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**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS SCHOOL OF COMMERCE**

**The Impact of Leadership Styles on Employees' Job
Satisfaction in Trading Companies: A Case of Horra
Corporate Group**

**A Thesis Submitted to Addis Ababa University School of Commerce
in Partial Fulfillment of the Requirements for the Degree of Master
of Business Leadership**

By:

Elias Sherefudin

Advisor:

Bahran Asrat (PhD)

July ,2022

Addis Ababa, Ethiopia

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DECLARATION

I, **Elias Sherefudin Hussein**, declare that this study entitled “**The Impact of Leadership Styles on Employees’ Job Satisfaction in Trading Companies: A Case of Horra Corporate Group**” is my original work prepared and submitted to Addis Ababa University in partial fulfillment of the requirements for the Degree of Master of Business Leadership under the guidance of my research advisor **Bahran Asrat (PhD)**. This paper has not been previously submitted to Addis Ababa University or any other university for any degree award and all sources of materials used for the study have been duly acknowledged.

Declared by:

Elias Sherefudin Hussein

Signature: _____

Date: _____

STATEMENT OF CERTIFICATION

This is to certify that this study entitled “**The Impact of Leadership Styles on Employees’ Job Satisfaction in Trading Companies: A Case of Horra Corporate Group**”, undertaken by **Elias Sherefudin Hussein** under my supervision for the partial fulfillment of the requirements for the Degree of Master of Business Leadership at Addis Ababa University College of Business and Economics School of Commerce, is an original work and not submitted earlier for any degree award either at this University or any other University.

Certified by:

Research Advisor: Bahran Asrat (PhD)

Signature: _____

Date: _____

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Approved by Board of Examiners:

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Advisor	Signature	Date
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External Examiner	Signature	Date

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Table of Contents

DECLARATION	iii
STATEMENT OF CERTIFICATION	iv
ACKNOWLEDGEMENT	vi
LIST OF TABLES AND FIGURES.....	ix
LIST OF ACRONYMS/ABBREVIATIONS	xi
ABSTRACT	xii
CHAPTER 1: INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	3
1.3 Research Questions.....	6
1.4 Objective of the Study.....	6
1.4.1 General Objective of the Study.....	6
1.4.2 Specific Objectives of the Study	6
1.5 Significance of the Study.....	7
1.6 Scope and Delimitation of the Study	7
1.7 Limitations of the Study	8
1.8 Definition of Key Terms	9
1.9 Organization of the Study	10
CHAPTER 2: REVIEW OF RELATED LITERATURE.....	11
2.1 Conceptual Review.....	11
2.1.1 Leadership.....	11
2.1.2 Job Satisfaction	17
2.1.3 The Relationship between Leadership Styles and Employees' Job Satisfaction	23
2.2 Review of Empirical Studies	25
2.3 Conceptual Framework of the Study	29
2.4 Research Hypothesis.....	30
CHAPTER 3: RESEARCH METHODOLOGY	31
3.1 Research Design	31
3.2 Description of Study Variables	32
3.3 Description of Study Area and Target Population	32
3.4 Sampling Technique and Sample Size	33
3.5 Data collection – source, types, instruments, etc.....	34

3.6	Data Analysis – Model, Techniques & Software	35
3.6.1	Regression model description	36
3.7	Reliability and Validity.....	36
3.8	Ethical consideration.....	38
CHAPTER 4: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION		39
4.1	Introduction	39
4.2	Demographic Characteristics of the Respondents.....	39
4.3	Descriptive Analysis	42
4.3.1	Mean and Standard Deviation Distribution of Leadership Styles.....	42
4.3.2	Comparison of HCG Leadership Behavior and MLQ Norms (S. Africa & USA)	45
4.3.3	Mean & Standard Deviation Score of Job Satisfaction Facets.....	47
4.3.4	Comparison of HCG Employees’ Job Satisfaction Level and JSS Norms	49
4.3.5	Correlation Analysis	50
4.4	Inferential Statistical Analysis	53
4.4.1	Normality Test	54
4.4.2	Multicollinearity Test.....	56
4.4.3	Regression Analysis.....	58
4.4.4	Summary of Hypotheses Tested	65
CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATION		67
5.1	Introduction	67
5.2	Summary of Findings.....	67
5.3	Conclusions	68
5.4	Recommendations	70
5.5	Suggestions for Further Studies	72
REFERENCES:		73
APPENDIXES:		86

LIST OF TABLES AND FIGURES

Table 2.1 Dimensions of Leadership Styles	17
Table 2.2 Description of Job Satisfaction Facets.....	23
Figure 2.1 Conceptual Model of the Study.....	30
Table 3.1 Sample Size Determination Population Information	34
Table 3.2 Cronbach's Alpha Coefficient.....	37
Table 4.1 Demographic Characteristics of the Respondents	41
Table 4.2 Mean & Standard deviation Score of Leadership Dimensions.....	44
Figure 4.1 Mean & Standard deviation Score of Leadership Styles.....	45
Table 4.3 Comparison of HCG Leadership Behavior and MLQ Norms (South Africa & USA). 47	
Figure 4.2 Comparison of HCG Leadership Behavior and MLQ Norms (South Africa & USA) 47	
Table 4.4 Mean & Standard Deviation Score of Job Satisfaction Facets	49
Table 4.5 Comparison of the Job Satisfaction Facets at HCG and JSS Norms	50
Table 4.6 Pearson Correlation Analysis- Leadership Dimensions/Styles and Job Satisfaction ...	51
Table 4.7 Overall Correlation Analysis Summary: Leadership Styles and Job Satisfaction.....	53
Figure 4.3 Frequency Distribution of Residual (Histogram)	55
Figure 4.4 Frequency Distribution of Residual(Q-Q).....	55
Figure 4.5 Frequency Distribution of Residual (Scatter P-P Plot).....	56
Table 4.8 Variance Inflation Factor Coefficients ^a	57
Table 4.9 Collinearity Diagnostics ^a	57
Table 4.10 Multiple Regression Model Summary	60
Table 4. 11 ANOVA ^a Analysis.....	61
Table 4.12 Coefficients of Multiple Regression Analysis ^a	61
Table 4.13 Multiple Regression Model Summary	63

Table 4.14 ANOVA ^a Analysis.....	63
Table 4.15 Coefficients ^a of Multiple Regression Analysis.....	63
Table 4.16 Simple Regression Model Summary	65
Table 4.17 Coefficients ^a of Simple Regression Analysis.....	65
Table 4.18 Summary of Hypotheses Tested	66

LIST OF ACRONYMS/ABBREVIATIONS

HCG = Horra Corporate Group

JSS = Job Satisfaction Survey

MLQ = Multifactor Leadership Questioner

OLS = Ordinary Least Square

Sig. = Significant

Std. Deviation/SD = Standard Deviation

SPSS = Statistical Package for the Social Sciences

ABSTRACT

The challenges in contemporary business environment have been pushing business organizations to use effective leadership to satisfy their employees so as to stay competitive in the market. The main objective of this study was to examine the impact of perceived leadership styles on employee's job satisfaction in Horra Corporate Group (HCG). A descriptive and causal research design with a survey structure was employed. Multifactor Leadership Questionnaire (MLQ), participative leadership questionnaire, and Job Satisfaction Questionnaire (JSS) were used to collect the primary data. A total of 148 questionnaires were distributed and a response rate of 85.81% was achieved. The findings show that transformational style was found to be the dominant style practiced in HCG followed by participative, transactional, and laissez-faire styles. It was also found that employees in HCG were, overall, neither satisfied nor dissatisfied with their job. Transformational leadership positively influenced employees' job satisfaction the most followed by the participative style but, the laissez-faire style negatively influenced employees' job satisfaction. And it was concluded that the leadership styles significantly impact the overall employees' job satisfaction in HCG. Thus, to enhance employees' job satisfaction through the leadership styles in HCG, it was recommended that the leaders/managers/ in HCG should practice transformational and participative styles more frequently than the current level and they should minimize practicing the laissez-faire style. In addition, it was recommended that HCG should engage its employees in decision making process and should train its managers/leaders/ to acquire additional skills of transformational and participative style for full level practices.

Keywords: Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership, Participative Leadership, Job Satisfaction.

CHAPTER 1: INTRODUCTION

This chapter presents background of the study, statement of the problem, and research questions. It also lists objectives and significance of the study followed by the scope and limitations of the study. Finally, definitions of key terms and the organization of the paper are presented.

1.1 Background of the Study

Contemporary business organizations are working under the pressure of a fast-changing, complex, and unpredictable business environment. They are facing multiple challenges from both internal and external environments which they need to cope with to achieve their organizational objectives. In other words, fierce business competition among business organizations fueled by globalization is pushing business organizations to consider human resources as a major source of their strategic competitive advantages through effective leadership styles (Daft, 2008; Belias & Koustelios, 2014; Alemu & Getnet 2017).

According to Naga & Satyavathi (2017), one of the various challenges for a business enterprise is to fulfill the demand of its employees in order to cope with the ever-changing and evolving environment and to attain victory and stay in the competition. As a solution to these challenges, research evidence from around the world suggests that effective leadership of human resources is very essential to organizational success (Mosadegh-Rad and Yarmohammadian,2006; Marhoobi and Attan,2017). Bass et al. 2003 (cited in Ratican, 2020) stated that effective leadership is often based on positive relationships between leaders and subordinates.

For Wilderom, Berg & Peter (2004) an organization's leadership behavior directly influences the relationship between leaders and employees and this in turn affects the employees' performance, job satisfaction, commitment, and the organization's total coherence. In other words, Hao & Yazdanifard (2015) argued that effective leadership is important in managing change by which organizations can sustain their success in the contemporary business environment.

So far, various studies that have been conducted in the area of leadership and employees' job satisfaction over the world found varying and inconsistent results that might have been attributed to different reasons (Javed, Jaffari, & Rahim, 2014). However, various of these studies, with a common agreement, have been stressing the importance of effective leadership in organizations to motivate and satisfy employees for high commitment and performance (Daft,2008; Alemu & Getnet 2017).

In the Ethiopian context, studies that have been conducted on the relationship between leadership and employees' job satisfaction were focused on financial and higher academic institutions. However, very limited attention was given to trading companies in the country as only a few studies were conducted on the topic.

Horra Corporate Group is a private umbrella/parent/ company that owns five sister trading companies engaged in diversified business sectors. These sister companies owned by Horra Corporate Group (HCG) are Horra Trading, Horra Anderacha Coffee Plantation P.L.C, World Transit P.L.C, Horra Real Estate P.L.C, and Ethio Gabana Trading P.L.C.

Horra Trading was established in 2005 G.C as a private coffee exporting company, and for the last decade, it has been one of the leading coffee exporting companies in the country. In addition to the coffee export, it is an exclusive importer and distributor of Bajaj Auto's three-wheelers and four-wheelers vehicles in Ethiopia.

Horra Anderacha Coffee Plantation P.L.C is a coffee farm owned by Horra Corporate Group that is engaged in organic coffee farming and export.

World Transit P.L.C was established in 2010 G.C as a logistics service provider company to support Horra Corporate Group business in areas of customs clearance, transit, and freight forwarding.

Horra Real Estate P.L.C is another company that was established in 2016 G.C with the aim of entering the real estate development business focusing on construction and sales of apartments, warehouses, and market centers.

Moreover, recently another company named Ethio Gabana Trading PLC was established in 2019 G.C with the aim of processing and exporting specialty coffee to international markets.

Horra Corporate Group was chosen by the researcher as a feasible case company for the study because of the following reasons. First of all, it is one of the fast-growing private companies that engaged in diversified business activities. In addition, a very limited attention was given by previous studies to the topic of the relationship between leadership styles and employees' job satisfaction in trading companies in general and particularly, no study has been conducted so far on the topic in Horra Corporate Group. Moreover, Horra Corporate Group has attracted many experts from the labor market and currently the company has around 308 full-time employees working at different branches, departments, and functions.

Hence, studying the perceived leadership styles of its leaders/managers/ and their impacts on employees' job satisfaction in trading companies can help the companies in similar sectors to better understand the importance of effective leadership in terms of satisfying their employees to achieve organizational objectives.

1.2 Statement of the Problem

The importance of business leadership in contemporary business organizations is getting more attention from researchers over the world. Xu and Wang (2008) explained the role of leadership in an organization as crucial in terms of creating a vision, mission, objectives, strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (cited in Ebrahim, 2018). Similarly, Lok and Crawford (2001) suggested that an appropriate style of leadership and employee satisfaction with the job are the important factors to organizational success.

According to Drucker 1992 (cited in Tetteh & Brenyah,2016), an effective leader provides direction for the organization and guides organizational members or followers towards achieving desired goals and organizational outcomes. Similarly, Wamy and Swamy (2014) also stressed that in this global competitive environment, effective leadership style is important to reduce the attrition rate and argued that from the effective leadership styles only it is possible to achieve organizational success.

For Mosadegh-Rad and Yarmohammadian (2006), organizational efforts to ensure employees' satisfaction at work is more likely to attract and retain employees with the skills and

relevant expertise it needs. The study further stressed the importance of employee job satisfaction at work in contemporary times of highly dynamic and complex business environment where human beings are considered as a source of competitive advantage.

According to Agho and Mueller 1992(cited in Booysen,2008), employees who are experiencing satisfaction from performing their jobs are likely to be better ambassadors for the organization and be committed to their organization. In support of this argument, Ambar et al. (2015) assert that subordinates demonstrate a high level of performance when they are inspired by the leadership style of their manager which in turn increases their job satisfaction.

Moran 1992 (cited in Ambar et al., 2015) also suggested that to be successful, organizations need to transform the leadership style of their managers and their traditional skills should be replaced by cooperation, bargaining, and arbitration skills.

Studies conducted on the impact of leadership styles on employees' job satisfaction found various problems caused by employees' job dissatisfaction. For example, Kim et al., 2010 (cited in Yang, et al.,2011) indicated that the general business problems caused by job dissatisfaction due to leadership styles are high employee turnover, decreased productivity, and business failure.

In addition, according to Davidson et al. (2010), hygiene factors that contribute to labor turnover are poor job satisfaction caused by ineffective supervision, low morale, and a lack of career development.

Several recent studies have examined the effect of leadership styles on employees' job satisfaction including Akhila (2018), Bezawit (2017), and Eden (2019). In a study assessing the impact of leadership styles on employee job satisfaction and organizational commitment in the construction sector in India, Akhila (2018) discovered that the negative influence of a supervisor's leadership style on employees has a negative influence on organization performance. The study indicated that leaders should know if their leadership style is positively or negatively affecting the subordinates. The study further suggested that leaders should encourage and motivate their subordinates to perform exceptionally, which will ensure job satisfaction and organizational commitment.

In the Ethiopian context, a study aimed to examine the effects of leadership styles on job satisfaction at Heineken-Ethiopia by Bezawit (2017) showed that different factors of leadership

behaviors influence many aspects of employee job satisfaction, which in turn impact job performance. The study suggested that leaders should not restrict themselves to only a single type of leadership behavior due to a combination of several leadership styles would result in more satisfaction and hence improves employee performance.

Another study entitled “The influence of leadership styles on employee motivation: in the case of Kaki Motors (Ethiopia)” by Eden (2019) revealed that employees were found to be extrinsically motivated indicating that the leaders have a lot to work on to motivate employees from the right source of drive to help the organization into sharing the vision, cooperate in achieving the shared goals which will be easy for transformational leaders since it is their character to do so.

So far, various studies that have been conducted on the topic of the relationship between leadership styles and employees’ job satisfaction over the world found varying and inconsistent results that might have been attributed to different reasons. However, various of these studies, with a common agreement, have been stressing the importance of effective leadership in organizations to motivate and satisfy employees for high commitment and performance (Daft,2008).

As mentioned earlier, most of the studies that have been conducted in the Ethiopian context in this area were focused on financial and higher academic institutions. However, very limited attention was given to trading companies in the country as only a few studies were conducted on the topic. This research gap observed in the private trading sector and importance of the topic motivated the researcher to conduct the current study.

Horra Corporate Group is a fast-growing private company that engaged in a diversified business sectors. To sustain its growth and expansion to different businesses, the company has designed and implemented different HR development & training programs aimed at enhancing its employees’ working competency & skills. In addition, the company has recently attracted many employees from the labor market due to its higher salary compared to other private companies. However, despite its overall positive efforts, there is a higher turnover rate in Horra Corporate Group as opposed to its better remuneration system.

Thus, to remain more competitive in the market and enhance its business growth, Horra Corporate Group should know the extent of its leaders' effectiveness in terms of achieving employees' job satisfaction through leadership styles. Thus, determining the impact of perceived leadership styles on employees' job satisfaction in Horra Corporate Group is a particular area of concern for the researcher to conduct this study.

1.3 Research Questions

- 1) To what extent leadership styles (transformational, transactional, laissez-faire & participative) are practiced by the leaders of Horra Corporate Group as perceived by the employees?
- 2) What is the relationship between leadership styles and employees' job satisfaction in Horra Corporate Group?
- 3) What are the effects of leadership styles on employees' job satisfaction in Horra Corporate Group?

1.4 Objective of the Study

This section presents the general and specific objectives of the study. The study has a general objective and four specific objectives as mentioned below under their sub-section.

1.4.1 General Objective of the Study

The main objective of this study is to examine the impact of the perceived leadership styles on employees' job satisfaction in Horra Corporate Group.

1.4.2 Specific Objectives of the Study

The specific objectives of the study are:

- To identify the dominant leadership style that was frequently used by the leaders of Horra Corporate Group.

