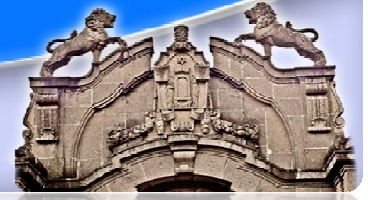




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**Addis Ababa University College of Business
and Economics School of Commerce**

**THE EFFECT OF LEADERSHIP BEHAVIOR ON
EMPLOYEES JOB SATISFACTION: THE CASE
OF ETHIOPIAN LARGE TAXPAYERS' OFFICE.**

By: SHEGAW ABIE

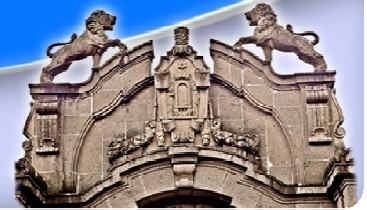
July, 2020

Addis Ababa - Ethiopia



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OF ETHIOPIAN LARGE TAXPAYERS' OFFICE.**

**A RESEARCH PROJECT WORK SUBMITTED TO OFFICE
OF GRADUATE STUDIES OF ADDISABABA UNIVERSITY
SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF
ARTS IN BUSINESS LEADERSHIP**

By: SHEGAW ABIE

ADVISOR: ADANE ATARA (PhD)

July, 2020

Addis Ababa–Ethiopia

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE POST GRADUATE PROGRAM

THE EFFECT OF LEADERSHIP BEHAVIOR ON EMPLOYEES JOB SATISFACTION: THE CASE OF ETHIOPIAN LARGE TAXPAYERS' OFFICE.

By: Shegaw Abie

APPROVED BY BOARD OF EXAMINERS

_____	_____	_____
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External Examiner	Signature	Date
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Department Chairperson	Signature	Date

DECLARATION

I, Shegaw Abie, declare that this thesis project entitled “**The effect of leadership behavior on employees job satisfaction: The case of Ethiopian large taxpayers' office.**” Is an original work submitted to Addis Ababa University, School of Commerce and was done by me under the guidance of Adane Atara (PhD). This paper is submitted in the partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership. I verify that this is my own original work and has not been submitted for a degree of any other University.

Declared by:

Shegaw Abie

Name

Signature

Date

ACKNOWLEDGEMENT

First and foremost, I would like to thank God for giving the courage to start and to complete this study. It is my pleasure to thank my advisor, Adane Atara (PhD) for his genuine guidance and invaluable feedback for preparing and finishing this project work. I'm also grateful to my families for their support and encouragement. Last but not least, my special thanks to all close friends whose advice and support encouraged me to succeed in my academic progress.

Shegaw Abie

CERTIFICATION

This is to certify that, this research work entitled “**The effect of leadership behavior on employees job satisfaction: The case of Ethiopian large taxpayers' office.**” undertaken by Shegaw Abie for the partial fulfillment of Masters of Business leadership (MBL) at Addis Ababa University School of Commerce, is an original work and not submitted for any Degree either at this university or any other universities.

Adane Atara (PhD)

Name of Advisor

Signature

Date

Abstract

The purpose of this study was to assess the effect of leadership behavior on employee job satisfaction in Ethiopian Large Taxpayers office based on path goal leadership theory. The study employed explanatory research design and quantitative research approach. Primary data was collected from structured questionnaire and secondary data was collected from previous studies, journals, articles and books. The study used J. Carvalho “Archival application of mathematical sampling techniques. Accordingly, 80 questionnaires were distributed and 72 were obtained & used for further analysis. The collected data was analyzed using SPSS software version 21. In addition, to analyze the collected data descriptive statistic, correlation analysis, and multiple regression analysis were used. The finding of this study indicated that supportive leadership behavior has a positive and strong significant effect on job satisfaction on LTO employees. And directive behavior has insignificant effect on job satisfaction of LTO employees. It is also indicated that currently the most dominant type of behavior is supported leader behavior. Accordingly the researcher forwarded the following recommendation. The company should practice of using supportive leadership behavior which has significant effect on job satisfaction. The company should also conduct job satisfaction surveys from time to time & take corrective actions on areas that need improvement.

Keywords: Leadership behavior, Job satisfaction, Ethiopian Large Taxpayers Office.

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Acronyms

ERCA - Ethiopian Revenue and Customs Authority

MOR - Ministry of Revenue

LTO - Large Tax Payers Branch Office

LISREL - Linear Structural Relations

SPSS - Statistical Package for the Social Science

ANOVA=ANALYSIS OF VARIANCE

CHAPTER ONE

INTRODUCTION

This chapter includes the rear ground of the study, background of the organization, research problem, research inquiries to be answered, objectives to be achieved, scope & limitation of the study, significance of the study, definition of key terms & organization of study.

1.1. Background of the study

High quality human capital is crucial altogether organizations (CHO and Park 2011) irrespective of sector or industry. Satisfied employees are more likely to be committed to their jobs and organizations, which should, in turn, end to higher individual and organizational productivity (e.g. Fernandez 2008; Staff 1992). High levels of employee job satisfaction can even reduce the organizational costs related to unexpected absenteeism, turnover intention, and actual turnover (Chen et al. 2011; Green 2010; Jung 2014a; Podsakoff, Levine, and Levine 2007; Tetrad Meyer 1993).

Leadership and employee job satisfaction are two, factors that are considered fundamental for organizational effectiveness (Tordera & Peiro, 2008). Leadership is often defined as a process whereby a nonpublic influences a gaggle of people to know a typical goal (Northouse, 2007).Leadership is additionally considered mutually of the foremost important determinants of employees' job satisfaction (Tordera et al. 2008).

A capable leader provides direction for the organization and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks, and pursue organizational interests. Organizational success in achieving its goals and objectives depend on the leaders of the organization and their leadership styles or behavior. By adopting the suitable leadership styles, leaders can affect

employee job satisfaction (Fiedler, 1967). When organizations adopt the suitable leadership style, it'll increase the performance of its employees. And applying an efficient leadership behavior will help managers to know the because of motivate the organization employees. An efficient leadership will either use intrinsic or extrinsic motivation tool to motivate their employees which is in an exceedingly position to extend job satisfaction (Mooney, 2019).

Leadership behavior is defined as a pattern of behavior leaders value more highly to use (Chiok, 2001). While, Mosadeghrad, (2003) views leadership behavior as a series of attitudes, characteristics ,and skills utilized by a manager in numerous situations in accordance with individual and organizational values. Managers use different behaviors in numerous situations with different subordinates to motivate them to perform at their utmost potential (Kreitner, 2008). Leadership theories have proposed several leadership behaviors. This study relies on informed the path goal leadership theory. The speculation centers on the motivational factors of the subordinates that have significant influence on the results of the task (Robert House, 1971). The path goal theory stresses that if the subordinates find the leadership style to be satisfying, and it meets their expectations, they're visiting be motivated toward the goal of leadership. It categorizes leadership behavior in to four i.e. directive, supportive, participation, and achievement oriented (Mosadeghrad &Yarmohammadian, 2006).

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to figure. The positive and favorable attitudes towards their job indicate job satisfaction. Negative and unfavorable attitudes towards the work indicate job dissatisfaction (Armstrong, 2003). It's also an employee cognitive and effective evaluation of her or his job. Keep with Moyes, Shao & Newsome (2008), the worker satisfaction could even be described as how pleased an employee is alongwith her or his position of employment. Keep with Wilkinson & Wagner, 1993, working with a pacesetter who doesn't provide support, show

consideration or engage in hostile behaviors are often stressful for workers. Negative leader-employee interaction may end in decrease pleasure with work. The standard of the leader-employee relationship features a control on the employees' self-esteem and job satisfaction.

According to Spector (1997) employee satisfaction is defined as all the sensation that a given individuals has about his/her job and its various aspects. Among the varied influence leadership behavior creates, one is employee job satisfaction. In many organizations it's assessed annually or quarterly aiming to provide the mandatory improvements. Therefore, the target of this research is to conceptualize the leadership behavior that's exhibited at Ethiopian ministry of revenue particularly in large taxpayers' office.

