



The Relationship between Leadership Behavior and Employees job satisfaction as perceived by Ethiopian Airlines Enterprise Employees

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Advisor: Fesseha Afework (Asst. Professor)

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Employees job satisfaction as perceived by Ethiopian
Airlines Enterprise Employees**

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Statement of Certification

This is to certify that **Biruktayit Girma** has carried out her research work on the topic entitled The Relationship between Leadership Behavior and Employees job satisfaction as perceived by Ethiopian Airlines Enterprise Employees for the partial fulfillment of Masters of Art in Human Resources management at Addis Ababa University-School of Commerce. This study is an original work and not submitted earlier for any degree either at this university or any other University and is suitable for submission of Masters Degree in Human Resource Management

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Statement of Declaration

I Biruktayit Girma, declare that this work entitled “The Relationship between Leadership Behavior and Employees job satisfaction as perceived by Ethiopian Airlines Enterprise Employees is Outcome of my own effort and that all source of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the Research Advisor. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of MA in Human Resource Management.

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Abstract

This study was designed to understand the relationship of leadership behavior and job satisfaction, and to know the position of leadership behavior on affecting job satisfaction, when it is compared with selected other variables i.e reward scheme, working condition and carrier development opportunity. The Organization selected to conduct the study is Ethiopian airlines enterprise. The airline's employees perceived satisfaction by the above four selected variables is also assessed on the way of addressing the research objective. Data were collected through questionnaire prepared based on various scholars work. The validity of the instrument was checked by scholars on the field. Besides, internal consistency of the instrument was measured using Cronbach Alpha and the result was 86%. In addition to the questioner, two concerned management staffs were interviewed so as to know the managements view regarding variables under study. There are 6350 non management employees working in Addis Ababa city. 364 questionnaires were distributed to the sample respondents who are located in Addis Ababa. Of the total distributed questionnaires 277 usable questionnaires were returned, which is about 76% response rate. Descriptive statistics, correlation and regression analysis were utilized to analyze the data. Interpretation is made on the mean, frequency, and percentage of the data. Among the four selected leadership behaviors, the tendency to being participatory, achievement oriented and relation oriented leader increases the job satisfaction of employees and, Working condition found to be the first variable affecting job satisfaction. On the other hand, the higher management believes that the employees in the air line are highly satisfied with their job while they actually are not. The results indicate that the management should work on leadership, reward, working condition and carrier development programs of the enterprise.

Key Words: Leadership behavior, Job Satisfaction, Reward scheme, working condition, carrier

Development opportunity

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Job satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to productivity. According to Branham (2005), businesses with higher employee satisfaction also have

- A. 86% higher customer rating
- B. 76% more success on lowering turnover rate
- C. 70% higher productivity
- D. 44% higher profitability
- E. 78% better safety rate

Among the variables affecting employee's job satisfaction this study looked deeply in to leadership behavior's impact on the dependent variable, job satisfaction. In addition the study assessed the satisfaction of the enterprise's employees by reward scheme, working condition and carrier development opportunity so as to compare their effect to job satisfaction, with the leadership's.

Leadership Behavior: is the way in which a leader accomplishes his purposes. It can have profound effects on an organization and its staff members, and can determine whether the organization is effective or not. Capable leader provides direction for the organization and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organizational interests. Leadership is considered one of the most important determinants of employee job satisfaction. The correlation between leadership behavior and job satisfaction has been studied in a wide variety of fields and settings, few of them studied it by focusing on educational sectors and others on Health sectors and the like. This study tries to fill the gap up on researches done in Ethiopia especially in the airlines industry.

Reward scheme: Proper management of reward scheme is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. Employees should be rewarded according to the value they create and Rewards schemes should be aligned with business goals *and employee values and needs (Armstrong, 2004)*. There are two types of Reward programs, Financial and non Financial. Financial rewards are rewards which are related with monetary value. According to Armstrong (2004) Non-financial rewards can be focused on the needs most people have, although to different degrees, for achievement, recognition, influence and personal growth. The study has assessed the satisfaction level of the employees in Ethiopian airlines.

Working Condition: It covers a broad range of topics and issues from working times to remuneration as well as the physical condition and mental demands that exists in the work place. The variable affects employees physical and mental well being organizations should maintain healthy working conditions. The study focuses on assessing the physical working condition and the working atmosphere, as the remuneration part is covered on assessment of reward scheme.

Carrier development Opportunity: Carrier development opportunity is one of the important factors for employees' satisfaction and retention. According to (Arvey et al., 1989) clear opportunities for carrier advancement are an especially powerful employee motivator. The study examined the satisfaction of employees in the enterprise by the variable.

Therefore in this specific research, the researcher addressed the relationship between Leadership Behavior and job satisfaction as perceived by Ethiopian airlines enterprise employees. More over it looked at the perceived satisfaction level of the employees in the enterprise by leadership behavior, reward scheme, working condition and carrier development opportunity. The researcher applied relevant theories in the subject area and checked whether the same are working in the organization i.e. in Ethiopian airlines enterprises.

1.2 Back ground of the Organization

Ethiopian Airlines often referred as simply Ethiopian is owned by Ethiopian government. Ethiopian Air Lines was founded on 21 December 1945 and commenced operations on 8 April 1946 expanding to international flights in 1951. The firm became a share company in 1965. Ethiopian is a member of the International Air Transport Association, and, since 1968, of the African Airlines Association (AFRAA).

Its hub and headquarters are at Bole International Airport in Addis Ababa from where it serves a network of 80 passenger destinations —16 of them domestic— and 17 freighter ones. Ethiopian flies to more destinations in Africa than any other carrier. The Organization has 441 flights per week to its ninety two international and local destinations. It is one of the fastest-growing companies in the industry, and is among the largest on the African continent. It is also one of the few profitable airlines in the Sub-Saharan region.

Ethiopian has around 9000 Permanent and temporary employees working on its head quarter, regional and international destinations. Most of the destinations covered by Ethiopian Airlines are in Africa, but the airline also covers the Americas, Asia, Europe and the Middle East. Besides transporting passengers the Organization gives Cargo transportation services and Aviation and Customer service trainings for various local and international customers.

Currently Ethiopian is working according to its 2025 Strategies' up on meeting the below plans.

1. Fleet size: increase from 48 to 112 airplanes
2. Destinations: increase from 79 to 121
3. Cargo payload: increase from 160,000 tons to 710,000 tons
4. Revenue: increase from USD1.4 Billion to USD 9.5 Billion
5. Staff size: will increase from 5,600 to 16,900

1.3 Statement of the Problem

Recent studies have shown that there is a direct correlation between staff satisfaction and customer satisfaction. Ethiopian airlines had around three thousand employees having direct contact with customers. Majority of the front line employees are composed of Cabin crews and Customer service agents. Hence, According to the findings from above literatures, the dissatisfaction or satisfaction of these employees will be reflected on the services, or even on the faces of the employees, which would have a major impact on the satisfaction level of customers.

The researcher as an employee of Ethiopian airlines working in Human resource management department for more than three years, observed a decrease in job satisfaction and an increase in turnover rate, while conducting day to day activities. As per the exit interview completed by resigning employees from the enterprise, there is a considerable question on the leadership behavior of the management.

On the other hand as per the reflection on Various Meetings held between HR Officials and, periodic meetings in the enterprise which are held between all employees and higher officials, Ethiopian airlines is doing well on aspects which could bring job satisfaction, including leadership. The researcher aims to further investigate the above perception deference between the higher management and the employees as this would aggravate the problem.

According to a study by (Syptak.et al., 1999) satisfied employees tend to be more productive, creative and committed to their employers. Moreover, According to a research from the University of Missouri (MU), CEOs who pay attention to employees' job satisfaction are also be able to boost both customer satisfaction and increase the number of customers who intend to do repeat business with the company.

This vital element, Job satisfaction, can be affected by various organizational and non organizational factors. Among this aspects affecting job satisfaction, this study focused deeply on the relationship of Leadership behavior and employee's job satisfaction. It also assessed the perceived satisfaction level of employees working in Ethiopian airlines on

Leadership behavior, Reward Scheme, working condition and carrier development opportunity.

Even Though there are lots of researches done on the enterprise under study, there are not much documented studies done on job satisfaction area. So, The Study aimed at filling this gap.

1.4 Research questions

Job satisfaction has an impact on employee turnover and organizational commitment (Luddy, 2005). Employee satisfaction is essential to the success of any business. High rate of employee contentedness is directly related to a lower turn over rate and productivity. Thus, keeping employees' satisfied with their careers should be a major priority for every employer.

One of the factors affecting job satisfaction is leadership behavior. Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organizational success.

Generally based on the research problems the study addressed the following research questions:-

1. What is the relationship between the selected leadership behaviors and job satisfaction?
2. How much is the contribution of leadership behavior on job satisfaction when compared to other organizational factors i.e reward system, Working condition and carrier development opportunity
3. How much is the perceived satisfaction level of Ethiopian airlines employees with the leadership aspect of their organization.
4. How satisfied are employees with the reward scheme of the enterprise under study?
5. How satisfied are employees with the working condition of the enterprise under study?
6. How satisfied are employees in the enterprise with the carrier development opportunity the enterprise is offering?
7. How much is the perceived job satisfaction level of Ethiopian airlines employees?
8. In which variable under study are employees more satisfied?

1.5 Objectives of the study

The study was conducted with the aim of achieving the following objectives:

1.5.1 General Objectives

The general objective of the study was to identify the relationship between leadership behavior and job satisfaction as perceived by Ethiopian airlines employees, and to compare leadership behaviors effect to job satisfaction with; reward scheme, working condition and carrier development opportunity.

