



**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATES STUDIES**

**IMPACTS OF LEADERSHIP STYLES ON PUBLIC SERVICE  
EMPLOYEES JOB SATISFACTION IN JIMMA ZONE**

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ETHIOPIA**

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**APPROVAL OF THE THESIS**

As members of Board of examiners of the final MBA thesis open defense examination, we certify that we have read and evaluated the thesis prepared by Yosef Kentiba Ayana entitled “Impacts of Leadership Styles on Employees Job Satisfaction in Jimma Zone of Oromia Regional State Ethiopia”, and examined the candidate. We recommend that this thesis be accepted as fulfilling the thesis requirement for the degree of Master of Business Administration (MBA) in General Management.

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# **DECLARATION**

## **DECLARATION**

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Berhanu Endashaw. All source of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Signature

**SAINT MARY'S UNIVERSITY**

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As Thesis Research advisor, I hereby certify that I have read and evaluated this thesis prepared, under my guidance, by Yoseph Kentiba, entitled "IMPACTS OF LEADERSHIP STYLES ON PUBLIC SERVICE EMPLOYEES JOB SATISFACTION IN JIMMA ZONE, ETHIOPIA". I recommended that the thesis be submitted as fulfilling the thesis requirement for the degree of Master of Business Administration in General Management.

Berhanu Endeshaw (PHD) \_\_\_\_\_

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Signature

Date

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## **ABBREVIATIONS**

GTP - Growth and Transformational Plan

$H_0$ - Null hypothesis

$H_{1..4}$ - Hypothesis 1...4

JSS - Job Satisfaction Survey

MA- Master of Art

MBA – Master of Business Administration

MLQ – Multifactor Leadership Questionnaires

MSC-Master of Science

PHD- Doctor of Philosophy

SPSS – Statistical Package for Social Scientists

## **ABSTRACT**

*Understanding the requirements, motivations, and desires of employees as human resources is essential in the success of any organization. The purpose of the study was to assess the impact of leadership styles (transactional, transformational, and laissez-faire) on job satisfaction of employees in Jimma zone public sectors.*

*Stratified sampling, simple random sampling (lottery methods) and purposive sampling techniques were used to select the samples for the study. A total of nine sectors and two hundred fourteen employees were selected from twenty-eight sectors (960 total populations). Primary data was collected through closed ended MLQ and JSS standard questionnaire. The findings were supported by reviews from a secondary data such as published articles. Two hundred questionnaires returned were, coded, organized, and analyzed using SPSS-23 version software. Descriptive statistical techniques like mean, standard deviation, and percentage were employed to analyze the finding. Moreover, inferential statistical techniques: Pearson correlation coefficient and simple regression were used.*

*The result showed that transactional and transformational leadership are positively insignificant as lazier-faire leadership style is negatively insignificant. In addition, the regression analysis showed that transformational leadership style was good predictor of job satisfaction as transactional leadership had positive but insignificant predictor of the same. Inversely, the lazier-faire leadership style predicted job satisfaction negatively.*

*Therefore, it is recommended that respective organizations would capacitate leaders and subordinates on relevant leadership style in order to achieve the goal of growth and transformation as per the national plan.*

**Key words:** *public sector, employees, transformational, transaction, laissez-faire, leadership style, job satisfaction, Jimma Zone Administration, Oromia Regional State, Ethiopia.*

# CHAPTER ONE

## 1 INTRODUCTION

Nowadays the world has become competitive and like a small village due to globalization. Major changes in organizational design, structure, and leadership are becoming essential for survival in this new environment. Therefore, leadership has become one of an important issue in recent years (Bertocci, 2009). Leadership in an organization has a strong effect on the attitudes of the employees and their professional ethics.

Leadership is a process whereby an individual influence a group of individuals to achieve a common goal (Northouse, 2007). Leaders carry out this process by applying their leadership knowledge and skills. This is called Process of Leadership (Jago, 1982). According to Northouse, while leadership is learned, the skills and knowledge processed by the leader can be influenced by his or her attributes or traits; such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique.

Because of increasing dynamics in socio-economic structure of society and increasing competition, the importance of job satisfaction become more crucial for improved functioning of organizations. It can be deduced that when employees feel happier and more peaceful in their individual and organizational life, their job satisfaction tends to directly increase proportionally (Sahin, 2016). Dissatisfied workers are likely to be absent from work and perform at a lower level. Research works done so far has identify how leadership behaviors can be used to influence employees to achieve better organizational outcomes (Chen, 2005). Transformational and transactional leadership style has an effect on job satisfaction. This implies that perceived organizational politics play the mediating role between leadership styles and job satisfaction (Mustafa, 2015).