1.2. Background of the Organization

According to 'the domestic tax audits manual of May 2014 head quarter of Ethiopian revenue and customs authority (ERCA) segmented its taxpayers into large taxpayer's office (LTO), medium taxpayer's office (MTO), small taxpayer's office (STO). The most purpose for the establishment of LTO is to regulate and supply services to those taxpayers who collectively account for between 60-70 % of the governments' income annually.

Inclusion with the LTO program is set by: - on the year, 2018 two years average Annual sales turnover greater than 150, million this is often a rise from the Previous 37, million birr annual sales cut-off point medium and huge taxpayers. Companies engaged with in mining, petroleum exploration, banking, and insurance sectors are included in large taxpayers' category no matter of their annual sales turnover. Grade one contractors are also included in this category, which only included private limited and share companies and every one sister companies located in capital city of the country after this circular they get all services from LTO, for comfortable situation on audit of sister companies. Though previously three-star and above hotels were immediately as large taxpayers, not only those earning above 150,

million birr are going to be considered.

ERCA set a policy to revise its segmentation bracket every number of years to consider in the change or growth of taxpaying business in 2010. The foremost important reasons for introducing Large Taxpayer's Department has been "to provide consistent and quality service to large taxpayer's to secure revenue, to enhance audit programs to enhance collections, and management of tax debts, and also to act as models or pilots for testing new processes, procedures, structures, and systems" (ERCA 2014).

According to the Ethiopian Revenues, and Customs Authority (ERCA) establishment proclamation No.587/2008, ERCA could be a governmental organization established for collecting revenue from Customs duties and Domestic taxes by establishing modern revenue assessment and collection system; likewise on render fair, efficient and quality service and complaints handling to taxpayers supported set of laws of transparency and accountability. Ethiopian Revenues and Customs Authority (ERCA) now changed its name in to ministry of revenue (MOR) by proclamation no 1097/2018 that defines the powers and duties of the executive organ of the Federal Democratic Republic of Ethiopia. (www.mor.gov.et)

As many literatures sited, leadership behavior is important factor for organizational success, and to gain the desired result employees job satisfaction also plays an important role. In fact conducting this study would help to identify the leadership behavior LTO currently using as well as helps to learn their employees' job satisfaction level and how the leadership behavior have significant effect on their employee satisfaction. Therefore, this study could benefit the institution as well as different stakeholders to achieve the desired goal the LTO wants to achieve by knowing the employees satisfaction level and the leadership behavior exhibited within it.

1.3. Statement of the problem

Leadership is life blood of any organization and its importance cannot be underestimated. The achievement of an organizational vision and missions are highly interrelated with leadership behavior and employees' job satisfaction. The utilization of a specific leadership behavior by manager affects both job satisfaction and productivity of the staff (Chiok, 2001). Many researchers have conducted on different organization that the leadership behavior or style they're applying has a bearing for the success of the organization additionally as for the employee's satisfaction.

The main task of Ethiopian Ministry of Revenue is collecting revenue from Custom duties and Domestic taxes by establishing modern revenue assessment, and collection system; additionally rendering fair, efficient, and quality service and complaints handling to taxpayers supported set of laws of transparency and accountability. Despite the efforts taken by the government of Ethiopia to modernize the revenue administration, there has been a high employee turnover, poor service delivery and the taxpayers continued to complain about the quality of the service, and behavior of the tax office staff, Poor handling taxpayer queries and complaints on tax matters, lengthy bureaucratic tax administrative procedures and the like.

Human resource is the most essential components for organization effectiveness and proficiency. Organization to be effective and successful, satisfaction of employees plays a major role. So for the satisfaction of employees, organization must take many steps, one among steps is to supply the simplest manager or supervisor who train, guide and provides necessary support for the staff to own the best output within the organization because coordination with manager and employee is incredibly important to satisfy any task at a given time. And in a company applying the simplest leadership behavior will benefit not only Ethiopian Ministry of Revenue, but the country as an entire.

Leadership theories have proposed several leadership behaviors. This study relies on a current path goal leadership theory. The speculation centers on the motivational factors of the subordinates that have significant influence on the result of the task (Robert House, 1971). The path goal theory stresses that if the subordinates find the leadership style to be satisfying, and it meets their expectations, they'll be motivated toward the goal of leadership. House and Mitchell (1974) proposed four leader behaviors: Supportive leadership, Directive leadership, Participation leadership and Achievement-oriented leadership behavior.

Ethiopian Ministry of Revenue is the body liable for collecting revenue from customs duties and domestic taxes (www.mor.gov.et). But throughout the years the corporate failed to attempt to make any survey on their employee's satisfaction and there's now any data that show their employees satisfaction level. And this can affect and become challenge for the corporate to attain the required objective. Also, there's no practical research that has been carried out about the dominant leadership behavior of managers that affect employee satisfaction and also there's no survey on employee satisfaction at Ethiopian Ministry of Revenue at LTO. Therefore, doing this study might help us to understand the leadership behavior that are exhibited at LTO, and to know how it affects employee satisfaction and know this satisfaction the level of the staff of Ethiopian Ministry of Revenue particularly in LTO.

1.4. Research Questions

The study tries to handle the subsequent questions:

1. What is the worker satisfaction level at Ethiopian large taxpayers' office?
2. What style of leadership behavior is dominant at Ethiopian large taxpayers' office?
3. To what extent Directive leadership behavior affects employee satisfaction?
4. To what extent Supportive leadership behavior affects employee satisfaction?

5. To what extent Participation leadership behavior affects employee satisfaction?
6. To what extent Achievement oriented leadership behavior affects employee satisfaction?

1.5. Objective of the Study

1.5.1. General objective of the study

- The general objective of this study is to assess the effect of leadership behavior on employee satisfaction in Ethiopian ministry of revenue particularly at large taxpayers' office.

1.5.2. The precise Objectives

- To assess the present satisfaction level of LTO employees.
- To determine the dominant leadership behavior being exercised at LTO
- To examine the degree of effect of Directive leadership behavior on employee's satisfaction.
- To examine the degree of effect of Supportive leadership behavior on employee's satisfaction.
- To examine the degree of effect of Participation leadership behavior on employee's satisfaction.
- To examine the degree of effect of accomplishment oriented leadership behavior on employee's satisfaction.

1.6. Significance of study

The results of any investigation may serve to different stakeholders who could also be directly or in-directly benefited. First, the findings of this study attempted to identify the leadership behavior that's exhibited in LTO. Secondly, it enhances the notice level of LTO officials to present special emphasis to employees' satisfaction. Thirdly, it Shows ways to

interest policy formulators in enhancing leadership capacities of administrative bodies, especially in revenue sectors. The study also helps to know the present satisfaction level of their employees. Last but not least, this study may function as reference material for further study.

1.7. Scope of the study

This study is concentrated on explaining the effect of leadership behavior on employee job satisfaction in Ethiopian ministry of revenue particularly in LTO. Leadership theories have proposed several leadership behaviors. This study relies on path goal leadership behavior model. Path goal model enhance employees performance and satisfaction by that specialize in employees motivation. This theory also allows leaders to interact in several varieties of leadership behavior depending on the case. During this study the variable quantity is a employee job satisfaction, and there are four independent variables which are Supportive leadership, Directive leadership, Participation leadership, and Achievement-oriented leadership behaviors. The situation to conduct this study is around Saris, Addis Ababa. This study conducted with relation to academic calendar of the university.

1.8. Limitation of the study

In doing this study, some limitations in managing the data collection process and also carrying out the analysis are faced by the researcher. Some of the restrains include time constraint which makes the researcher restrict to do more best, all the distributed survey questionnaires are not returned; the respondents did not give a legitimate response, Due to the transmission of Corona virus (COVID-19) and the declaration of state of emergency, there was a problem to collect primary and secondary data. Moreover, shortage of latest reference books and literature on the area in Ethiopian content was narrowed the study output. However, the researcher at most effort tries to overcome this challenge by explaining the purpose of the research to the respondents, and the researcher tries to overcome these

challenges by his own effort and also assured the confidentiality of the response.