1.5.2 Specific Objectives

Beside the above major objective, the following were specific objectives of the research

1. To find out the perceived satisfaction level of Ethiopian airlines employees with the leadership aspect of their organization.
2. To find out the satisfaction level of Ethiopian airlines employees with the Reward scheme of their organization.
3. To find out the satisfaction level of Ethiopian airlines employees with the Working condition of their organization.
4. To find out the satisfaction level of Ethiopian airlines employees with the Carrier development opportunity of their organization
5. To Measure the perceived job satisfaction level of Ethiopian airlines employees located in Addis Ababa.
6. To find out in which variable under study , employees are more satisfied

1.6 Significance of study

This study investigated the relationship between leadership of management staffs and subordinates job satisfaction as perceived by Ethiopian airlines employees. Besides it assessed the perceived satisfaction level of the employees by leadership behavior, reward scheme, carrier development opportunity and working condition of the airline.

By looking at the above aspects the study is assumed to be useful in:

1. Showing the effects of leadership behaviors to job satisfaction
2. Indicating which variable under study is more significant on bringing job satisfaction
3. Creating awareness on the current perceived satisfaction level of employees by leadership behavior of their supervisor
4. Creating awareness on the current perceived satisfaction level of Ethiopian airlines employees by reward scheme of the enterprise
5. Creating awareness on the current perceived satisfaction level of Ethiopian airlines employees by working condition of the enterprise
6. Creating awareness on the current perceived satisfaction level of Ethiopian airlines employees by career development Opportunity of the enterprise
7. Creating awareness on the current perceived general job satisfaction level of Ethiopian airlines employees
8. Serving as a source document for those who want to pursue further study.

1.7 Delimitation/Scope of the Study

The researcher believes that the study would be a completed study if it covers all employees working in Ethiopian air lines enterprise and assessed all variables affecting job satisfaction. However, due to resource constraints the researcher is forced to delimit the study in to the following areas:

1. Ethiopian airlines enterprise had employees working in various cities in Ethiopia and internationally , but the research is done only on Employees located in Addis Ababa Ethiopia
2. Among a number of variables affecting job satisfaction; the study focused only on selected factors as independent variables of the stud

1.8 Organization of the Study

The study is organized in to five chapters. The first chapter focuses on the introduction and background of the study. Review of related literature is presented in the second chapter. In the third chapter, the design and methodology of the study is presented. In the fourth chapter findings and analysis of the study is presented. Summary and conclusions from the study and subsequent recommendations is presented in chapter five.

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CHAPTER TWO

REVIEW OF RELATED LITERATURES

Introduction to the Literature Review

The Literature reviewed in this section describes and examines the supporting theories that are related to the research Problem. The definitions and the concepts of job satisfaction and Leadership have been reviewed, the factors and variables that influence each concept were identified, the relationship between the two concepts from previous researches is summarized and lastly conceptual frame work of the research is explained.

2. Leadership

2.1 Definitions of Leadership

Leadership is a universal human phenomenon which is practiced in almost every institution. The term is defined by many scholars by looking at it from various Perspectives. Here below we will see some of them.

1. Leadership according to (Fiedler) 1967

“Interpersonal relationship in which power and influence are unevenly distributed so that one person is able to direct and control the actions and behaviors of others to a greater extent.”

2. Leadership according to (Stogdill) 1948

“Leadership is the process of influencing the activities of an organized group in its Efforts toward goal setting and goal achievement.”

3. Leadership according to (Yukl & Fleet) 1992

“Leadership is a process that includes influencing task objectives and strategies, influencing commitment and compliance in task behavior to achieve these objectives, influencing group maintenance and identification, and influencing the culture of an organization.”

4. Leadership according to (Chu) 2008

“ Leadership is the *ability of a superior to influence the behavior of subordinates and persuade them to follow a particular course of action.*”

5. Leadership according to (Kellerman & Webster)2001

‘Leadership as a process is a dynamic process in which the leader(s) and followers interact in such a way as to generate change.

6. Leadership according to (Winston and Patterson) 2006

A leadership is equipping, training, and influencing one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization’s mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives.

2.2 Leadership Theories developed before 1970

Leadership has passed through different ideologies, starting from Great Man theories to transformational and service leadership. In order to understand the term more deeply, theories of leadership are explained here below.

I Great Man Theories

This theory is among the first originated leadership theory. It is based on the believe that leaders are exceptional people, born with innate qualities, destined to lead. This idea was originated around 19 century. The term 'Great man' was applied because prior to and in that period, leadership was almost entirely a males responsibility.

According to Mann (1959) intelligence, Masculinity, Adjustment, dominance, extroversion and conservatism are all treats of these leaders.

II Trait Theories

Trait theory, developed by the belief of "great man," focused on identifying the innate qualities and characteristics possessed by great social, political, and military leaders (Northous, 1997). It was believed that through this approach critical leadership traits could be isolated and that people with such traits could then be recruited, selected, and installed into leadership positions. This approach was common in the military in ancient times.

Trait theory differs from other theories in the sense that it focuses on personal qualities and characteristics rather than on the behaviors displayed by leaders (Gehring, 2007). As per the researchers conducted in different times various kinds of traits were identified by different researchers.

According to Stogdill (1974) the below lists are the main leadership traits and skills.

Traits

- I. Adaptable to situations
- II. Alert to social environment
- III. Ambitious and achievement-orientated
- IV. Assertive
- V. Cooperative
- VI. Decisive
- VII. Dependable
- VIII. Dominant (desire to influence others)
- IX. Energetic (high activity level)
- X. Persistent
- XI. Self-confident
- XII. Tolerant of stress
- XIII. Willing to assume responsibility

Skills

- A. Clever (intelligent)
- B. Conceptually skilled
- C. Creative
- D. Diplomatic and tactful
- E. Fluent in speaking
- F. Knowledgeable about group task
- G. Organized (administrative ability)
- H. Persuasive
- I. Socially skilled

III Behavioral Leadership theories

The Michigan leadership studies, along with the Ohio State University studies that took place in the 1940s, are two of the best-known behavioral leadership studies and continue to be cited to this day.

1. The Ohio State

According to the findings of the Ohio study, leaders exhibit two types of behaviors, people-oriented (consideration) and task-oriented (initiating structure), to facilitate goal accomplishment.

Consideration is the extent to which leaders are concerned with the well-being of their followers and the extent to which leaders are personable and understanding.

According to Halpin (1966), Initiating structure is the extent to which a leader defines leader and group member roles, initiates actions, organizes group activities, and defines how tasks are to be accomplished by the group.

The Ohio State researchers generated a list of 150 statements designed to measure nine different dimensions of leadership behavior. The study's findings suggest that effective leaders possess a strong ability to work with others and build a cohesive team balanced with the capability to create structure within which activities can be accomplished

The Ohio State researchers defined *consideration* as the extent to which a leader exhibits concern for the welfare of the members of the group. This behavior is oriented towards interpersonal relationships, mutual trust, and affiliation. This dimension of leadership behavior is people-oriented. Some of the statements used to measure this factor include:

- a. being friendly and approachable
- b. treating all group members as the leader's equal
- c. looking out for the personal welfare of group members
- d. making themselves accessible to group members

The Ohio researcher's defined *initiating structure* as the extent, to which a leader specifies group member roles, initiates actions, organizes group activities, and defines how tasks are to be accomplished by the group. This leadership behavior is task-oriented. Some of the statements used to measure the initiating structure behavior include:

- i. letting group members know what is expected of them
- ii. maintaining definite standards of performance

- iii. scheduling the work to be done
- iv. asking that group members follow standard rules and regulations

2. Michigan leadership studies

The Michigan study was led by the famous organizational psychologist, Dr. Rensis Likert, the leadership studies at the University of Michigan identified three characteristics of effective leadership; two of which were previously observed in studies that had been conducted at Ohio State University. The study showed that task and relationship-oriented behaviors weren't of major significance within the world of organizational psychology. However it was the third observation that introduced a new concept, one of leadership. The conclusion arrived at by the Michigan researchers strongly favored the leaders who were employee oriented in their behavior (Robins, 2005).

iv Contingency (situational) approach

Contingency or situational theories of leadership propose that the organizational or work group context affects the extent to which given leader traits and behaviors will be effective. This theories gained prominence in the late 1960s and 1970s.

1. Fiedler's Contingency Theory of Leadership

Fiedler's theory held that a person's leadership behavior is dependent on his/her personality and doesn't change, while situations do change. Dominant personality traits, according to (Fiedler) 1967, leaders are either human relations-oriented or task-oriented, so whether the leader is successful depends on the degree to which her dominant personality trait meshes with key elements of a series of given situations over time. His theory states that task-oriented leaders are more effective in extreme situations, such as those found in mergers and acquisitions work and manufacturing, while human-relations oriented leaders are more effective in middle-ground situations such as banking and retail.

2. Path–Goal Theory Path–goal theory

Path–goal theory was originally developed by Martin Evans in 1970 and expanded by Robert House in 1971 into a more complex contingency theory. Drawing on expectancy theory and the Ohio and Michigan leader behavior studies, House suggested that a leader should help elucidate

the path for followers to achieve group goals. This involves the leader employing particular Behaviors in specific situations to increase follower satisfaction and motivate efforts toward task accomplishment. The theory identifies four types of leader behavior that include supportive (relations oriented), directive (task oriented), achievement oriented, participative leader behavior, as well as two aspects of the situation, namely, follower characteristics and task characteristics. In situations where the task is dull or taxing, the theory predicts that supportive leadership behaviors may increase followers' interest in task accomplishment and encourage followers' expectations of a successful outcome. In turn, this may motivate followers' efforts to achieve the task. In situations where the task is ambiguous or complicated, directive behaviors such as clarifying the task at hand and stressing rewards contingent on good performance could increase followers' positive expectancies. This may consequently motivate followers' efforts to achieve designated goals.

According to path-Goal theory, leader provides necessary direction and support to subordinates to achieve individual as well as organizational goals (Silverthorne, 2001). Path-goal theory has made an important contribution in highlighting the potential influence of leaders on followers' motivation and performance.

3. Situational Leadership Theory

According to this theory leadership depends upon each individual situation, and no single leadership behavior can be considered the best. For Hershey and Blanchard, the developers of the theory, tasks are different and each type of task requires a different leadership behavior. A good leader will be able to adapt her or his leadership to the goals or objectives to be accomplished.