- To determine extent of employees' job satisfaction in Horra corporate group.
- To assess the relationship between readership styles and employees' job satisfaction in Horra Corporate Group.
- To determine to what level leadership styles affects employees' job satisfaction in Horra Corporate Group.

1.5 Significance of the Study

This study will have various important contributions to the field of study including the following benefits. First, the findings of the study will enable the case company (HCG) to know the degree of different leadership styles being practiced by its leaders/managers/ in the company.

In addition, the study results can help for a better understanding of the extent of a causal relationship between leadership styles being practiced in the company and employees' job satisfaction, and this, in turn, will invite researchers to conduct similar studies on the topic in other companies of trading sector.

Moreover, the finding can assist the case company in providing valuable data to adopt an effective leadership style for its leaders/managers/ that would most satisfy its employees.

Finally, the basis and findings of this study can serve as useful inputs for other researchers and academicians to conduct further research in the area.

1.6 Scope and Delimitation of the Study

The focus of the study is to examine the impact of perceived leadership styles on employee's job satisfaction in Horra Corporate Group. For the purpose of this study, only four leadership styles that are suggested by literature as commonly being practiced in the current business environment were covered due to tight time & budget constraints. The leadership styles covered in the study were transformational leadership style, transactional leadership style, laissez-faire leadership style, and participative leadership style.

Full-time employees of Horra Corporate Group at all branches having high school-completed and above educational level were included in the study. This educational level was chosen because the employees below this educational level were not accessible during the data collection phase of the study as the company arranged temporary leave for its employees working on non-critical tasks to prevent the spread of Covid-19 pandemic.

A quantitative research approach was employed with descriptive and causal types of research. The study was conducted based on primary data that were collected from the selected participants of all branches of the case company. Most of the questionnaires were distributed to and collected from the respondents in person, while some questionnaires were sent to and collected from the respondents through mail.

Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1995) to measure leadership styles of supervisors and the Job Satisfaction Questionnaire (JSS) by Spector (1997) to measure the level of employees' job satisfaction, was used as data collection instruments.

Both descriptive and inferential statistics were used to describe, analyze, and interpret the collected data. The relationship between the leadership styles and employees' job satisfaction was analyzed and narrated using descriptive statistical tools such as percentage, mean, and frequency. In addition, to analyze the causal relationship of perceived leadership styles and employees' job satisfaction, a regression model was applied. For this purpose, the data was analyzed using the Statistical Package for the Social Sciences (SPSS) software version-26 to compute the descriptive and inferential statistics.

1.7 Limitations of the Study

This study has some specific limitations. First, it was limited to covering only four types of leadership styles that are suggested by the literature as commonly being practiced in contemporary business organizations: namely, transformational; transactional; participative; and laissez-faire and their impacts on employees' job satisfaction in the case company. This was due to tight time and budget constraints to cover more leadership styles.

Second, the sample of the study was taken only from the population of full-time employees with high school completed and above educational qualification. This educational level was chosen because the employees below this educational level were not accessible during the data collection as the company arranged temporary leave for its employees working on non-critical tasks to prevent the spread of Covid-19 pandemic.

Third, the study was limited to focusing on the leadership styles being practiced in the case company based on the perception of subordinates about their supervisors' leadership behaviors, and what the supervisors think of their own leadership behaviors was not included in the study due to time and budget constraint.

Fourth, the study was conducted under tight time and budgetary constraints which made it hard to include additional variables and techniques to conduct a more advanced study with a vast scope.

Fifth, during data collection stage of the study the case company had an arrangement of working from home for its employees to control the spread of Covid-19 pandemic and, hence, only some employees working on critical tasks were accessible at offices at a time. This has prolonged the data collection period and somehow affected the response rate of the distributed questionnaires.

Considering that these limitations would affect the results of the study, the researcher made strong efforts to get complete responses from the participants so that the number of rejected questionnaires due to incompleteness can be minimized. This could be achieved by repeatedly reminding the participants to fill and return the questionnaire and by providing necessary explanations to the participants regarding the importance of the topic. In addition, participants with different backgrounds were selected to make a representative sample as much as possible.

1.8 Definition of Key Terms

It is important to define key concepts of this research to facilitate a broader understanding of issues to be discussed in the later chapters. Thus, the following definitions are provided to ensure uniformity and common understanding of the selected terms throughout the study.

Leadership: “Is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes” (Daft, 2008).

Leadership style: “Is the adaptation of varying techniques used by leaders to provide guidance and influence participation of subordinates in a specified course to be navigated” (Flynn, 2009, cited in Loganathan,2013).

Job satisfaction: “Is the amount of positive overall feelings that individuals have towards their jobs” (Peerbhai, 2005, cited in Loganathan,2013).

Transformational leadership “Is a people-oriented leadership style that encourages subordinates to excel beyond normal performance levels for the sake of the organization. In this process, emotional attachments occur between the leader and follower” (Mester, Visser and Roodt, 2003).

Transactional leadership: “Is a task-orientated leadership style, relating to reward-based performance initiatives” (Naidu and Walt, 2005).

Laissez-faire leadership “is a passive indifference about the task and subordinates (e.g., ignoring problems, ignoring subordinate needs” (Yukl, 2013)

Participative leadership: “Is a democratic leadership by which a leader delegates authority to others, encourages participation, relies on subordinates’ knowledge for completion of tasks, and depends on subordinate respect for influence” (Daft, 2008)

1.9 Organization of the Study

This study was divided into five chapters. As the contents of the first chapter have already been presented, the rest chapters were organized as follows: Chapter two presents a review of related literature including the conceptual and empirical reviews. The methodology, design, data collection, and analysis tools used in the study are presented in chapter three. Chapter four begins by presenting the demographic information of the respondents and then, presents both descriptive and inferential statistics of the analyzed data with respective interpretation. Finally, chapter five summarizes and concludes the finding of the study followed by useful recommendations.

CHAPTER 2: REVIEW OF RELATED LITERATURE

This chapter presents a summary of selected previous studies on the topic of leadership and job satisfaction focusing on the problem and objective of the current study. It presents both conceptual and empirical reviews including definitions and importance of leadership and job satisfaction that were emphasized by the previous studies. Research hypotheses are also presented in this chapter.

2.1 Conceptual Review

2.1.1 Leadership

2.1.1.1 Concept and Importance of Leadership

Although leadership study is a new and emerging discipline, there have been so many studies conducted on the subject over the years by different researchers. However, literature indicates that there is no single universally accepted definition of leadership agreed upon by researchers due to its changing and complex nature. Akanpaadgi, Valogo, and Akaligang (2014) stated that the concept of leadership lacks consensus in definition across the academic literature.

According to Stogdill (1974), there are various definitions of leadership equivalent to the number of individuals who have attempted to define it (Cited in Anyango, 2015). In a similar manner, Yukl (2013) stated that researchers mostly define leadership from their own views on the subject and the context of the environment that most interest to them.

Rost and Barker (2000) defined leadership as “an influence relationship among leaders and followers who aspire factual changes and outcomes that reflect their shared purposes” (cited in Daft, 2008). For Dubrin, Dalglish, and Miller (2006), leadership is the act of leading a team towards the achievement of organizational targets. The researchers further argued that leadership is the art of inspiring, influencing, and motivating people to bring profitable change in the organization.

Kumar (2005) also defined leadership as a process by which a leader influences subordinates to attain an objective and leads the organization in a way that makes it more cohesive and coherent.

Another concept related to leadership is leadership style. It is a behavior a leader demonstrates in leading his followers. Cuadrado et al. (2007) stated leadership style as a uniform set of behaviors or patterns focusing on either a task or relation with employees.

According to Mehmood and Arif (2011), leadership styles are the behaviors displayed by the leaders when managing organizations, functions, or teams. And to achieve organizational goals, Tetteh and Brenyah (2016) suggested that different leadership styles could be adopted by different leaders in different situations to effectively manage their organizational members to a positive outcome.

2.1.1.2 Dimension of Leadership Styles

In previous studies, different styles of leadership have been identified with different aspects. This section presents transformational, transactional, laissez-faire, and participative leadership styles with their respective dimensions.

2.1.1.2.1 Dimensions of Transformational Leadership

Transformational leadership is a people-oriented leadership style that encourages subordinates to excel beyond normal performance levels for the sake of the organization (Mester, Visser and Roodt, 2003).

Avolio, Bass, and Jung (1997) identified four different aspects of transformational leadership style as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

a) Idealized Influence

Avolio, Bass and Jung (1997) stated that idealized influence is more concerned with formulating and articulating a clear vision and establishing challenging goals and inspiring

followers to perform beyond their expected standards to enable them to accomplish organizational objectives. The leader embraces high moral and ethical values and reinforces pride, respect, and faith among followers (Loganathan,2013). According to Flynn (2009), the leader makes an effort to promote his/her beliefs and values through influence.

Idealized influence is practiced when the leader expresses a sense of conviction and confidence, when making high impact decisions in the face of threats (Nielsen et al.,2008). Ozaralli (2002) also describes idealized influence as a process where the leader instills faith, pride, and respect among followers through inspiration.

According to Bass & Riggio (2006), there are two aspects to idealized influence: the leader's behaviors and the elements that are attributed to the leader by followers and other associates. As per these two aspects of idealized influence, an example description that represents idealized influence behavior is "The leader emphasizes the importance of having a collective sense of mission." And an example description that represents the idealized influence attributed factor is "the leader reassures others that obstacles will be overcome" (Bass & Riggio, 2006)

b) Intellectual stimulation

According to Nicholson 2007(cited in Tetteh and Brenyah, 2016), intellectual stimulation is concerned with the managers' role in creating a high sense of innovation and creativity in their subordinates by questioning assumptions and by creating new ways of addressing old situations. It occurs when the leader encourages creativity among followers to look for new and more efficient ways of solving problems compared to methods employed in the past (Mester, Visser, and Roodt, 2003).

The leader encourages followers to challenge their conventional problem-solving abilities and explore other avenues in order to stimulate deeper and innovative thinking (Barling et al.,2003, cited in Roland, 2013). According to Bass & Riggio (2006), an example description that represents the intellectual stimulation dimension is "the leader gets others to look at problems from many different angles."

c) Inspirational motivation

Northouse (2016) described inspirational motivation as the behavior of supervisors who convey messages of high expectation to subordinates, inspiring them through motivation to become committed to and be a part of the shared vision in the organization.

Bass & Riggio (2006) explained that inspirational motivation is concerned with the ways and manner in which managers inspire their subordinates to commit and share in the vision and mission of the organization within which they work. Thus, Leaders with inspirational motivation are able to create a strong sense of team spirit among followers as a means of inspiring team members towards the realization of stated organizational outcomes. An example description that represents the inspirational motivation dimension is “the leader articulates a compelling vision of the future.”

d) Individualized Consideration

Individualized consideration is focused on the managers’ ability to pay special attention to each subordinate’s need to encourage them and build a high sense of accomplishments and career growth by guiding them and acting as a coach or mentor in the process (Bass & Riggio, 2006; Nicholson, 2007).

Similarly, Mester, Visser, and Roodt, (2003) explained individualized consideration as a process whereby the leader identifies individual uniqueness, links the individuals’ current needs to the organization’s needs and provides coaching, mentoring, and growth opportunities. Effective leaders must demonstrate concern for individual needs and attend to these needs on an individual basis. An example description that represents the individualized consideration scale is “the leader spends time teaching and coaching.”

2.1.1.2.2 Dimensions of Transactional Leadership

Northouse (2016) explained that transactional leadership is collection of leadership behaviors, which center upon the exchange process between leaders and their subordinates. According to Naidu and Walt (2005), a priority is given to goal achievement together with a rational exchange reward system for high performance and punishment for low performance.

Cilliers, Eden, and Deventer (2008) mentioned transactional leadership as a social exchange process whereby tasks are agreed to and clarified between the leader and follower on the basis that a successfully completed task will result in a reward and avoidance of punishment. According to Adler and Reid (2008), a transactional leader views the leader-follower relationship as a “quid pro quo” agreement where a mutual trade-off is commonly agreed to by both parties.

Like transformational leadership, Bass and Avolio (1995) identified three main aspects of transactional leadership. These are contingent rewards, active management-by-exception, and passive management-by-exception.

a) Active management-by-exception

Bass & Riggio (2006) stated that the leader with this dimension actively monitors the activities of followers, in search of errors, deviations from standards, or failures. Mester, Visser, and Roodt, (2003) also described this dimension as a proactive management style whereby the leader closely watches the performance of followers and takes corrective action to avoid potential problems. The researchers added that, the leader uses rewards, praise, and promises to motivate followers to achieve performance levels agreed to by both parties. An example description that represents Active Management- by-Exception item is “the leader directs attention toward failures to meet standards.”

b) Passive management-by-exception

Antonakis, Avolio, and Sivasubramaniam (2003) described passive management by exception as the ability of the leader to intervene only in situations where problems occur. Bass & Riggio (2006) also explained this dimension as waiting passively for deviations, faults, and errors to occur and then taking corrective action. An example description that represents Passive management-by-exception item is “the leader takes no action until complaints are received.”

c) Contingent reward

According to Bass & Riggio (2006), contingent reward involves the leader assigning or convincing the follower on the planned tasks with promised or actual rewards offered in exchange for satisfactorily achievement. Similarly, Bass et al. (2003) explained that contingent reward

leadership clarifies expectations and offers recognition when goals are achieved. An example description that represents the contingent reward item is “The leader makes clear what one can expect to receive when performance goals are achieved” (Bass & Riggio ,2006).

2.1.1.2.3 Laissez-Faire Leadership

According to Bass et al. (2003), laissez-faire leadership is the avoidance or absence of leadership and is, by definition, most inactive, as well as most ineffective according to almost all research on the style. As opposed to transactional leadership, laissez-faire represents a non-transaction. Necessary decisions are not made. Actions are delayed. Responsibilities of leadership are ignored. Authority remains unused. An example description that represents the laissez-faire item is “the leader avoids getting involved when important issues arise.”

2.1.1.2.4 Participative Leadership

According to Belias & Koustelios (2014), a democratic leader usually offers guidance to group members and is likely to participate in the group and allow input from other group members. And by this, group members feel engaged in the process and are more motivated and creative. In a similar manner, a democratic leader delegates authority to others, encourages participation, relies on subordinates’ a similar knowledge for completion of tasks, and depends on subordinate respect for influence. (Daft, 2008).

Literature shows that participative leadership offers a variety of potential benefits. Yukl (2013) identified four potential benefits of participative leadership. These are higher decision quality, higher decision acceptance by participants, more satisfaction with the decision process, and more development of decision-making skills.

According to Yukl (2013), although there is no agreement about the optimal number of decision procedures or the best way to define them by scholars, most leadership scholars would recognize the following three decision procedures as distinct and meaningful.

Consultation: The manager asks other people for their opinions and ideas and then makes the decision alone after seriously considering their suggestions and concerns.

Joint Decision: The manager meets with others to discuss the decision problem and make a decision together; the manager has no more influence over the final decision than any other participant.

Delegation: The manager gives an individual or group the authority and responsibility for making a decision; the manager usually specifies limits within which the final choice must fall, and prior approval may or may not be required before the decision can be implemented.

Table 2.1 Dimensions of Leadership Styles

Category	Leadership Dimensions	Example Description
Transformational	Idealized influence behavior	Emphasizes the importance of having a collective sense of mission.
	Idealized influence attributed	The leader reassures others that obstacles will be overcome.
	Intellectual stimulation	Gets me to look at problems from many different angles.
	Inspirational motivation	Articulates a compelling vision of the future.
	Individualized consideration	Spends time teaching and coaching.
Transactional	Active management-by-exception	Directs my attention toward failures to meet standards.
	Passive management-by-exception	The leader takes no action until complaints are received.
	Contingent reward	Makes clear what one can expect to receive when performance goals are achieved.
Laissez-faire	Laissez-faire	Avoids getting involved when important issues arise.
Participative	Participative	Delegates authority to others, encourages participation and relies on subordinates' knowledge for completion of tasks.

Source: Bass & Riggio (2006) & Yukl (2013)

2.1.2 Job Satisfaction

2.1.2.1 Definition & Importance of Job Satisfaction

Job satisfaction has been defined in different ways by researchers over time. According to Ramayah, Jantan, & Tadisina (2001), job satisfaction is an expression used to describe how pleasant an employee is with his/her job. It is a good emotional state about the job and shows what makes people come to work. Mehndiratta & Tripathi (2012), argued that job satisfaction is an important indicator of how employees feel about their jobs and predicts work behaviors. For an organization, job satisfaction of its employees means that it is motivated and has a commitment towards a high level of productivity.

Robbins (2005) described satisfaction at work as a pleasing feeling from the appraisal of one's job. This indicates, therefore, that people develop attitudes toward their jobs by considering their emotions. Spector (1985) found that people who find fulfillment in their jobs exhibit high satisfaction than those who perceive their jobs as not fulfilling and rewarding to them. Similarly, according to Gallup, Klein & Jiang (2008), satisfaction at work is seen as an important factor that contributes greatly to organizational growth and successful organizations mostly have employees who are highly satisfied while poor job satisfaction can cripple an organization.

In contrast, Lee and Ahmad (2009) indicated that job dissatisfaction results in frequent absenteeism, grievances, tardiness, high turnover, and poor morale and motivation at work. These factors tend to have repercussions on the overall performance of the organization (Scroggins, 2008).