1.9. Definition of key Terms

Leadership Behavior: is the way in which Leaders accomplishes their purposes.(Marie, 2011)

Directive leader: refers to situations where the leader lets followers know what's expected of them and tells them a way to perform their tasks. (Halpin & Winer, 1957)

Supportive leader: refers to situation where the leader provides psychological support to subordinates and build friendly environment. (Hoy and Miskel, 2001)

Participation leader: refers to situation where the leader encourages involvement of subordinates in higher cognitive process and operations. (Lussier and Achua, 2001)

Achievement-oriented: the leader encourages performance excellence and exhibits confidence in the ability of subordinates to satisfy challenges goals. (Lussier and Achua, 2001)

Employee job satisfaction: all the sensation that a given individuals has about his/her job and its various aspects. (Spector 1997)

Employee: A private who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. (Business Dictionary.com)

Tax: defined as 'a compulsory levy, imposed by government or other tax raising body, on income, expenditure, or capital assets, that the taxpayer receives nothing specific in return'.(Lymer and Oats, 2009)

Ethiopian Large taxpayers' office: Large Taxpayers Branch Office (LTO) under Ethiopian ministry of revenue located at Addis Ababa namely around Saris area.(www.mor.gov.et)

Large taxpayers: Tax payers their tax center is Ethiopian Large taxpayers' Branch office. (www.mor.gov.et)

Effect: the extent to which one variable affects another variable. (Holda, 1995)

1.10. Organization of the study

The research work consists of 5 chapters. Chapter one introduces the background of study, followed by background of the organization, statement of the matter, research questions, objectives of the study, significance of the study, scope, limitation of the study, definition of key terms and organization of the study. Chapter two deals with related to literature review, and conceptual framework. Chapter three contain methodology and describes the study area, the research design and approach, population of the study, sample size, source and data collection instrument, method of information analysis, ethical consideration and therefore, the measurement of reliability and validity. Chapter four dedicated to the analysis and presentation of the findings, interpretation of information, and therefore, the related information. Chapter five, it finally, ends up the assessment by giving conclusions within the light of the findings. And ultimately a recommendation is provided supported the concluded findings.

CHAPTER TWO

REVIEW OF RELATED TO LITERATURE

2.1. Introduction

The review of literature during this section covers theoretical framework and empirical studies that are administrated within the area of leadership.

2.2. Concepts of Leadership

Leadership is conceptualized differently by different scholars. McCleskey (2014), argues that the seek for one definition of leadership is also vainly since the proper definition of leadership depends on the interest of the researcher and also the variety of problems or situation being studied. Leadership comes from leaders; also the success of organizations is heavily counting on its leader's leadership skill. (Jago, 1982) defined leaders as a result of never-ending process besides; they're who can experience through training, education, and skill. Leadership is very important and implemented all told formal and non-formal organizations, and every one scales, and kinds of ownership. The concept defined by different scholars from different aspects since it exists in all social, economic, and political phenomenons.

According to Dumdum, Lowe & Avolio (cited in Garg & Ramjee, 2013) accumulating evidence suggests that leadership style is positively related to work attitudes and behaviors at both a privatel and organizational level. By selecting good leadership style, the managers can transfer their commitment to service quality to the staff by some measurements (Clark et al., 2009).

2.3. Leadership behavior

A leadership behavior is defined as a pattern of behavior leaders are likely to use. One leadership behavior isn't ideal for each situation. A pacesetter is also simpler during a particular situation but might not be as effective with a special situation (Mosad and Yarmohammadian, 2006).

Mosadeghrad (2003) views leadership behavior as a series of attitudes, characteristics, and skills utilized by a manager in numerous situations in accordance with individual and organizational values. Supervisors use different behaviors in numerous situations with different subordinates to motivate them to perform at their utmost potential. Several studies are conducted to look at the impact of leadership behaviors on organizational outcomes (Kreitner, 2008).

2.4. Path-goal leadership behavior

Drawing from research Path-goal theory first appeared in leadership literature within the early 1970s within the works of Evans (1970), House (1971), House, and Dessler (1974), and House and Mitchell (1974). The Path-Goal theory developed by Robert House is the foremost effective contingency approach to leadership (S. P. Robbins. 2005). During this theory the most objectives of the leaders is to produce guidance, support, and help necessarily for subordinates to attain the organization goals. (C. Silverthorne. 2001). House and Mitchell 1974 propose that the leadership behavior types which include directive, supportive, participation and achievement-oriented leaderships is utilized in different situations and times by the identical person. By applying one among leadership behaviors, the managers attempt to affect the perceptions of their subordinates, and pave the way for achieving organization goal. Four differing types of leadership styles are suggested by the path goal theory namely, participation, supportive, directive, and achievement-oriented leadership styles. A decent

leader should know which style to practice and when (A. Rad, M. Yarmohammadian. 2006). Directive leader explains to the subordinates what's expected from them, provide guidance, and ensure procedures and rules implementation. The supportive leader pays high attention to the subordinates needs and well-being. On the contrary the participation leader encourages the subordinates' participation within the process of higher cognitive process whereas achievement-oriented leader attempts to reinforce the performance, defines the standards, and ensures achievement of those standards by the subordinates (S. B. Prasad. 1990). According to path-Goal theory, leader provides necessary direction and support to subordinates to attain individual similarity as organizational goals (Silverthorne, 2001). The stated goal of this leadership theory is to reinforce employee performance and satisfaction by specializing in employee motivation. Per Path-Goal Theory, motivations, satisfactions, and work performances of followers rely on the leadership styles chosen by their administrators (Bycio, Hackett, & Allen, 1995; House, 1971; Sayles, 1981).

Path-Goal theory is the most important contingency approach to leadership (Robbins (2005). This theory was also influenced by the expectation theory of motivation developed by Victor Vroom in 1964. The Path-Goal theory proposes that leaders might not only use different behaviors with different subordinates, but they could use different behaviors with same subordinates in numerous situations. This implies the leaders will, must engage in numerous kinds of leadership behavior counting on the character, and also the demands of a selected situation. It's the leader's job to help followers achieve goals and to produce the direction and support needed to deal with the organization's goals. Per House and Mitchell (1974), Path-goal suggests four leader behaviors, as described below.

Directive Leadership: - involves letting subordinates know what's expected of them, providing guidance about work methods, developing work schedules or timeline to finish up

their tasks, identifying work evaluation standards, and indicating the idea for outcomes or rewards. It's like to task orientation and is analogous to the "initiating structure" concept described within the Ohio State studies (Halpin & Winer, 1957). It tells subordinates exactly what they're alleged to do. This style is acceptable when subordinates ability is low or the task to be performed is complex or ambiguous. Job satisfaction is increased when the leader gives more directives (Hoy and Miskel 2001).

Supportive Leadership: - is more of a relationship-oriented style and resembles the consideration behavior constructs that was identified by the Ohio State studies. It consists of being friendly and approachable as a pacesetter and includes progressing to the well-being and human needs of followers. Supportive leaders treat followers as equals and provide them respect for his or her status. This style is effective when subordinates lack self-confidence, work on dissatisfying or stressful tasks and work doesn't provide job satisfaction (Hoy and Miskel 2001).

Participative Leadership: -consists of inviting followers to share within the higher cognitive process. A participation leader consults with followers, obtains their ideas and opinions, and integrates their suggestions into the selections about how the group or organization will proceed. This style is effective when subordinates are well motivated and competent (Lussier and Achua 2001).

Achievement-oriented Leadership: - characterized by a pacesetter who challenges followers to perform work on the best level possible. Achievement-oriented leaders show a high degree of confidence that followers are capable of building and accomplishing challenging goals. He/she pushes work improvement and sets high expectations for subordinates and rewards them when the expectations are met. That is, the leader provides both high directive

(structure) and high supportive (consideration) behavior. This style works well with achievement oriented subordinates (Lussier and Achua 2001).

2.6. The concept of job satisfaction

The definition of job satisfaction has been debated throughout its history. Many researchers have defined job satisfaction as an emotional reaction to the duty (e.g., Cranny, C.J., Smith, P.C. and Stone, E.F. 1992; Locke, 1969; Spector, 1997). There's no universally accepted definition of employee satisfaction, but there are many definitions of job satisfaction within the literature because the job satisfaction can describe various things to different people. People are laid low with various factors including personal characteristics, needs, values, feelings, and expectancy. Also, it varies from organization to organization, since job satisfaction influencing factors like working environment, job characteristic, opportunities for workers and dealing with environment differ in keeping with to organization (Harputlu, 2014). In keeping with Zeffane (1994) and Spector (1997), most studies identified two factors that affect job satisfaction: environmental factors, related to the work itself or work environment, and private characteristics, related to individual attributes and characteristics. Job satisfaction may be an important aspect of an employee's well-being and has emotional, cognitive, and behavioral components (Saari and Judge, 2004). Emotional means one's feelings regarding the duty, cognitive aspect refers to one's thoughts and beliefs about the duty, and, behavioral component refers to people's actions with relation to the duty.