Goal setting, capacity to assume responsibility, education, and experience are main factors that make a leader successful. Not only is the leadership style important for a successful leader-led situation but the ability or maturity of those being led is a critical factor, as well. Leadership techniques fall out of the leader pairing her or his leadership style to the maturity level of the group.

4. Normative Decision Model

Many contingency theories define leadership effectiveness in terms of group performance or team satisfaction. However, the normative decision model is a unique contingency theory in its exclusive focus on providing prescriptions to optimize the leader's decision-making process. The normative decision model, originally developed by Victor Vroom and Phillip Yetton in 1973 and later revised by Victor Vroom and Arthur Jago, emphasizes situational factors more than leadership behaviors. It outlines a set of five different decision-making strategies that range on a continuum from directive to participative decision making. These strategies include two types of autocratic styles (the leader decides alone), two types of consultative styles (the leader consults followers but decides alone), and a group decision-making option (group consensus).

2.3 Contemporary Leadership Theories

Following the above theories, several alternative theoretical frameworks for the study of leadership have been advanced. Among this, leader-member exchange theory, transformational leadership theory and the philosophy of servant leadership theories are the most accepted.

I Leader-Member Exchange Theory

Many theories of leadership assume Leaders assume the superior behaves in essentially the same manners to all members of his subordinates. In fact however, leaders often act very differently towards different subordinates and develop contrasting relationships with them. This perspective on the leadership process is provided by Leader-Member Exchange Theory (LMX) (Graen & Bien, 1995).The Theory describes how leaders in groups maintain their position through a series of tacit exchange agreements with their members.

According to LMX Theory, in most leadership situations not every follower is treated the same by the leader. Leaders and followers develop dyadic relationships and leaders treat each follower differently, resulting in two groups of followers—an in-group and an out-group. The in-group consists of a few trusted followers with whom the leader usually establishes a special higher quality exchange relationship.

The out-group includes the followers with whom the relationship of the leader remains more formal. According to (Graen) 1976, Followers get into one of these two groups based on:

- A. how well the leader works with them
- B. their personalities
- C. role responsibilities they assume
- D. how well they work with the leader

LMX theory asserts that leaders do not interact with subordinates uniformly because supervisors have limited time and resources. One of the implications of this theory is that the nature of the exchange is determined by the leader based on some presumed characteristics of the follower.

II Transformational Theory

According to (Burns) 2001, transformational leadership is a process in which leaders and followers promote each other to higher levels of morality and motivation. Transformational leaders inspire their followers to think more than their own aims and interests and to focus on greater team, organizational, national and global objectives. These leaders are able to move the organization toward the ideal perspective by coordinating the employees and integrating all system components (Cacioppe, 2000). The transformational leader asks followers to transcend their own self-interests for the good of the group, organization, or society; to consider their longer-term needs to develop themselves, rather than their needs of the moment; and to become more aware of what is really important. Hence, followers are converted into leaders” (Bass, 1990).

Transformational leaders are referred to those ones who try to show the organizations a new route for improvement and progress by generating new ideas and perspectives. They also mobilize the organization by motivating managers, employees and members of the organizations to radical changes, transforming organizational pillars to achieve necessary readiness and capabilities to move in this new route as well as achieving higher levels of idealized performance (Sanjaghi, 2000).

According to Bass (1997), the full range of leadership introduces four elements of transformational leadership:

1. Individualized Consideration – the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self-development and have intrinsic motivation for their tasks.

2. Intellectual Stimulation – The degree, to which the leader challenges assumptions, takes risks and solicits followers' ideas. Leaders with this style stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.

3. Inspirational Motivation – the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers are willing to invest more effort in their tasks; they are encouraged and optimistic about the future and believe in their abilities.

4. Idealized Influence – Provides a role model for high ethical behavior, instills pride, gains respect and trust.

III Servant Leadership

While servant leadership is a timeless concept, the phrase “servant leadership” was coined by Robert K. Greenleaf in "The Servant as Leader", an essay that he first published in 1970 (Smith, 2005). It is a leadership theory which puts serving others as the number one priority. Servant-leadership emphasizes increased service to others; a holistic approach to work; promoting a sense of community; and the sharing of power in decision-making (Smith, 2005).

Each of these central tenets is explored individually below, to present a fuller picture of the servant-leadership framework.

1. Service to Others. Servant-leadership begins when a leader assumes the position of servant in their interactions with followers. Authentic, legitimate leadership arises not from the exercise of power or self-interested actions, but from a fundamental desire to first help others. (Greenleaf, 1991) wrote that this “simple fact is the key to [a leader’s] greatness” (1970, p. 2). A servant-leader’s primary motivation and purpose is to encourage greatness in others, while organizational success is the indirect, derived outcome of servant-leadership.

2. Holistic Approach to Work. Servant-leadership holds that “The work exists for the person as much as the person exists for the work” (Greenleaf, 1996). It challenges organizations to rethink the relationships that exist between people, organizations and society as a whole. The theory promotes a view that individuals should be encouraged to be who they are, in their professional as well as personal lives. This more personal, integrated valuation of individuals, it is theorized, ultimately benefits the long-term interests and performance of the organization.

3. Promoting a Sense of community Greenleaf lamented the loss of community in modern society, calling it “the lost knowledge of these times”. Servant-leadership questions the institution’s ability to provide human services, and argues that only community, defined as groups of individuals that are jointly liable for each other both individually and as a unit, can perform this function. Only by establishing this sense of community among followers can an organization succeed in its objectives. Further, the theory posits that this sense of community can arise only from the actions of individual servant-leaders (Greenleaf, 1970, p. 30).

4. Sharing of Power in Decision-Making. Effective servant-leadership is best evidenced by the cultivation of servant-leadership in others. By nurturing participatory, empowering environments, and encouraging the talents of followers, the servant-leader creates a more effective, motivated workforce and ultimately a more successful organization. As phrased by Russell (2001), “Leaders enable others to act not by hoarding the power they have but by giving it away” (p. 80).

The organizational structure resulting from servant-leadership has sometimes been referred to as an “inverted pyramid”, with employees, clients and other stakeholders at the top, and leader(s) at the bottom. Exemplary followers, a product of delegated decision-making, are a further example of servant-leadership’s inverse nature, “another type of leader turned inside out” (Sarkus, 1996, p. 28). Because servant-Smith 5 leadership breaks away from the classic organizational pyramid and promotes flexible, delegated organizational structures, many behavioral scientists see it as a forward-looking, post-industrial paradigm for leadership (Biberman & Whitty, 1997).

The servant leadership approach goes beyond employee-related behavior and calls for a rethinking of the hierarchical relationship between leaders and subordinates. This does not mean that the ideal of a participative style in any situation is to be enforced, but that the focus of leadership responsibilities is the promotion of performance and satisfaction of employees (Hunter, 2004).

2.4 Job Satisfaction

2.4.1 Definition of Job Satisfaction

Various researchers and practitioners have provided their own definitions of what job satisfaction is. However, most of the definitions revolve around the below two definitions.

1. pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job and
2. The extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. In general, most definitions cover the affective feeling an employee has towards their job. This could be the job in general or their attitudes towards specific aspects of it, such as: their colleagues, pay or working conditions. (Lane, 2010)

2.4.2 Job Satisfaction Theories

Due to the fact that Job satisfaction is a concept which has a close relationship with motivation, most theories will be studied under the unit of motivation or unit that contains motivation. Considering this fact, we will look at two factors, Hawthorne, Maslow motivation, expectancy and equity theories of job satisfaction.

I. Hawthorne studies

The Hawthorne studies, which were conducted by Elton Mayo and Fritz Roethlisberger in the 1920s with the workers at the Hawthorne plant of the Western Electric Company, were part of an emphasis on socio-psychological aspects of human behavior in organizations. Hawthorne researchers hypothesized that choosing one's own coworkers, working as a group, being treated as special (as evidenced by working in a separate room), and having a sympathetic supervisor were reasons for increases in worker productivity. The Hawthorne studies found that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting employees' need and desire to belong to a group and be included in decision making and work.

The studies originally looked into whether workers were more responsive and worked more efficiently under certain environmental conditions, such as improved lighting. The results were surprising, as Mayo and Roethlisberger found that workers were more responsive to social factors—such as the people they worked with on a team and the amount of interest their manager had in their work—than the factors (lighting, etc.) the researchers had gone in to inspect.

The Hawthorne studies helped conclude that workers were highly responsive to additional attention from their managers and the feeling that their managers actually cared about, and were interested in, their work. The studies also concluded that although financial motives are important, social factors are equally important in defining the worker productivity.

II Maslow's Hierarchy of Needs Theory

One of the main theories relating to motivation is Maslow's Hierarchy of Needs. People have needs. A need is a lack of something- something we want. This produces the drive and desire which motivates us to satisfy that need (Robins, 2005). Satisfying this need, or getting the thing

we want or lack is the goal . Maslow's hierarchy of needs is a theory in psychology proposed by the American psychologist Abraham Maslow in his 1943 paper "A Theory of Human Motivation". This is a theory of psychological health predicated on fulfilling innate human needs in priority, culminating in self-actualization.

Maslow's theory of motivation is called the "hierarchy of needs". Maslow believes that people have five main needs in the following order of importance:-

1. Physiological Needs
2. Safety Needs
3. Belonging Needs
4. Self esteem needs
5. Self realization need

Maslow believes that people would not move on down this list to be motivated by the next set of needs until the previous set(s) had been satisfied.

III two-factor theory

The well-known two factor theory is developed by Herzberg. This theory states that job satisfaction and dissatisfaction is a product of different factors, motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and Organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies and so on (Hackman & Oldham, 1970). Factors that relate to job satisfaction are therefore called satisfiers or motivators.

Because both the hygiene and motivational factors are viewed as independent, it is possible that employees are neither satisfied nor dissatisfied. This theory postulates that when hygiene factors are low the employee is dissatisfied, but when these factors are high it means the employee is not dissatisfied (or neutral), but not necessarily satisfied. Whether or not an employee is satisfied is dependent on the motivator factors.

