaction with their job roles and responsibilities (mean = 3.32) and the opportunities for training and development provided by the organization (mean = 3.08). This indicates that employees find fulfillment in their assigned tasks and appreciate the learning and growth opportunities available to them.

The implications of these findings are twofold. Firstly, it is essential for management to recognize and address areas of dissatisfaction, such as compensation and recognition, to improve employee morale and retention. This may involve revisiting reward systems, implementing recognition programs, or conducting regular feedback sessions to understand and address employee concerns. Secondly, the organization should continue to leverage its strengths, such as positive interpersonal relationships and opportunities for growth, to foster a supportive and engaging work environment.

In conclusion, the analysis of employee job satisfaction highlights both strengths and areas for improvement within Menta Security and Manpower Service PLC. By addressing areas of concern and building on existing strengths, the organization can work towards enhancing overall employee satisfaction and engagement, ultimately contributing to its long-term success and competitiveness.

### **4.3.3. Descriptive Statistics on Employees' Job Performance**

The employee job performance level of Menta Security and Manpower Service PLC was evaluated using a Likert scale comprising ten items. Respondents were asked to indicate their level of agreement on a five-point scale, ranging from strongly disagree to strongly agree. The results of this assessment were compiled and presented in Table 4.5, providing an overview of

employees' perceptions regarding different facets of their job performance within the organization.

**Table 4.5: Descriptive Statistics on Employee Job Satisfaction**

<b>NO.</b>	<b>Item</b>	<b>Mean</b>	<b>SD</b>
1.	I consistently meet or exceed the performance expectations set for my role.	3.51	1.06
2.	I demonstrate a strong work ethic and commitment to my responsibilities	3.36	0.97
3.	I effectively communicate with my colleagues and supervisors	3.68	0.95
4.	I am adaptable and open to learning new skills to improve my performance	3.40	0.99
5.	I take initiative and seek opportunities to contribute beyond my assigned duties	3.55	0.75
6	I collaborate well with team members to achieve common goals	3.55	0.92
7.	I consistently meet deadlines and manage my time effectively	3.57	0.99
8.	I accept constructive feedback positively and take steps to improve my performance	3.57	0.99
9.	I demonstrate professionalism in my interactions with colleagues, clients, and stakeholders	3.56	0.95
10.	I am committed to upholding the values and mission of the agency	3.64	1.01
	<b>Grand mean</b>	3.54	0.96

Source: (Field Survey, 2024)

The descriptive statistics on employee job performance at Menta Security and Manpower Service PLC provides a comprehensive picture of the workforce's performance across various areas of

their roles within the organization. The mean scores range from 3.36 to 3.68, indicating a consistent level of agreement across different aspects of job performance. Notably, aspects such as meeting performance expectations (Mean=3.51), effective communication (Mean = 3.68), and commitment to upholding organizational values (Mean=3.64) scored relatively higher, suggesting that employees feel competent in fulfilling their roles and aligning with the company's ethos.

However, areas such as demonstrating a strong work ethic (Mean = 3.36) and adaptability to learning new skills (Mean = 3.40) scored slightly lower, even if still within a moderately positive range. This could indicate potential areas for improvement in fostering a culture of continuous improvement and professional development within the organization.

The standard deviations, ranging from 0.75 to 1.06, suggest varying levels of dispersion around the mean for each item, implying differing degrees of consensus among employees regarding their job satisfaction levels.

Overall, with a grand mean of 3.54 and a relatively low standard deviation of 0.96, the data indicates a cohesive perception of job performance among employees at Menta Security and Manpower Service PLC. However, it also highlights specific areas where targeted interventions or initiatives may further enhance employee engagement and performance, ultimately contributing to the organization's overall success and sustainability.

#### 4.4. Correlations Between the Study variables

To determine the significance level of the correlation and to evaluate and measure the strength of this relationship, a Pearson Correlation Coefficient was conducted. The results were interpreted using Marczyk, Dematteo, & Festinger's (2005) guide, presented in Table 4.6.

**Table 4.6: Correlation result interpretation guide**

Correlation value in range	Interpretation
0.00 to 0.19	Weak/ very low correlation
0.20 to 0.39	Low correlation
0.40 to 0.59	Moderate correlation
0.60 to 0.79	High correlation
0.8 to 1.0	Very high correlation

Source: (Marczyk, et al, 2005)

**Transformational Leadership and Employee Performance:** As indicated in Table 4.7, the correlation analysis reveals significant positive relationships among the study variables, with varying degrees of strength. Transformational leadership style shows the strongest association with employee performance ( $r = .805, p < .01$ ), indicating a very high positive correlation. This suggests that as transformational leadership practices increase, employee performance tends to increase substantially. Previous studies also affirm the strong positive correlation between transformational leadership and employee performance. For instance, a study by Asif et al. (2019) highlighted that transformational leadership significantly enhances employee performance by fostering an environment of trust and motivation. This aligns with the very high correlation ( $r = .805, p < .01$ ) found in this study, reinforcing the critical role transformational leadership plays in driving superior performance outcomes. Moreover, Li et al. (2021) demonstrated that transformational leadership leads to higher levels of innovation and performance in employees, particularly in dynamic and competitive environments. This further supports the notion that transformational leadership is highly effective in improving employee performance, consistent with our findings.

**Table 4.7: Correlation between Leadership Styles, Job satisfaction and Job Performance**

		Transformational leadership style	Transactional leadership style	Job satisfaction	Employee performance
Transformational leadership style	Pearson Correlation	1	.482**	.521**	.805**
	Sig. (2-tailed)		.000	.000	.000
	N	194	194	194	194
Transactional leadership style	Pearson Correlation	.482**	1	.221**	.457**
	Sig. (2-tailed)	.000		.002	.000
	N	194	194	194	194
Job satisfaction	Pearson Correlation	.521**	.221**	1	.558**
	Sig. (2-tailed)	.000	.002		.000
	N	194	194	194	194
Employee performance	Pearson Correlation	.805**	.457**	.558**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	194	194	194	194

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

Source: (Field Survey, 2024)

**Transformational Leadership and Job Satisfaction:** As indicated in Table 4.7, transformational leadership is moderately correlated with job satisfaction ( $r = .521, p < .01$ ) and transactional leadership style ( $r = .482, p < .01$ ), indicating that transformational leadership also contributes positively to job satisfaction and tends to coexist with transactional leadership behaviors to a moderate extent. The moderate positive correlation between transformational leadership and job satisfaction ( $r = .521, p < .01$ ) in this study is also supported by recent research. For instance, a study by Munir et al. (2020) found that transformational leadership significantly enhances job satisfaction by fulfilling employees' psychological needs and aligning their goals with the organization's vision. Similarly, Afsar et al. (2020) reported that transformational leaders, through their supportive and motivational behaviors, significantly boost job satisfaction among employees.

**Transactional Leadership and Employee Performance:** Transactional leadership style, while positively correlated with employee performance ( $r = .457, p < .01$ ), exhibits a moderate relationship, suggesting that while it positively influences performance, its impact is not as strong as transformational leadership. The moderate correlation between transactional leadership and employee performance ( $r = .457, p < .01$ ) aligns with recent findings that transactional leadership, while effective, does not have as strong an impact as transformational leadership. A study by Yahaya and Ebrahim (2016) confirmed that transactional leadership positively influences performance but primarily through contingent rewards and structured tasks, which may not elicit the same level of intrinsic motivation as transformational leadership. Furthermore, research by Ng and Feldman (2015) suggests that transactional leadership is effective in achieving short-term goals and ensuring task completion, supporting the notion of its moderate but less pronounced impact on performance compared to transformational leadership.