Employee job satisfaction is one amongst the motivational indicators measured from an employee's perspective for organizational effectiveness (Matzler & Renzl, 2007, Savaneviciene & Stankeviciute, 2011). Job satisfaction may be a collection of feelings that a personal have towards his or her job. (Robbins 2005). Someone can gain life satisfaction within the area where they spend most of their lives and their working life. This means, life satisfaction is feasible with job satisfaction (igit, Dilmac, & Deniz, 2011). Job satisfaction is

the positive emotional states that result from a person's appreciation for his or her profession or professional experiences (Locke, 1983). It's the sum of employee's emotional states and positive attitudes in respect to their work and work environment (Robbins, 1998) and therefore, the joy they experience in their work and dealing with life.

Job satisfaction reflects the extent to which a personal likes the duty, and therefore, the organizations with satisfied employees are more productive than those with unsatisfied employees (Hellriegel and Slocum, 2007). Job satisfaction is influenced by many factors such as the working conditions, work itself, supervision, policy and administration, advancement, compensation, interpersonal relationship, recognition, and empowerment (Castillo and Cano 2004). Job satisfaction is the most significant factor that ends up in recognition, income, promotion, and therefore, the achievement of other goals those results in a sense of fulfillment (Kaliski, B.S., 2007). Job satisfaction represents a sense that result from the perception that the duty enables the fabric and psychological needs. (Aziri, B., 2008). Nelosn & Quick (2006) defined job satisfaction as a positive spirit state or fun that emerged from the assessment work or work experience. In keeping with Schultz.D & Schultz.S.E (2006), Job satisfaction may be a feeling, positive and negative attitudes about the duty.

2.7. Job satisfaction theories

Job satisfaction theories are divided into two categories; these are content theories and process theories. Content theory suggests that job satisfaction come true when employees need for growth and self-actualization are met by their job. Content theories are the Maslow's Need Hierarchy Theory, Aldefer- ERG, Herzberg's Two-Factor Theory, and McClelland's Need Theory. These theories are important for understanding what motivates people at work (Luthans, 1995).The process theory explains job satisfaction by viewing how well the duty meets one's expectations and values. Process theories are Vroom's Expectancy Theory,

Locke's Goal- Setting Theory, Adams' Equity Theory, and Job Characteristic Theory Unutmaz, S. (2014). Job satisfaction cannot be a substitute for motivation (Başar, 2011). But there seems to possess relationship between these two concepts. Highly motivated people's experience much satisfaction (Chughati & Perveen, 2013). Some theories on job satisfaction are supported on the motivation theories, and, a number of them are often perceived as job satisfaction theories.

2.8. Factors affecting job satisfaction

There are several factors that affect employee job satisfaction like pay, promotion, autonomy, working conditions, co- workers, supervisory support, etc. In 1962, Vroom discerned that the duty satisfaction has seven aspects, i.e. the compensation, the supervisor, the colleagues, the working environment, the duty content, the promotion, and therefore, the organization itself. Şirin (2009) states the factors affecting job satisfaction as follows; feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, good coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Çınar & Karcıoğlu, 2012).

According to Spector (1997), there are factors that affect job satisfaction: environmental factors and private factors. Environmental factors include working conditions, personal development opportunities, rewards, supervision, co-workers and communication. Personal factors include demographic variables, which are gender, educational level, and seniority. Kalleberg (1977) proposed that job satisfaction consists of two components. These are intrinsic (working assignment) and extrinsic (working condition). Working condition is the job environment which encompasses the connection with management function, mentoring

system, and others. And work assignment refers to the duty given to employees, so they ought to implement their job with a commitment and productive.

2.9. The Relation between Leadership Behavior and Job Satisfaction

Leadership behavior is an important determinant of employee job satisfaction. The quality of the leader-employee relationship has a great influence on the employee's self-esteem and job satisfaction (Chen and Spector 1991; Brockner 1988; DeCremer 2003). Human relations movement arose indicate that valuing employee's job satisfaction is a key component of leadership.

2.10. Empirical review of related Literature

Different studies have been made regarding the effect of leadership on job satisfaction based up on path goal leadership theory to illustrate the effects of leader behavior on job satisfaction.

The study conducted by Malik (2013) examined the impact of leadership behavior on employee job satisfaction who works in Pakistan. In that case employee job satisfaction depends up on the leadership behavior of managers and find out there was significant correlation between the four path goal leader behavior and the job in general. After the analysis, employee job satisfaction was found significantly correlated and affected by leadership behavior of managers.

Malik, Aziz and Hassen (2014) in their studies examined the effects of leadership behavior on employee job satisfaction among telecom sector employees using path goal leadership theory. The finding revealed significant relationship of subordinate's acceptance of leader with leadership behavior and situational factor. It was predicted that leadership behavior affects subordinate acceptance of leader which fosters job satisfaction. In addition there is significant relationship between linear combination of the four leadership behavior (directive,

supportive, participative and achievement oriented) and acceptance of leader. A regression analysis revealed that 37% variance in leader behavior is attributed to job satisfaction.

Buket, akdol, sebre and arikboga (2015) studied the effect of leadership behaviour on employee job satisfaction, in turkey fast 50 technology companies. The research states one of the most important positive job attitudes is job satisfaction. According to the results leadership is an important variable that enable high job satisfaction. The finding of their study indicated that significant and positive effect of leadership on both overall job satisfaction and creativity facet of job satisfaction.

2.11. Conceptual Frame Work

In developing the conceptual model, the path goal theory developed by Robert House which is categorized under contingency approach was the basis for the study.

Path-goal theory is about how leaders encourage followers to achieve selected goals. This theory proposes a four leadership behavior as Supportive (relations oriented), directive (task oriented), achievement oriented and participative leadership Behaviors. The four leadership behaviors effect on job satisfaction was examined on this study. While in studying and measuring job satisfaction, from the Spector nine facets: only pay, promotion, supervision, benefits, and communication takes in to consideration.

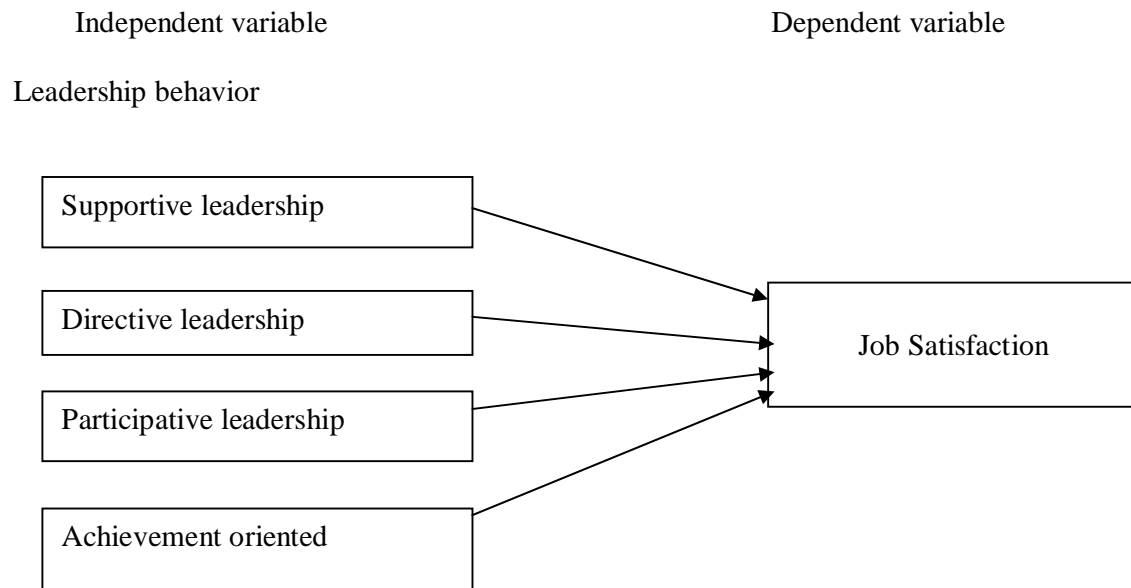


Figure 1: Conceptual framework; source path goal leadership theory (Northouse, 2013).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the study area, the research design and approach, population of the study, sample size determination, source of data and collection method, method of data analysis, ethical consideration and the measurement of reliability and validity.