Moreover, it is thought that when motivators are met the employee is thought to be satisfied. This separation may aid in accounting for the complexity of an employee's feelings, as they might not feel both satisfied and dissatisfied at the same time; or neither satisfied nor dissatisfied. Whilst the Motivator-Hygiene theory was crucial in first distinguishing job satisfaction from dissatisfaction, however, the theory has been criticized for its lack of empirical support and the failure to replicate his findings by researchers (Muchinsky, 1993).

IV The Expectancy Theory

Expectancy theory is about the mental processes regarding choice, or choosing. This expectancy theory, proposed by (Victor Vroom, 1964), focused on workers' individual specific motivation in the organization. The theory indicated that, based on the strength of the workers' expectancy of outcome and the attraction of the outcome after the workers acting, the workers decide to take their actions. Therefore, once workers believe that desired outcome will be obtained after hard work, and that they will receive a reward from their companies after the desired outcome is reached, workers will make full effort in their jobs to reach the goal of the organization. (Vroom, 1964).

The Expectancy Theory of Motivation explains the behavioral process of why individuals choose one behavioral option over another. The theory explains that individuals can be motivated

towards goals if they believe that: there is a positive correlation between efforts and performance, the outcome of a favorable performance will result in a desirable reward, a reward from a performance will satisfy an important need, and/or the outcome satisfies their need enough to make the effort worthwhile. Vroom introduces three variables within the expectancy theory which are valence, expectancy and instrumentality.

1. Expectancy

Expectancy is the belief that one's effort will result in attainment of desired performance goals.

i. Self efficacy- the person's belief about their ability to successfully perform a particular behavior. The individual will assess whether they have the required skills or knowledge desired to achieve their goals.

ii. Goal difficulty- when goals are set too high or performance expectations that are made too

difficult. This will most likely lead to low expectancy. This occurs when the individual believes that their desired results are unattainable.

iii. Perceived control - Individuals must believe that they have some degree of control over the expected outcome. When individuals perceive that the outcome is beyond their ability to influence, expectancy, and thus motivation, is low.

2. Instrumentality

Instrumentality is the belief that a person will receive a reward if the performance expectation is met. This reward may present itself in the form of a pay increase, promotion, recognition or sense of accomplishment. Instrumentality is low when the reward is the same for all performances given.

Another way that instrumental outcomes work is commissions. With commissions performance is directly correlated with outcome.

3. Valence

The value an individual places on the rewards of an outcome, which is based on their needs, goals, values and Sources of Motivation. Influential factors include one's values, needs, goals, preferences and sources that strengthen their motivation for a particular outcome.

Valence is characterized by the extent to which a person values a given outcome or reward. This is not an actual level of satisfaction rather the expected satisfaction of a particular outcome.

V. Equity Theory

This theory was developed by, John Stacey Adams, workplace and behavioral psychologist, in 1963. According to Adams (1965) the focus of the theory is on the exchange relationship where individuals give something and expect something in return. What the individual gives is called inputs. On the other side of the exchange, is what the individual receives, called outcomes. The third variable in addition to inputs and outcomes is called the reference person or group. This reference group can be a coworker, relative, neighbor, or group of coworkers. It may even be the person himself in another job or another social role.

Whether a social exchange is considered equitable or inequitable depends upon the individual's perception of the relationship between their inputs and outcomes (Adams, 1965). Equity is said to occur when Person perceives that the ratio of his outcomes to his inputs is equal to Other's outcome/input ratio. Conversely, Person experiences inequity when he perceives that his ratio is not equal to others.

Further, Adams (1963, 1965) suggests that employees will always seek fair (equitable) treatment. If the employee perceives that his ratio is less than the comparison person's ratio, he will feel distress in the form of anger or a feeling of humiliation. Conversely, if the employee perceives that his ratio is higher than the ratio of the comparison person, he will feel distress in the form of a sense of guilt. The perceived inequity and the distress the employee will feel are positively related. Thus, the greater the inequity perceived, the more distress the employee will feel and the more he will try to restore equity either by distorting inputs and/or outcomes in his own mind "cognitive distortion", directly altering inputs and/or outcomes, or leaving the organization (Carrell & Dietrich, 1978).

2.4.3 Determinants of Job Satisfaction

As defined by (Lokhe, 1976) job satisfaction is a positive state originating from some ones work or work experience. Positive changes in working groups, supervision, incentives and the work itself can increase Job satisfaction. (Argyle,1972). In a 2012 Society for Human Resource Management survey, it was revealed that employees deem the following factors of the most importance in determining job satisfaction:

- 1. Opportunities to Use Skills and Abilities:** Employees like to feel that their talents are being appreciated, and working endlessly or performing the same tasks can start to wear on their emotional state. It is important for leaders within organizations to recognize existing talent and engage the employee in making the most of his or her abilities.
- 2. Job Security:** job security is the second most critical factor in determining job satisfaction as people need financial security.
- 3. Compensation/Pay:** A nice compensation package can be a wonderful draw when recruiting and hiring, but once an employee has signed on with an organization, they need to feel as though their efforts are being appreciated. Raises and bonuses are powerful incentives for employees to push harder towards success, and rewarding them monetarily shows that their hard work has not gone unnoticed. A healthy compensation plan with room for bonuses

and raises when appropriate can boost an employee's job satisfaction and raise the Retention rate of an organization

4. **Communication between Employees and Senior Management:** Working in an environment where communication is impossible leads to dissatisfaction and often times results in resentment on the part of the employee. Open lines of communication between management and employees instill a trust and equality that boosts company Morale. Regular staff meetings and open-door policies reiterate the importance of each employee and promotes the notion that everyone's opinion should be heard.
5. **Relationship with Immediate Supervisor** The fifth highest reported contribution to an employee's job satisfaction is the quality of the relationship with an immediate supervisor. Stressful work conditions and long hours can be manageable if work relationships are friendly and everyone feels respected. Personalities are not always going to mesh harmoniously, but while at work it is critical to keep interactions between employees and supervisors pleasant and respectful. Regular one-on-one meetings and completely open lines of communication can be most effective in establishing a respect between employees and their immediate supervisors.

2.4.4 Summary of Earlier Researches Conducted on the Same Area

Even though there are lots of researches on leadership and job satisfaction, we can't get enough in Ethiopian airlines enterprise. By considering this fact, we will look some researches done on the topic in countries other than Ethiopia.

Lane (2002) investigated the relationship between principals' leadership styles and faculty job satisfaction in eight institutes of technology in Taiwan. Job satisfaction levels of 250 full-time faculty members' job satisfaction. The findings indicated that a significant positive correlation was found between leadership styles and job satisfaction levels. Furthermore, associate professors were significantly more satisfied with their jobs than were instructors. And, the older faculty members were significantly more satisfied with their jobs than the younger faculty members (chang, 2000).

(Branick & Smith,) 2002 also used the same instruments in their studies. The Leadership Practices Inventory was used to measure the leadership behavior of nursing managers and the Job in General scale was for general job satisfaction of nurses. Both studies indicated that the

nurses' perceptions of the use of leadership behaviors are significantly correlated to their job satisfaction, productivity, and organizational commitment.

Bogler (2001) expanded the research of job satisfaction related to academic leadership. Bogler's study examined the effects of three factors on teacher job satisfaction: principals' leadership style (transformational or transactional), principals' decision-making strategy (autocratic versus participative), and teachers' perception of their occupation. Data were collected from 745 Israeli elementary and high school teachers to measure their principals' leadership styles and perception of job Satisfaction, respectively. Path analysis was employed to estimate the direct and indirect effects of independent variables on job satisfaction levels. The results revealed that principals' transformational leadership affects teachers' satisfaction both directly and indirectly through teachers' occupation perception. Significantly, this study calls researchers' attention to the inner world of teachers such as occupation perception, and suggests that teachers prefer to work with a principal who exhibits transformational types of behaviors.

As leadership is the most researched topic, various connections between leadership and job satisfaction have previously been investigated. But there is not much documented research done on Ethiopian airlines enterprise so the researcher aimed at filling this gap.

2.4.5 Conceptual Frame Work

A model developed after review of various literatures shows job satisfaction as dependent variables and, leadership behaviors' as independent variable.

While developing the above conceptual model, various models by different authors are used .with regards to leadership, the path goal theory was the basis for the study.

Path-goal theory, proposed by House (1971) and (House and Mitchell) 1974, is a type of contingency theory. According to the path-goal theory, leadership effectiveness is defined by the leader's ability to provide subordinates with the necessary information (path) to achieve valued rewards (Lowenberg & Conrad, 1998). There are four types of leadership behaviors under the theory, which every manager would fall in to. These specific behaviors under study are Supportive (relations oriented), directive (task oriented), achievement oriented and participative leadership Behaviors. The above four leadership behaviors effect on job satisfaction will be investigated on the study.

While studying and measuring job satisfaction, Theories like Maslow's Motivation theory ,Hertzberg's hygiene and motivation , and expectancy theories are taken in to consideration.