**Transactional Leadership and Job Satisfaction:** As indicated in Table 4.7, the correlation between transactional leadership and job satisfaction is low ( $r = .221, p < .01$ ), indicating a weaker, yet significant, positive relationship. This implies that transactional leadership practices have a modest influence on how satisfied employees feel with their jobs. The low positive correlation between transactional leadership and job satisfaction ( $r = .221, p < .01$ ) is consistent

with findings from recent studies. For example, a study by Khalili (2017) indicated that while transactional leadership provides clear expectations and rewards, it does not significantly enhance job satisfaction compared to transformational leadership, which offers more intrinsic motivation and personal growth opportunities.

**Job Satisfaction and Employee Performance:** As indicated in table 4.7, job satisfaction itself shows a moderate positive correlation with employee performance ( $r = .558, p < .01$ ), indicating that higher job satisfaction is associated with better performance. This finding underscores the importance of fostering job satisfaction to enhance employee performance. The moderate positive correlation between job satisfaction and employee performance ( $r = .558, p < .01$ ) found in this study is corroborated by previous research. For instance, a meta-analysis by Schleicher et al. (2019) affirmed that job satisfaction is a substantial predictor of employee performance, highlighting the importance of fostering a satisfying work environment to enhance performance outcomes.

Overall, the findings of this study are well-aligned with recent research, reinforcing the prevailing understanding that transformational leadership is a critical driver of both job satisfaction and employee performance, with transactional leadership having a supportive but less influential role. Recent studies continue to support the significant positive relationships identified in this study, underscoring the importance of leadership styles in organizational effectiveness and employee outcomes.

## **4.5. Analysis of Regression Results**

The study has also objectives to examine the effect of transformational and transactional leadership styles and job satisfaction on employees performance at Menta Security and Manpower Service PLC. This was done through regression analysis. However, before directly going to present the result of the regression analysis, the result of assumption/diagnostic tests is presented hereafter.

### **4.5.1. Assumptions Test for Multiple Linear Regressions**

Multiple linear regressions are based on the assumptions of Ordinary Least Square (OLS). When one decides to analyze data by means of multiple regressions, part of the process involves

checking to make sure that the data need to analyze can in fact be analyzed using multiple regression. One could do this because it is only appropriate to use multiple regressions if the data "passes" those assumptions that are required for multiple regressions to give a valid result. So, in the following section necessary diagnostic tests were carried out on the variables.

#### 4.5.1.1. Multicollinearity Test

Multicollinearity refers to the situation where two or more independent variables in a regression model are highly correlated, leading to inflated standard errors and difficulties in determining the individual effect of each variable (Asteriou & Hall, 2011). To detect multicollinearity, the Variance Inflation Factor (VIF) and Tolerance values are commonly used. Tolerance is calculated as 1 minus the R-squared value obtained when the variable is regressed on the other independent variables, while VIF is the reciprocal of Tolerance (1/Tolerance). According to Hair et al. (2010), significant multicollinearity concerns are indicated by a Tolerance value less than 0.1 and a VIF value greater than 10. In Table 4.8, the Tolerance and VIF values for the independent variables (transformational style, transactional leadership style and job satisfaction), are presented as follows.

**Table 4.8: Multicollinearity test for the Study Variables**

Variable	Tolerance	VIF
Transformational leadership style	.588	1.702
Transactional leadership style	.767	1.304
Job satisfaction	.728	1.375

Source; (Survey data, 2024)

The results from Table 4.8 indicate that none of the independent variables (transformational leadership style, transactional leadership style, and job satisfaction) exhibit significant multicollinearity concerns. All Tolerance values are well above 0.1, and all VIF values are far below the threshold of 10. This implies that the independent variables are sufficiently independent of one another, allowing for reliable estimation of their individual effects in the regression model. Therefore, the regression analysis can proceed without adjusting for multicollinearity.

#### 4.5.1.2. Homoscedasticity Test

Heteroscedasticity occurs when the variance of the errors (residuals) in a regression model is not consistent across all levels of the independent variables (Long & Ervin, 2000). This issue breaches one of the key assumptions of classical linear regression, known as homoscedasticity, which assumes that error variance remains constant (Tabachnick & Fidell, 2007). To identify heteroscedasticity, the Breusch-Pagan test is commonly employed. The null hypothesis (Ho) for this test posits that the error variance is constant (homoscedasticity). Table 4.9 presents the results of the Breusch-Pagan test for heteroscedasticity as follows.

**Table 4.9: Breusch-Pagan for Heteroscedasticity**

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of employee performance
chi2(1) = 1.91
Prob > chi2 = 0.2108

Source; (Survey data, 2024)

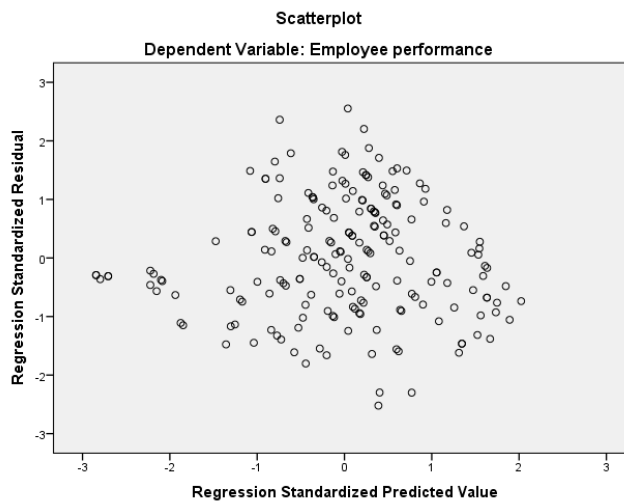
The chi-squared test statistic of 1.91 with 1 degree of freedom yields a p-value (Prob > chi2) of 0.2108. This p-value indicates the probability of obtaining the observed test statistic if the null hypothesis of constant variance (homoscedasticity) is true. Since the p-value is greater than the conventional significance level of 0.05, we fail to reject the null hypothesis. Therefore, there is insufficient evidence to conclude that there is heteroscedasticity present in the regression model. The results of the Breusch-Pagan test suggest that there is no significant evidence of heteroscedasticity in the regression model. Thus, the assumption of constant variance of errors across all levels of the independent variables holds, and the regression coefficients estimated from the model remain unbiased and consistent.

#### 4.5.1.3. Linearity Test

The linearity assumption in multiple regression analysis posits that there should be a linear relationship between the dependent variable and each of the independent variables individually, as well as between the dependent variable and all independent variables collectively (Asghar & Saleh, 2012). One of the most common methods to verify linearity is by creating scatter plots and

visually inspecting them. If the plot does not exhibit an obvious pattern and the points are evenly distributed above and below zero on the X-axis, and to the left and right of zero on the Y-axis, it indicates linearity. Figure 4.1 displays the scatterplot of studentized residuals against the predicted values. The scatterplot shows a horizontal band of points, which suggests a linear relationship.