3.2. Description of the study area

This study was carried out in Ethiopian Ministry of Revenue at large taxpayers' office. According to the HR database, there are total of 400 employees who are permanent workers in large taxpayers' office. Therefore this study was conducted at the large taxpayers' office which contains 400 employees.

3.3. Research Design and Approach

This study uses an explanatory research design; the objective of this study is to find out the effect leadership behavior has on employee job satisfaction. Quantitative research approach is followed which is a systematic empirical investigation of observable factors via statistical, mathematical or computational techniques. It minimizes subjectivity and arrives at more objective conclusion (Creswell, 2013).

3.4. Population, sample size and sampling techniques

According to Dawson (2002) a population is the full universe of people or things which a sample will be drawn from. The populations for this study are employees of Ethiopian Ministry of Revenue at large taxpayers' office. The total numbers of target population in the large taxpayers' office are 400.

Sampling enables the researcher to study a relatively small number of units in place of the target population, and to obtain data that are representative of the whole target population. This study adopts a purposive sampling technique, i.e. the participants were selected using judgment sampling technique. To determine the sample size Carvalho’s “Archival application of mathematical sampling techniques” Records management Quarterly (1984) as sited on OSPO 2005 table is used.

The table below shows that at any of the ranges was the population of the study falls the researcher has three choices to pick the sample size of the study by considering how manageable the data to be gathered are and time constraint it has. As mentioned above the target population of this study is 400 employees, since the population of the study fall in the fourth category, the sample size of this study is 80 employees. See the table 3.1 below:-

Table 3.1: Sample Size Determination

Population1	Sample Size2		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200

3,201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

Source: J. Carvalho “Archival application of mathematical sampling techniques” Records management Quarterly (1984) as cited on OSPO 2005.

3.5. Source of data collection

This study uses both primary and secondary data. Primary data is obtained from employees of Ethiopian Ministry of Revenue at large taxpayers' office through distributed questionnaires. The secondary data is obtained from previous study, books, articles, and journals from the internet.

3.6. Data collection method

The primary data was gathered through a structured questionnaire. Job satisfaction survey (JSS) by Spector 1994 was used and adopted to measure and to assess the level of job satisfaction among employee. The Four leader behaviors were measured through leadership behaviour questionnaire adopted from path-goal leadership Theory Investigation of Superior Subordinate Relationships, by J. Indvik (1985) and Indvik (1988) on the bases of the work of House and Dessler (1974) and House (1977) cited in Fulk and Wendler (1982). The questionnaires were closed-ended and Likert scale measurement was used to determine the level of agreement. It consists of three parts. Section one consists of five questions about demographic characteristics. Section two contains a total of 20 questions about the four types of leadership behavior. See the table below:-

Table 3.6.1: Component of questions related to leadership behavior

Sr.No	Dimension	Total Questions
1	Directive leadership behavior	5
2	Supportive leadership behavior	5
3	Participative leadership behavior	5
4	Achievement oriented leadership behavior	5
	Total	20

Source: Path-goal leadership Theory Investigation of Superior Subordinate Relationships, by J. Indvik, 1985; and Indvik (1988) on the bases of the work of House and Dessler (1974) and House (1977) cited in Fulk and Wendler (1982).

Section three contains a total of twenty one questions adopted from Job satisfaction survey (JSS) by Spector 1994. The questions were prepared using a five point Likert scale such that scale 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. Respondents were asked to indicate their level of agreement or disagreement with each of the questions provided.

Table 3.6.2: Component of Questions related to the level of job satisfaction

Sr.No	Dimension	Total Questions
1	Pay	4
2	Promotion	4
3	Supervision	5
4	Benefit	5
5	Communication	3
	Total	21

Source: Job satisfaction survey (JSS) by Paul E. Spector 1994.

3.7. Validity and Reliability

3.7.1. Validity

Validity is the extent to which a concept or measurement is well-founded and corresponds accurately to the real world. It's important because it can help determine what types of test to use, and help to make sure researchers are using methods that are not only ethical, and cost-effective, but also a technique that truly dealings the idea or construct in question. Therefore, this study tried to address validity through the review of literature and adapting instruments used in previous research.

3.7.2. Reliability

Reliability is the overall consistency of a measure. These measures is said to have reliability if it produces similar results under consistent conditions. It is the characteristic of a set of test scores that relates to the amount of random error from the measurement process that might be

embedded in the score. For this study the widely used Cronbach Alpha was used to measure internal reliability for tests with multiple possible answers. Internal reliability or consistency is a measure of how well the test is actually measuring what it wants to measure. The range of the reliability coefficient is from 0 to 1. Rule of thumb for preferred levels of the coefficient is greater .80, it is said to have very good reliability; if it below .50, it would not be considered a very reliable test.

Table 3.7.2: Summary of scales & Cronbach’s alpha values

Sr.No	Variable of the study	No. of items	Cronbach’s alpha values
1	Directive leadership behavior	5	.735
2	Supportive leadership behavior	5	.836
3	Participative leadership behavior	5	.930
4	Achievement oriented leadership behavior	5	.891
5	Job satisfaction	21	.922

Source: survey questionnaire

The above table shows that directive leadership behavior has a Cronbach’s value of .735, supportive leadership behavior has a Cronbach’s value of .836, participative leadership behavior has a Cronbach’s value of .930, achievement oriented leadership behavior has a Cronbach’s value of .891 and job satisfaction has a Cronbach’s value of .922. This shows that all of the variables have a very good internal consistency.

3.8. Method of Data Analysis

Descriptive statistics, frequency tables, mean score ranking order, correlation test, multi-collinearity test, and regression analysis was used to answer the research questions posed in the first chapter of the research. The relationship between the dependent variable, job satisfaction, and the independent variables are expressed as a linear combination of the independent variables.

3.9. Ethical Consideration

The researcher took into account the ethical obligations to all involved in the study. Information obtained was kept in strict confidentiality by the researcher.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

In this study, the researcher attempted to examine the effect of leadership behavior on employee job satisfaction in LTO. A total of 80 questionnaires were distributed to employees and 72 (90%) usable questionnaires were found to be valid and were used for further analysis.

Table 4.1: Response rate

Total questionnaire distributed	Total questionnaire received	Total questionnaire not received	Percentage of questionnaires returned
80	72	8	90%

Source: own survey, 2020

A statistical analysis was conducted by using IBM SPSS Version 21. The procedures of data classification and organization were set to validate the data for further analysis. After data classification and organization the statistical analysis of Mean, Standard deviation, correlation, multi-co linearity test and multi-regression was performed in order to fulfill the purpose of the study.

4.2. Demographic Background of Respondents

Descriptive statistics using frequencies is used to analyze the demographic characteristics of the respondents and the result of the analysis is described in detail here under.

Table 4.2.1: Gender of the Respondents

Sr.No.	Sex	Frequency	Valid Percent	Cumulative percent
1	Male	43	59.7	59.7
2	Female	29	40.3	1000
Total		100.0	100.0	

Source: own survey, 2020

With regard to sex composition of sample respondents as to the finding of the study indicated in the above table 4.1, 43 (59.7%) of respondents are male, while the rest 29 (40.3%) of them are female.

Table 4.2.2: Ages of Respondents

Sr.No.	Age	Frequency	Percent	Valid Percent	Cumulative Percent
1	Below 25	13	18.1	18.1	18.1
2	25-30	32	44.4	44.4	62.5
3	31-40	21	29.2	29.2	91.7
4	41-50	4	5.6	5.6	97.3
5	Above 50	2	2.8	2.8	100.0
Total		72	100.0	100.0	

Source: own survey, 2020

From the above table, majority of the respondents was found to be between 25-30 followed by 31-40 and 20-25 this indicates that employees of LTO are less than the age of 40 and this shows that most of the employees are at the youngest stage and they are energetic and they can come up with the most innovative ideas that would help their company grow. They also cope up with the technologies easily that is helpful for the LTO.