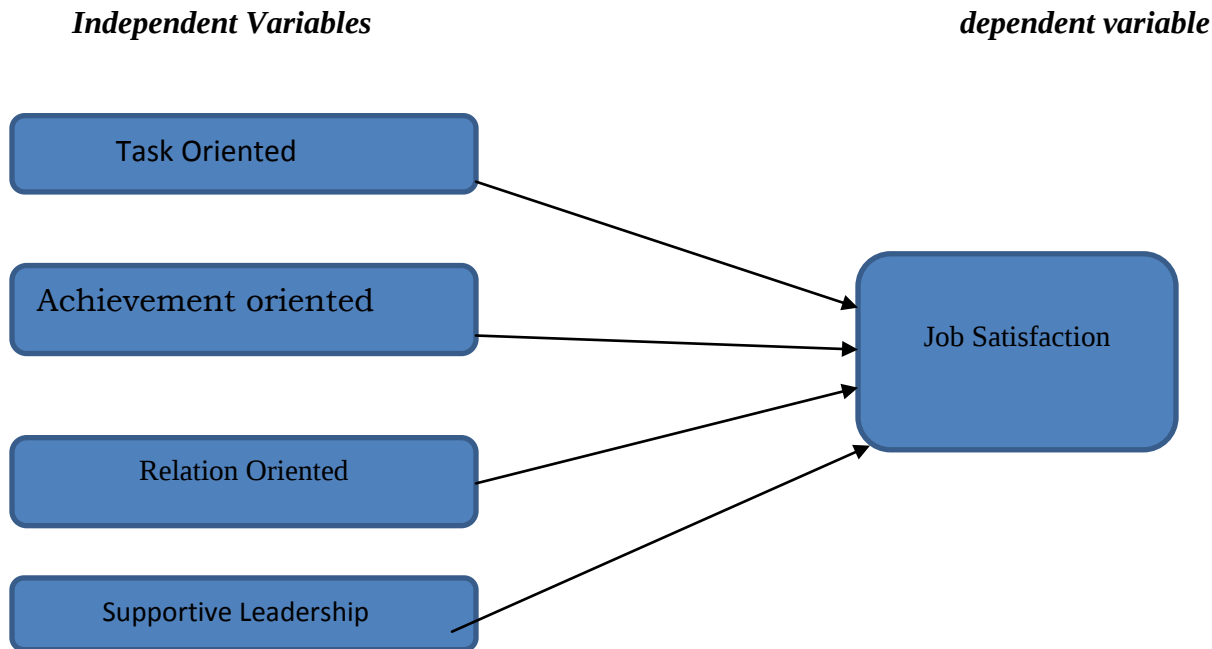


Figure 1: Conceptual framework (self-developed)

2.4.6 Summary

Chapter two has provided a review of the literature and research necessary for understanding the phenomena related to this study. A review of the theories of leadership and job satisfaction builds a framework for understanding the development of both theories. The review of related studies of leadership behaviors and job satisfaction helps to draw a contextual picture about the development of these concepts and research gap in these fields. More importantly, a review of related studies provides a better understanding of why this current study is important.

As we have seen from various researches done on the topic, Leadership and job satisfaction's relationship has been investigated from different directions, but there is gap on identifying the effects of each leadership behavior on job satisfaction. Moreover the researcher could not find researches done on aspects affecting job satisfaction in Ethiopian airlines. Hence, the research has been conducted in order to fill the above two gaps on the area and, the enterprise.

CHAPTER THREE

RESEARCH METHODOLOGY

This study examined the relationship between the four path goal theory leadership behaviors and job satisfaction, as perceived by Ethiopian airlines enterprise Employees. Leadership behaviors were compared with measures of the employee's satisfaction including, Reward scheme, career development opportunity and working condition. This chapter discussed on the methodologies used while addressing the above and other specific research objectives.

3.1 Research Design

The study is done by using mixed methodology. As defined by *John W. Creswell* mixed methodology, or the mixture of quantitative or qualitative strategies are those that involve collecting or analyzing both forms of data in a single study. *Quantitative data* can reveal generalizable information for a large group of people and *Qualitative* research provides data about meaning and context regarding the people and environments of study. So it became necessary to use qualitative research method in addition to the quantitative one, in order to get deeper and richer understanding of the topic.

3.2 Research Participants

As per the report generated from the enterprise's Human resource data management system, the Airlines totally have 6900 employees as of March 22, 2015; out of these 6350 of them are non management employees. The research is conducted on only non management employees in order to decrease the bias which could be created while answering leadership related questions.

Regarding management employees participating on the interview, two concerned Higher Managements are interviewed. The basis to select these two management employees is because they are the highest officials administering the variables under study, under the vice president Human Resource Management. One of them administers Benefit related issue's and the other, Human resource development activities, both having equal authority in the enterprise.

3.3 Sample size and Sampling Techniques

The research is conducted on Ethiopian airlines enterprise employees located in Addis Ababa Ethiopia. The sample is taken using the table developed by Krejcie and Morgan (1970). According to the table, based on 95% confidence level, 364 samples will be taken for a population size of seven thousand. Ethiopian airlines had around 6350 non management employees working in Addis Ababa city, Hence as per the used sampling technique 364 Questioners were used, and distributed randomly to the employees.

In order to collect the qualitative data two higher Management staffs working in Human resource department were interviewed.

3.4 Methods of Data Collection

The researcher used both primary and secondary data for the purpose of the study. Primary Data were gathered using questioner. Pre tested questioner with some modification were used. Most of the questions are taken from the pre tested questioner which was developed by Hackman and Oldhman, (1974). Moreover, interview was conducted with two higher management staffs. On the other hand, secondary data was collected from research papers, books journals and various websites.

3.5 Procedures of Data Collection

The Research questions on the questioner are prepared in the manner that all the respondents could easily understood and the questioners are distributed to willing employees working in the enterprise. The interview questions as well are prepared on easily understandable and direct way.

After the questioners on the questioner are filled and collected, the data is analyzed by using statistical software application programs (SPSS).

3.6 Reliability and Validity of the Research Instruments

The questionnaire was developed with due care containing 34 items, 5 of which are Demographic items. The questions were adopted from various scholar works. Most of the questions are taken from the pre tested questioner which was developed by Hackman and

Oldhman, (1974). Items in the questionnaire were prepared using a five point- Likert scale except the demographic items. As much as possible, the questions are designed in the way that they could answer the research questions. The questioner was distributed to scholars for comment and adjusted accordingly before distribution.

The researcher made a pilot test by distributing 37 questionnaires which are 10.16% of the total sample size, in randomly selected Ethiopian airlines employees and calculated Cronbach alpha to assure the reliability of the research instruments. The result indicates 0.86 which can be considered reliable as it is greater than 0.7.

3.7Methods of Data Analysis

The study used Various Descriptive data analysis techniques on conducting the study. According to (Kothari) 1990, *Descriptive analysis* is largely the study of distributions of one variable. Among the Descriptive statistical tools *frequency distribution, Dispersion and the like will be used.*

In addition to describing the shape of variable distributions, another important task of statistics is to examine and describe the relationships or associations between variables (Geofferey & David, 2005) .Correlation is useful method for measuring of association between two or more variables. The study used correlation and regression analysis on studying the relation between job satisfaction and Leadership and, on identifying the impact of leadership on Job satisfaction compared to other organizational variables.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

As discussed earlier, questionnaire and Interview were used as a data collection instrument. The data collected from Ethiopian airlines enterprise employees using questionnaires is presented and analyzed in this chapter. This section of the study deals with answering of Research questions and interpretation of the result by using SPSS software. Besides, higher human resources managements view regarding the variables under study are presented.

A total of 364 questionnaires were distributed to the selected participants and 277 questionnaires were appropriately filled and returned. 277 of the 364 potential participants represented a 76% response rate, which are going to be used for further analysis.

4.1 Demographic Characteristics of Samples

Table 1: Demographic Characteristics of Samples

Variables	Category	Frequency	Percent
Gender	Male	175	63.2
	Female	102	36.8
	Total		
Age	20-25 years	104	37%
	26-30 years	100	36.6%
	31-35 years	36	13%
	36-40 years	26	9.4%
	41-45 years	6	2.2%
	46-50 Years	3	1.1%
	Above 50	2	0.7
	Total	277	100%
Marital Status	Single	161	58.1%
	Married	113	40.8%

	Divorced	1	0.4%
	Widowed	2	0.7%
	Total	277	100%
Educational qualification	Below Diploma	17	6.1%
	Diploma	57	20.6%
	Degree	192	69.3%
	Master's Degree	11	4.0%
	Total		100 %

Source: survey 2015

The demographic characteristics of the 277 respondents consisting of 175 males and 102 females are shown in Table 1. The majority, 37 % of the participants ranged between 20 to 25 years of age followed by 34.6 %, 26 – 30 years of age, This indicates that the Organization's recruiting policy focuses on young generations. Approximately 58.1% of the participants were Single and 40.8% of them were married. 20.6% of the respondents were diploma holders while ,the majority ,69.3%'s earned degrees, the rest 6.1 & 4.0 percents holds diploma and Masters degree respectively. This indicates that most activities in the enterprise need an education level of degree.

Table: 2 Service years of participants

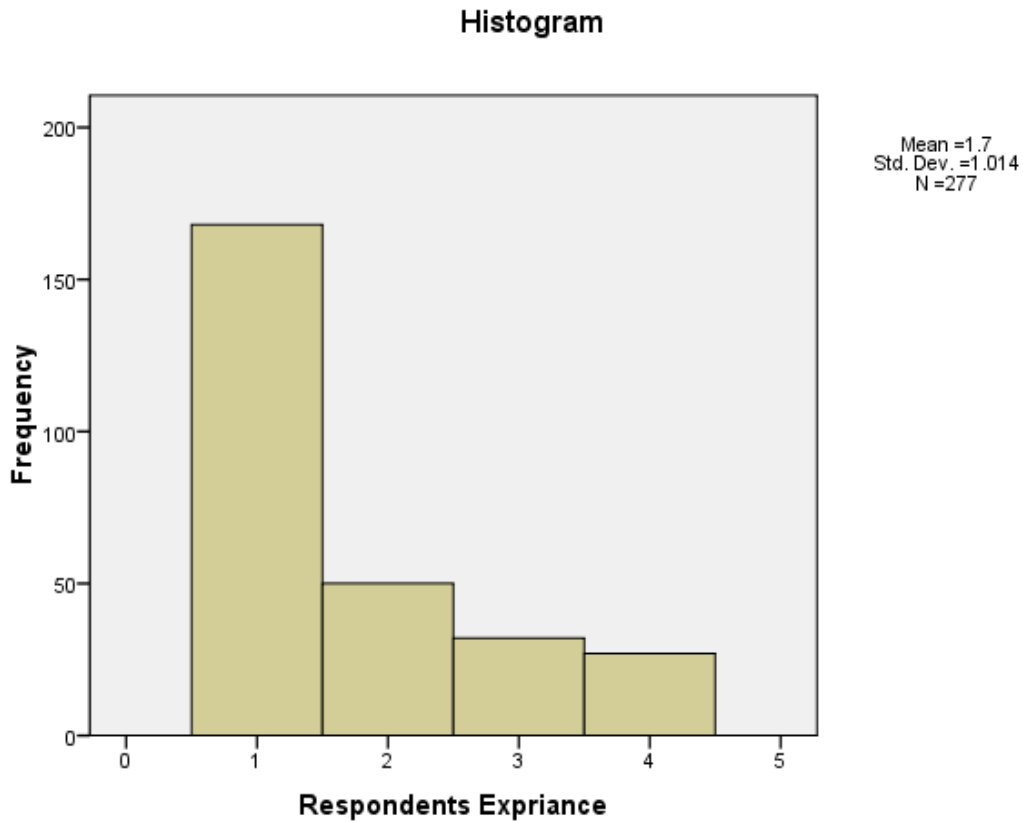
Variables	Category	Frequency	Percent
Year of Service in Ethiopian airlines	1-5 years	167	60.3%
	6-10 years	51	18.4%
	11-15 years	32	11.6%
	Above 15 years	27	9.7%
	Total	277	100%