**Figure 4.1: a Studentized residual scatter plot dependent variables**

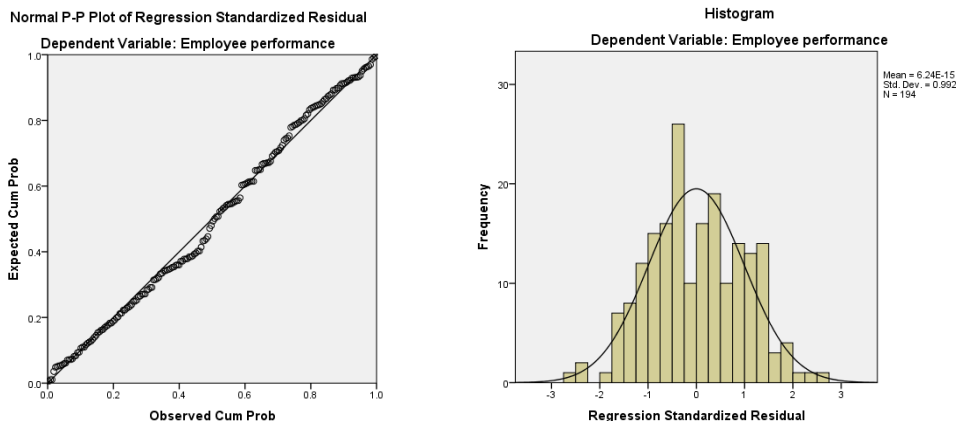


Source; (Survey Data, 2024)

#### **4.5.1.4. Normality Test**

Another key assumption of multiple regression is normality, which requires that residuals (errors) are approximately normally distributed. For valid inferences from regression analysis, the residuals should follow a normal distribution. One straightforward method to verify this assumption is by plotting a normal P-P plot or a histogram for the dependent variable to confirm the result (Asghar & Saleh, 2012). This graphical technique plots the cumulative probabilities (ranging from 0 to 1) on the X-axis against the expected probabilities under a normal distribution on the Y-axis. If the sample is perfectly normally distributed, the points will align along a straight diagonal line. Figure 4.2 displays the Normal P-P Plot for the dependent variable (Employee performance), where the points align along a straight line, indicating that the data is normally distributed.

**Figure 4.2: Normal P-P Plot and Histogram for Normality Test**



Source; (Survey data, 2024)

Figure 4.2 also show the histogram for the normality test, the distribution of the residuals is displayed. As the residuals are normally distributed, the histogram exhibits a symmetric, bell-shaped curve centered around the mean, resembling a normal distribution, which indicated normal distribution. This aligns with the assumptions of regression analysis and suggests that the residuals follow the expected pattern for normality. This confirmation adds credibility to the regression results and supports the validity of statistical inferences drawn from the model.

## **4.5.2. Analysis of Regression Results**

The main objective of study was investigating the relationship between leadership styles, job satisfaction, and employee performance within Menta Security and Manpower Service PLC. The findings from the regression analyses elucidated the direct impacts of two leadership styles and job satisfaction on job performance, while the Sobel tests shed light on whether job satisfaction mediated the relationship between two leadership styles and employee performance. This comprehensive approach allowed for a thorough examination of the factors influencing job performance within the studied context. The result of the regression analysis is presented hereafter.

### **4.5.2.1. Analyzing the individual effects of leadership styles and job satisfaction on job performance**

To address the first three objectives—specifically, analyzing the individual effects of transformational leadership style, transactional leadership style, and job satisfaction on job performance—multiple linear regression analyses were conducted. In these analyses,

transformational leadership style, transactional leadership style, and job satisfaction were treated as independent variables, while job performance was treated as the dependent variable. These analyses aimed to investigate the individual effects of two leadership styles and job satisfaction on job performance.

**i) The Multiple Coefficient of Determination R<sup>2</sup>**

The Model Summary Table 4.10 provides key statistical metrics to evaluate the performance of the regression model. These metrics offer insights into how well the independent variables (predictors) collectively explain the variability in the dependent variable. Coefficient of determination explains the percentage of variation in the dependent variable (employee performance) that is explained by all the three independent variables (transformational leadership style, transactional leadership style, and job satisfaction). Table 4.10 below present the model summary.

**Table 4.10: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 <sup>a</sup>	.682	.677	.49058

a. Predictors: (Constant), Job satisfaction, Transactional leadership style, Transformational leadership style

b. Dependent Variable: Employee performance

Source, (Survey data, 2024)

The model summary indicates that the predictors (job satisfaction, transactional leadership style, and transformational leadership style) collectively explain a significant portion of the variance in employee performance, with a strong correlation coefficient (R = .826) and a high R Square value (.682). The adjusted R Square value (.677) confirms the robustness of the model, and the standard error of the estimate (0.49058) indicates a good fit. These results demonstrate that the independent variables have a substantial impact on the dependent variable, providing a strong basis for understanding the individual effects of leadership styles and job satisfaction on job performance.

## ii) ANOVA Interpretation

The result in ANOVA table 4.11 shows that the sum of squares of the regression is 97.894 at 3 degrees of freedom and a mean square of 32.631. The residual sum of squares is 45.727 with 190 degrees of freedom and mean square value of .241. The ANOVA results indicate that the regression model, including job satisfaction, transactional leadership style, and transformational leadership style as predictors, is highly significant in predicting employee performance. The F-statistic of 135.586 with a significance level of .000 confirms that the model explains a significant amount of variance in employee performance. Therefore, the individual effects of these predictors on employee performance are collectively significant.

**Table 4.11: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.894	3	32.631	135.586	.000b
	Residual	45.727	190	.241		
	Total	143.621	193			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job satisfaction, Transactional leadership style, Transformational leadership style

Source; (Survey data, 2024)

## iii) Regression Coefficients

The Coefficients table provides information about the regression coefficients for each independent variable included in the model. These coefficients represent the estimated effect of each predictor variable on the dependent variable, holding other variables constant. The findings in Table 4.13 show the coefficients of the regression. According to the findings, the coefficients for all three independent variables (job satisfaction, transactional leadership style, transformational leadership style) are statistically significant, suggesting that the variables have a significant impact on employee performance, since significance value is less than 0.05.

**Table 4.13: Coefficients for independent variables**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.633	.214		-2.959	.003

	Transformational leadership style	.827	.067	.656	12.291	.000
	Transactional leadership style	.098	.047	.098	2.099	.037
	Job satisfaction	.239	.059	.194	4.050	.000

a. Dependent Variable: Employee Performance

Source: (Survey data, 2024)

**Transformational Leadership Style:** The unstandardized coefficient (B) for transformational leadership style is .827, indicating that for every one-unit increase in transformational leadership style, the expected change in employee performance is .827 units. The standardized coefficient (Beta) of .656 suggests that transformational leadership style has a strong positive effect on employee performance. The t-value of 12.291 is highly significant ( $p = .000$ ), indicating that the coefficient is significantly different from zero.

**Transactional Leadership Style:** The unstandardized coefficient for transactional leadership style is .098, suggesting that for every one-unit increase in transactional leadership style, there is a .098-unit increase in employee performance. The standardized coefficient (Beta) is .098, indicating a weaker effect compared to transformational leadership style. The t-value of 2.099 is significant ( $p = .037$ ), suggesting that the coefficient is significantly different from zero.

**Job Satisfaction:** The unstandardized coefficient for job satisfaction is .239, implying that for every one-unit increase in job satisfaction, there is a .239-unit increase in employee performance. The standardized coefficient (Beta) of .194 suggests a moderate positive effect of job satisfaction on employee performance. The t-value of 4.050 is highly significant ( $p = .000$ ), indicating that the coefficient is significantly different from zero.

When substituting the beta coefficients into the regression equation, the model can be expressed as:

$$Employee\ Performance = -0.633 + (0.656 \times Transformational\ Leadership\ Style) + (0.098 \times Transactional\ Leadership\ Style) + (0.194 \times Job\ Satisfaction)$$

This equation represents the relationship between the independent variables (transformational leadership style, transactional leadership style, and job satisfaction) and the dependent variable (employee performance) in the regression model. The regression equation reveals that

transformational leadership style has the most significant positive impact on employee performance, with every one-unit increase in this leadership style resulting in a 0.656 unit increase in performance. Job satisfaction also positively affects employee performance, contributing a 0.194 unit increase per one-unit rise in satisfaction. Transactional leadership style has the smallest positive effect, with a 0.098 unit increase in performance for each unit increase in this leadership style. Overall, transformational leadership is the strongest predictor of employee performance, followed by job satisfaction and transactional leadership style.