2.1.2.2 Dimensions of Job Satisfaction

Job satisfaction has been a focus of several researchers due to its multi-dimensional significance in organizations. According to Tella, Ayeni, and Popoola (2007), job satisfaction is associated with a wide range of feelings about work such as attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges, and respect. In other words, Ellickson et al. (2001) stated that the availability of sufficient working tools, resources, and training opportunities and a just workload distribution will significantly and positively influence employee job satisfaction.

According to Bass, 2008 (cited in Ali 2011), there is consistent agreements by researchers whether job satisfaction consists of a single dimension or several separate dimensions, as the level of job satisfaction may be influenced by several factors relating to employees themselves, organizational or environmental factors.

Luthans (2005) stated that the common dimensions of job satisfaction are work, pay, promotion, supervision, and coworkers. Similarly, Robbins (1998), indicated that the factors positively contributing to job satisfaction are: pay, work, environment, and co-workers.

In other words, satisfaction at work consists of two main dimensions – intrinsic satisfaction and extrinsic satisfaction. According to Hirschfield (2000), intrinsic job satisfaction relates to the

feelings and emotional attachments people have about the nature of the task itself (special assignments or projects being undertaken, activities carried out for its own sake).

Conversely, extrinsic satisfaction relates to the feelings people have about the aspects of the job situation that are external to their task such as working conditions, management practices, policies and procedures, rules, and regulations; but have the potential to affect it in one way or the other (Shim, Lusch and O'Brien, 2002). In this study, both intrinsic and extrinsic dimensions of job satisfaction were considered to examine the overall job satisfaction level at the case company.

Thus, the above literature indicates that employee's satisfaction of job is a mixture of several factors. The commonly known factors are working conditions, freedom or autonomy, job security, relationship with co-workers, relationship with superior, salary, career advancement, and growth. These factors are explained below:

2.1.2.2.1 Pay & Fringe Benefits

According to Robbins, Odendaal, and Roodt (2003), pay refers to the amount of financial compensation received for a specific job including competitive pay, a fair pay system, benefits such as retirement, medical and life insurance, compensation, rewards, and paid vacation time which are seen to be the most significant variables in explaining job satisfaction.

While some studies revealed high-level importance of pay and fringe benefits for job satisfaction, others found a low correlation of these factors with job satisfaction. For instance, Spector (1985) found a low correlation of 0.17 between job satisfaction and pay and as a result of this low correlation result Spector (1997) further argued that pay itself has a low effect on job satisfaction.

In his study of factors affecting employee job satisfaction of the pharmaceutical sector in Bangladesh, Parvin and Kabir (2011) found that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction.

2.1.2.2.2 Promotion

Robbins (1998) explained that promotion refers to the requirement that employees have a clear career path within the organization and the presence of a career planning program that enhances the abilities of the employee. The researcher added that employee development represents the extent to which organizational culture provides employees with growth paths that include advancement opportunities, and training and development of new skills that may be required in order to enhance their ability in carrying out their tasks properly and efficiently.

In their study of factors influencing job satisfaction of employees in the telecom sector of Pakistan, Saeed et al. (2013) found that the key factors that contribute to employee satisfaction are promoting, pay, fairness, and working conditions.

2.1.2.2.3 Supervision

The nature of the supervision provided can also significantly affect job satisfaction (Spector, 1997; Mullins, 2007; Sharaf et al., 2008; cited in Ali, 2011). Similarly, Robbins (1998) argued that employee satisfaction increases when the immediate supervisor is understanding, friendly, supportive, provides appreciation for good performance, listens to their opinions and ideas, meets their top needs, encourages involvement in the decision-making process, and shows personal interest in them, which in return enhances their feeling of control and achievement.

Other studies have also indicated that employees who have a positive relation with their immediate supervisors are generally more satisfied at work (Koustelios, Kouli, and Theodorakism 2003, cited in Murphy, 2007).

2.1.2.2.4 Contingent Rewards

The degree to which followers perceive that they are being treated fairly affects employees' job satisfaction (Ali et al., 2009). According to Waqas et al. (2014), reward, recognition, and workplace environment were the most influencing factors to job satisfaction, but participation in decision making and job satisfaction has an insignificant relationship.

According to Spector (2008), rewards leaders intended to give to their employees can be classified as performance and dedication rewards. In the case of performance rewards, organizations and leaders need to offer employees some financial awards so that they can feel better and facilitated in their lives. On the other hand, in the case of dedication and recognition rewards, it is important for the organization to give some honorable gifts to the employees so that they can feel highly respected, appreciated, and appraised in the organizational environment.

In addition, when deciding employee rewards, the way in which the awards are dealt with would have varying effects as recompensing an employee in a more individual way would create a better feeling than grasping the employee in the hall and provides him or her with an award or a present. (Spector, 2008).

2.1.2.2.5 Operating Conditions

Spector (2000) explained that operating conditions evaluates employee satisfaction or dissatisfaction with the physical workplace, procedures and rules, safety conditions, and demands generated by leadership on the output of employees, such as required overtime and working to the point at which mental and physical problems develop. According to Mullins, 2007 (cited in Ali 2011) an important factor that significantly impacts job satisfaction and efficiency is the nature of the work environment and workplace facilities.

2.1.2.2.6 Co-Workers

This refers to the type and quality of interaction and relationship that employees have with their co-workers and immediate supervisors. According to a survey by Madison (2000) on more than 2,100 women occupying the most demanding jobs employees who lacked support from their co-workers and supervisors were more likely to suffer from job dissatisfaction. Furthermore, Luthans (2005) added that an employee's co-workers, the group they belong to, and the culture to which an employee is exposed, all have the potential to influence job satisfaction.

2.1.2.2.7 Nature of work

The type of work that satisfies the needs of employees is work that provides them with opportunities to use their skills and abilities, the perceived importance of the job, and the challenge and variety of the work (Spector, 2008). Other factors such as volume of work, responsibility, autonomy, and complexity influences job satisfaction (Sharma and Bhaskar, 1991). Similarly, Saal and Knight (2000) argued that an increasingly dominant factor that impacts an employee's job satisfaction is the nature of the work assigned to him or her by the organization.

2.1.2.2.8 Communication

According to Robbins (2005), communication refers to an exchange of information between leaders and employees (verbally or in writing), whereby leaders inform employees and listen to employees' problems and accept advice from all members of the organization.

Spector (1997) also mentioned that evidence from various studies indicates the important role of effective communication for employees' satisfaction and their identification with their organization. These results pave the way for the internal communications to be the center of the progressive organization's strategy. In addition, the same researcher indicated that organizations and their communication personnel have recognized that effective communication relates directly to the employees' ability, motivation, and commitment to the job. The summary description of job satisfaction factors developed by Spector (1997) is presented in the following table.

Table 2.2 Description of Job Satisfaction Facets

Facet	Description
Pay	Satisfaction with pay and pay raises
Promotion	Satisfaction with promotion opportunities
Supervision	Satisfaction with immediate supervisor
Fringe benefits	Satisfaction with fringe benefits
Contingent rewards	Satisfaction with rewards (not necessarily monetary) for good performance
Operating conditions	Satisfaction with rules and procedures
Co-Workers	Satisfaction with co-workers
Nature of work	Satisfaction with type of work done
Communication	Satisfaction with communication within the organization

Source: Spector (1997)

2.1.3 The Relationship between Leadership Styles and Employees' Job Satisfaction

Various studies have been conducted on the relationship between leadership styles and employees' job satisfaction. While numerous studies described specific leadership styles as having a positive significant effect on employees' job satisfaction, some other studies showed a negative impact of some leadership styles on employees' job satisfaction.

Bass and Avolio (1995) argued that transformational leadership style creates intrinsic satisfaction within individuals, given their ability to impact their intellectual stimulation. According to Emery & Barker (2007), transformational leaders inspire their followers to take up more responsibilities and this instills in employees a high sense of achievement, satisfaction, and commitment with their jobs.

Similarly, Castaneda and Nahavandi (1991) asserted that workers are highly satisfied when they perceive their superiors as individuals who exhibit both interpersonal (extrinsic) and task-oriented (intrinsic) behaviors and attitudes.

In other words, Bezawit (2017) suggested that organizational leaders should not only practice one type of leadership style. The study concluded that a combination of the various leadership styles will result in more satisfaction and increase employee performance. Similarly, Nemaei (2012) argued that the reason for adopting different leadership styles by organizations

include changes in social values, technology, and political system. In support of this argument, McCleskey (2014) also noted that as such changes may make a leadership style that was previously effective and efficient to be ineffective, organizations need to adopt leadership styles that match with their objectives and one that will have a great impact on their employees.

Furthermore, House and Shamir 1993 (cited in Knippenberg and Hogg, 2003) states that leaders can accomplish planned transformation in organizations by influencing followers to tie their personal satisfaction to the attainment of the group's goal. Emery and Barker (2007) stated transformational leaders will positively increasing employees' satisfaction and sense of accomplishment with them because they are inclined to encourage and motivate their subordinates to take more responsibility.

According to Saleem (2015), the importance of leaders in organizations has increased and the achievement of organizational goals solely depends on the leadership behaviors and functions displayed by the leaders in the current business environment. Bennis 1989 (cited in Daft,2008) also stressed that the role of leadership is to attract and energize people, motivating them through identification rather than rewards or punishments.

Ali and Tang (2016) indicated that spiritual leadership style has the highest significant influence on job satisfaction, followed by authentic leadership style, transformational leadership style, and transactional leadership style. The study further revealed that job satisfaction has a mediating effect on the relationship between each of the leadership styles on business performance.

Abelha, Carneiro & Cavazotte (2018) conducted a study on the relationship between transformational leadership and job satisfaction, covering public and private institutions involving in different sectors in Rio DeJenero, Brazil. It was aimed at assessing the Influence of organizational contextual factors and individual characteristics on the relationship between transformational and transactional leadership styles. The results indicated that the relationship between transformational leadership and job satisfaction is moderated by the followers' gender, being stronger for female followers. The relationship was not affected by the followers' area of professional training, nor by type of organization (public/private).

The importance of job satisfaction in organizations is due to its positive consequences on other organizational outcomes. Some studies show this multi-dimensional importance of

employees' job satisfaction in organizations. Parivin (2011) indicated that satisfaction of human resource finds close links to highly motivated employees and motivated employees then develop loyalty or commitment to the firm resulting in greater productivity and lower turnover rates. Similarly, Mehndiratta & Tripathi (2012) indicated that employees highly satisfied with their jobs are more likely to stay with the organization, are less absent, are more likely to engage in organizational citizenship behavior, and experience higher satisfaction with their life in general.

2.2 Review of Empirical Studies

In an empirical study on the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia, Voon et al. (2011) found a positive association between transformational leadership style and job satisfaction and a negative association between transactional leadership style and job satisfaction.

A correlational study was conducted by Afshinpour (2014) on the relationship between five leadership styles (transactional, transformational, autocratic, charismatic, and situational) and Job satisfaction in National Iranian Oil Company. The result indicated that there was a positive relationship between the five leadership styles and employee satisfaction, implying that the situational leadership style may be the most suitable style for leaders in some companies.

In another empirical study by Loganathan (2013) on the influence of leadership styles on job satisfaction at Cellulose Pulp Mill in Kwazulu-Natal (South Africa), the result showed that there were statistically significant relationships between overall transactional leadership and job satisfaction, overall transformational leadership, and job satisfaction and laissez-faire leadership and job satisfaction. The study added that two attributes of transformational leadership (Intellectual stimulation and individualized consideration) best explain job satisfaction.

In addition, a study by Eden (2019) on "the influence of leadership styles on employee's motivation: in the case of Kaki Motors (Ethiopia)", found that transformation leadership style was found to have a better positive influence on employee's motivation than transactional and Laissez-faire leadership styles.

Furthermore, Nemaei (2012) conducted a comparative study of the impact of participative leadership on employees' motivation, job satisfaction, and innovation in the water engineering sectors in Iran. The study found that participative leadership was the most suitable style for motivating employees, for improving the level of job satisfaction in employees, and for enhancing the level of innovation and creativity in employees compared to other leadership styles such as transformational and transactional leadership styles. The study also suggested that managers need to study horizontal leadership styles such as participative leadership and use these leadership styles where applicable to enhance the existing level of motivation, job satisfaction, and innovation in their organization.

Similarly, Ali (2011) conducted a descriptive comparative study on exploring the relationship between the perceived leadership behaviors and job satisfaction at the Libyan Petrochemical Companies using Avolio and Bass's (1991) the full range of leadership theory (transformational, transactional, and laissez-faire). The findings of the study demonstrated that the leaders were perceived by their employees as displaying transactional and laissez-faire leadership behavior more often than transformational behavior in the case of the two case companies analyzed. It also indicated that the practice extent of transformational leadership behavior by leaders was much lower than employees expected. There was also a significant association between the employees' job satisfaction level and operation conditions, nature of work, fringe benefits, supervision, and communication.

Alemu & Getnet (2017) also conducted a cross-sectional survey study with an aim of examining the influence of leadership styles (transformational, transactional & laissez-faire) on employees' job satisfaction in Ethiopian public universities focusing on four of the oldest 10 public universities in the country. The study found that among the three leadership styles only transformational leadership style has a clearly positive significant impact on faculty job satisfaction.

Ushie et al. (2010) conducted a study with an aim of investigating the impact of leadership style on employees' intrinsic job satisfaction in the Cross-River State Newspaper Corporation in Nigeria, covering democratic, autocratic, and laissez-faire styles. The study revealed that the autocratic leadership style reduces workers' willingness to work as well as impede their ability to attain intrinsic job contents. On the other hand, the democratic leadership style offers workers

greater opportunity to attain their intrinsic job satisfaction. Thus, the study concluded that employees were more satisfied under democratic leadership than under autocratic or laissez faire styles.

Saleem (2015) also conducted a study on the impact of leadership styles on job satisfaction focusing on teachers teaching in public sector universities of Lahore, Pakistan. The result indicated that transformational leadership has a positive correlation with job satisfaction which implies that a transformational leader through their inspiring and motivating behavior can induce changes in feelings of members of an organization. In contrast, a negative relationship between transactional leadership and job satisfaction was found which indicates that transactional leaders are more concerned with achieving organizational goals through giving rewards or punishments and have less association with employee satisfaction.

Arumugam et al. (2019) conducted a study on the effect of transactional and transformational leadership styles on employee satisfaction in private companies in Malaysia. The findings of the study indicated that both transformational leadership and transactional leadership were significantly positively related to job satisfaction.

Long et al. (2014) conducted a study with the aim of examining the relationship between transformational leadership style and employee job satisfaction in a government company that involves in diversified business activities in Malaysia. The findings show that only individualized considerations of the four transformational leadership characteristics are found to have a significant relationship with job satisfaction.

Joseph (2018) conducted a study with the aim to assess the relationship between leadership style and job satisfaction in four manufacturing companies in Chennai, India. According to the result, there was a significant relationship between leadership style and Job satisfaction. The study found that companies have almost the same style of leadership – transactional leadership, transformational leadership and laissez-faire has a positive impact. Hence there is a positive relationship between leadership style and Job satisfaction in various manufacturing companies.

Sakiru (2013) conducted a study to determine the association between the transactional and transformational leadership style and employee's job satisfaction in small and medium scale

enterprises in Nigeria. The results showed that transactional leadership style and transformational leadership styles have a positive relationship with employee job satisfaction.

Badria (2013) conducted a study that aimed to investigate the influence of leadership styles on “Employees’ Job Satisfaction and Turnover Intention in the public sector organizations in the UAE.” The findings of the study also revealed that transformational leadership behaviors have a stronger positive influence on employees’ job satisfaction than transactional leadership behaviors. Also, the study found a negative significant relationship between transformational and transactional leadership styles and employees’ turnover intention.

Yagambaram (2012) conducted a study to examine the relationship between the leader’s leadership style and employees’ job satisfaction in Small & Medium Enterprises (SMEs) in Malaysia. The results indicated that sub-variable of transformational leadership style, individualized consideration behavior proved to be the most frequent and significant predictor of facets of job satisfaction of SME employees. However, sub-variables of transformational leadership failed to predict two aspects of job satisfaction, which was contingent rewards and fringe benefits. The contingent rewards aspect of job satisfaction was significantly and negatively predicted by passive/avoidant leadership. Meanwhile, the fringe benefits aspect of job satisfaction was significantly predicted by transactional leadership positively and passive/avoidant leadership negatively.

Zhang (2018) conducted a study on the impact of leadership styles on employee job satisfaction in the luxury retail project management industry in China covering major leadership styles, which may be summarized as autocratic leadership, democratic leadership, laissez-faire leadership, transactional leadership, and transformational leadership styles. The result of the research showed that there is a significant relationship between leadership styles and employee job satisfaction in the retail industry. Especially the transformational and democratic leadership style has a positive correlation with job satisfaction and the finding suggests that the transformational and democratic leadership style may be the most appropriate style for leaders in luxury retail project management.

In their empirical study on the effect of transformational and transactional leadership style on job satisfaction in selected retail outlets of Slough, the United Kingdom, Oino & Asghar (2018) found that transformational leadership positively affects employees job satisfaction, whereas the

transactional leadership style has an insignificant effect on job satisfaction. Thus, it was concluded that transformational leaders were more effective in terms of enhancing employees' job satisfaction in the retail sector of Slough, the United Kingdom.