Source: survey 2015

The items in the above table show the year the research participants spend working in the enterprise. The majority, 167 (60.3%) of the participants have year of service from 1-5 years,

followed by 51 (18.4%) respondents with having length of service from 6-10 years. The remaining 32 (11.6%) and 27 (9.7%) respondents belong to groups 11-15 years and above 15 years respectively. This result shows that the jobs in the enterprise don't need lots of experience.

Figure 2: Service year of participant



4.2 The relationship between selected leadership behaviors and Job satisfaction

The main question of the research is going to be answered using descriptive and correlation analysis.

Table3: correlation showing the relationship between the four leadership behaviors and job satisfaction

Items	Job Satisfaction		No. of observations
	Pearson Correlation	Sig. (2-tailed)	
My supervisor retains the final diction making authority within the department(Participatory leadership)	0.139 [*]	0.018	277
My immediate supervisor is friendly and help full (Supportive)	0.34 [*]	0.000	277
my supervisor focuses on mistakes irregularities and deviations from standards(task oriented)	-0.36	.001	277
Response on My supervisor believes I know how to use creativity(Achievement orientation)	0.32	0.015	277

The above correlation will be interpreted using the below guidelines of Cohen (1988)

$r=.10$ to $.29$ or $r=-.10$ to $-.29$ small

$r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium

$r=.50$ to 1.0 or $r=-.50$ to -1.0 large

The above result on participatory leadership behavior shows that there is a positive relation between participatory leadership and job satisfaction, even if the strength of the relation is weak (0.139). In other words the more the leadership behavior is participative the more employees will be satisfied with their job.

The next leadership behavior under study is supportive leadership behavior. There is a positive relationship between this independent variable and job satisfaction. The more the leadership behavior is supportive the higher the job satisfaction will be. $r=0.34$ this shows the magnitude of the relation is medium.

The third leadership behavior, task oriented, is negatively related with job satisfaction. The more supervisors behavior become task oriented the less the job satisfaction will be and vice versa. Here the strength of the relationship is medium, $r=-0.36$.

The last leadership behavior Achievement oriented leadership has direct positive relationship with job satisfaction. Accordingly the more the leadership behavior is achievement oriented the higher the job satisfaction will be. The magnitude of the relation here is medium with value of the relation, 0.32 .

4.3 Which variable under study Affects job satisfaction by Higher magnitude

Table 4: Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	0.127	0.262		0.486	0.627	-388	0.642
General satisfaction level by the Organizations Leadership	0.199	0.061	0.166	3.296	0.01	0.080	0.319
General satisfaction by the organization's Reward scheme	0.174	0.07	0.147	2.4	0.013	0.036	0.312
General satisfaction by the organization's working condition	0.380	0.072	0.303	5.27	0.000	0.238	0.537
General Satisfaction by carrier DEV'T opportunity	0.293	0.07	0.224	3.820	0.000	0.142	0.497

Regression analysis determines which independent variables have more effect than others. It shows which variable makes the strongest unique contribution to explaining the dependent variable, when the variance explained by all other variables in the model is controlled for. To see which independent variable had the strongest contribution to the dependent variable, we will look at the standardized coefficient of Beta. The variable having the highest value will be considered as having the greatest contribution.

The results obtained from table 4 indicate there is a strong direct positive relationship between the selected independent variables and job satisfaction. It showed that working condition is more significant and statistically meaningful than the other selected variables in terms of enhancing job satisfaction. The result can be interpreted as a certain improvement on the working condition will increase the performance of employees by 0.303 which is statistically significant. The next significantly contributing variable is Carrier development opportunity. Leadership behavior and reward scheme of a company are the list contributors relatively.

4.4 Satisfaction level of Ethiopian airlines employees by Leadership

Aspect of the enterprise

More than half (58.5%) of the respondents are satisfied by the leadership aspect of their organization. Only 14.4% of the respondents are dissatisfied with the leadership behavior of the organization while 27.1 % of them are neutral.

Figure 3: Satisfaction by leadership Behavior



4.5. Satisfaction level of Ethiopian airlines employees by reward

Scheme of the enterprise

Table 5: Response of employees on Reward scheme

Items		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The salary I am paid is adequate compared to My contribution	No.	68	75	78	40	16	277
	%	24.5%	27.1%	28.2%	14.4	5.8	100%
My Organization's salary is competent	No.	78	76	76	35	12	277
	%	28.2%	27.4%	27.4%	12.6%	4.3%	100%
My Reward is fair compared to my college having same qualification	No	38	64	105	52	18	277
	%	13.7%	23.1%	37.8%	18.8%	6.5%	100%
There is an adequate reward system for our increased efforts.	No.	56	85	83	37	16	277
	%	20.2%	30.7%	30.0%	13.4%	5.8%	100%

Benefit packages of my organization like free medication is satisfactory	No.	30	64	81	77	25	277
	%	10.8%	23.1%	29.2%	27.8%	9.0%	100`%
My salary adequately meets my need.	No.	85	98	52	30	12	277
	%	30.7%	35.4%	18.8%	10.8%	4.3%	100%

As we can see from the above table most of the employees working in the enterprise believes that they are getting a salary which is not comparable with the effort they made. 51.6 % of the respondents believe that they are getting a salary which is less than the contribution they made while 20.2% of the employees agree that they are getting adequate salary compared to the contribution they made while 28.2 % of the respondents remained neutral regarding the issue. This implies that most employees working in the enterprise feels that they are getting less salary compared to their effort.

Question two and three was designed to know the feeling employees had on fairness of the reward system. 55.6 % of the employees disagree on the point that their salary is equitable with employees working in other organizations. Only 16.9 % of the employees agree that the organization had a reward comparable with other organization's pay.

The rest 27.4 are neutral regarding the point. on the other hand 36.8% of the employees disagrees on the point that their salary is fair compared to a colleague having same qualification while only 25.4% of the employees agrees that there salary is fair compared to their colleague. The remaining 37.8 %'s are neutral. The responses for the first three reward related questions indicates that the employees working in the airline feels inequity about the reward they are getting.

The employees working in Ethiopian airlines believe that there is no adequate reward system for increased efforts. 20.2% and 30.4% of the employees strongly disagree and disagree respectively on the item stating that they are receiving adequate reward for their increased efforts. 30% of the respondents stayed neutral and, 13.4% and 5.8% of the respondents Agree and strongly agree on the point respectively.

The Benefit package of the airline was relatively perceived better by the respondents. 27% of the respondents agrees that the benefit package is enough while 9 % of them strongly agreed on the point. Almost Equal amount of respondents, 10.8 % and 23.1 % of respondents strongly disagree and Disagreed on the question they are gaining adequate benefit packages from the organization. 29.2 % of the respondents were neutral regarding the issue.

Majority of the respondents, 66.4 % of them, agreed on the point that there salary doesn't meet their needs. Below graph shows the general satisfaction of employees on the reward system of the organization.

Figure 4: Satisfaction by reward scheme



Generally, as depicted on the graph most of the employees, 46.9 %'s, are not happy with the reward system of the airline.

On the other hand, when we look at the view of the concerned Management body on the reward system in the airline, they said it is satisfactory in General. They also stated that they are continuously working on maintaining the equity of the reward system. On the other hand the concerned management stated that they are doing market survey regularly so that the reward system will enable employees cope with the living condition.

4.6 - Satisfaction level of Ethiopian airlines employees by Working Condition of the enterprise

Table 6: Response of employees on working condition

Items		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The working atmosphere is friendly	No.	17	29	78	109	44	277
	%	6.1%	10.5%	28.2%	39.4%	15.9%	100%
There is a comfortable place to spend break times at	No.	52	80	92	36	17	277
	%	18.8%	28.9%	33.2%	13%	6.1%	277%
The working rooms are well ventilated and the lightning system is good	No	36	65	76	72	28	277
	%	13%	23.5%	27.4%	26%	10.1%	100%

The working rooms are adequate and comfortable	No.	36	46	100	75	20	277
	%	13%	16.6%	36.1%	27.1%	7.3%	100%
Toilet Facilities for staffs are adequate	No.	36	15	58	87	41	277
	%	13%	19.9%	20.9%	31.4%	14.8%	100%

Most of the employees, around 55.3% of the respondents, are satisfied by the working atmosphere of the organization. 39.4 % and 15.9 % of the respondents agree and strongly agree on the point respectively. The rest, 6.1% strongly disagree and 10.5 % of the respondents disagree on the point while 28.2% of the respondents stay neutral.