Overall, the coefficients for the independent variables provide insights into their individual effects on employee performance. Transformational leadership style emerges as the strongest predictor, followed by job satisfaction and transactional leadership style. These results suggest that increasing transformational leadership behaviors, fostering job satisfaction, and to a lesser extent, enhancing transactional leadership practices, are all associated with improved employee performance.

#### **4.5.2.2. Analyzing the Mediating Role of Job Satisfaction**

The fifth specific objective of the study was to explore the mediating role of job satisfaction in the relationship between two leadership styles and employee performance. To explore the potential mediating role of job satisfaction in the relationship between leadership styles and employee performance, Sobel tests were performed. Sobel tests assess the significance of the indirect effect of an independent variable on a dependent variable through a mediator.

##### **a) Testing the mediating role of job satisfaction in the relationship between transformational leadership and employee performance**

The Sobel test was conducted to examine the mediating role of job satisfaction in the relationship between transformational leadership and employee performance. The path coefficients and their standard errors are shown in Table 4.14.:

**Table 4.14: Sobel test for the mediating role of job satisfaction**

Path	Coefficient ( $\beta$ )	Standard Error (SE)
Transformational Leadership $\rightarrow$ Job Satisfaction	0.533	0.063

(a)		
Job Satisfaction → Performance (b)	0.235	0.060

Test	Statistic	Value
Sobel Test	z-value	3.554
	One-tailed p-value	0.000
	Two-tailed p-value	0.000

Source: (Survey data, 2024)

The path coefficient (*a*) from transformational leadership to job satisfaction is 0.533 with a standard error of 0.063. This indicates a strong positive relationship, suggesting that transformational leadership significantly enhances job satisfaction among employees.

The path coefficient (*b*) from job satisfaction to performance is 0.235 with a standard error of 0.060, indicating a moderate positive relationship. This suggests that higher job satisfaction contributes to better employee performance.

The Sobel test's z-value of 3.554 is well above the critical value of 1.96 for a 95% confidence level, indicating that the mediation effect of job satisfaction is statistically significant. Both the one-tailed and two-tailed p-values are 0.000, which are significantly below the typical alpha level of 0.05, confirming that the mediation effect is highly significant.

Overall, the results from the Sobel test demonstrate that job satisfaction significantly mediates the relationship between transformational leadership and employee performance at Menta Security and Manpower Service PLC. Transformational leadership positively impacts job satisfaction, which in turn positively affects employee performance. This highlights the importance of fostering job satisfaction to enhance performance, suggesting that transformational leadership practices should be emphasized to achieve better organizational outcomes.

**b) Testing the mediating role of job satisfaction in the relationship between transactional leadership style and employee performance**

The Sobel test was conducted to examine the mediating role of job satisfaction in the relationship between transactional leadership and employee performance. The path coefficients and their standard errors are shown in Table 4.14.:

**Table 4.14: Sobel test for the mediating role of job satisfaction**

Path	Coefficient ( $\beta$ )	Standard Error (SE)
Transactional Leadership $\rightarrow$ Job Satisfaction (a)	0.180	0.057
Job Satisfaction $\rightarrow$ Performance (b)	0.592	0.069

Test	Statistic	Value
Sobel Test	z-value	<b>3.554</b>
	One-tailed p-value	0.000
	Two-tailed p-value	0.000

Source: (Survey data, 2024)

The path coefficient (*a*) from transactional leadership to job satisfaction is 0.180 with a standard error of 0.057, indicating a positive but relatively weaker relationship compared to the transformational leadership path. This suggests that transactional leadership has a modest positive impact on job satisfaction among employees.

The path coefficient (*b*) from job satisfaction to performance is 0.592 with a standard error of 0.069, indicating a strong positive relationship. This suggests that higher job satisfaction significantly contributes to better employee performance.

The Sobel test's z-value of 3.554 exceeds the critical value of 1.96 for a 95% confidence level, indicating that the mediation effect of job satisfaction is statistically significant. Both the one-tailed and two-tailed p-values are 0.000, which are significantly below the typical alpha level of 0.05, confirming that the mediation effect is highly significant.

Overall, the results from the Sobel test demonstrate that job satisfaction significantly mediates the relationship between transactional leadership and employee performance at Menta Security and Manpower Service PLC. Although the direct effect of transactional leadership on job satisfaction is weaker compared to transformational leadership, the positive impact on job

satisfaction subsequently enhances employee performance significantly. This suggests that while transactional leadership practices contribute to job satisfaction and performance, their effect is more pronounced when mediated through job satisfaction. Therefore, enhancing job satisfaction remains crucial for improving performance, regardless of the leadership style employed.

#### **4.6. Discussion of Findings**

The present study aimed to examine the effects of transformational and transactional leadership styles on employee performance, with a particular focus on the mediating role of job satisfaction. Through a combination of correlation analysis, multiple regression analysis, and Sobel tests, the study provided a comprehensive understanding of how these leadership styles influence employee performance directly and indirectly via job satisfaction. The findings are situated within the broader context of existing literature, offering insights into the relative importance of transformational versus transactional leadership in promoting high performance. Furthermore, by identifying job satisfaction as a significant mediator, the study underscores the critical role of employee well-being in translating leadership practices into tangible performance outcomes. This discussion will delve into these findings, comparing them with recent research to highlight the study's contributions to the field.

The correlation analysis showed significant positive relationships between transformational leadership style, transactional leadership style, job satisfaction, and employee performance. Specifically, transformational leadership exhibited the strongest positive correlation with employee performance ( $r = .805$ ,  $p < .01$ ). Recent studies support these findings, highlighting that transformational leadership significantly enhances employee performance through increased motivation, engagement, and commitment (Ghasemy et al., 2022; Lee et al., 2021). Ghasemy et al. (2022) emphasized that transformational leaders, by inspiring and intellectually stimulating their employees, foster an environment conducive to high performance. Similarly, Lee et al. (2021) found that transformational leadership positively affects employees' innovative behaviors, which are critical for performance in dynamic environments.

The multiple regression analysis indicated that transformational leadership style ( $\beta = .656$ ,  $p < .01$ ), job satisfaction ( $\beta = .194$ ,  $p < .01$ ), and transactional leadership style ( $\beta = .098$ ,  $p < .05$ ) significantly predict employee performance. Transformational leadership emerged as the most

substantial predictor, which is in line with recent research by Hidayah et al. (2022) and Khalil et al. (2021). Hidayah et al. (2022) reported that transformational leadership significantly influences both task performance and contextual performance, particularly in knowledge-intensive industries. Khalil et al. (2021) also observed that transformational leadership enhances employee performance by fostering a supportive work environment and encouraging continuous professional development.

Job satisfaction's significant positive effect on employee performance aligns with the findings of recent studies. For instance, Nawaz and Pangil (2022) reported that job satisfaction mediates the relationship between leadership styles and employee outcomes, suggesting that satisfied employees are more likely to exhibit higher performance levels. The study by Nawaz and Pangil (2022) further underscores that job satisfaction plays a critical role in translating leadership behaviors into tangible performance improvements.