Table 4.2.3: Marital status of the Respondents

Sr.No.	Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
1	Single	41	56.9	56.9	56.9
2	Married	28	38.9	38.9	95.8
3	Divorced	3	4.2	4.2	100.0
Total		72	100.0	100.0	

Source: own survey, 2020

This indicate that majority of LTO employees are single (n=41) which is 57% of the sample followed by married with (n=28) which is 38.8% and divorced employee with (n=3) which is 4.2%.

Table 4.2.4: Educational Qualification of the Respondents

Sr.No.	Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
1	Degree	60	83.3	83.3	83.
2	Masters	12	16.7	16.7	100.0
Total		72	100.0	100.0	

Source: own survey, 2020

This indicate that majority of the respondents are first degree holders (83.3%) followed by those possessing Masters Degree (16.7%).

Table 4.2.5: Work experience level of Respondents

Sr. No.	Service year	Frequency	Percent	Valid Percent	Cumulative Percent
1	Below 5	13	18.1	18.1	18.1
2	5-10	32	44.4	44.4	62.5
3	11-15	21	29.2	29.2	91.7
6	Above 15	6	8.3	8.3	100.0
Total		72	100.0	100.0	

Source: own survey, 2020

This indicate that most of the respondents have been working in LTO between 5 to 10 years (44.5%) followed by those of service year between 11 to 15 years (29.2%) and below 5 years (18%). Experienced employees who have been working in LTO above 15 years are small (8.3%).

4.3. Descriptive Statistics for the four types of Leader Behaviors

Descriptive analysis using mean and standard deviation is conducted on the four types of leader behaviors (directive, supportive, participative & achievement oriented) to identify which leader behavior is more dominant in LTO. Respondents were asked to indicate their level of agreement with the questions relating to the four types of behaviors using Likert scale which ranged from strongly agree to strongly disagree. See table 4.6 below:-

Table 4.3: Descriptive Statistics for the four types of Leader Behaviors

	N	Mean	Std. Deviation
Directive leadership behavior	72	1.889	0.201
Supportive leadership behavior	72	4.784	0.100
Participative leadership behavior	72	4.478	0.249
Achievement oriented leadership behavior	72	3.092	0.204
Valid (N)	72	72	72

Source: own survey, 2020

From the above table, Table 4.6, the dominant leadership currently exhibited in LTO, having the highest mean score of 4.784 is Supportive leadership style. This indicates that LTO has leaders that are friendly and sociable with their subordinates and treat them as equals. The

second leadership behavior exhibited in the company of LTO, having a mean score of 4.478 is Participative leadership style. This indicates that there are leaders in LTO that ask their subordinates for ideas and feedback and involve them in the decision making of their activities. The third type of leadership behavior exhibited in LTO, having a mean score of 3.092 is the achievement oriented leadership behavior. This shows that leaders in LTO review their subordinates according to how well they perform at an individual level showing that they have trust in the abilities of their subordinates. The fourth type of leadership behavior exhibited in LTO, having a mean score of 1.889 is directive leadership behavior. This means that a lot of the tasks at LTO do not need directions to perform, or that the subordinates are good at handling their responsibilities well.

4.4. Descriptive Statistics for the Job Satisfaction Indicators

Descriptive analysis using mean and standard deviation is conducted on Job satisfaction indicators. For this study the indicators for the job satisfaction of LTO's employees is measured in terms of Pay, Promotion, Supervision, Benefit and Communication. The response was made based on the respondent level of agreement using Likert scale which ranged from strongly agree to strongly disagree and the mean score and standard deviation is shown below.

Table 4.4: Descriptive Statistics for Job satisfaction

	Pay	Promotion	Supervision	Benefit	Communication	Job satisfaction
Valid N	72	72	72	72	72	72
Missing	0	0	0	0	0	0
Mean	3.180	3.914	3.950	3.513	4.300	3.77
Std. Deviation	0.156	0.082	0.83	0.128	0.248	0.35

Source: own survey, 2020

From the above table on the result on descriptive analysis on the sample respondents, LTO employees are have more quality communication with a mean of 4.30, which is a high level mean value. Supervision is also in a moderate level in LTO with the mean value of 3.914 followed by promotion which is also moderate level in LTO with a mean value of 3.914. Benefit is in a moderate level as well from the mean of 3.513 followed by pay which is medium level in LTO from the mean score value of 3.180.

Pay has a standard deviation score of 0.156, promotion has a standard deviation value of 0.082, supervision has a standard deviation value of 0.83, benefit has a standard deviation value of 0.128 and communication has a standard deviation value of 0.248. This indicates the low value of the standard deviations which shows that the responses of the sample respondents are close to the mean value.

In general, the job satisfaction level of LTO is 3.77. This means that the employees of LTO have a high job satisfaction level.

4.5. Correlation Analysis

A correlation is a statistic instrument that measures the strength of a linear relationship between two or more independent and dependent variables. The Pearson correlation analysis estimates the relationship between the directive leadership behavior, supportive leadership behavior, participative leadership behavior and achievement oriented leadership behavior and job satisfaction. It ranges between -1 and +1. If the correlation value is +1 it means that there is a perfect positive relationship and if the correlation value is -1 it means that there is a perfectly negative relationship.

Table 4.5: Correlation analysis

		Job satisfactio n	Directiv e	Supportiv e	Participativ e	Achieveme nt
Job satisfaction	Pearson Correlatio n	1	-.643**	.900**	.867**	.471**
	Sig (2- tailed)		.000	.000	.000	.000
	N	72	72	72	72	72
Directive	Pearson Correlatio n	-.643**	1	-.384**	-.779**	-.647**
	Sig (2- tailed)	.001		.001	.000	.000
	N	72	72	72	72	72
Supportive	Pearson Correlatio n	.900**	-.384**	1	.764**	.216
	Sig (2- tailed)	.001	.001		.000	.069
	N	72	72	72	72	72
Participativ e	Pearson Correlatio n	.867**	-.779**	.764**	1	.628**
	Sig (2- tailed)	.001	.000	.000		.000
	N	72	72	72	72	72
Achieveme nt	Pearson Correlatio n	.471**	-.647**	.216	.628**	1
	Sig (2- tailed)	.000	.000	.069	.000	

	tailed)					
	N	72	72	72	72	72

**Correlation is significant at the 0.01 level (2-tailed) /www.researchgate.net/

Source: SPSS Correlation analysis output, 2020

The above correlation analysis done on directive, supportive, participative and achievement leadership behavior shows that directive leadership behavior has a negative moderate relationship with job satisfaction (-.643). This shows that when a leader focuses on the task accomplishment instead of the employee's welfare the job satisfaction of the employee decreases. The above analysis also shows that supportive leadership behavior has a strong positive relationship with job satisfaction (.900). This is because supportive leaders are good in constructing a good and friendly environment for their employees. They listen to their employees and help them solve their problems and want to understand the interests of their employees. This reduces work stress found in the employees and increases job satisfaction.

Participative leadership behavior has a strong positive relationship with job satisfaction (.867). This is probably because leaders that have a participative leadership behavior include their subordinates in their decision making process. When leaders include subordinates in their decision making process, it helps them become motivated intrinsically and their increase in their confidence can increase their job satisfaction. Achievement oriented behavior has a positive moderate relationship with job satisfaction (.471). This might be because achievement oriented leaders might be more focused on productivity. They have to clearly explain the performance indicators of the company's goals and check employee performance constantly. This might increase the employee job satisfaction when they meet the objectives but might decrease the job satisfaction when they are not achieved.

4.6. Regression Analysis

Regression analysis is used to understand how the behaviors of supportive leadership behavior, achievement oriented leadership behavior, directive leadership behavior and participative leadership behavior explains job satisfaction.

4.6.1. Multi co linearity test

Multi-co linearity test is done to check the validity of the study's model. This has to be done before further analysis. If the scores on the VIF are more than 10 then there is a multi co linearity problem.