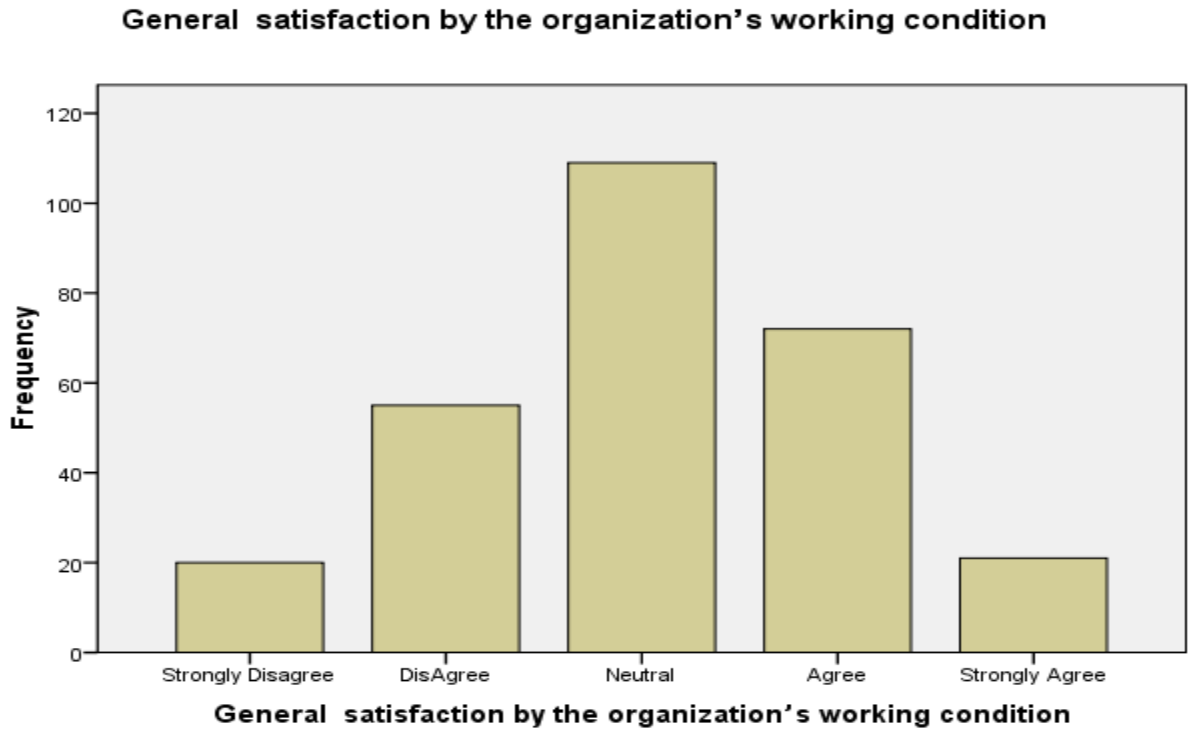
As it's indicated on the table most of the employees, 47.7 % of the respondents believe that there is no comfortable place in their organization which they could spend break time. Only 19.1% of the employees are satisfied by the places they are spending their break times. Significant amount of respondents, 33.2%, remained neutral on the issue.

The responses regarding working rooms and lightning systems indicates that significant number of employees, 27.4%, are not happy with the lighting and ventilation systems in their organization. Around 36.5% of the respondents are neutral about the working room ventilation and lightening while 36.1% of the respondents are satisfied.

Majority of the respondents (34.5 %) agree and strongly agree on the adequateness and comfortableness of the working rooms. But the results indicates that the organization should work more on the issue as around 19.6 % and 36.1% of the respondents respectively are not happy and neutral about the issue.

46.2 % of the respondents are satisfied with the toilet facility the organization is having. Around 33%'s are dissatisfied and 20.9 %'s are neutral. This shows that there are areas which the organization should work on regarding toilets.

Figure 5: Satisfaction by working condition



The above figure shows that most of the respondents (39.4) remained neutral about the working conditions of their organization. Looking in to the non neutral respondents, most of them (33.6 %) are satisfied with the working conditions of their organization. But, there still are significant amount of employees (27%) are not satisfied by the working condition of the airlines.

On the other hand, the concerned management working in Human resource Department believes that the working atmosphere in the airline is comfortable. They said this is due to the various engaging activities in the organization like crew meetings, get together parties and the like. Besides, the concerned management believes that there are comfortable working places and facilities for the staff.

4.7. Satisfaction level of Ethiopian airlines employees by carrier development Opportunity of the enterprise

Table 7: Response of employees on Carrier development Opportunity

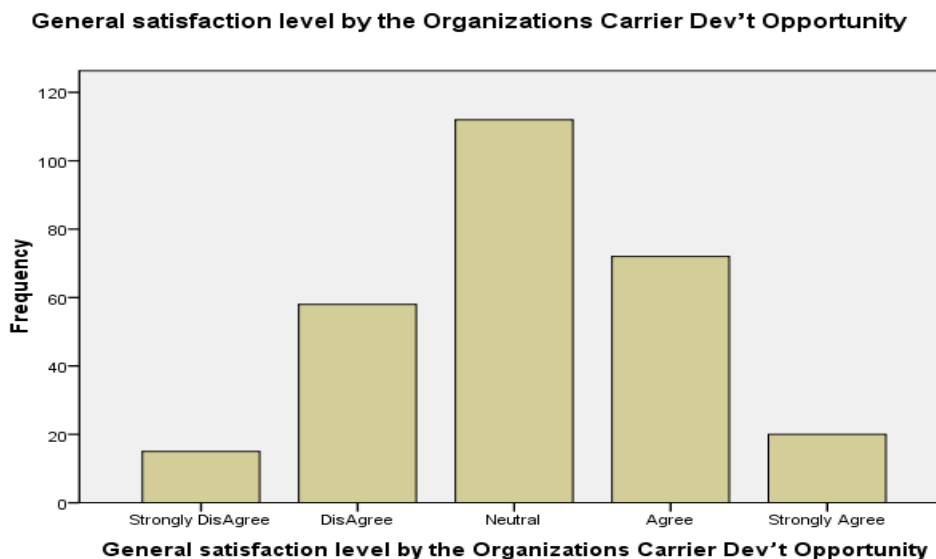
Items		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
There are adequate trainings in which could enhance my carrier	No.	19	48	95	94	21	277
	%	6.9%	17.3%	34.3%	33.9%	7.6%	100%
My organization assists me financially while learning in my part time	No.	71	61	78	48	19	277
	%	25.6%	22.0%	28.2%	17.3%	6.9%	100%
My Organization Facilitates employees to work on the field they learn	No	38	60	88	68	23	277
	%	13.7%	21.7%	31.8%	24.5%	8.3%	100%

Most of the respondents (41.5%) believe that there are adequate trainings which could enhance their carrier and the rest 6.9%, 17.3% and 34.3%’s are neutral , strongly disagree and disagree on the point respectively.

Majority of the respondents (47.6%) are not happy with the financial assistance their organization is giving while they learn in part times. 24.2% of the respondents are happy with the assistance and the rest 28.2% ‘s are neutral. The result shows that the organization should look in to their learning assistance policies.

Regarding the last item on the table, most of the respondents (31.8%) remained neutral. 34.8% of the respondents are not happy with the organization’s policy of encouraging in working the field they learn while 33.4% of them are happy. The result strongly indicates that the airline should work on the issue.

Figure 6: Satisfaction by Carrier development Opportunity



Generally, Followed by the neutral (40.4%) ones, most of the respondents are satisfied with the carrier development opportunity the airlines is having. The result indicates that even though Most of the respondents (34.2%) are happy with the organization’s needs to work more as many employees (26.3%) are dissatisfied as well.

When we look at the views of the concerned management, training is a major investment in the organization due to the nature of the business in the industry. According to the concerned management in the airline, Employees regularly took various trainings necessary to progress to next higher level., trainings will also coordinated to update employees with recent technologies. Regarding the financial support while learning in part times, the management said there are lots of beneficiaries from the program and they are ready to revise the program per the needs of the employees. Generally the Concerned management body believes that the airline contributes a lot on developing its employee's carrier.

4.8 perceived job satisfaction level of Ethiopian airlines employees

Table 8: Response of Ethiopian airlines employees on job satisfaction

I am satisfied or happy with my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	24	8.7	8.7	8.7
Disagree	44	15.9	15.9	24.5
Neutral	98	35.4	35.4	59.9
Agree	76	27.4	27.4	87.4
Strongly Agree	35	12.6	12.6	100.0
Total	277	100.0	100.0	

As we can see from the above table majority of the respondents (35.4) are neutral about their satisfaction level with their Job. 27.4% of the respondents agree that they are satisfied with their job while 12.6%'s strongly agree on the issue. Significant numbers of respondents 15.9% and 8.7% respectively disagree and strongly disagree.

Figure: 7 Job Satisfaction levels of Ethiopian airlines employees



Generally, less than half (40%) of the respondents are happy with their job. This indicates that Managements working in the airline should work on the components increasing job satisfaction level of employees.

On the other hand, the management in the airline strongly believes that the employees are satisfied by their jobs due to various reasons. Some of the reasons cited by the management are:-

- A. The competitive reward scheme in the organization
- B. The opportunity to work in the well known and historical organization
- C. The opportunity to acquire various skill and Knowledge
- D. Low turnover rate compared to the industry Average

4.9 Comparing satisfaction level of employees by the four variables

Employees working in Ethiopian airlines were asked on their general satisfaction by Leadership, Reward scheme, working condition and carrier development opportunity of their organization. Below table shows the summery of the responses.