The Sobel test results provided evidence that job satisfaction significantly mediates the relationship between both leadership styles (transformational and transactional) and employee performance. The indirect effect of transformational leadership on employee performance through job satisfaction was significant ( $z = 3.554, p < .01$ ). This finding is supported by recent research from Al-Mamary et al. (2022), which showed that job satisfaction mediates the impact of transformational leadership on employee performance by enhancing employees' intrinsic motivation and sense of accomplishment.

Similarly, the mediating role of job satisfaction in the relationship between transactional leadership and employee performance was significant ( $z = 3.554, p < .01$ ), though with a smaller effect size compared to transformational leadership. This is consistent with the findings of Peng et al. (2022), who found that transactional leadership positively affects job satisfaction through the establishment of clear expectations and reward systems, which in turn enhances employee performance. Peng et al. (2022) emphasized that while transactional leadership is effective in promoting job satisfaction and performance, its impact is less pronounced compared to transformational leadership.

In general, the study's findings confirm that transformational leadership style, transactional leadership style, and job satisfaction significantly influence employee performance, with

transformational leadership having the most substantial impact. The results also highlight the critical mediating role of job satisfaction in the relationship between both leadership styles and employee performance. These findings are corroborated by recent studies, which underscore the importance of transformational leadership and job satisfaction in enhancing employee performance. Organizations should therefore focus on developing transformational leadership capabilities and fostering job satisfaction to optimize employee performance.

## **CHAPTER FIVE**

### **MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents a summary of the study findings, conclusions, recommendations, and future research direction. Based on the key findings and results, conclusions are drawn and recommendations were made.

## 5.1. Summary of Major Findings

The study aimed to investigate the relationships between leadership, job satisfaction, and employee performance at Menta Security and Manpower Service PLC. The findings from multiple regression analyses and Sobel tests provided significant insights into how leadership styles (transformational and transactional) and job satisfaction impact employee performance.

The descriptive statistics for leadership styles, job satisfaction, and job performance at Menta Security and Manpower Service PLC reveal several key insights. Transformational leadership behaviors are perceived positively, with the highest mean for "articulating a vision" (4.05) and an overall grand mean of 3.89, indicating strong employee agreement on their leaders' effectiveness. Transactional leadership received moderate ratings, with a grand mean of 3.49, suggesting a balanced practice of active management by exception. Job satisfaction showed mixed results, with positive ratings for relationships with colleagues (mean = 3.77) and overall job roles (mean = 3.32), but lower satisfaction with compensation (mean = 2.75) and recognition (mean = 2.90), resulting in a grand mean of 3.04. Employee job performance was consistently rated positively, particularly in communication (mean = 3.68) and upholding organizational values (mean = 3.64), with a grand mean of 3.54. These findings highlight the strengths of transformational leadership and effective communication within the organization while indicating areas for improvement in compensation and recognition to enhance overall job satisfaction and performance.

The correlation analysis of leadership styles, job satisfaction, and employee performance at Menta Security and Manpower Service PLC reveals significant positive relationships among these variables, with transformational leadership showing a very high positive correlation with employee performance ( $r = .805$ ) and a moderate correlation with job satisfaction ( $r = .521$ ). Transactional leadership also positively correlates with both employee performance ( $r = .457$ ) and job satisfaction ( $r = .221$ ), though to a lesser extent. Job satisfaction itself is moderately correlated with employee performance ( $r = .558$ ). These findings align with recent studies, such as those by Asif et al. (2019) and Munir et al. (2020), which highlight the critical role of transformational leadership in enhancing performance and job satisfaction. Transactional leadership's moderate impact is consistent with the work of Yahaya and Ebrahim (2016), which underscores its effectiveness in structured tasks and short-term goals. Overall, the results

underscore the importance of transformational leadership in driving superior performance and satisfaction, with transactional leadership playing a supportive role.

The regression analysis conducted to investigate the relationship between leadership styles, job satisfaction, and employee performance at Menta Security and Manpower Service PLC revealed several significant findings. The model summary indicated that the predictors collectively explain a substantial portion of the variance in employee performance, with a strong correlation coefficient ( $R = .826$ ) and a high R Square value (.682), indicating a robust model fit. The ANOVA results confirmed the significance of the regression model in predicting employee performance, with a highly significant F-statistic ( $F = 135.586$ ). Moreover, the coefficients for the independent variables revealed that transformational leadership style had the most significant positive impact on employee performance, followed by job satisfaction and transactional leadership style. These results underscore the importance of transformational leadership behaviors and job satisfaction in driving employee performance within the organization, providing valuable insights for enhancing leadership practices and employee outcomes.

The study also investigated the mediating role of job satisfaction in the relationship between two leadership styles (transformational and transactional) and employee performance at Menta Security and Manpower Service PLC. Sobel tests were conducted to assess the significance of the indirect effects. The results indicated that job satisfaction significantly mediated the relationship between both transformational and transactional leadership styles and employee performance. For transformational leadership, the path coefficient from leadership to job satisfaction was strong, leading to a subsequent positive impact on performance. Similarly, although the direct effect of transactional leadership on job satisfaction was weaker, it still significantly enhanced employee performance through job satisfaction mediation. These findings highlight the critical role of job satisfaction in translating leadership behaviors into improved performance outcomes, emphasizing its importance regardless of the leadership style employed.

## **5.2. Conclusion**

Conclusions drawn from the comprehensive analysis of leadership styles, job satisfaction, and employee performance at Menta Security and Manpower Service PLC highlight several key

aspects crucial for organizational success. Firstly, the study underscores the significance of transformational leadership in driving superior performance and job satisfaction within the organization. The strong positive correlation between transformational leadership and both employee performance and job satisfaction suggests that leaders who inspire and motivate their teams towards a shared vision contribute significantly to organizational success. This finding aligns with contemporary literature emphasizing the pivotal role of transformational leadership in fostering employee engagement, commitment, and productivity (Ghasemy et al., 2022; Lee et al., 2021). Therefore, cultivating transformational leadership behaviors should be prioritized in leadership development initiatives to enhance organizational performance.

Secondly, while transactional leadership exhibited a moderate positive impact on both job satisfaction and employee performance, its influence was comparatively weaker than transformational leadership. Nonetheless, transactional leadership's role in providing clear expectations and rewards contributes to maintaining organizational stability and achieving short-term goals. The study's findings support the notion that transactional leadership complements transformational leadership by providing necessary structure and incentives for task completion (Yahaya & Ebrahim, 2016). Thus, organizations should strike a balance between transformational and transactional leadership practices, leveraging the strengths of both approaches to maximize employee satisfaction and performance.

Thirdly, job satisfaction emerged as a critical mediator in the relationship between leadership styles and employee performance. The Sobel test results underscored the significant indirect effects of both transformational and transactional leadership on employee performance through job satisfaction. This highlights the pivotal role of employees' perceptions of their work environment, relationships with colleagues, and recognition in translating leadership behaviors into tangible outcomes. Organizations should prioritize initiatives aimed at enhancing job satisfaction through strategies such as fair compensation, opportunities for career advancement, and fostering a supportive work culture.

Lastly, the study's findings emphasize the importance of holistic approaches to leadership development and employee engagement. By recognizing the interplay between leadership styles, job satisfaction, and employee performance, organizations can design targeted interventions to create a conducive work environment that promotes both individual and organizational success.

Moreover, the study underscores the value of empirical research in informing evidence-based management practices, providing actionable insights for organizational leaders to drive positive change.

In conclusion, the study's findings underscore the critical role of transformational leadership, transactional leadership, and job satisfaction in shaping employee performance and organizational outcomes. By prioritizing leadership development initiatives that foster transformational leadership behaviors, complemented by transactional leadership practices, and implementing strategies to enhance job satisfaction, organizations can cultivate a high-performance culture conducive to sustainable success. Additionally, ongoing research in this domain is essential for continuously refining management practices and adapting to evolving organizational needs in an ever-changing business landscape.