Table 4.6.1: Multi co linearity test

Model		Co linearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Directive	0.285	3.507
	Supportive	0.244	4.097
	Participative	0.105	9.494
	Achievement	0.437	2.289

a. Dependent variable: Job satisfaction

Source: SPSS Regression analysis output, 2020

Directive leadership behavior has tolerance of .285 and VIF of 3.507 value. The Supportive leadership behavior has tolerance of .244 and VIF of 4.097 values, the Participative leadership behavior has a tolerance of .105 and VIF of 9.494 value and Achievement oriented leadership behavior has tolerance of 0.437 and VIF of 2.289 value. From this co linearity statistics all the variables are multi collinear. This shows that we can proceed to the next step.

4.6.2. Multiple regression analysis

Multiple regression analysis was conducted to measure the impact of directive leadership behavior, supportive leadership behavior, participative leadership behavior and achievement leadership behavior on job satisfaction. The R Square shows the variance on that the leadership behaviors have on job satisfaction. But, in order make sure that this variance is properly measured, the Adjusted R Squared will be seen.

4.6.2.1. Model summary

Table 4.6.2.1: Model Summary

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.962	0.925	0.920	0.037

The above model summary of the leadership behaviors and job satisfaction has Adjusted R Square value of 0.92. This indicates that the independent variables explain 92% of the variation in job satisfaction.

4.6.2.2. ANOVA

Table 4.6.2.2: ANOVA table

Model		Sum of squares	Df	Mean square	F	P
1	Regression	1.153	4	0.288	205.440	.000
	Residual	0.094	67	0.001		
	Total	1.247	71			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Directive, Supportive, Participative, Achievement

Source: SPSS Regression analysis output, 2020

The ANOVA analysis is done on the leadership behaviors shows that the residual sum of squares is 0.094. The residual sum of squares shows how much the model doesn't explain.

The residual sum of squares is very low. This shows that the model is good.

4.6.2.3. Result of multiple regression analysis

Table 4.6.2.3. Result of multiple regression analysis

Model		Unstandardized		Standardized	T	Sig.
		Beta	Std. Error			
1	(Constant)	-1.172	0.307		-3.821	.000
	Directive	-0.191	0.041	-0.290	-4.623	.000
	Supportive	1.086	0.090	0.822	12.104	.000
	Participative	-0.046	0.055	-0.087	-0.839	.404
	Achievement	0.102	0.033	0.157	3.092	.003

a. Dependent Variable: Job satisfaction

Source: SPSS Regression analysis output, 2020

The above table on the regression analysis on leadership behaviors shows that directive leadership behavior has a negative sign. The beta of -.191 shows that directive leadership behavior has a negative effect on job satisfaction. The beta also shows that when directive leadership behavior increases by a single unit, the job satisfaction of LTO employees decreases by 19.1%. It has a significant level of .000 which is lower than the standard error or 5% ($P < .05$). One of the reasons this will happen is because directive leadership behavior is good when a task is very complex, has a formal standard and is unstructured.

The above table also shows that supportive leadership behavior has a positive sign. The beta of 1.086 shows that supportive leadership behavior has a positive effect on job satisfaction. The beta also shows that when supportive leadership behavior increases by a single unit, the job satisfaction of LTO employees increases by 108.6%. It has a significant level of .000 which is lower than the standard error or 5% ($P < .05$). One of the reasons this will happen is because when leaders follow supportive leadership behavior, the psychological support from their leaders can help employees focus on the tasks they are performing better. This support motivates the employees and work hard to achieve their goals. When they achieve their goals the employees of LTO will be rewarded extrinsically or intrinsically and this increases their

job satisfaction. This leadership behavior is usually applied on tasks which are usually routine.

The above table also shows that participative leadership behavior has a negative sign. The beta of -0.046 shows that participative leadership behavior has a very weak negative effect on job satisfaction. The beta also shows that when participative leadership behavior increases by a single unit, the job satisfaction of LTO employees decreases by 4.6%. It has a significant level of .404 which is much higher than the standard error or 5% ($P < .05$). This shows that it is insignificant. This means that participative leadership behavior doesn't have any effect on job satisfaction level of LTO employees. One of the reasons this will happen is because most of the time participative leaders simply accept participation from their employees but do not use their opinions in their decision making process. This means that a participative leadership behavior is not a guarantee that the job satisfaction levels of LTO employees will be affected. Therefore, participative leadership behavior has no significant effect on the job satisfaction level of LTO employees.

The above table also shows that achievement oriented leadership behavior have a positive sign. The beta of 0.102 shows that achievement oriented leadership behavior has a positive effect on job satisfaction. The beta also shows that when achievement oriented leadership behavior increases by a single unit, the job satisfaction of LTO employees increases by 10.2%. It has a significant level of .003 which is lower than the standard error or 5% ($P < .05$). One of the reasons this will happen is because the achievement oriented leaders will usually set clear goals and the type of rewards the employee will get if they achieve the goal. This makes the subordinates feel like their leader trusts them and this will increase the job satisfaction level of the employees. The job satisfaction of the employees will also increase when they receive the rewards when they meet their goals.

In general, from the above table it is seen that supportive leadership behavior has the highest positive and most significant effect on the job satisfaction of LTO employees. This is followed by the achievement oriented leadership behavior. The participative leadership behavior has an insignificant effect on the job satisfaction of LTO employees while directive leadership behavior has a significant inverse relationship with job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The main purpose of the study was to examine the effect of the four leadership behaviors, or directive leadership behavior, supportive leadership behavior, participative leadership behavior, and achievement oriented leadership behavior on employee job satisfaction in LTO. The job satisfaction was measured through communication, benefit, supervision, promotion and pay.

The study tried to address the following questions:

1. What is the employee satisfaction level at Ethiopian large taxpayers' office?
2. What type of leadership behavior is dominant at Ethiopian large taxpayers' office?
3. To what extent Directive leadership behavior affects employee satisfaction?
4. To what extent Supportive leadership behavior affects employee satisfaction?
5. To what extent Participative leadership behavior affects employee satisfaction?
6. To what extent Achievement oriented leadership behavior affects employee satisfaction?

5.1 Summary of the Findings

From the above descriptive analysis on the effect of leadership behaviors on job satisfaction, the employees of LTO have a high job satisfaction level. This can be broken down to the five elements used to measure job satisfaction. LTO employees have a high quality communication, which contributes the most to their job satisfaction. Supervision is also in a moderate level in LTO as well as promotion which is also moderate level. The other element that is at a moderate level in LTO is benefit and pay is also in a moderate level.

The above analysis on the leadership behaviors also showed that the dominant leadership currently exhibited in LTO, is Supportive leadership style. This indicates that LTO has leaders that are friendly and sociable with their subordinates and treat them as equals. The second leadership behavior exhibited in the company of LTO is Participative leadership style. This indicates that there are leaders in LTO that ask their subordinates for ideas and feedback and involve them in the decision making of their activities. The third type of leadership behavior exhibited in LTO, having a mean score of 3.092 is the achievement oriented leadership behavior. This shows that leaders in LTO review their subordinates according to how well they perform at an individual level showing that they have trust in the abilities of their subordinates. The fourth type of leadership behavior exhibited in LTO is directive leadership behavior. This means that a lot of the tasks at LTO do not need directions to perform, or that the subordinates are good at handling their responsibilities well.

The relationship between the independent and dependent variables was seen through an analysis done by Pearson correlation. The correlation analysis done on directive, supportive, participative and achievement leadership behavior shows that directive leadership behavior has a negative moderate relationship with job satisfaction. This shows that when a leader focuses on the task accomplishment instead of the employee's welfare the job satisfaction of the employee decreases. Supportive leadership behavior has a strong positive relationship with job satisfaction. This is because supportive leaders are good in constructing a good and friendly environment for their employees. They listen to their employees and help them solve their problems and want to understand the interests of their employees. This reduces work stress found in the employees and increases job satisfaction.

Participative leadership behavior has a strong positive relationship with job satisfaction. This is probably because leaders that have a participative leadership behavior include their subordinates in their decision making process. When leaders include subordinates in their

decision making process, it helps them become motivated intrinsically and their increase in their confidence can increase their job satisfaction. Achievement oriented behavior has a positive moderate relationship with job satisfaction. This might be because achievement oriented leaders might be more focused on productivity. They have to clearly explain the performance indicators of the company's goals and check employee performance constantly. This might increase the employee job satisfaction when they meet the objectives but might decrease the job satisfaction when they are not achieved.