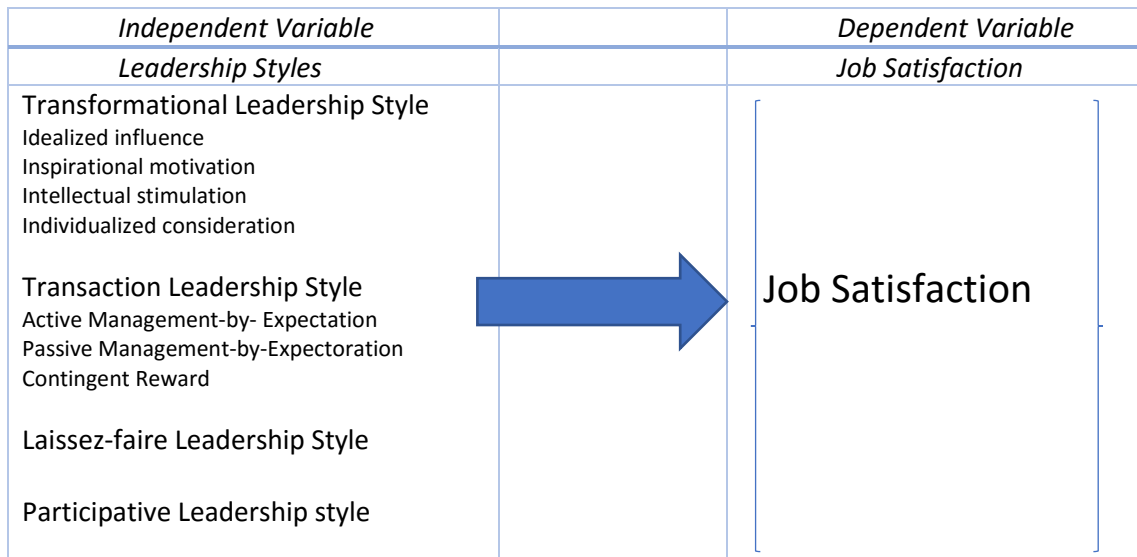
2.3 Conceptual Framework of the Study

This study aims to examine the impact of four leadership styles (transformational, transactional, participative, and laissez-faire) and their components exhibited by supervisors on employees' job satisfaction in Horra Corporate Group.

The studies discussed above under conceptual and empirical review, emphasized the importance of effective leadership in business organizations and how they influence employees' job satisfaction.

Based on the review of the related literature discussed above the conceptual model of the study was proposed and presented in figure 2.1 below and the study was guided by this model. The model demonstrates the relationship between four leadership styles and job satisfaction along with their common dimensions. According to the review of literature discussed above, the leadership styles of supervisors were considered to have a direct influence on the job satisfaction of subordinates. Hence, transformational, transactional, laissez-faire, and participative styles were considered as independent variables and overall employees' job satisfaction (summated mean of job satisfaction facets) was taken as the dependent variable of the study.

Figure 2.1 Conceptual Model of the Study



Source: Derived from review of related literature

2.4 Research Hypothesis

In order to answer the research questions and to achieve the objectives of the study, the following four null hypotheses assuming causal relationships between the dependent and the independent variables were generated based on the conceptual model of the study. And these hypotheses were tested using the primary data collected from the respondents.

H₀1: Transformational leadership style has no positive significant impact on employees' job satisfaction.

H₀2: Transactional leadership style has no positive significant impact on employees' job satisfaction.

H₀3: Laissez-faire leadership style has no positive significant impact on employees' job satisfaction.

H₀4: Participative leadership style has no positive significant impact on employees' job satisfaction.

CHAPTER 3: RESEARCH METHODOLOGY

This chapter presents the overall methodology used to carry out the study in order to achieve the research objectives. It presents the research design, description of study variables, study area, and target population. In addition, sampling technique and sample size are discussed in detail. Furthermore, data sources, types, collection methods, and analysis are presented. Finally, methods used to ensure the reliability and validity of the study are discussed.

3.1 Research Design

A Sreejesh, Mohapatra and Anusree (2008) defined research design as a framework or blueprint for conducting a business research projects in an efficient manner, and this details the procedures necessary for collection, measurement, and analysis of information which helps the researcher to structure or solve business research problems. The three common research designs are: explorative (to get familiarized with a new topic, Babbie,2007), descriptive (to discover and explain a social situation, Wolfer, 2007) and causal (to determine a causal relationship among variables, Kothari,2004).

Literature suggests that a type of research to be conducted and the purpose of research should be considered when choosing a research design. The current study aims to examine the impact of perceived leadership styles on employees' job satisfaction in Horra Corporate Group. Thus, to achieve the objective of the study descriptive and causal type of research design was adopted with a quantitative approach. This design was chosen due to the nature of the study aiming to describe, explain, and interpret events from the perspective of the employees who are participants of the study. Particularly, the study describes and interpret how employees in Horra Corporate Group perceive the role of leadership styles in employees' job satisfaction.

In addition, a survey structure with an empirical type of study was conducted. As the study aims to cover all branches of the case company, a survey structure was considered a suitable structure for the study than other available structures.

3.2 Description of Study Variables

The demographic characteristics survey questionnaire was included in the main questionnaire to obtain information about the personal characteristics of the respondents including, age, gender, education level, and length of service in the case company, Horra Corporate Group. The respondents' demographic data is important to understand the respondents' background information and its implications on the current study.

The key variables covered in the study were categorized as independent variables and the dependent variable. The independent variables are four leadership styles including transformational, transactional, laissez-faire, and participative.

The scale used for transformational, transactional, and laissez-faire leadership styles in order to measure them was the Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (1995) to measure the full range leadership styles (transformational, transactional, laissez faire). In addition, Yukl (2013) participative leadership description, modified as a questionnaire to fit the context of the study, was used to measure the participative leadership style.

The independent variable covered in the study was the level of employees' job satisfaction consisting of the nine job satisfaction facets (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication). These job satisfaction facets were measured based on a scale of the Job Satisfaction Survey (JSS) developed by Spector (1997) and the summated mean of all these facets was taken as the overall employees' job satisfaction to represent the dependent variable.

3.3 Description of Study Area and Target Population

Creswell (2013) explained that a study's population is the total entity from which the research seeks a specified type of knowledge. Similarly, Neuman (2013) defines a research population as a particular pool of cases, individuals, or group(s) of individuals which the researcher desires to investigate.

The study area for this research is Horra Corporate Group head quarter office in Addis Ababa and other branch offices found out of Addis Ababa. The leadership styles of supervisors as perceived by subordinates and the impacts of these leadership styles on employees' job satisfaction in the case company was studied. The target population for the study comprises all full-time employees in Horra Corporate Group with an educational level of high school-completed and above. This educational level was chosen because the employees below this educational level were not accessible during the data collection as the company arranged temporary leave for its employees working on non-critical tasks to prevent the spread of Covid-19 pandemic.

3.4 Sampling Technique and Sample Size

The sample of this study was selected based on a non-probability convenience sampling method. This technique was preferred to the probability sampling method as some employees were not accessible at offices because the case company was using an arrangement of working from home to control the spread of Covid-19 pandemic during the data collection phase of the study.

To determine the appropriate sample size of the study, some general demographic data about the population of the study such as the total number and educational level of full-time employees working at Horra Corporate Group excluding top managers were collected from the case company. From this collected data it was found that 308 full-time employees were working in the case company including headquarter and all branches. And out of the total full-time employees, 235 employees had an educational level of high school-completed and above that fulfilled the criteria of educational level chosen for the target population. As already mentioned above, this educational level was chosen because the employees below this educational level were not accessible during the data collection as the company arranged temporary leave for its employees working on non-critical tasks to prevent the spread of Covid-19 pandemic.

Then, the sample size for the study was determined by using the method established by Yamane (1967) based on the below formula:

$$n = \frac{N}{1+N(e)^2},$$

Where: n is the sample size, N is the population size, and e is the level of required precision.

Hence, the calculation of sample size is as follows:

$$n = \frac{235}{1+235(.05)^2} = 148$$

Thus, based on the above method of sample determination, 148 was identified as an ideal sample size for the study.

Table 3.1 Sample Size Determination Population Information

S/N	Sister Companies	Total Number of Full-Time Employees Excluding Top Managers	Number of Employees with Educational Level of High School-complete & Above	Overall Sample Size
1	Horra Trading	209	180	148
2	Ethio-Gabana Trading PLC	25	15	
3	Horra Real Estate PLC	13	10	
4	Horra Anderacha PLC	50	20	
5	World Transit PLC	11	10	
Total (Horra Corporate Group)		308	235	

Source: Horra Corporate Group

3.5 Data collection – source, types, instruments, etc.

Both primary and secondary sources were used in the study to achieve the research objectives. The secondary sources in the form of books, articles, and internet were used as a source of review of related literature to develop concepts and explain issues related to the problem under study. On the other hand, to perform hypotheses testing and answer research questions, primary data was collected from the selected employees working the case company, Horra Corporate Group. For this purpose, two standard instruments for collecting the data, the leadership style questionnaire & job satisfaction questionnaire, were used both of which are rated based on a likert type scale with values from zero to four and from one to five, respectively. The rating scale for leadership style questionnaires is 0=Not at all, 1=Once in a while, 2=Sometimes Fairly, 3=often, 4=Frequently, if not always. The rating scale for job satisfaction questionnaires is 1=Disagree very much, 2=Disagree moderately, 3=Disagree slightly, 4=Agree slightly, 5=Agree moderately, 6=Agree very much

The first instrument used in the study was the Multi-Factor Leadership Questionnaire (MLQ) which was developed by Bass & Avolio (1997) to measure the leadership styles of supervisors. The MLQ assesses five components of transformational leadership (idealized Influence –attributes, idealized influence- behavior, inspirational motivation, intellectual stimulation, and individualized consideration), three components of transactional leadership (constructive transaction, management by exception- active and management by exception- passive), and one non-transactional/laissez-faire leadership component. In addition to MLQ, participative leadership styles questionnaire was adopted from Yukl (2013) to measure participative leadership styles of the supervisors in the case company.

The second data collection tool used in the study was the Job Satisfaction Survey (JSS) which was developed by Spector (1997) to measure the job satisfaction level of the respondents based on different facets of job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work and communication).

The distributed questionnaires, as a measuring and data gathering instrument, was consisted of three sections, namely biographical information, leadership styles (MLQ and the participative leadership style questionnaire), and Job Satisfaction (JSS).

Thus, a total of 148 questionnaires were distributed to the selected respondents in person and via mail to be filled and returned for data analysis.

3.6 Data Analysis – Model, Techniques & Software

In line with the objective of the study, both descriptive and inferential statistical tools were used to analyze the data and to get answers to research questions. According to Kazmier (2009), descriptive statistics include the techniques that are used to summarize and describe numerical data for the purpose of easier interpretation. And inferential statistics include those techniques by which decisions about a statistical population or process are made based only on a sample having been observed.

Multiple regression analysis was applied to ascertain which leadership style is the best predictor of overall job satisfaction in the case company. For this purpose, the Statistical Package

for the Social Sciences (SPSS) software version-26 was used to analyze the collected data. For the inferential analysis, the confidence interval was set at 95% ($p= 0.05$) to determine the statistical significance of the test results.

3.6.1 Regression model description

To achieve the objective of the study which was to examine the impact of leadership styles on employees' job satisfaction, job satisfaction was considered as the dependent variable of the study, and leadership styles were included as the independent variables. Hence, a multiple linear regression model comprising the dependent and independent variables was proposed as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

where:

- **y** represents the dependent variable (job satisfaction)
- **X_{1,2,3,4}** represents independent variables (leadership styles) (i.e., **X₁** = transformational leadership style, **X₂**= transactional leadership style, **X₃**=participative leadership style & **X₄**= laissez-faire leadership style).
- **β₀, β₁, β₂, β₃, & β₄** are the parameters of the model or regression coefficients.
- **ε** represents the unobservable error which is the left-over portion of variability that the model cannot explain.

The least-squares-method (OLS) was used to estimate the regression coefficients in such a way that the sum of the squared prediction errors is kept as small as possible.

3.7 Reliability and Validity

Reliability and validity are two important terms requiring the test of measurement tools in research to achieve a reliable and generalizable research finding. According to Kothari (2004), validity refers to the degree to which a test measures what was intended to measure. And Robert & Richard (2008) defined reliability as the consistency and stability of findings that enables findings to be replicated.

In this study, different tools were used to collect the required data. MLQ & JSS are the two standard measuring instruments that were used as data gathering tools. The MLQ is an internationally accepted research instrument that measures a broad range of leadership styles including transformational, transactional, and laissez-faire leadership styles (Avolio et al., 2004). Similarly, the Job Satisfaction Survey (JSS) is a standard research tool to assess employee attitudes about the job and aspects of the job.

Both the MLQ and JSS have been used extensively in leadership research as standard research tools since their development. These tools are established & validated questionnaires for which the psychometric properties have been found to be very good. In addition to MLQ & JSS, the participative leadership questionnaire instrument adopted from Yukl (2013) was used to collect the data related to participative leadership in the case company.

To check the reliability of each data gathering tools used in the study, Cronbach's alpha reliability analysis was carried out. As per the analysis result, the reliability coefficient was found to be 0.931 for transformational leadership style and 0.769 for transactional leadership, and 0.750 for laissez-faire leadership style. In addition, the analysis showed that Cronbach's alpha reliability coefficient for participative leadership was found to be 0.714 and for job satisfaction, it was found to be 0.827.

To summarize, the Cronbach's Alpha coefficient (α) for all variables was more than 0.70 and hence, this was found to be highly satisfactory. Therefore, the MLQ was deemed to be a reliable measure of transformational leadership style, transactional leadership style, and laissez-faire leadership style, while JSS was a reliable measure of job satisfaction. In addition, the participative leadership questionnaire instrument adopted from Yukl (2013), was another reliable measure of participative leadership.

Table 3.2 Cronbach's Alpha Coefficient

Variable	Cronbach's Alpha (α)	Number of Items
Transformational	.931	20
Transactional	.769	12
Laissez-faire	.750	4
Participative	.714	4
Job Satisfaction	.827	36

Source: Survey Data (2020)

3.8 Ethical consideration

Similar to any other business and social research, this research has some ethical considerations that were required to be addressed. According to Walliman (2011), working with human participants in research always raises ethical issues about how a researcher treats the participants. People should be treated with respect, which has many implications for how exactly you deal with them before, during, and after the research.

The common ethical considerations that are required in business and social research include voluntary participation, informed consent, the anonymity of the participants, and confidentiality of the data collected. (B. Burns and A. Burns, 2008)

In the process of addressing the ethical issues that may arise at every stage of conducting this study first, an email message was sent to the case company's top management requesting the company's permission and assistance to be able to conduct the study on the company. After the email permission request, a brief explanation of the purpose of the study was provided to the top management assuring them that no confidential data of the company would be disclosed.

After the company permission was secured, the consent letter along with the questionnaire was distributed to the participants. In the letter, it was clearly mentioned that the study was intended only for an academic purpose and voluntary participation was requested. In addition, the participants were guaranteed that the study is strictly anonymous and confidential. Furthermore, the participants were informed that it was not required to write their names on the questionnaire. Thus, the data was collected based on the voluntary participation of the respondents in the study by which the participants' informed consent was secured and in turn, their responses would be treated with high confidentiality.

CHAPTER 4: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

The objective of this study was to examine the impact of perceived leadership styles on employee's job satisfaction in Horra Corporate Group. Descriptive and inferential statistics were used to analyze the data in order to achieve the objectives of the study and to answer the research questions. This chapter presents demographic characteristics of the respondents and findings of the study. It also discusses and interpret the results.

A total of 148 questionnaires were distributed and 127 respondents returned the completed questionnaires, making a total response rate of 85.81 %. Out of 127 returned questionnaires, 125 were properly filled out and used for the analysis. However, 2 questionnaires that were incomplete and hence, excluded from the analysis. After checked for any omissions, the responses were coded, edited, and entered into SPSS for further analysis. For the inferential analysis, the confidence interval was set at 95% ($p= 0.05$) to determine the statistical significance of the test results.

4.2 Demographic Characteristics of the Respondents

Some of the previous studies on the relationship between leadership styles and job satisfaction treated demographic characteristics of the respondents as independent variable for they are considered to have effects on the overall employees' job satisfaction (Bass,2008, Marhoobi and Attan,2017). However, as this is beyond the scope of the current study only respondents' important demographic characteristics and their implications are presented under this section.

The demographic data of the respondents including gender, age, educational level, marital status, service years in the company, and job position level are presented in Table 4.1 below. The data are briefly discussed using the descriptive statistics of frequency and percentage.

The gender distribution of the respondents in Table 4.1 below demonstrates that out of 125 respondents, 68 were males and 57 were females. In other words, 54.40% of the respondents who participated in the study were males and 45.60% of them were females indicating the balanced participation of the respondents in the study with respect to gender.

With respect to age, 33(26.40%) respondents were aged less than 26 years, 82(65.60%) respondents were in the 26-45 years category and 10(8.00%) respondents were more than 46 years of age. The results also indicate that 73.60% of the respondents, being the majority, were aged less than 36 years. This composition implies that the company has a younger workforce which can be considered as an advantage for the company to enhance its growth. In other words, a younger workforce implies a low level of work experience that would require effective leadership to get the most out of these resources.

With respect to educational level, Table 4.1 below shows that 13 respondents (10.40%) reported completing high school and 21(16.80%) respondents reported having a diploma. In addition,75(60.00%) respondents, who formed the larger group, were BA/BSC degree holders, while 16 (12.80%) had MA/MSC/MBA degree. This indicates that most of the respondents had enough educational qualifications to understand the questionnaire and give their fair assessment responses. Overall, Table 4.1 shows 112 (89.60%) employees have educational level of diploma and above, and this implies a good growth potential for the company in terms of educational qualification of its human resources.