### **5.3. Recommendation**

Based on the findings of the study regarding leadership styles, job satisfaction, and employee performance at Menta Security and Manpower Service PLC, several recommendations can be proposed to enhance organizational effectiveness and employee well-being.

Firstly, given the significant positive impact of transformational leadership on both job satisfaction and employee performance, organizations should invest in leadership development programs focused on cultivating transformational leadership behaviors among managers and supervisors. These programs could include training sessions, workshops, and coaching sessions aimed at developing skills such as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. By empowering leaders to inspire and motivate their teams, organizations can foster a culture of engagement, innovation, and high performance.

Secondly, while transformational leadership is vital for driving organizational success, organizations should also recognize the complementary role of transactional leadership in providing structure and incentives for goal attainment. To leverage the strengths of transactional leadership, organizations should ensure that leaders are equipped with the necessary skills to set clear expectations, provide constructive feedback, and reward performance effectively. Leadership development programs should incorporate modules on transactional leadership

principles, emphasizing the importance of goal-setting, monitoring, and reinforcement in achieving organizational objectives.

Thirdly, to enhance job satisfaction and, consequently, employee performance, organizations should implement initiatives aimed at addressing key areas of concern identified in the study, such as compensation, recognition, and career development opportunities. This could involve conducting regular salary reviews to ensure competitiveness in the market, implementing employee recognition programs to acknowledge and reward outstanding performance, and providing avenues for career advancement and skill development. By addressing these factors, organizations can create a supportive and rewarding work environment that fosters employee engagement and commitment.

Furthermore, organizations should foster a culture of open communication, transparency, and collaboration to enhance employee satisfaction and performance. Leaders should actively seek feedback from employees, encourage dialogue, and involve them in decision-making processes whenever possible. By promoting a sense of ownership and involvement among employees, organizations can foster a positive work environment where individuals feel valued, respected, and motivated to contribute their best.

Lastly, continuous monitoring and evaluation of leadership practices, job satisfaction levels, and employee performance metrics are essential for identifying areas of improvement and ensuring alignment with organizational goals. Regular employee surveys, performance reviews, and leadership assessments can provide valuable insights into the effectiveness of existing strategies and help identify opportunities for refinement and enhancement. By adopting a data-driven approach to decision-making, organizations can make informed choices that drive sustainable growth and success.

In conclusion, by investing in leadership development, addressing key drivers of job satisfaction, promoting a culture of open communication and collaboration, and adopting a data-driven approach to decision-making, organizations can create a conducive work environment that fosters employee engagement, satisfaction, and performance. By implementing these recommendations, Menta Security and Manpower Service PLC can position itself for long-term success and competitiveness in the market.

#### **5.4. Further Research Direction**

Based on the findings of the study on leadership styles, job satisfaction, and employee performance at Menta Security and Manpower Service PLC, several avenues for further research can be explored to deepen our understanding of these relationships and their implications for organizational effectiveness.

- One potential area for further research is to investigate the impact of contextual factors on the relationship between leadership styles, job satisfaction, and employee performance. Contextual factors such as organizational culture, industry dynamics, and external market conditions can significantly influence the effectiveness of leadership practices and their outcomes. Future studies could examine how different organizational contexts shape the effectiveness of transformational and transactional leadership styles in promoting job satisfaction and enhancing employee performance.
- Additionally, further research could explore the role of individual differences in moderating the relationship between leadership styles, job satisfaction, and employee performance. Individual differences such as personality traits, values, and motivational orientations can impact how employees perceive and respond to different leadership styles and organizational practices. Future studies could investigate how individual differences moderate the effects of transformational and transactional leadership on job satisfaction and performance outcomes, shedding light on the boundary conditions of these relationships.
- Furthermore, incorporating qualitative research methods, such as interviews and focus groups, could enrich the findings. These methods can provide a deeper understanding of employees' perceptions and experiences, uncovering nuanced insights that quantitative methods alone may not reveal.

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## **Appendix I: Questionnaire**

The purpose of this questionnaire is to collect data for study at Addis Ababa University for the study entitled “Impact of Leadership in Employee Performance and Job Satisfaction as A Mediating Factor”. This questionnaire is required to assist in determining the objectives of the study. Your privacy will be kept anonymously and, therefore, no one knows who provided the information. Any information provided will be used for academic purpose only and will be

treated in strict confidence. Therefore, you are kindly requested to provide your responses to different questions below. Thank you in advance for agreeing to participate in this study.

**General Instruction:** - Circle your response or indicate "√" in the box beneath for closed-ended questions among the provided alternatives but write your response in the space provided for open-ended questions. You don't need to write your name.

**Section One: Profiles of respondents**

**Instruction:** - Circle your response or indicate "√" in the box beneath for each question.

1. Gender: Male  2, Female

2. Age: 1, 20-30  2, 31-40  3, 41-50  4, Above 50

3. Educational status

1. Certificate/10+2  3. BA BSC degree  5. Above Master's

2. Diploma  4. Master's degree

4. Work experience

1. Below 1year  2, 1-3 Years  3. 3-5 Years

5. Above 5 years

**Section II: Leadership Style**

This section seeks to establish leadership style questions. Please indicate to rate the following statements using a scale of 1 to 5 where 5= Strongly Agree, 4 =Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree.

S/N	Item	1	2	3	4	5
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S/N	Item	1	2	3	4	5
	<b>Transformational Leadership</b>					
	<b>Articulating a vision</b>					
1.	My manager has a clear understanding of where we are going					
2.	My manager has a clear sense of where he/she wants our unit to be in 5 years					
3.	My manager has no idea where the organization is going (R)a					
	<b>Inspirational communication</b>					
4.	My manager specify things that make employees proud to be a part of this organization					
5.	My manager talk positive things about the work unit					
6.	My manager encourages people to see changing environments as situations full of opportunities					
	<b>Intellectual stimulation</b>					
7.	My manager challenges me to think about old problems in new ways					
8.	My manager have ideas that have forced me to rethink some things that I have never questioned before					
9.	My manager challenged me to rethink some of my basic assumptions about my work					
	<b>Supportive leadership</b>					
10.	My manager considers my personal feelings before acting					
11.	My manager behaves in a manner which is thoughtful of my personal needs					
12.	My manager sees that the interests of employees are given due consideration					
	<b>Personal recognition</b>					
13.	My manager commends me when I do a better than average job					
14.	My manager acknowledges improvement in my quality of work					
15.	My manager personally compliments me when I do outstanding work					
	<b>Transactional leadership</b>					
16.	My manager provides me with assistance in exchange for my efforts					

S/N	Item	1	2	3	4	5
17.	My manager discusses in specific terms that is responsible for achieving performance target					
18.	My manager makes clear what one can expect to receive when performance goals are achieved					
19.	My manager expresses satisfaction when I meet expectations					
20.	My manager makes innovative suggestions to improve department					
21.	My manager focuses attention on irregularities, mistakes, exceptions and deviations from standards					
22.	My manager concentrates his/her full attention on dealing with mistakes, complains and failures					
23.	My manager keep track of all mistakes					
24.	My manager direct my attentions to failures to meet standards					
25.	My manager fails to interfere until problems become serious					
26.	My manager waits for things to go wrong before taking action					
27.	My manager shows that he/she is a firm believer in 'if it is not broke down do not fix it'					
28.	My manager demonstrates that problems must become chronic before I take action					