In general, supportive leadership behavior, participative leadership behavior and achievement oriented leadership behavior have positive relationship to job satisfaction while directive leadership behavior has a negative relationship to the satisfaction level of LTO employees.

Multiple regression analysis was conducted to understand the effect of the leadership behaviors on the job satisfaction of LTO employees. The model summary of the leadership behaviors and job satisfaction showed that the independent variables explain 92% of the variation in job satisfaction. The ANOVA analysis shows that the residual sum of squares is 0.094 that shows that the model is good in explaining the variables of the study.

The regression analysis on leadership behaviors shows that directive leadership behavior has a negative effect on job satisfaction. The beta also shows that when directive leadership behavior increases by a single unit, the job satisfaction of LTO employees decreases by 19.1%. Supportive leadership behavior has a positive effect on job satisfaction. The beta also shows that when supportive leadership behavior increases by a single unit, the job satisfaction of LTO employees increases by 108.6%. It was found that participative leadership behavior has a very weak negative effect on job satisfaction, but because the significant level is .404 ($p > .05$), it was found insignificant. This means that participative leadership behavior doesn't have any effect on job satisfaction level of LTO employees. Achievement oriented leadership

behavior has a positive effect on job satisfaction. The beta also shows that when achievement oriented leadership behavior increases by a single unit, the job satisfaction of LTO employees increases by 10.2%.

In general, it is seen that supportive leadership behavior has the highest positive and most significant effect on the job satisfaction of LTO employees. This is followed by the achievement oriented leadership behavior. The participative leadership behavior has an insignificant effect on the job satisfaction of LTO employees while directive leadership behavior has a significant inverse relationship with job satisfaction.

5.2 Conclusion

The main objective of this study was to examine the effect of leadership behavior on employee's job satisfaction by taking the employees of LTO. It also wanted to understand the employee satisfaction level and the dominant leadership behavior in LTO. It also wanted to examine to what extent Directive leadership behavior affects employee satisfaction, to what extent Supportive leadership behavior affects employee satisfaction, to what extent Participative leadership behavior affects employee satisfaction, to what extent Achievement oriented leadership behavior affects employee satisfaction.

According to the findings, the employees of LTO have a high job satisfaction. This can be broken down to the five elements used to measure job satisfaction. LTO employees have a high quality communication, which contributes the most to their job satisfaction. Supervision is also in a moderate level in LTO as well as promotion which is also moderate level. The other element that is at a moderate level in LTO is benefit and pay is also in a moderate level.

The dominant leadership behavior in the company is supportive leadership behavior followed by participative leadership behavior. This is also followed by achievement oriented leadership behavior and finally by directive leadership behavior.

The Pearson Correlation analysis showed that supportive leadership behavior, participative leadership behavior and achievement oriented leadership behavior have positive relationship to job satisfaction while directive leadership behavior has a negative relationship to the satisfaction level of LTO employees. But from the regression analysis, it was seen that participative leadership behavior has an insignificant effect on job satisfaction of LTO employees, while the supportive leadership behavior and achievement oriented leadership behavior have a significant positive effect on job satisfaction. The directive leadership behavior has a significant negative effect on job satisfaction.

5.3 Recommendation

An organization needs capable leaders that can lead and inspire their employees. The type of leadership highly affects a leader's ability to engage their subordinates and keep them satisfied. From the above findings of this study, the below are recommended to LTO.

The study shows that being a supportive leadership has the most effect on job satisfaction. The researcher recommends that the leaders in LTO become more supportive in their leadership behavior and keep employees satisfied. When employees are satisfied, productivity increases and the revenue of the company also increases.

The study shows that achievement oriented leadership behavior also has a significant positive effect on job satisfaction. The leaders in LTO should also focus on improving this leadership behavior even though it is recommended that more focus should be given to the supportive leadership behavior.

The study also showed that directive leadership behavior negatively affects the job satisfaction of the employees of LTO. So, leaders in LTO should reduce the level of directive leadership behavior to keep their employees satisfied.

The researcher recommends that LTO maintain and improve their satisfaction level. They should understand that communication is the highest factor that resulted in the high satisfaction of the employees at LTO.

The researcher suggests that more studies be undertaken in the topic of leadership behaviors (directive leadership behavior, supportive leadership behavior, achievement oriented leadership behavior and participative leadership behavior) and job satisfaction.

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QUESTIONNAIRE

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
GRADUATE PROGRAM
MASTERS OF ARTS IN BUSINESS LEADERSHIP

Dear Respondents:

My name is Shegaw Abie and I am post graduate candidate of masters' business leadership program. This questionnaire is meant to gather data on my research project titled "The effect of leadership behavior on employee job satisfaction: in the case of Ethiopian Large Taxpayers' Office". I ask for your kind cooperation and honest response in filling out the questionnaire. All the information gathered here will be used for this study only and will be confidential.

SECTION ONE: DEMOGRAPHIC

INSTRUCTION: Please respond to each question by putting a tick sign the choice that represents your personal profile

1. Sex

A. Male B. Female

2. Age

A. 20-25 B. 26-30 C. 31-40 D. 41-50 E. Above 50

3. Marital Status

A. Single B. Married C. Divorced D. Widowed

4. Educational Qualification

A. Diploma B. Degree C. Masters D. Above Masters

5. Total years of experience in this company in years

A. 1-5 B. 6-10 C. 11-15 D. above 15 years

SECTION TWO: LEADERSHIP BEHAVIOUR QUESTIONS

INSTRUCTION: Please make a “√” mark on your response to each statement according to the five point scale labeled at each statement (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Leadership behavior	1	2	3	4	5
1. My leader lets me know what is expected of me.					
2. My leader lets me know what to do and how to do it					
3. My leader asks me to follow standard rules and regulations					
4. My leader explains the performance level that is expected from me.					
5. My leader doesn't clearly explain what is expected of me on the job.					
6. My leader has a friendly working relationship with me and other subordinates.					
7. My leader facilitates training programs to encourage my career development.					
8. My leader says things that hurt my feelings.					
9. My leader helps me to overcome problems that stop them from carrying out my tasks.					
10. My leader behaves in a manner that is thoughtful of my personal needs					
11. My leader consults with me when facing a problem.					
12. My leader listens receptively to my ideas and suggestions.					

13. My leader acts without consulting me.					
14. My leader asks for ideas or opinions from me concerning how to carry out tasks.					
15. My leader invites me to participate in decision making.					
16. My leader lets me know what is expected of me to perform at my highest level.					
17. My leader sets challenging goals for Me to achieve at my highest performance.					
18. My leader encourages me to continuously improve my work performance.					
19. My leader shows his/her doubts about my ability to meet most objectives.					
20. My leader expects me to excel in all aspects of my work.					

SECTION THREE: JOB SATISFACTION QUESTIONS

INSTRUCTION: Please make a “√” mark on your response to each statement according to the five point scale labeled at each statement (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5)

INDICATOR	1	2	3	4	5
1. I am being paid a fair amount for the work I do.					
2. I am satisfied with my chances for salary increases.					
3. In my organization, pay raises do not happen often.					
4. I am appreciated and valued by the organization when I think about what they pay me.					
5. In my organization, there is clear promotion policy.					
6. My performance and length of stay in my organization determines my chances for promotion.					
7. I have chances for promotion.					
8. Those that do well on the job get chance of being promoted.					
9. My leader shows too little interest in my feelings.					
10. My leader is capable in doing his/her job.					
11. I am satisfied with the competence of my leader in making decisions.					
12. My leader provides timely feedback communication to me on the issues affecting my work.					
13. I can express myself freely to my leader.					
14. All necessary fringe benefits are provided in my organization.					

15. My benefit package is distributed fairly.					
16. The benefits I receive are as good as most organizations offer.					
17. I am satisfied with the benefits I received.					
18. There are benefits that we do not have which we should have.					
19. Communication is good within my organization.					
20. Communication between me and my colleagues are good.					
21. Communication between me and my immediate leader is good.					