With respect to marital status, Table 4.1 below indicates that 60 respondents were married and 65 of the respondents were unmarried. Put another way, 48% of the respondents were married and 52% were single implying that there was a nearly equivalent representation of married and single employees in the study. And this result is another evidence supporting the age composition result which indicated that the company has a younger workforce.

With respect to service years, Table 4.1 shows 10(8.00%) respondents have worked in the company for less than a year, 73 (58.40 %) respondents have been employed in the company for 1-3 years. In addition, 34(27.20%) respondents have worked in the company for 4-7 years and 8 (6.40%) respondents have worked for 8-11 years. Compared to the age of the first established parent company, Horra Trading which is 15 years, 64.40 % of the respondents worked in the company for 3 years and less and only 33.60% worked in the company for 4 years and above. This indicates that the company has been attracting many experts from the labor market in the last three years as 26.95% of the company's full-time workforce served the company only for three years and less. Therefore, retaining this workforce is a very important task for the company that requires the use of effective leadership that would most satisfy its employees.

Finally, respondents were asked in the questionnaire to report their current job position level in the company. Table 4.1 below indicates that 27(21.60%) respondents were at junior level and 43(34.40 %) respondents were at senior level and 8(6.40%) were working as an assistant to supervisors. In addition, 33 (26.40%) respondents were working as first-line supervisors and 14(11.20%) were working as managers. The respondents at supervisor and manager position level were included in the study because they had immediate supervisors to whom they report and, in this regard, they were considered as subordinates. Therefore, the participation of respondents from different job position level also implies that respondents were representative of the population under study.

In summary, the overall demographic characteristics composition analysis of this study shows that the respondents had varied backgrounds implying that they were representative of the population under study. The varied demographic composition, on the other hand, implies the importance of effective leadership in terms of satisfying human resources with varied needs to achieve organizational targets beyond expectations.

Table 4.1 Demographic Characteristics of the Respondents

Variable	Characteristics	Frequency	Percentage	Cumulative Percentage (%)
Gender	Male	68	54.40%	54.40%
	Female	57	45.60%	100.00%
Age	<25	33	26.40%	26.40%
	26-35	59	47.20%	73.60%
	36-45	23	18.40%	92.00%
	> 46	10	8.00%	100.00%
Education	High-School Complete	13	10.40%	10.40%
	Diploma	21	16.80%	27.20%
	BA/BSC/BED	75	60.00%	87.20%
	MA/MSC/MBA	16	12.80%	100.00%
Marital Status	Single	65	52.00%	52.00%
	Married	60	48.00%	100.00%
Service Years	Under 1 year	10	8.00%	8.00%
	1-3	73	58.40%	66.40%
	4-7	34	27.20%	93.60%
	8-11	8	6.40%	100.00%
Job Level	Junior	27	21.60%	21.60%
	Senior	43	34.40%	56.00%
	Assistant supervisor	8	6.40%	62.40%
	Supervisor	33	26.40%	88.80%
	Manager	14	11.20%	100.00%

Source: Survey Data (2020)

4.3 Descriptive Analysis

Descriptive statistics were used to summarize and describe numerical data for the purpose of easier interpretation of the results and to draw appropriate conclusion. Under descriptive analysis, the mean score and standard deviation of the collected data were computed and analyzed. The analysis results are presented under the following sub-sections in tables and further illustrated using graphs. The descriptive analysis was mainly aimed to answer one research question (Research Questions 1) that was intended to examine the level of leadership styles practiced by the supervisors in the case company as measured by the questionnaire.

- 4) **Research Question 1:** To what extent leadership styles (transformational, transactional, laissez-faire & participative) are practiced by the leaders of Horra Corporate Group as perceived by the employees?

4.3.1 Mean and Standard Deviation Distribution of Leadership Styles

The MLQ scale contains 36 statements to assess the level of three leadership styles (transformational, transactional & laissez-faire) practiced by the leaders/supervisors in the case company. In addition to MLQ questionnaire, 4 statements to assess the level of participative leadership style were added to the leadership questionnaire making a total of leadership statements 40. The respondents were required to indicate their level of agreement to the statements about different leadership behaviors of their supervisors by choosing from the given rating scales (0=Not at all, 1=Once in a while, 2=Sometimes Fairly, 3=often, 4=Frequently, if not always).

According to Chamberlain,2003 (cited in Leapley-Portscheller 2008), the five-point MLQ rating scales can be divided into the three-point scale (i.e., three equal parts) to determine the effectiveness level of the MLQ mean results. Based on this scale, ratings from 0 to 1.33 represents a low level of a particular leadership style, ratings from 1.34 to 2.66 represents a moderate level of a leadership style, and ratings from 2.67 to 4.00 represents a high level of a leadership style. Hence, to know to what extent the leadership styles under the study are effective in the case company, the results of the current study are also discussed in comparison with the Chamberlain (2003) rating scale.

As shown in Table 4.2 below, raters perceived that their supervisors/leaders exhibited a different level of the leadership styles/leadership styles' dimensions. The mean score for the transformational leadership dimensions ranged from 2.31, SD=0.86 for individual consideration to 2.62, SD=0.85 for inspirational motivation. The mean scores found for other dimensions of transformational leadership style were M=2.53, SD= 0.73 for idealized influence- attribute, M=2.59, SD= 0.81 for idealized influence-behavior and M=2.56, SD= 0.82 for intellectual stimulation. Overall, a mean score of 2.52, SD=0.81 was found for the transformational leadership style. Based on the MLQ rating scales, ranging from 0(not at all) to 4 (frequently, if not always), raters perceived that their supervisors practiced all dimensions of transformational leadership style sometimes fairly/an average level/. Similarly, based on the three-point rating scale of Chamberlain (2003), a moderate level of all dimensions of transformational leadership style was displayed by supervisors as perceived by the raters.

With respect to transactional leadership dimensions, the mean scores ranged from 1.75, SD= 0.85 for passive management-by-exception to 2.52, SD=0.91 for the contingent reward. In addition, the mean score for active management-by-exception was M=2.17, SD=0.83. Overall, a mean score of 2.15, SD= 0.87 was found for the transactional leadership style. Based on the MLQ rating scales ranging from 0(not at all) to 4 (frequently, if not always), while raters perceived that their supervisors displayed contingent reward and active management- by-exception sometimes fairly/an average level/, they perceived that their supervisors exhibited passive management-by-exception once in a while/i.e., below an average/. In other words, based on the three-point rating scale of Chamberlain (2003), a moderate level of all dimensions the transactional leadership style was displayed by supervisors as perceived by the raters.

With respect to laissez-faire and participative leadership styles, raters perceived that their leaders displayed laissez-faire leadership style once in a while (M= 1.59, SD=1.02) and participative leadership style sometimes fairly/an average level/ (M= 2.44, SD= 0.79). As per Chamberlain (2003) rating scale, both laissez-faire and participative leadership styles were exhibited moderately.

Table 4.2 Mean & Standard deviation Score of Leadership Dimensions

Variable	N	Min	Max	Mean	Standard Deviation
Transformational	125	0.50	4.00	2.52	0.81
Idealized influence- attributed	125	0.50	4.00	2.53	0.73
Idealized influence-behavior	125	0.50	4.00	2.59	0.81
Inspirational motivation	125	0.50	4.00	2.62	0.85
Intellectual simulation	125	0.50	4.00	2.56	0.82
Individualized consideration	125	0.50	4.00	2.31	0.86
Transactional	125	0.42	3.83	2.15	0.87
Contingent reward	125	0.50	4.00	2.52	0.91
Active management- by -exception	125	0.50	3.75	2.17	0.83
Passive management- by- exception	125	0.25	3.75	1.75	0.85
Laissez-faire	125	0.00	3.75	1.59	1.02
Participative	125	0.50	4.00	2.44	0.79

Source: Survey Data (2020)

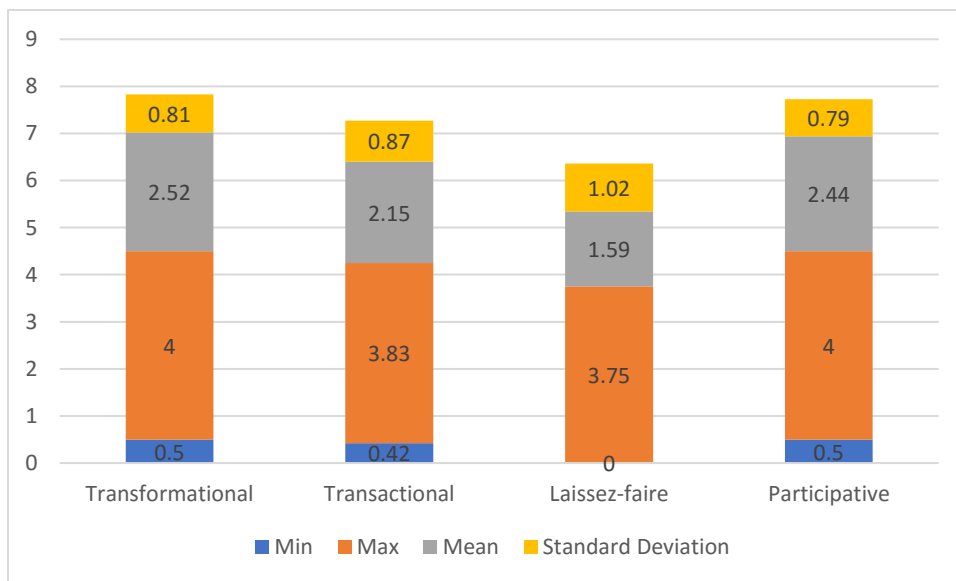
In summary, as shown in Figure 4.1 below, the raters perceived that their supervisors displayed transformational, transactional, and participative leadership styles sometimes fairly/an average level/ with varying mean scores and standard deviations, whereas they perceived that their supervisors exhibited laissez-faire style once in a while/below an average/. Based on the three-point rating scale of Chamberlain (2003), a moderate level of all the leadership styles covered under this study were displayed by the supervisors as perceived by the raters. The standard deviations showed a variation in total responses. While some respondents perceived their supervisors practicing more of a particular style, others viewed their supervisors using the style at a minimum level.

From this analysis of the perceived leadership styles' mean scores, it can be concluded that the transformational leadership style was the most dominant style practiced in the case company with a mean of $M= 2.52$, $SD= 0.80$, followed by the participative leadership style with a mean of $M=2.44$, $SD= 0.79$. The transactional leadership style was the third common style practiced in the case company with a mean of $M= 2.15$ & $SD= 0.87$ and the laissez- faire leadership style was found to be the least common style with an average of $M=1.59$, $SD=1.02$.

This finding indicates the extent to which these leadership and their respective dimensions are practiced by the supervisor in the case company. Thus, the findings answered the research question mentioned above (Research Questions 1) that was intended to examine the extent to which the leadership styles covered under study were practiced by the supervisors/leaders/ in the case company as perceived by the raters.

The ranking result of the MLQ for the current study (i.e., transformational leadership followed by transactional leadership, and laissez-faire leadership) is consistent with Bass and Avolio (1997) suggestion for effective leadership which stated that leaders should display transformational behaviors most often, then contingent reward, then management-by-exception active, then management-by-exception passive, and finally laissez-faire leadership. In addition, this ranking result is consistent with the result found by Eden (2019), Bezawit (2017) and Celestine (2015). However, the mean score for each leadership style was less than the mean score for effective leadership mean score to be discussed in the next sub-section.

Figure 4.1 Mean & Standard deviation Score of Leadership Styles



Source: Survey Data (2020)

4.3.2 Comparison of HCG Leadership Behavior and MLQ Norms (S. Africa & USA)

The mean score for each leadership style under the current study was compared to the MLQ norms' mean score in South Africa and the USA to examine their effectiveness level compared to others. As shown in Table 4.3 and Figure 4.2 below, the transformational leadership behavior mean

score (i.e., for all dimensions) and contingent rewards (dimension of transactional behavior) mean score at Horra Corporate Group were less than the MLQ norms' mean scores of South Africa and USA.

The transactional management-by-exception active mean ($M=2.17$) at Horra Corporate Group was less than South Africa's mean score ($M= 2.37$), but it was more than the USA's mean score ($M=1.67$). In addition, the passive management-by-exception dimension of transactional leadership mean score ($M=1.75$) and laissez-faire leadership mean score ($M=1.59$) at Horra Corporate Group were significantly more than the MLQ norms' mean scores of South Africa ($M=1.14$, $M=0.83$) and the USA ($M=1.02$, $M=0.66$), respectively.

In summary, the comparison results show that the transformational leadership behaviors (all dimensions) and contingent rewards behavior of transactional style at Horra Corporate Group were displayed less than the MLQ norms. In addition, passive management-by-exception and laissez-faire behaviors were displayed more than the MLQ norms in South Africa and USA. However, active management -by- exception behavior at Horra Corporate Group were exhibited less than MLQ norms in South Africa but greater than MLQ norms in the USA.

According to Bass and Avolio (1999), an ideal good leader should display a mean score of <1.0 for laissez-faire and passive management-by-exception, < 1.5 for active management-by-exception active, > 2.0 for contingent rewards, and >3.0 for all dimensions of transformational leadership. Based on this suggestion for an ideal leader, all dimensions of the transformational leadership behavior being displayed by leaders at Horra Corporate Group were less than the behavior of an ideal leader. In contrast, active management -by- exception, passive management -by-exception and laissez-faire behaviors at Horra Corporate Group were displayed greater than what was expected from the ideal leader. And only a mean score for contingent reward ($M=2.52$) was consistent with the ideal mean score for a good leader ($M>2.00$).

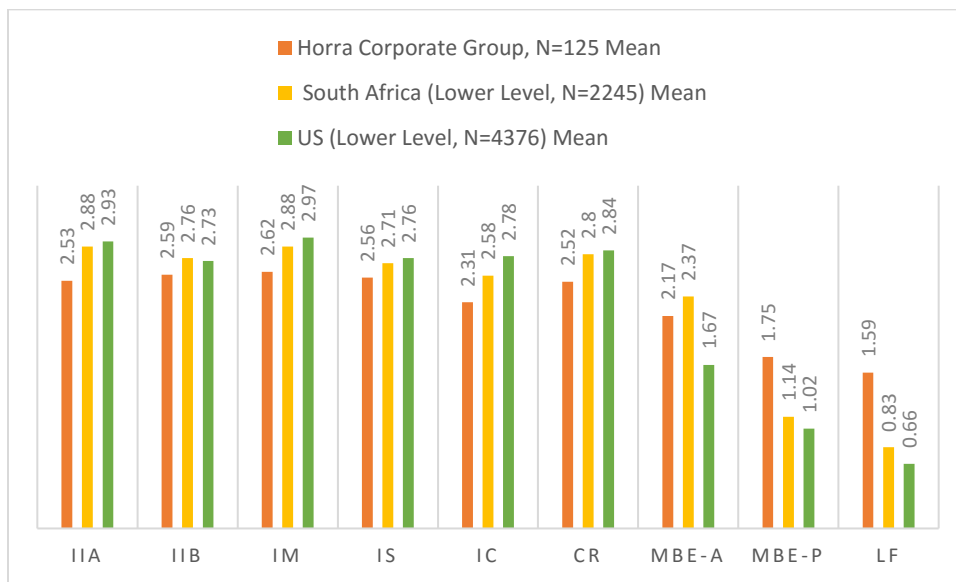
Therefore, these significant deviations of leadership behaviors at Horra Corporate Group from the ideal scores for good leadership imply that leadership styles in the case company are not fully/properly implemented and hence may not be effective enough to bring positive outcomes as suggested in the literature (Antonakis 2001, Bass & Riggio,2006).

Table 4.3 Comparison of HCG Leadership Behavior and MLQ Norms (South Africa & USA)

Scale	Construct	Horra Corporate Group, N=125		MLQ Norms			
		Mean	SD	South Africa (Lower Level, N=2245)		US (Lower Level, N=4376)	
				Mean	SD	Mean	SD
Transformational	IIA	2.53	0.73	2.88	.84	2.93	.82
	IIB	2.59	0.81	2.76	.73	2.73	.76
	IM	2.62	0.85	2.88	.78	2.97	.79
	IS	2.56	0.82	2.71	.77	2.76	.75
	IC	2.31	0.86	2.58	.86	2.78	.88
Transactional	CR	2.52	0.91	2.80	.81	2.84	.78
	MBE-A	2.17	0.83	2.37	.89	1.67	.92
	MBE-P	1.75	0.85	1.14	.80	1.02	.79
Laissez-faire	LF	1.59	1.02	0.83	.70	0.66	.72

Source: Survey Data (2020) & Bass & Avolio (2004)

Figure 4.2 Comparison of HCG Leadership Behavior and MLQ Norms (South Africa & USA)



Source: Survey Data (2020) & Bass & Avolio (2004)

4.3.3 Mean & Standard Deviation Score of Job Satisfaction Facets

The Job Satisfaction Survey (JSS) developed by Spector (1997) with 36 statements and under nine facet scale was used to assess employees' job satisfaction (attitudes about the job and aspects of the job). Each facet has four items, and a total score is calculated from all items to

determine employees' overall job satisfaction level. A summated rating scale format was used, with six choices per item ranging from "strongly disagree" to "strongly agree" (i.e., 1=Disagree very much, 2=Disagree moderately, 3=Disagree slightly, 4=Agree slightly, 5=Agree moderately, 6=Agree very much). Items were written in both directions and hence, about half items' responses were reversely scored before the analysis. The nine job facets from which the overall employees' job satisfaction level calculated are pay, promotion, supervision, fringe benefits, contingent rewards (performance-based rewards), operating procedures (required rules and procedures), coworkers, nature of work, and communication.