### Section III: Questionnaires on Employee Performance

Please rate yourself on the following statements based on your perception of your own performance within the agency. Indicate the extent to which you agree with each of the following statements by ticking (✓) that which most closely matches your opinion. Use the following rating scale. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

NO.	Statements	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
1.	I consistently meet or exceed the performance expectations set for my role.					
2.	I demonstrate a strong work ethic and commitment to my responsibilities					
3.	I effectively communicate with my colleagues and supervisors					
4.	I am adaptable and open to learning new skills to improve my performance					
5.	I take initiative and seek opportunities to contribute beyond my assigned duties					
6.	I collaborate well with team members to achieve common goals					
7.	I consistently meet deadlines and manage my time effectively					
8.	I accept constructive feedback positively and take steps to improve my performance					
9.	I demonstrate professionalism in my interactions with colleagues, clients, and stakeholders					
10	I am committed to upholding the values and mission of the agency					

#### **Section IV: Questionnaires on Employee Job Satisfaction**

Please rate the following statements based on your level of agreement or disagreement with each statement regarding your job satisfaction. Indicate the extent to which you agree with each of the following statements by ticking (✓) that which most closely matches your opinion. Use the

following rating scale. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

NO.	Statements	5	4	3	2	1
		(SA)	(A)	(N)	(D)	(SD)
1.	I am satisfied with my overall job role and responsibilities					
2.	I feel appreciated and valued for my contributions to the organization					
3.	I feel that my skills and abilities are utilized effectively in my job					
4.	I feel motivated to perform well in my job.					
5.	I feel adequately compensated for the work I do					
6.	I am satisfied with the opportunities for training and development provided by the organization					
7.	I have a positive relationship with my colleagues and supervisors					
8.	I am proud to be a part of this organization					
9.	I am satisfied with the organizational culture and work environment					
10	I am satisfied with the level of autonomy and decision-making authority I have in my role					

## Appendix II: Questionnaire (Amharic)

**ማሰይቅ**

**መግቢያ**

**ወደ የ ጥናቱ ተሳታፊዎች፡ -**

እኔ አዲስ አብባ ዩንቨርስቲ የቢዝነስ አሜሪካ የድህረ ምረቃ ተመራቂ ተመራ ስሆን፤ በአሁን ሰዓት የመረጃ ቁጥጥር ፅሁፊን በማዘጋጀት ላይ እገኛለሁ፡፡ የጥናቴ ርዕስም “አለቆች በስራተኞች የስራ አፈፃፀም እና እርካታ ላይ ያላቸው ማዕከላዊ” ይመላከታል፡፡ እርስዎም በዚህ ጥናት እንዲሳተፉ ተመረጠዎልዎት፡፡ እርስዎ የሚገቡትን ትክክለኛውን መረጃ ለጥናቴ ውጤታማ ት በጣም አስፈላጊ መሆኑን በማንኛውም መንገድ በጥንቃቄ እንዲሞክሩ እጠይቃለሁ፡፡ ተሳትፎዎ በእርስዎ በጎ በፈቃደኝነት ላይ የተመሰረተ ነው፡፡ በመጨረሻም የሚገቡት መረጃ ማስጠቀሚያ ተጠባብቆ ለዚህ ጥናት ዓላማ ብቻ እንደሚያገለግል አረጋግጧለሁ፡፡ የማንኛውም ማህበራዊ ሰጪ ማንነት በማንኛውም ማህበራዊ የመጠቀሚያ ስልጠና ይሆናል፡፡ ሁሉም መረጃዎች ለትምህርታዊ ዓላማ ብቻ ይውላሉ፡፡ ስለሆነ ምክንያት በታች ለተለያዩ ጥያቄዎች ምላሻችሁን እንድትሰጡትህ ትና እንጠይቃለን፡፡ ጊዜዎን ሰውተው ስለሚደረጉልኝ ትብብር በቅድሚያ አመክግናለሁ፡፡

ማሳሰቢያ - በመጠቀሚያ ላይ ስም ማግኛ አያስፈልግም፡፡

- ማህበራዊ ትኩረት በሰጥኑ ውስጥ የእርማት ምልክት (✓) ያስቀምጡ፡፡

**ክፍል አንድ፡ ስለ ቢዝነስ ተቋማት አጠቃላይ መረጃ**

1.	ጾታ:	ወንድ ( )	ሴት ( )
2.	የትምህርት ደረጃ	የመጀመሪያ ደረጃ ( ) የሁለተኛ ደረጃ ( ) )	ዲፕሎማ ( ) የመጀመሪያ ዲግሪ ( )
3.	ዕድሜ	20-30 ( ) 31-40 ( )	41-50 ( ) ከ50 በላይ ( )
4.	የወር ደሞዝዎ ምን ያህል ነው?		
5.	በድርጅቱ ለምን ያህል ጊዜ አገልግለዋል?		

**ክፍል ሁለት፡ ስለ አለቆች/ምረቃች ማኅ**

ከዚህ በታች ስለአለቆች የአሜሪካን ት ማኅ የሚመለከቱ ጥያቄዎች ተዘርዝረዋል፡፡ ከቀረቡ ጥያቄዎች መካከል የእርስዎን ስምምነት ደረጃ የሚሳየውን አሜሪካዊ አንድ ጊዜ ብቻ የ(✓) ምልክት በሚደረግ ምላሽ ይስጡ። ከ1 እስከ 5 ያለውን ደረጃ ማለት 5 = በጣም እስማማለሁ 4 = እስማማለሁ 3 = ለመውሰን እችላለሁ/ገለልተኛ 2 = አልስማማም 1 = በጣም አልስማማም ይጠቀሙ።

ተ.ቁ	ጥያቄ	1	2	3	4	5
1.	የኔ አለቃ/ኃላፊ ወይም እንደምንሄድ ግልፅ ግንዛቤ አለው።					
2.	የኔ አለቃ/ኃላፊ የእኛን ክፍል በ5 ዓመታት ውስጥ የት እንደሚፈጸም ግልጽ ግንዛቤ አላቸው።					
3.	ኃላፊዬ ድርጅቱ ወይም እንደሚሄድ አያውቅም(R) U					
4.	የኔ አለቃ/ኃላፊ ሰራተኞች የዚህ ድርጅት አካል በመሆን እንዲከሩ የሚያደርጓቸውን ነገሮች ይገልጻል።					
5.	የኔ አለቃ/ኃላፊ ስለ የሥራ ክፍል አወንታዊ ነገሮችን ይናገራል					
6.	የኔ አለቃ/ኃላፊ ሰዎች ተለዋዋጭነት ካላቸው እንደ እድሎች የተሞሉ ሁኔታዎች እንዲመለከቱ ያበረታታል።					
7.	የኔ አለቃ/ኃላፊ ስለ አሮጌ ችግሮች በአዲስ መንገድ እንዳስብ ይሞግተኛል።					
8.	የኔ አለቃ/ኃላፊ ከዚህ በፊት ጠየቁት ማለቃቸውን አንዳንድ ነገሮች እንደገና እንዳስብ ያስገደዱኝ ሃሳቦች አሉ።					
9.	የኔ አለቃ/ኃላፊ ሥራዬ ያሉኝን አንዳንድ መሠረታዊ ግምገማዎች እንደገና እንዳስብ ያደርገኛል።					
10.	የኔ አለቃ/ኃላፊ ከመተግበሩ በፊት የግል ስሜን ግምት ውስጥ ያስገባል።					
12.	የኔ አለቃ/ኃላፊ የሠራተኞች ፍላጎት ተገቢ ግምት እንደተሰጣቸው ይመለከታል					
13.	ከአማካይ ስራ የተሻለ ነገር ስራ አለቃዬ ያመካኝ ነገር ነው።					
13.	የኔ አለቃ/ኃላፊ በሥራ ጥራት ላይ መሻሻልን እንዳመጣ ያግዘኛል					
15.	ጥሩ ስራ ስራ አለቃዬ በግል ያመካኝ ነገር ነው።					
16.	የኔ አለቃ/ኃላፊ ከመተግበሩ በፊት የግል ስሜን ግምት ውስጥ					