Table 9: Satisfaction level of employees on the four variables under study

	N	Mean	Std. Deviation
Perceived General satisfaction by the leadership behavior of my supervisor	277	3.58	1.1.072
Perceived General satisfaction by the organization's reward system	277	2.6	1.088
Perceived General satisfaction by the organization's working condition	277	3.07	1.025
Perceived General satisfaction level by the Organizations Carrier Development Opportunity	277	3.09	0.985
Valid N (list wise)	277		

When we compare satisfaction level of Respondents by leadership, reward scheme, working condition and Carrier development opportunities; the enterprise's employees are more satisfied by the leadership aspect of their organization with a mean of 3.58. The variable standing next is Carrier development opportunity, followed by working condition and reward system respectively.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Main findings from descriptive statics

- A. More than half (58.5%) of the respondents are satisfied by the leadership aspect of their organization. Only 14.4% of the respondents are dissatisfied with the leadership behavior of the organization while 27.1 % of them are neutral.
- B. The employees working in Ethiopian airlines believe that there is no adequate reward system for increased efforts. 20.2% and 30.4% of the employees strongly disagree and disagree respectively on the item stating that they are receiving adequate reward for their increased efforts. 30% of the respondents stayed neutral and, 13.4% and 5.8% of the respondents Agree and strongly agree on the point respectively
- C. 55.6 % of the employees disagree on the point that their salary is equitable with employees working in other organizations. Only 16.9 % of the employees agree that the organization had a reward comparable with other organization's pay. The rest 27.4 are neutral regarding the point.
- D. 36.8% of the employees disagrees on the point that their salary is fair compared to a colleague having same qualification while only 25.4% of the employees agrees that there salary is fair compared to their colleague. The remaining 37.8 %'s are neutral. The responses for the first three reward related questions indicates that the employees working in the airline feels inequity about the reward program in the organization
- E. On the other hand only 19.2% of the employees believe there is an adequate rewarding system for an increased effort.
- F. The Benefit package of the airline was relatively perceived better by the respondents. But, still only 36 % of the employees believe there is adequate benefit package in the organization.
- G. Most of the employees, around 55.3% of the respondents, are satisfied by the working atmosphere of the airline. 39.4 % and 15.9 % of the respondents agree and strongly agree

on the point respectively. The rest, 6.1% strongly disagree and 10.5 % of the respondents disagree on the point while 28.2% of the respondents stay neutral.

- H. Significant number of employees, 47.7 % of the respondents believe that there is no comfortable place in their organization which they could spend break time. Only 19.1% of the employees are satisfied by the places they are spending their break times. Significant amount of respondents, 33.2%, remained neutral on the issue.
- I. 33% of the employees are not happy with the toilet facility in the airline.
- J. Majority of the respondents (47.6%) are not happy with the financial assistance their organization is giving while they learn in part times.
- K. Most of the respondents (41.5%) believe that there are adequate trainings which could enhance their carrier and the rest 6.9%, 17.3% and 34.3%'s are neutral , strongly disagree and disagree on the point respectively
- L. Significant Number of employees, 34.8%'s, are not happy with the organization's policy of encouraging in working the field they learn.
- M. Followed by the neutral (40.4%) ones, most of the respondents are satisfied with the carrier development opportunity the airline is having. The result indicates that even though Most of the respondents (34.2%) are happy the organization needs to work more as many employees (26.3%) are dissatisfied as well.
- N. Considering all the above variables, Generally More than half (58.5%) of the respondents are satisfied by the leadership aspect of their organization. Only 14.4% of the respondents are dissatisfied with the leadership behavior of the organization while 27.1 % of them are neutral.
- O. Among the four independent variables under study, the enterprises employees are more satisfied by leadership behavior of their organization and least satisfied by the reward management aspect. Carrier development opportunity is considered as the second satisfying and working condition ,the third.

5.2 Summary of Main findings from correlation and regression analysis

1. There is a direct positive relationship between participatory leadership and job satisfaction, the more the leadership behavior is participatory the more employees will be satisfied and vice versa.
2. There is a direct positive relationship between supportive leadership and job satisfaction, the more the leadership behavior is supportive the more employees will be satisfied and vice versa.
3. There is an indirect negative relationship between task oriented leadership and job satisfaction, the more the leadership behavior is task oriented the more employees will be dissatisfied and vice versa.
4. There is a direct positive relationship between Achievement Oriented leadership behavior and job satisfaction, the more the leadership behavior is Achievement Oriented the more employees will be satisfied and vice versa.
5. There is a direct positive relationship between leadership behavior and Job satisfaction. The more employees are satisfied with leadership behavior of the management the happier they become with their job.
6. There is a direct positive relationship between Reward Management and Job satisfaction. The more employees are satisfied with Reward Management of the organization the happier they become with their job.
7. There is a direct positive relationship between working condition and Job satisfaction. The more employees are satisfied with the working condition of the organization the happier they become with their job.
8. There is a direct positive relationship between Career development opportunity and Job satisfaction. The more employees are satisfied with career development opportunity of the organization the happier they become with their job.
9. Among the above four dependent variables working condition is found to be the first factor to determine job satisfaction followed by career development opportunity , leadership behavior and reward management respectively.

5.3 Conclusion

Job satisfaction is an important factor to study because its trend can affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered as a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002). So the study looked in to leadership and other four variables affecting job satisfaction.

The main purpose of the study was to study the effect of leadership behavior on job satisfaction. According to the research, the relationship of the four selected leadership behaviors, and job satisfaction is as follows

- A. The more the leadership behavior is participatory the more employees will be satisfied and vice versa.
- B. The more the leadership behavior is supportive the more employees will be satisfied and vice versa.
- C. The more the leadership behavior is task oriented the more employees will be dissatisfied and vice versa.
- D. The more the leadership behavior is participatory the more employees will be satisfied and vice versa.

Moreover when the effect of leadership is compared to other organizational factors affecting job satisfaction, it is found to be the third factor affecting job satisfaction. The first independent variable which strongly affects job satisfaction is working condition. Career development opportunity and reward scheme stood second and fourth respectively.

Besides Ethiopian airlines employee's satisfaction level on their Reward, Working condition, career development and, job in general were assessed. Leadership behavior found to be the first variable the employees in the organization are satisfied by, followed by career development opportunity, working condition and reward scheme respectively.

Generally significant numbers of employees working in the organization under study are not satisfied with their job even though the Management believes they are satisfied.

5.4 Recommendations

The findings from the study enables the management of the airline observe the perception of its employees on various variables contributing to job satisfaction. Most of the findings calls for the attention of the enterprise's management as job satisfaction is a pillar for organizations success in many ways .The following points are forwarded by the researcher as major areas that the enterprise should focus to correct the existing problems.

1. According to the findings from the result task oriented leadership behavior tends to decrease job satisfaction of employees. Hence, the researcher recommends the Enterprise's management to decrease the tendency of using this specific behavior. Organizations can use other ways which creates a sense of ownership in order to bring the needed commitment. Participating employees in the planning activity of their job, organizing social programs and profit sharing strategies are recommended as an option in coordination with another leadership behavior having a positive effect on increasing job satisfaction.
2. Working condition is a first variable affecting job satisfaction when it is compared with reward, leadership and carrier development. So the researcher recommends the management to take this in to consideration while making decisions regarding it.
3. The management should communicate and gather information regarding working condition, reward, carrier opportunity and leadership as there is a huge gap between the perception of the employees and the management regarding the issues.
4. Reward scheme is a variable which employees in the organization are dissatisfied with. So the organization should assess both, external and internal environment and work on the equity of the reward scheme.
5. The benefit package of the organization should be diversified
6. Toilet facilities and places to spend breaks times at should be improved
7. The organization should revise the financial assistance plan they are giving while learning in part times

8. Generally the organization should work on all the four independent variables i.e. Leadership behavior, reward management, working condition and carrier development opportunities as there are significant number of employees not satisfied by the programs.

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Appendix A - Questioners distributed for the employees

Introduction: Dear Participants, this research is undertaken as an academic requirement of MA Degree in Human Resource Management & it's conducted with the intent of identifying the relationship between leadership behavior and other variables with job satisfaction level of employees in Ethiopian airlines.

Please don't write your name, and be honest as you want as the responses are confidential.

Thank you in advance for your time!!!

Sex - Male ☐ Female ☐

Age-20-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50 ☐ Above 50 ☐

Marital Status – Single ☐ Married ☐ Divorced ☐ Widowed ☐

Qualification -12 complete ☐ Diploma ☐ Degree ☐ Masters ☐

Above Masters ☐

Total years of experience in Ethiopian airlines in years - 1-5 ☐ 6-10 ☐ 11-15 ☐ above 15 years ☐

5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

Part One- Leadership related Questions		5	4	3	2	1
1	My immediate supervisor believes I know how to use creativity and ingenuity to solve organizational problems.					
2	My immediate supervisor retains the final decision making authority within the Department					
3	My immediate supervisor is friendly and help full					
4	My supervisor believes I Can lead my self					
5	My supervisor encourages my Carrier development by facilitating for training and the like					
6	My supervisor asks for my vision regarding my job and allows me to use it when he believes it's appropriate					
7	My supervisor focuses his attention on mistakes, irregularities , exceptions and deviations from standards					
8	I feel my supervisor shows too little interest in feelings of subordinates					
9	My supervisor invites me in planning activity of my job					
10	My General satisfaction by the leadership behavior of my supervisor					

5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

Part Two- Other Organizational Factor Related Questions		5	4	3	2	1
Reward Related	The salary I am paid is adequate compared to the contribution I made					
	My Organization's salary is competent with other organizations pay in similar positions					
	My Reward is fair compared to my colleague having same qualification and experience					
	There is an adequate reward system for our increased efforts					
	Benefit packages of my organizations like free medication, free education and the like are satisfactory					
	My salary adequately meets my need					
	General satisfaction by the organization's reward system					
Working Condition	The working atmosphere is friendly					
	There is a comfortable place to spend break times at					
	The working areas are well ventilated and the lightning system is good					
	The working areas are adequate and comfortable					
	Toilet Facilities for staffs are adequate					
	General satisfaction by the organization's working condition					
Carrier DE'VT	There are adequate trainings in the organization which could enhance my carrier					
	My organization assists me financially while learning in my part time					
	My Organization Facilitates employees to work on the field they learn					
	The nature of my job is routine and uninteresting					
	General satisfaction level by the Organizations Carrier Dev't Opportunity					
Generally I am satisfied or happy with my job						

Appendix B: Interview Questions for the Management

1. How satisfying do you think is the reward scheme of the organization under study?
2. How satisfying do you think is the working condition of the organization under study?
3. How satisfying do you think is the carrier development opportunities of the organization under study?
4. How satisfied do you think are employees working in your organization?