According to Spector (1997), for the 4-item subscales, as well as the 36-item total score, scores with a mean item response (after reverse scoring the negatively worded items) of 4 or more represent satisfaction, whereas mean responses of 3 or less represent dissatisfaction. Mean scores between 3 and 4 are ambivalence.

Based on the Spector (1997) interpretation of JSS scores described above, Table 4.4 below indicates that most of the job satisfaction facets scores for the current sample indicated the ambivalence level and some facets showed satisfaction level. The mean scores ranged from 3.20 to 4.28 and the overall job satisfaction mean score of 3.90, $SD=0.94$ was found. However, there was not a facet with which employees were dissatisfied. As shown in Table 4.4 below, employees were satisfied with four facets of job satisfaction indicated by a mean score of more than 4.00. They were satisfied about their relationship with their immediate supervisor (supervision, $M=4.28$, $SD=1.01$), the people they work with (coworker, $M=4.34$, $SD=0.82$), the nature of work ($M=4.40$, $SD=.96$) and the communication ($M=4.19$, $SD=0.93$) in the organization. The overall job satisfaction mean score of 3.90, $SD=0.94$ implies that employees at Horra Corporate Group were at ambivalence level (i.e., neither satisfied nor dissatisfied).

As already discussed in the literature part, satisfaction at work is considered an important requirement for a high commitment and performance (Spector,1985) and hence, it contributes greatly to organizational growth (Gallup, Klein & Jiang, 2008). In contrast, job dissatisfaction leads to frequent absenteeism, grievances, tardiness, high turnover and poor morale and motivation at work which in turn negatively affects the overall performance of the organization (Scroggins, 2008 and Lee and Ahmad, 2009).

Table 4.4 Mean & Standard Deviation Score of Job Satisfaction Facets

Variable	N	Min	Max	Mean	Standard Deviation
Pay	125	1.00	6.00	3.60	1.09
Promotion	125	1.25	6.00	3.60	0.89
Supervision	125	1.75	6.00	4.28	1.01
Fringe benefits	125	1.00	6.00	3.78	1.06
Contingent rewards	125	1.00	5.75	3.68	0.92
Operating conditions	125	1.25	5.25	3.20	0.79
Co-Workers	125	2.00	6.00	4.34	0.82
Nature of work	125	1.00	6.00	4.40	0.96
Communication	125	2.00	6.00	4.19	0.93
Overall Job Satisfaction	125	1.36	5.89	3.90	0.94

Source: Survey Data (2020)

4.3.4 Comparison of HCG Employees' Job Satisfaction Level and JSS Norms

Table 4.5 below presents JSS result at Horra Corporate Group compared with JSS norms. Six of the nine JSS facets mean scores at Horra Corporate Group were greater than that of their counterpart JSS norms' mean scores. In other words, the mean score for pay ($M= 3.60, S.D=1.09$ Vs $M= 3.35, SD= 0.58$) , Promotion($M=3.60,SD=0.89, VS M=3.28, SD=0.53$), fringe benefits($M=3.78, SD= 1.06, vs M= 3.45, SD= 0.58$), contingent rewards($M=3.68, SD=0.92, VS M=3.58, SD=0.60$), co-workers ($M=4.34,SD=0.82 vs M=4.33, SD= 0.53$) and communication ($M=4.19, SD= 0.93 vs M=3.88, SD=0.53$) were greater than the JSS norms mean scores respectively. However, the mean scores of the rest three JSS facets (i.e., supervision $M=4.28, SD=1.01 vs M=4.48 SD=0.55$, operating conditions $M=3.20, SD= 0.79 vs M= 3.45, SD= 0.60$ & nature of work $M=4.40, SD=0.96 vs M=4.48, SD= 0.58$) at Horra Corporate Group were less than their counterparts' JSS norms mean scores.

Finally, the overall summated JSS mean score at the case company was ($M=3.90, SD=0.94$) greater than the overall summated JSS norms mean score ($M=3.81, SD=0.56$), and a higher overall SD for the case company compared to JSS norms indicated a higher variation in the results. The overall employees' job satisfaction level result(ambivalence) at Horra Corporate Group is similar with the result found by Bezawit (2017).

Table 4.5 Comparison of the Job Satisfaction Facets at HCG and JSS Norms

Variable	HCG			JSS Norm		
	N	Mean	SD	N	Mean	SD
Pay/Salary	125	3.60	1.09	8888	3.35	0.58
promotion	125	3.60	0.89	8888	3.28	0.53
Supervision	125	4.28	1.01	8888	4.48	0.55
Fringe benefits	125	3.78	1.06	8888	3.45	0.58
Contingent rewards	125	3.68	0.92	8888	3.58	0.60
Operating conditions	125	3.20	0.79	8888	3.45	0.60
Co-Workers	125	4.34	0.82	8888	4.33	0.53
Nature of work	125	4.40	0.96	8888	4.48	0.58
Communication	125	4.19	0.93	8888	3.88	0.53
Total (job satisfaction)	125	3.90	0.94	8888	3.81	0.56

Source: Survey Data (2020) & Spector (1997)

4.3.5 Correlation Analysis

Correlation analysis was used to assess the relationship between job satisfaction and each leadership style. This analysis will answer one research question (Research Questions: 2) that was intended to determine the relationship between leadership styles and employees job satisfaction.

Hence, the direction and magnitude of the relationship between the variables could be determined. According to Frost (2019) a correlation between variables indicates that as one variable changes in value, the other variable tends to change in a specific direction. Understanding that relationship is useful because we can use the value of one variable to predict the value of the other variable.

Research question 2: What is the relationship between leadership styles and employees’ job satisfaction in Horra Corporate Group?

4.3.5.1 *The Relationship Between Leadership Style Dimensions and Overall Job Satisfaction*

Table 4.6 below presents the correlation analysis results of the leadership style dimensions and job satisfaction based on Pearson correlation statistics. It shows that the Pearson correlation coefficient for transformational leadership dimensions and employees’ overall job satisfaction

ranged from .354 to .475. Specifically, there was a statistically significant relationship between idealized influence-attribute ($r=.475$, $p<0.05$), idealized influence-behavior ($r=.470$, $p<0.05$), inspirational motivation ($r=.354$, $p<0.05$), intellectual stimulation ($r=.539$, $p<0.05$ individualized consideration ($r=.374$, $p<0.05$) and employees' overall job satisfaction, respectively. All correlations were significant at the 0.05 level (2-tailed). The results further show that all dimensions of transformational leadership moderately and positively correlated with overall employees' job satisfaction.

With respect to transactional leadership dimensions, the Pearson correlation results in Table 4.6 demonstrate that there was a statistically significant relationship between active management -by-exception ($r=.524$, $p<0.05$) and job satisfaction, a moderate and positive one. However, there was no statistically significant relationship between passive management-by-exception ($r=-.041$, $p>0.05$) and contingent reward ($r=-.0127$, $p=.157>.05$) and employees' overall job satisfaction.

Table 4.6 Pearson Correlation Analysis- Leadership Dimensions/Styles and Job Satisfaction

Variable and Dimensions	Job Satisfaction	P
Idealized influence- attributed	.475**	.000
Idealized influence-behavior	.470**	.000
Inspirational motivation	.354**	.000
Intellectual simulation	.539**	.000
Individualized consideration	.374**	.000
Active management-by-exception	.524**	.000
Passive management-by-exception	-0.041	0.65
Contingent reward	-0.127	0.157
Laissez-faire	-.291**	.001
Participative	.456**	.000

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

Source: Survey Data (2020)

4.3.5.2 Correlation Analysis: Leadership Styles and Overall Employees' Job Satisfaction

The Pearson correlation analysis between each leadership style and overall employees' job satisfaction was performed to determine the relationship between the variable in terms of its

direction and strength. Table 4.7 below presents the Pearson correlation analysis results for each leadership style and employees' overall job satisfaction.

The analysis results indicate that there was a statistically significant relationship between the overall transformational leadership style and employees' overall job satisfaction. A moderate and positive correlation of $r=0.541$, $p<.05$ was observed and it was significant at the 0.05 level (2-tailed).

Regarding the relationship between transactional leadership style and employees' overall job satisfaction, the results show that there was a statistically significant relationship between transactional leadership style and job satisfaction. A positive but weak correlation of $r=.179$, $p<.05$ was observed and it was significant at the 0.05 level (2-tailed).

With respect to the relationship between laissez-faire leadership style and employees' overall job satisfaction, the Pearson correlation analysis results demonstrate that there was a statistically significant relationship between laissez-faire leadership and overall job satisfaction. A negative and weak correlation of $r=-.291$, $p<0.05$ was observed, and it was significant at the 0.05 level (2-tailed).

Finally, with respect to the participative leadership style, the result shows that participative leadership style had a moderate and positive significant relationship with employees' overall job satisfaction ($r=.456$, $p<.05$).

To summarize, there was a moderate and positive relationship between both transformational leadership style and employees' job satisfaction, and between participative leadership style and employees' job satisfaction. And there was a weak and positive relationship between transactional and employees' job satisfaction. Finally, a weak and negative relationship was found between laissez-faire leadership style and employees' job satisfaction.

Thus, statistically significant correlation coefficients that ranged from weak to moderate were found between the leadership styles and employees' job satisfaction, implying that there was a significant relationship between the leadership styles covered under the study and employees' job satisfaction in the case company. This results clearly answered the research question mentioned above (Research questions 2) that was intended to determine the relationship between leadership styles and employees job satisfaction.

The correlation analysis results are consistent with the result of previous empirical studies already discussed in the literature review (Loganathan,2013; Sakiru, 2013; Joseph, 2018 & Arumugam et al.,2019). These previous empirical studies conducted in different countries on the relationship between the leadership styles (transformational, transactional, and laissez-faire) and employees' job satisfaction found a significant relationship between the leadership styles and employees' job satisfaction.

Table 4.7 Overall Correlation Analysis Summary: Leadership Styles and Job Satisfaction

		Job Satisfaction (score 1-6)	Transformational (score 0-4)	Transactional (score 0-4)	Laissez-faire (score 0-4)	Participative (score 0-4)
Job Satisfaction (score 1-6)	Pearson Correlation	1	.541**	.179*	-.291**	.456**
	Sig. (2-tailed)		0	0.046	0.001	0
	N	125	125	125	125	125
Transformational (score 0-4)	Pearson Correlation	.541**	1	.618**	-0.01	.617**
	Sig. (2-tailed)	0		0	0.912	0
	N	125	125	125	125	125
Transactional (score 0-4)	Pearson Correlation	.179*	.618**	1	.433**	.471**
	Sig. (2-tailed)	0.046	0		0	0
	N	125	125	125	125	125
Laissez-faire (score 0-4)	Pearson Correlation	-.291**	-0.01	.433**	1	0.071
	Sig. (2-tailed)	0.001	0.912	0		0.433
	N	125	125	125	125	125
Participative (score 0-4)	Pearson Correlation	.456**	.617**	.471**	0.071	1
	Sig. (2-tailed)	0	0	0	0.433	
	N	125	125	125	125	125

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data (2020)

4.4 Inferential Statistical Analysis

Another method of data analysis used to analyze the collected data was an inferential statistical analysis. Inferential statistical techniques were utilized to make inferences about populations based upon the analysis of the data collected from the samples. Multiple regression

analysis and ANOVA analysis were performed to determine the relationship between the variables under the study in terms of the causation effect of the independent variables on the dependent variables by testing the formulated hypotheses. And also, the inferential analysis was used to answer the research question (Research Question 5), presented below, that was aimed to determine the degree of importance of each leadership styles for employees' job satisfaction. Before conducting the regression analysis, the normality test of the residuals and multicollinearity test of the independent variables were performed to meet the basic assumption of the OLS.

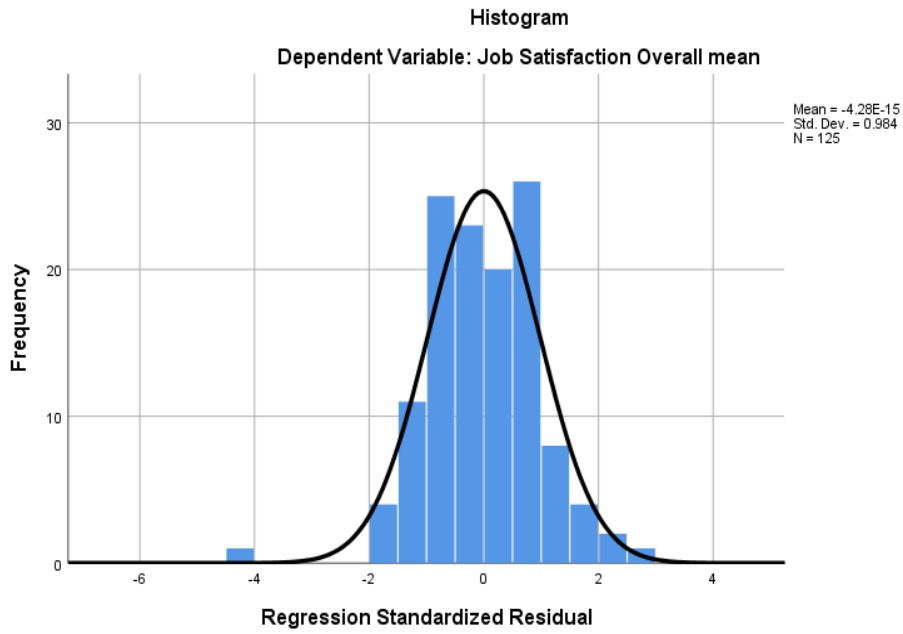
Research Question 3: What are the effects of leadership styles on employees' job satisfaction in Horra Corporate Group?

4.4.1 Normality Test

According to Frost (2019), satisfying the assumption of the normal distribution of the residuals allows to perform statistical hypothesis testing and generate reliable confidence intervals and prediction intervals. For this purpose, the normality test of the residuals was performed using histogram, Q-Q Plot, and Scatter (P-P) plots as shown in Figure 4.3-4.5.

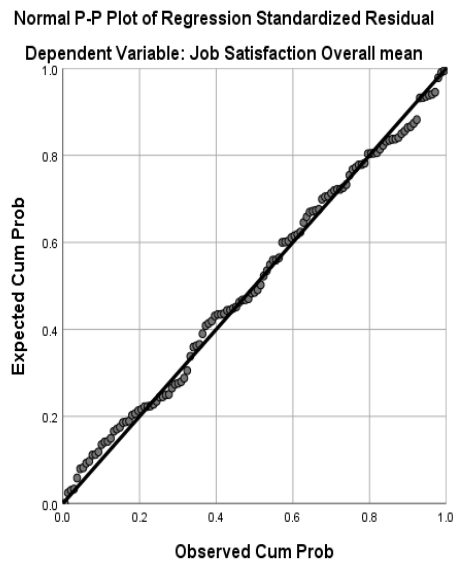
As shown in Figure 4.3 below, the frequency distributions of the residuals were approximately normally distributed as indicated by the bell-shaped curve of the histogram. In addition, Figure 4.4 shows that the residuals were approximately normally distributed as indicated by the residual's distribution following the straight line on the graph of the Q-Q plot. Furthermore, Figure 4.5 shows that the residuals were approximately normally distributed, confirmed by the data points falling randomly around zero and follow a normal distribution on the P-P (scatter plot).

Figure 4.3 Frequency Distribution of Residual (Histogram)



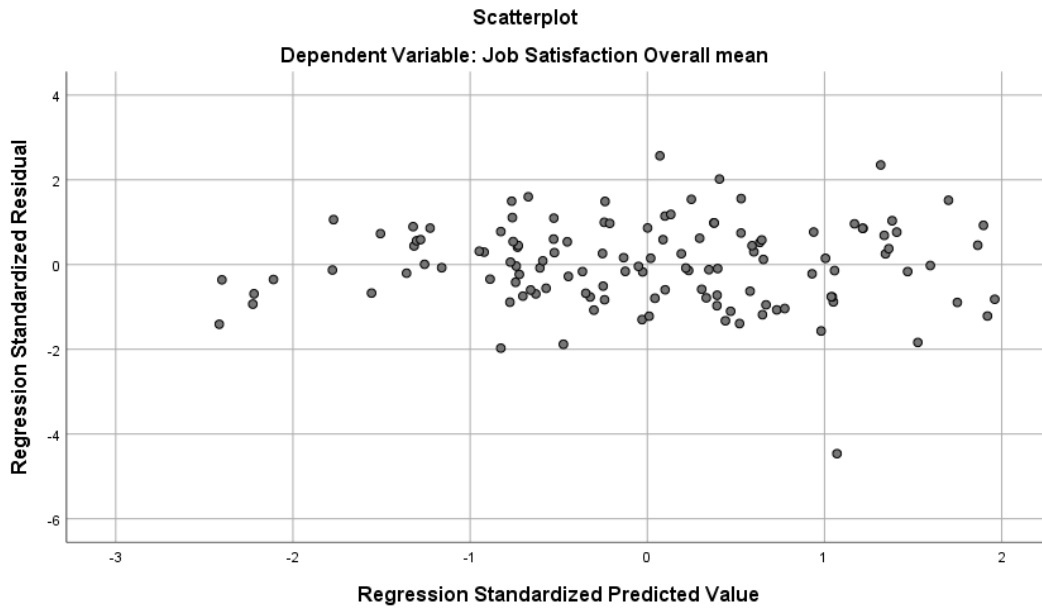
Source: Survey Data (2020)

Figure 4.4 Frequency Distribution of Residual(Q-Q)



Source: Survey Data (2020)

Figure 4.5 Frequency Distribution of Residual (Scatter P-P Plot)



Source: Survey Data (2020)

4.4.2 Multicollinearity Test

When there is a very strong correlation between the independent variables, a problem of multicollinearity arises. According to Frost (2019), the presence of multicollinearity in a model reduces the precision of the estimates in OLS linear regression. Thus, the multicollinearity was tested using the variance inflation factor (VIF) and the condition index (CI).