	ያስገባል።					
17	የኔ አለቃ/ኃላፊ ለጥረቴ ምክንያት እርዳታ ይሰጠኛል።					
18	የኔ አለቃ/ኃላፊ የአፈጻጸም ሚና ለማሳካት ኃላፊነት በተጣለባቸው ልዩ ቃላት ይወያያያዛል።					
19	የኔ አለቃ/ኃላፊ የአፈጻጸም ግቦች ሲደርሱ አንድሰው ምን እንደሚጠበቀው ግልጽ ያደርገዋል					
20	የኔ አለቃ/ኃላፊ የሚጠበቁትን ባሟላ ጊዜ እርካታ ይሰጣል።					
21	ክፍልን ለማሻሻል የኔ አለቃ/ኃላፊ አዳዲስ ሀሳቦችን ይሰጣል					
22	የኔ አለቃ/ኃላፊ ትኩረትን በህገ ወጥ ድርጊቶች፣ ስህተቶች፣ ልዩ ሁኔታዎች እና ከደረጃዎች ማዘባት ላይ ያተኩራል።					
23	የኔ አለቃ/ኃላፊ ማሉ ትኩረትን ስህተቶችን፣ ቅሬታዎችን እና ወድቀቶችን በሙሉ ታላቅ ላይ ያተኩራል።					
24	የኔ አለቃ/ኃላፊ ሁሉንም ስህተቶች ይከታተላል					
25	የኔ አለቃ/ኃላፊ ትኩረትን ደረጃዎችን ወደ ማሟላት ወድቀቶች ይመራል።					
26	ችግሮች ከባድ እስኪሆኑ ድረስ አስተዳዳሪዬ ጣልቃ ማዘባት አልቻለም					
27	የኔ አለቃ/ኃላፊ እርምጃ ከሚወሰዱ በፊት ነገሮች እስኪሰሩት ይጠብቃል።					
28	የኔ አለቃ/ኃላፊ 'ካልተበላሸ አታስተካክለው' የሚል ጽኑ እምነት እንዳለው ያሳያል።					
29	እርምጃ ከሚወሰዱ በፊት ችግሮች ሥር የሰደደ ማሆን እንዳለባቸው የኔ አለቃ/ኃላፊ አሳይቷል።					

**ክፍል ሶስት: ስለ ስራ አፈጻጸም የተሟላ ክፍል ማጠቃለያ**

ከዚህ በታች ስለአለቆች የአሚራትን ምን ያህል የሚሟላ ክፍል ጥያቄ ተዘርዝረዋል። ከቀረቡ ጥያቄዎች ማካከል የእርስዎን ስምምነት ደረጃ የሚያሳዩትን አሚራቶች አንድ ጊዜ ብቻ የ(√) ምልክት በሚደረግ ምላሽ ይስጡ። ከ1 እስከ 5 ያለውን ደረጃ ማለት 5 = በጣም እስማማለሁ 4 = እስማማለሁ ምን = ለሚወሰን እቸን ራሳችን ለልተኛ 2 = አልስማማም 1 = በጣም አልስማማም ይጠቀሙ።

ተ.ቁ.	ጥያቄ	1	2	3	4	5
1.	በስራዬ የሚጠበቅብኝ የአፈጻጸም ደረጃ አሳካለሁ።					
2.	ጠንካራ የስራ ባህሪ እና ለኃላፊነት ተቀባይነት አሳይቻለሁ።					
3.	ከስራ ባልደረቦቼ እና ሱፐርቫይዘሮቼ ጋር ውጤታማ ግንኙነት					

	አደርጋለሁ።					
4.	የስራ አፈፃፀም ለማሻሻል አዳዲስ ክህሎቶችን ለመማር እጥራለሁ					
5.	ተነሳሽነቴን እወስዳለሁ እና ከተማደብኩኝ ግዴታዎች በላይ ለማገር ከት እድሎችን እሻለሁ።					
6.	የጋራ ግቦችን ለማከካት ከቡድን አባላት ጋር በደንብ እተባበራለሁ።					
7.	ለኔ ማንኛውም ስፈልጉት አስፈላጊ ቴክኒካል ክህሎቶች ብቃቴን አሳይቻለሁ።					
8.	ገንቢ አስተያየቶችን በአዎንታዊ ማሳሰቢያ በመቀበል አፈፃፀም ለማሻሻል እርምጃዎችን እወስዳለሁ።					
9.	ከስራ ባልደረቦቼ፣ ደንበኞች እና ባለድርሻ አካላት ጋር ባለኝ ግንኙነት ማደግ ብቃቴን አሳይቻለሁ።					
10.	የኤጀንሲውን እሴቶች እና ተልእኮ ለማስከበር ቁርጠኛ ነኝ።					

**ክፍል ሶስት፡ ስለ ስራዎ እርካታ የተማላክቱ ማጠይቆች**

ከዚህ በታች ስለ ስራዎ እርካታ የተማላክቱ የተማላክቱ ጥያቄዎች ተዘርዝረዋል፡ ፡ ከቀረቡ ጥያቄዎች መካከል የእርስዎን ስምምነት ደረጃ የሚያሳየውን አሜራጮች አንድ ጊዜ ብቻ (✓) ምልክት በማድረግ ምላሽ ይስጡ፡ ከ1 እስከ 5 ያለውን ደረጃ ማለት 5 = በጣም እስማማለሁ 4 = እስማማለሁ 3 = ለመውሰን እችላለሁ/ገለልተኛ 2 = አልስማማም 1 = በጣም አልስማማም ይጠቀሙ፡

ተ.ቁ.	ጥያቄ	1	2	3	4	5
1.	በአጠቃላይ ባለኝ የሥራ ድርሻ እና ኃላፊነቴ ደስተኛ ነኝ።					
2.	ለድርጅቱ ላበረከትኩት አስተዋፅዖ አድናቆት እና ክብር ይሰጣል።					
3.	ያለኝን ችሎታ በስራዬ ውስጥ በብቃት ጥቅም ላይ እንደዋልኩ					

	ይሰማኛል።					
4.	በስራዬ ውስጥ ጥሩ ስራ ለማስራት በቂ ተነሳሽነት እንዳለኝ ይሰማኛል።					
5.	በምስራውስራዬ ማንኛውንም ደስተኛነት አለኝ።					
6.	ድርጅቱ ባቀረበው የስልጠና እና የልማት እድሎች ረክቻለሁ					
7.	ከስራ ባልደረቦቼ እና ተቆጣጣሪዎቼ ባለኝ ግንኙነት ደስተኛነት አለኝ።					
8.	የሜትሩ ኤጀንሲ አካል በመሆኔ እኮራለሁ።					
9.	በሜትሩ ኤጀንሲ ባህል እና የስራ አካባቢ ደስተኛነት አለኝ።					
10.	እኔ በስራዬ ባለኝ ግንኙነት እና የውሳኔ ሰጪነት ደስተኛነት አለኝ።					

**ጊዜዎን ሰውተው ማጠቃለያን በመመላት ስለተባበሩን አማካኝ ግናለሁ። :**