Chatterjee and Hadi (2012) suggested that the deviation of the VIF value from 1 indicates a departure from orthogonality and tendency toward collinearity, and values of variance inflation factors greater than 10 is often taken as a signal that the data have collinearity problems.

In another argument, VIFs between 1 and 5 suggest that there is a moderate correlation, but it is not severe enough to warrant corrective measures and VIFs greater than 5 represent critical levels of multicollinearity where the coefficients are poorly estimated, and the p-values are questionable (Frost,2019).

According to Knoke et al. (2002), the value of condition index (CI) is always greater than one, so a higher value of CI indicates multicollinearity. Generally, $CI < 15$ usually means a weak multicollinearity, $15 < CI < 30$ is evidence of a moderate multicollinearity, and $CI > 30$ is indication of a strong multicollinearity (cited in Shrestha, 2020)

Thus, as shown in Table 4.8 below, the VIF values of all the independent variables were less than 3 indicating that there was no strong correlation between the independent variables. In addition, as shown in Table 4.9 below the condition index of the independent variables ranged from 4.348 to 16.307 which was less than $CI < 30$, and hence indicated no strong multicollinearity between the independent variables (Knoke et al. 2002). Thus, both VIF and CI demonstrated that there was no evidence of collinearity among the variables.

Table 4.8 Variance Inflation Factor Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Laissez faire	0.688	1.454
	Participative	0.606	1.651
	Transformation	0.419	2.389
	Transactional	0.42	2.381

a. Dependent Variable: Job Satisfaction Overall mean

Table 4.9 Collinearity Diagnostics^a

Eigenvalue	Condition Index	Variance Proportions				
		(Constant)	Laissez faire	Participative	Transformation	Transactional
4.653	1	0	0.01	0	0	0
0.246	4.348	0.01	0.64	0.02	0.01	0
0.046	10.036	0.55	0.03	0.62	0	0
0.038	11.114	0.36	0.04	0.26	0.07	0.4
0.017	16.307	0.09	0.27	0.1	0.92	0.59

a. Dependent Variable: Job Satisfaction Overall mean

Source: Survey Data (2020)

4.4.3 Regression Analysis

Regression analysis is a statistical technique for investigating a causal relationship among variables. In this study, multiple regression analysis was used to estimate the model using ordinary least Squares (OLS). In other words, multiple regression analysis was conducted to determine which leadership style or dimension of leadership style was the best predictor of overall employees' job satisfaction level in the case company.

The study adopted the following regression equation to establish causal relationship between variables. $y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$; where y is the dependent variable (job satisfaction) and $X_{1,2,3,4}$ are independent variables (leadership styles) (i.e., X_1 = transformational leadership style, X_2 = transactional leadership style, X_3 = laissez-faire leadership style & X_4 = participative leadership style). $\beta_0, \beta_1, \beta_2, \beta_3, \& \beta_4$ are the parameters of the model or regression coefficients and ϵ represents the unobservable error which is the left-over portion of variability that the model cannot explain.

For this purpose, two models were estimated. The first model comprised the overall employees' job satisfaction as a dependent variable, whereas the dimensions of transformational and transactional leadership styles, laissez-faire leadership style, and participative leadership style were taken as independent variables. The second model comprised the overall employees' job satisfaction as a dependent variable and summated mean of all dimensions of transformational leadership (=transformational leadership), summated mean of all dimensions of transactional leadership (=transactional leadership), laissez-faire leadership, and participative leadership were taken as independent variables.

Table 4.10 below presents a multiple regression model summary for the first model. ANOVA results and coefficients of multiple regression analysis are presented in Table 4.11 & Table 4.12, respectively.

The multiple regression model with $R = 0.713$, $R^2 = 0.508$, and the adjusted $R^2 = 0.465$ was found. R-squared is a statistical measure that represents the proportion of the variance for a dependent variable that is explained by an independent variable or variables in a regression model and the adjusted R^2 is a measure of the model's goodness of fit. In other words, R-squared provides the relative measure of the percentage of the dependent variable variance that the model explains.

Thus, the result revealed that the predictor variables (i.e., dimensions of transformational leadership and transactional leadership, laissez-faire leadership, and participative leadership) explain 50.80% of the variance in job satisfaction at Horra Corporate Group as represented by R^2 (the coefficient of multiple determination). This, therefore, means that other factors not included in this study explain 49.20% variations in the employees' overall job satisfaction in the case company.

The regression coefficient result shows that three out of five dimensions of transformational leadership styles (i.e., idealized influence-attribute ($\beta=0.242$, $p<0.05$), inspirational motivation ($\beta = -0.253$, $p<0.05$), intellectual stimulation ($\beta =0.206$, $p<0.05$) were found to be statistically significant in influencing the overall employees' job satisfaction. Similarly, two out of three dimensions of transactional leadership style (i.e., contingent rewards ($\beta =0.242$, $p<0.05$), passive management-by-exception ($\beta =-0.168$, $p<0.05$)) were found to be statistically significant in influencing the overall employees' job satisfaction. In addition, laissez-faire leadership style ($\beta =-0.255$, $p<0.05$) and participative leadership ($\beta = 0.207$, $p<0.05$) were also significant. In contrast, idealized influence-behavior ($\beta = 0.541$, $p=0.59$), individualized consideration ($\beta =0.061$, $p=0.521$ and active management-by-exception ($\beta = 0.384$, $p=0.702$) were not statistically significant in influencing the overall employees' job satisfaction.

Based on the multiple regression coefficient results, the following regression equation was established for statically significant variables.

$$Y = 2.899 + 0.242X_{11} - 0.253X_{13} + 0.206X_{14} + 0.242X_{21} - 0.168X_{23} - 0.255X_3 + 0.207X_4,$$

where, where Y is the dependent variable (job satisfaction) , $X_{1,2,3,4}$ are independent variables (leadership styles) (i.e. X_{11} = transformational leadership style individualized influence-attribute , X_{13} = transformational leadership style inspirational motivation , X_{14} = transformational leadership intellectual stimulation , X_{21} = transactional leadership style Contingent rewards, X_{23} = transactional leadership style management by exception passive , X_3 = laissez-faire leadership style & X_4 = participative leadership style

The findings show that taking all other independent variables at zero, a unit increase in idealized influence-attribute and intellectual stimulation will lead to a 0.242 or 24.20% ($p = 0.014 < 0.05$) and a 0.206 or 20.60 % ($p = 0.026 < 0.05$) increase in the employees' job satisfaction,

respectively. In contrast, a unit increase in inspirational motivation will lead to a -0.253 or 25.30% ($p = 0.026 < 0.05$) decrease in the employees' job satisfaction.

With respect to transactional leadership dimensions, a unit increase in contingent rewards will lead to a 0.242 or 24.20% ($p=0.033 < 0.05$) increase in the employees' job satisfaction. A unit increase in passive management-by-exception will lead to a 0.168 or 16.80 % ($p = 0.046 < 0.05$) increase in the employees' job satisfaction.

Finally, a unit increase in the laissez-faire leadership style will lead to a -0.250 or 25.50% ($p = 0.005 < 0.05$) decrease in employee job satisfaction and a unit increase in participative leadership style will lead to a 0.207 or 20.70% ($p = 0.018 < 0.05$) increase in employees' job satisfaction.

The results of the analysis indicate that idealized influence-attribute and intellectual stimulation, contingent rewards and participative leadership style had a positive contribution to increasing employees' job satisfaction. In contrast, inspirational motivation, passive management-by-exception and laissez-faire leadership style had a negative contribution in increasing job satisfaction.

Table 4.10 Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.713a	0.508	0.465	0.416

Predictors: (Constant), participative, laissez faire, individualized consideration, passive management-by-exception, intellectual stimulation, active management-by-exception, inspirational motivation, idealized Influence- attribute, contingent reward, idealized Influence -behavior

Source: Survey Data (2020)

The study used ANOVA analysis to determine the significance of the regression model and F-significance value of $p < 0.05$ was found. Thus, the model was statistically significant in predicting how the independent variables influence employee job satisfaction. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This,

therefore, means that the regression model had a confidence level of above 95%, hence the results of high reliability. Using the F-test statistic, the sample F had a value of 11.784 which implies that the regression model is statistically significant ($F= 11.784, P<0.05$). Therefore, this model can be used for estimating purposes.

Table 4. 11 ANOVA^a Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	20.39	10	2.039	11.784	.000 ^b
Residual	19.725	114	0.173		

a. Dependent Variable: Job Satisfaction Overall mean

b. Predictors: (Constant), Participative, Laissez-faire, Individualized Consideration, management-by-exception passive, Intellectual stimulation, management-by-exception active, Inspirational motivation, Idealized Influence -attribute, contingent reward, Idealized Influence- behavior

Source: Survey Data (2020)

Table 4.12 Coefficients of Multiple Regression Analysis^a

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.899	0.17		17.049	0
	Idealized Influence- attribute	0.189	0.076	0.242	2.493	0.014
	Idealized Influence- behavior	0.05	0.093	0.072	0.541	0.59
	Inspirational Motivation	-0.169	0.075	-0.253	-2.253	0.026
	Intellectual stimulation	0.143	0.063	0.206	2.254	0.026
	Individualized Consideration	0.041	0.063	0.061	0.644	0.521
	Contingent reward	0.151	0.07	0.242	2.156	0.033
	Management-by-exception active	0.023	0.061	0.034	0.384	0.702
	Management-by- exception passive	-0.112	0.056	-0.168	-2.016	0.046
	Laissez-faire	-0.142	0.049	-0.255	-2.872	0.005
	Participative	0.15	0.062	0.207	2.409	0.018

a. Dependent Variable: Job Satisfaction

Source: Survey Data (2020)

Table 4.13 presents a summary of multiple regression model for the second model. ANOVA results and coefficients of multiple regression analysis are presented in Table 4.14 & Table 4.15, respectively. The multiple regression model with $R= 0.642, R^2 =0.413$ and the adjusted

$R^2=0.393$ was found. The study used ANOVA analysis to determine the significance of the regression model and F-significance value of $p < 0.05$ was found. Thus, the model was statistically significant in predicting how the independent variables influence employee job satisfaction. Using the F-test statistic, the sample F had a value of 21.071 which implies that the regression model is statistically significant ($F= 21.071, P<0.05$). Therefore, this model can be used for estimating purposes. Thus, the result revealed that the predictor variables (i.e., transformational leadership, transactional leadership, laissez-faire leadership, and participative leadership) explain 41.30% of the variance in job satisfaction.

The regression coefficient result shows that the transformational leadership ($\beta =0.451, p<0.05$), and the participative leadership ($\beta = 0.245, p<0.05$) and the laissez-faire leadership ($\beta =-0.259, p<0.05$) were significant predictors of employees' job satisfaction whereas, the transactional leadership ($\beta = -.104, p=0.339$) was not a significant predictor of employee's job satisfaction. This findings further show that the transformational leadership style positively influences job satisfaction the most (45.10%) followed by participative leadership style (24.50%).

Based on the multiple regression coefficient results, the following regression equation was established.

$$Y =0.173+0.451X_1-0.259X_3+0.245X_4,$$

where, where Y is the dependent variable (job satisfaction), X_1 = transformational leadership style, X_3 = laissez-faire leadership style & X_4 =participative leadership style.

The findings show that taking all other independent variables at zero, a unit increase in transformational leadership style will lead to a 0.451 or 45.10% ($p=0.000< 0.05$) increase in the employees' job satisfaction. A unit increase in laissez-faire leadership style will lead to a -0.259 or 25.90% ($p=0.003< 0.05$) decrease in employees' job satisfaction. A unit increase in participative leadership style will lead to a 0.245 or 24.50% ($p=0.007<0.05$) increase in employees' job satisfaction.

In summary, the findings show that the transformational leadership style positively influenced employees' job satisfaction the most followed by the participative leadership style whereas the laissez-faire leadership style negatively influenced employees' job satisfaction. In

other words, it can be concluded that the transformational leadership contributed more to increase employees' job satisfaction of followers followed by the participative leadership style.

Table 4.13 Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	0.413	0.393	0.44313

a. Predictors: (Constant), participative, laissez-faire, transactional leadership, transformational leadership

Source: Survey Data (2020)

Table 4.14 ANOVA^a Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.551	4	4.138	21.071	.000 ^b
	Residual	23.564	120	0.196		
	Total	40.115	124			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Participative, Laissez-faire, Transactional Leadership, Transformational Leadership

Source: Survey Data (2020)

Table 4.15 Coefficients^a of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.92	0.173		16.882	0.000
Transformational Leadership	0.387	0.093	0.451	4.173	0.000
Transactional Leadership	-0.094	0.098	-0.104	-0.959	0.339
Laissez faire	-0.144	0.047	-0.259	-3.069	0.003
Participative	0.177	0.065	0.245	2.723	0.007

a. Dependent Variable: Job Satisfaction

Source: Survey Data (2020)

Based on the results discussed above, Null hypothesis H₀₁ which stated that “Transformational leadership style has no positive significant impact on employees’ job satisfaction was not supported and hence rejected in favor of the alternative hypothesis. On the other hand, null hypothesis H₀₂ which stated, “Transactional leadership style has no positive significant impact on employees’ job satisfaction.” was not significant in terms of the combined effects of transactional leadership styles on job satisfaction being with other variables. Furthermore, null hypothesis H₀₃ which stated, “Laissez-faire leadership style has no positive significant impact on employees’ job satisfaction.” was supported and hence accepted. Finally, null hypothesis H₀₄ which stated, “Participative leadership style has no positive significant impact on employees’ job satisfaction.” was not supported and hence rejected in favor of the alternative hypothesis.

In addition to the regression models for combined leadership styles that were discussed above, separate leadership style regression models were established to determine the nature of causal relation that each leadership style individually has with employees’ overall job satisfaction. Table 4.16 presents a summary of simple linear regression model for each independent variable and table 4.17 presents coefficients of the analysis.

As shown in Table 4.16 the transformational leadership predicts individually 29.30% variations in employees’ job satisfaction followed by participative leadership that predicts 20.80% of variations in employees’ job satisfaction. In addition, the transactional leadership style predicts only 3.20% of variations in employees’ job satisfaction and the laissez-faire leadership style predicts 8.50%. The models for each leadership style were significant with $F < .05$. The regression coefficients show that the transformational, transactional, and participative leaderships were found to be significant positive predictors of employees’ job satisfaction, whereas the laissez-faire leadership style was a significant negative predictor of employees’ job satisfaction. In other words, the results indicate that the transformational and participative leadership styles were individually the dominant positive contributors to employees’ job satisfaction. In contrast the transactional leadership style was individually the least positive contributor to employees’ job satisfaction.

Table 4.16 Simple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Transformational Leadership	.541 ^a	0.293	0.287	0.48033	0.293	50.868	1	123	0.000
Transactional Leadership	.179 ^a	0.032	0.024	0.56191	0.032	4.051	1	123	0.046
Laissez-faire Leadership	.291 ^a	0.085	0.077	0.54638	0.085	1.377	1	123	0.001
Participative Leadership	.456 ^a	0.208	0.202	0.50819	0.208	32.332	1	123	0.000

a. Predictors: (Constant), Transformational leadership, Transactional Leadership, Laissez-faire leadership & participative leadership
 Source: Survey Data (2020)

Table 4.17 Coefficients^a of Simple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.727	0.17		16.085	0.000
Transformation leadership		0.464	0.065	0.541	7.132	0.000
	(Constant)	3.548	0.181		19.653	0.000
Transactional Leadership		0.271	0.135	0.179	2.013	0.046
	(Constant)	4.154	0.091		45.874	0.000
Laissez faire		-0.162	0.048	-0.291	-3.373	0.001
	(Constant)	3.092	0.149		20.786	0.000
Participative		0.33	0.058	0.456	5.686	0.000

a. Dependent Variable: Job Satisfaction Overall mean
 Source: Survey Data (2020)

4.4.4 Summary of Hypotheses Tested

The formulated hypotheses aimed to determine the causal impact of the independent variables on the dependent variable. The summary of all hypotheses tested is presented in Table 4.18 below.

Table 4.18 Summary of Hypotheses Tested

Hypothesis	Analysis Type	Analysis Result	Action
H ₀ 1: Transformational leadership style has no positive significant impact on employees' job satisfaction.	Regression	Not supported	Rejected
H ₀ 2: Transactional leadership style has no positive significant impact on employees' job satisfaction.	Regression	Not significant	
H ₀ 3: Laissez-faire leadership style has no positive significant impact on employees' job satisfaction.	Regression	supported	Accepted
H ₀ 4: Participative leadership style has no positive significant impact on employees' job satisfaction.	Regression	Not supported	Rejected

Source: Survey Data (2020)

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The main objective of the present study was to examine the impact of perceived leadership styles (transformational, transactional, laissez-faire, and participative) on employee's job satisfaction in Horra Corporate Group. A descriptive and causal type of research design with a survey structure was adopted. A structured questionnaire on leadership styles and employees' job satisfaction was distributed to a total of 148 conveniently sampled employees from a total of 308 employees of the case company. Descriptive and inferential analysis was used to analyze the collected data, and then to examine the relationship between the perceived leadership styles and employees' job satisfaction.

This chapter presents summary of the findings, conclusion, followed by recommendations to the case company based on the finding of the study. Finally, Suggestions for further studies are presented.

5.2 Summary of Findings

The findings show that the transformational leadership style is the dominant style practiced at Horra Corporate Group followed by the participative leadership style and transactional leadership style. The laissez-faire leadership style was found to be the least common style practiced in the case company. The overall employees' job satisfaction mean score of 3.90, $SD=0.94$ was found implying that employees at Horra Corporate Group were neither satisfied nor dissatisfied.

The findings also indicate that transformational, transactional, and participative leadership styles were practiced by managers/supervisors in the case company sometimes fairly, whereas laissez-faire style was practiced once in a while. The findings further show that while the practice level of all dimensions of transformational style and contingent reward dimension of transactional style were found to be less than the MLQ norms, the passive management-by-exception dimension of transactional style and laissez-faire styles were practiced more than MLQ norms in South Africa

and USA. However, the active management-by-exception behavior at Horra Corporate Group were exhibited less than MLQ norms in South Africa but greater than MLQ norms in the USA.

Moreover, correlation analysis results indicate that there was a moderate and positive relationship between both transformational leadership style and employees' job satisfaction, and between participative leadership style and employees' job satisfaction. And there was a weak and positive relationship between transactional and employees' job satisfaction. In contrast, a weak and negative relationship was found between laissez-faire leadership style and employees' job satisfaction.

Furthermore, findings from the inferential analysis show that the transformational leadership style and the participative leadership style significantly and positively influences employees' job satisfaction separately and jointly with other styles, whereas the laissez-faire leadership style significantly and negatively influences employees' job satisfaction separately and jointly with other styles. In contrast, the transactional leadership style indicated insignificant negative effect on employees' job satisfaction jointly with other styles, whereas it had positive and significant effects on employees' job satisfaction separately.

5.3 Conclusions

The current study examined five leadership styles (transformational, transactional, laissez-faire, and participative) and their impact on employees' job satisfaction in Horra Corporate Group. And also, it identified to what extent the leadership styles & their dimensions are practiced in the case company and the degree of importance of these leadership styles for the job satisfaction of the employees. Thus, based on the findings of this study the following conclusions are drawn.

The transformational leadership style is the dominant style practiced by supervisors/managers at Horra Corporate Group followed by the participative leadership style and transactional leadership style, whereas the laissez-faire leadership style is found to be the least common style practiced in the case company.

With respect to the level of the leadership practices and employees' job satisfaction, the transformational, transactional, and participative leadership styles are practiced at the average level

of the rating scale (sometimes fairly) by the leaders/managers in the case company, whereas the laissez-faire style is practiced below the average (once in a while). And also, employees in Horra Corporate Group are at an ambivalence level of job satisfaction (i.e., neither satisfied nor dissatisfied).

In addition, compared to the MLQ norms, the practice level of all dimensions of transformational style and contingent reward dimension of transactional style are found to be less than the MLQ norms. In contrast, the practice level of the passive management-by-exception dimension of transactional and laissez-faire styles are practiced more than MLQ norms.

Moreover, there is a moderate and positive relationship between both transformational leadership style and employees' job satisfaction, and between participative leadership style and employees' job satisfaction. Similarly, there is a positive but weak relationship between transactional and employees' job satisfaction. In contrast, a weak and negative relationship is found between laissez-faire leadership style and employees' job satisfaction.

Furthermore, the transformational leadership style and the participative leadership style significantly and positively influences employees' job satisfaction separately and jointly with other styles, whereas the laissez-faire leadership style significantly and negatively influences employees' job satisfaction separately and jointly with other styles. In contrast, the transactional leadership style indicates insignificant negative effect on employees' job satisfaction jointly with other styles, whereas it has a positive and significant effect on employees' job satisfaction separately.

Thus, overall, it can be concluded that the transformational leadership style positively contributes the most to employees' job satisfaction in the case company followed by the participative leadership style, whereas the laissez-faire leadership style has a negative effect on employees' job satisfaction. A positive contribution of the transformational and participative styles on employees' satisfaction could be attributed to their more focus on human side of individuals and involvement in the decision-making process. Consequently, employees prefer working with transformational and participative leaders. However, the transactional leadership has insignificant effect on employees' job satisfaction in the case company.

On the other hand, the transformational and participative leadership style with a positive contribution to employees' job satisfaction are not fully practiced and laissez-faire leadership style with a negative effect on employees' job satisfaction is practiced more than expected. This implies that there is a room for improvement to enhance employees' job satisfaction in the case company by fully practicing the transformational and participative leadership styles and reducing the extent of laissez-faire leadership style.

5.4 Recommendations

This study examined the extent of different leadership styles being practiced in the case company and the nature of the relationship between the leadership styles and employees' job satisfaction using descriptive and inferential statistics. For this purpose, the study tested several hypotheses that were formulated at the beginning of the study reflecting the relationship between the leadership styles and their dimensions and the overall employees' job satisfaction at the case company. Thus, the study was able to prove the existence of a significant and positive relationship between three leadership styles (i.e., transformational, transactional, and participative) and employees' job satisfaction. However, a significant and negative relationship between laissez-faire leadership style and employees' job satisfaction.

In other words, the transformational, participative, and laissez-faire leadership style significantly influence employees' job satisfaction separately and jointly with other styles, However, the transactional leadership style was found to influence significantly and positively employees' job satisfaction only separately. In summary, the leadership styles covered by the study had a significant association with employees' job satisfaction and these styles significantly influence the overall employees' job satisfaction in the case company, Horra Corporate Group.

Therefore, the following recommendations were made based on the findings of the study: The transformational and participative leadership styles were found to have positive significant impacts on the overall employees' job satisfaction. However, with regards to the level of their practices, these leadership behaviors were displayed by the leaders in the case company much less than expected in the common practices. Thus, to enhance employees' job satisfaction to a higher level, practicing these leadership styles more frequently would increase the level of employees'

job satisfaction. In other words, to achieve a higher level of the overall employees' job satisfaction, the company should train its managers to acquire additional skills of transformational leadership to enable the leaders:

- behave in ways that allow them to serve as role models for their followers.
- emphasize the importance of having a collective sense of mission.
- reassures others that obstacles will be overcome, willing to take risks, and are consistent rather than arbitrary.
- articulates a compelling vision of the future.
- stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.
- pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor.

Moreover, the company should train its managers to acquire additional skills of participative leaders to enable the leaders to emphasize participative decision-making processes through consultation, joint decisions with others, and delegation of authority to others.

Furthermore, the laissez-faire leadership style which was found to have a significant negative impact on the overall employees' job satisfaction was exhibited by the leaders more frequently compared to the common practices. This style is commonly known for ignoring the responsibility of leadership (no leadership) and is also described, by most research on the style, as the most inactive and most ineffective style. Therefore, for the company to increase the job satisfaction level of its employees and get the most out of its human resources through effective leadership, the leaders should be formally oriented about the adverse effect of this style on employees' job satisfaction and should minimize/reduce the extent of exercising this style as much as possible.

With regards to the employees, Horra Corporate Group should engage its employees in decision making process to make them active in understanding the company's vision and mission so that the employees can feel sense of ownership and be motivated to excel their performances beyond expectations.

In summary, to enhance the overall employees' job satisfaction level through the practices of leadership styles effectively as suggested by the empirical evidence, the managers/leaders in HCG should work to achieve 3.0 or higher mean scores in the transformational components and the participative leadership styles, and 1.0 or lower mean scores in laissez-faire leadership styles.

5.5 Suggestions for Further Studies

The main objective of the present study was to examine the impact of perceived leadership styles (transformational, transactional, laissez-faire and participative) on employee's job satisfaction in trading companies taking Horra Corporate Group as a case company. Few studies have been done on the relationship between leadership and employees' job satisfaction in trading companies in Ethiopia. Thus, this study will certainly create helpful insights and opportunities for future researchers. Therefore, based on the limitations of the current study, future studies on a similar topic are recommended to consider including some important factors into their research.

The current study examined the impact of perceived leadership on employees' job satisfaction as rated by the subordinates and the leaders' self-rating about their own leadership behavior were not included in the current study. Thus, it is recommended that future studies should include what the leaders think about their own leadership styles to balance the results.

In addition, the current study did not examine the effect of the demographic variables of the respondents on employees' job satisfaction. Therefore, future studies should consider if the demographic factors have mediating effects on the relationship between leadership styles and employees' job satisfaction.

Moreover, the sample of the current study was taken only from the population of full-time employees with high school completed and above educational qualification based on purposive sampling method due to ease of accessibility. Future studies should use a random sampling technique to ensure an equal chance of selecting representative participants from different demographic characteristics.

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APPENDIXES:

Appendix A: Research Questionnaire Cover Letter

RESEARCH SURVEY

Dear Survey participant,

My name is Elias Sherefudin; I am a graduating class student at Addis Ababa University, School of Commerce in Master of Business Leadership. And currently, I am distributing questionnaires to collect data for my research entitled “The Impact of Leadership Styles on Employees’ Job Satisfaction in Trading Companies; The Case of Horra Corporate Group” in partial fulfillment of the requirements for the degree of master’s in business leadership.

The purpose of this questionnaire is to collect data regarding the practices of contemporary leadership styles in Horra Corporate Group and its impact on employees’ job satisfaction.

You are selected to participate in this research survey, and I would greatly appreciate it if you could complete the attached questionnaires.

Please be assured that all your responses will remain confidential, anonymous and will exclusively be used for the purpose of this research.

I have kept the questionnaire short and it will not take you more than 25 minutes to complete all the questionnaires. Therefore, I request you to answer the questions as honest and objective as possible for the success of the research.

In advance, I would like to extend my heartfelt gratitude for your cooperation and contribution, this research endeavor to be successful.

Elias Sherefudin

Email: elish_2007@yahoo.com

Mobile#: 0902391351

Appendix B: Research Questionnaire

General Direction:

This questionnaire has three parts, and you are required to choose only one best alternative.

Part I: contains demographic questions and please respond by putting a “√” mark in the blank space beside your choice.

Part II: contains 40 leadership styles statements and please circle one number that best describes the characteristics/behavior of your immediate supervisor.

Part III: contains 36 job satisfaction statements and please circle one number that best describes your reflection for each statement.

Part I: Demographic Information

Gender: Male _____ Female _____.

Marital Status: Single, Married, Divorced, Widowed _____.

Age: < 20 years _____, 21-25 years _____, 26-30 years _____, 31-35 years _____, 36-40 years _____
41-45 years _____, 46-50 years _____, > 50 years _____.

Educational Qualification: High School Complete _____, Diploma _____, BA/BSC _____, MA/MSc _____

Total Service years in this company: < 1 Year, 1-3 _____, 4-7 _____, 8-11 _____, 12-15 _____, >15 years _____
_____.

Current Position Level: Junior _____, Senior _____, Assistant Supervisor _____, Supervisor _____
_____, Manager _____.

Part II: Leadership Style Questionnaire

Please circle one number that best describes the characteristics/behavior of your **immediate supervisor**.

Rating scales: 0=Not at all, 1=Once in a while, 2=Sometimes Fairly, 3=often, 4=Frequently, if not always

S/N	Please circle one number for each statement that best describes the characteristics/behaviors of your immediate supervisor	0=Not at all 1=Once in a while 2=Sometimes Fairly 3=often 4=Frequently, if not always
1	Provides me with assistance in exchange for my efforts.	0 1 2 3 4
2	Re-examines the appropriateness of critical assumptions.	0 1 2 3 4
3	Fails to interfere until problems become serious.	0 1 2 3 4
4	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.	0 1 2 3 4
5	Avoids getting involved when important issues arise.	0 1 2 3 4
6	Discusses about my most important values and beliefs.	0 1 2 3 4
7	Is absent when needed.	0 1 2 3 4
8	Seeks differing perspectives when solving problems.	0 1 2 3 4
9	Talks optimistically about the future.	0 1 2 3 4
10	Asks team members for their opinions and ideas before making decisions.	0 1 2 3 4
11	Instills pride in me for being associated with him/her.	0 1 2 3 4
12	Discusses in specific terms who is responsible for achieving performance targets.	0 1 2 3 4
13	Waits for things to go wrong before taking action.	0 1 2 3 4
14	Talks enthusiastically about what needs to be accomplished.	0 1 2 3 4
15	Specifies the importance of having a strong sense of purpose.	0 1 2 3 4
16	Spends time teaching and coaching.	0 1 2 3 4
17	Makes clear what one can expect to receive when performance goals are achieved.	0 1 2 3 4
18	Meets with other team members to discuss the decision problem and make a decision together.	0 1 2 3 4
19	Shows that he/she is a firm believer in "If it ain't broke, don't fix it."	0 1 2 3 4
20	Goes beyond self-interest for the good of the group.	0 1 2 3 4
21	Treats me as an individual rather than just as a member of a group.	0 1 2 3 4
22	Demonstrates that problems must become chronic before taking action.	0 1 2 3 4
23	Acts in ways that builds respect.	0 1 2 3 4
24	Concentrates his/her full attention on dealing with mistakes, complaints, and failures.	0 1 2 3 4
25	Considers the moral and ethical consequences of decisions.	0 1 2 3 4
26	Keeps track of all mistakes.	0 1 2 3 4
27	Displays a sense of power and confidence.	0 1 2 3 4

28	Has no more influence over the final decision than any other participant.	0 1 2 3 4
29	Articulates a compelling vision of the future.	0 1 2 3 4
30	Directs my attention toward failures to meet standards.	0 1 2 3 4
31	Avoids making decisions.	0 1 2 3 4
32	Considers me as having different needs, abilities, and aspirations from others.	0 1 2 3 4
33	Gives an individual or group the authority and responsibility for making a decision.	0 1 2 3 4
34	Gets me to look at problems from many different angles.	0 1 2 3 4
35	Helps me to develop my strengths.	0 1 2 3 4
36	Suggests new ways of looking at how to complete assignments.	0 1 2 3 4
37	Delays responding to urgent questions.	0 1 2 3 4
38	Emphasizes the importance of having a collective sense of mission.	0 1 2 3 4
39	Expresses satisfaction when I meet expectations.	0 1 2 3 4
40	Expresses confidence that goals will be achieved.	0 1 2 3 4

Part III: Job Satisfaction Questionnaire

Please circle one number that best describes **your reflection** about each statement.

Rating scales: 1=Disagree very much, 2=Disagree moderately, 3=Disagree slightly, 4=Agree slightly, 5=Agree moderately, 6=Agree very much

S/N	Please circle one number for each statement that comes closest to reflecting your opinion about it.	1=Disagree very much 2=Disagree moderately 3=Disagree slightly 4=Agree slightly 5=Agree moderately 6=Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6

11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6
19	I feel unappreciated by the organization when I think about what they pay	1 2 3 4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3 4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3 4 5 6
22	The benefit package we have is equitable.	1 2 3 4 5 6
23	There are few rewards for those who work here.	1 2 3 4 5 6
24	I have too much to do at work.	1 2 3 4 5 6
25	I enjoy my coworkers.	1 2 3 4 5 6
26	I often feel that I do not know what is going on with the organization.	1 2 3 4 5 6
27	I feel a sense of pride in doing my job.	1 2 3 4 5 6
28	I feel satisfied with my chances for salary increases.	1 2 3 4 5 6
29	There are benefits we do not have which we should have.	1 2 3 4 5 6
30	I like my supervisor.	1 2 3 4 5 6
31	I have too much paperwork.	1 2 3 4 5 6
32	I do not feel my efforts are rewarded the way they should be.	1 2 3 4 5 6
33	I am satisfied with my chances for promotion.	1 2 3 4 5 6
34	There is too much bickering and fighting at work.	1 2 3 4 5 6
35	My job is enjoyable.	1 2 3 4 5 6
36	Work assignments are not fully explained.	1 2 3 4 5 6

THANK YOU VERY MUCH FOR YOUR PARTICIPATION!!!

Appendix C: Key to Items on the Research Questionnaire

Variable	Subscale	Item No.
Transformational	Idealized Attributes	11, 20, 23, 27
	Idealized Influence	6, 15, 25, 38
	Inspirational Motivation	9, 14, 29, 40
	Intellectual Stimulation	2, 8, 34, 36
	Individualized Consideration	16, 21, 32,35
Transactional	Contingent Reward	1, 12, 17, 39
	Management-by-Expectation (Active)	4, 24, 26, 30
	Management-by-Expectation (Passive)	3, 13, 19, 22
Laissez- Faire	Laissez-Faire	5, 7, 31, 37
Participative	Participative	10,18,28,33
Job Satisfaction	Pay	1, 10, 19, 28
	Promotion	2, 11, 20, 33
	Supervision	3, 12, 21, 30
	Fringe Benefits	4, 13, 22, 29
	Contingent rewards	5, 14, 23, 32
	Operating conditions	6, 15, 24, 31
	Coworkers	7, 16, 25, 34
	Nature of work	8, 17, 27, 35
	Communication	9, 18, 26, 36