To make an evaluation on the status of leadership style (transactional, transformational, and laissez-faire) and its impact on employee's job satisfaction in the study area, this chapter of the paper briefly presented the background of the research, the statement of the problem, and objectives of the study. Besides, research hypothesis, significance of the study, the scope of the study, content of the study, and limitation of the study as well has been included.

## **1.1 Background of the Study**

Like in any other country, the civil service reform and its implementation have a great positive or negative on leadership. A new perspective is sought to minimize the negative impact and thereby strengthen the positive one. The Ethiopian Government implement growth and transformation plan commencing 2010 which has direct or indirect relation on transactional and transformational leadership style and employee job satisfaction (Capacity Building, 2004).

It is known that Jimma Zone Administration is one among administrative levels of the Oromia National Regional State. The zone is delegated by the Council of the Regional Government with the objective to supporting and coordinating various developmental activities of all rural woredas under its jurisdiction. Duties and responsibilities given to it, Jimma zone public service organizations has been implementing civil service reform since 2001 to provide better quality service and product to the public.

To this effect, the zonal administration has exerted effort to build a good leadership style to with a view to coping with today's highly complex and diverse environment. Hence, various leadership styles have been introduced with a view to bringing employees' commitment and job satisfaction. With a due consideration of this point this researcher has exerted effort to review leadership from different perspectives.

Leadership is significant for the reason that it touches the present or upcoming situation of the organization. Institutes entail active front-runners who certainly impact their groups by growing member of staff performance and administrative obligation in order to attain structural performance. According to Akhila (2018) Tough headship performance is important for the appropriate statement of facts among members in the project. Thus, the leaders' skills decide the team communication, and with proper information sharing, the teams' effectiveness increases.

Job satisfaction refers to a person's general attitude toward his or her job. A person with a high level of job satisfaction has a positive attitude towards his or her job as the same person who is dissatisfied has a negative attitude. When people speak of employee attitudes, they usually are referring to job satisfaction (Stephen P. Robbins and Mary Coulter, 2012).

“Leadership style is the direction in which the followers are led. The commonly used universal leadership styles are transactional, transformational and laissez-faire. The leadership styles are



subject to change depending on the situational factors. Therefore, a leader who uses transformational style could use the transactional style and vice versa based on the situation and vice versa. The character and personality traits can be used to distinguish a transformational or transactional leader,” (Bono and Judge, 20004)

Even though it is possible that higher pay translates into higher job satisfaction, an alternative explanation for the difference in satisfaction levels is that higher pay reflects different types of jobs. Higher-paying jobs generally require more advanced skills, give jobholders greater responsibilities. It inspires and provides more challenges and allow workers more control.

Therefore, applying the fitting management style and leaders with outstanding headship potentials advances all public sectors. Those who lead have a duty to contemplate job satisfaction, workers’ presentation, and structural pledge in order to achieve the set objectives capably. Considering various studies conducted by previous researchers, this research is expected to assess the Impacts of Leadership Styles on Public Service Employees job satisfaction of Jimma Zone. The study would focus on examining the impact of leadership styles on job satisfaction and analyses the impact of the leadership styles on organizational commitment. A survey would be designed to carry out assessment on the objectives of the research. A total of thirty employees which comprises Supervisors and lower level employees would be selected for undertaking the study.

Leadership theory suggests that transformational leadership, transactional leadership and laissez-faire leadership styles are related to job satisfaction. According to Mester (2003:74), several studies have indicated that transformational leadership style results in higher levels of job satisfaction than transactional or laissez-faire leadership styles. It was with this point in mind that, this research is undertaken with a view to establishing a relationship between job satisfaction and leadership styles and thereby attempt to come up with other possible ways of retaining employees and making the work environment impressive.

## **1.2 Statement of the Problem**

The principle of leadership encompasses progresses that result in achieving definite aims. Active individuals in leading are serious to the accomplishment of an organizational mission. The improvement process is not the crucial focus of management for the reason that guidance is a typical that comprises separate dealings.

There are countless explanations of writings that validate the connection between leadership style and job satisfaction. Management with ineffective and detrimental leadership behavior, termed as toxic, destructive, or tyrannical leadership, has an adverse impact, not only on the organization, but also on the well-being of the employees (Chukwura, 2017). This elucidates that ineffective planning is not representative of leadership, because planning involves providing order for present circumstances. Conversely, Strategic planning is representative of leadership, because strategic plans prompt future action.

As noted in the introductory part, a leadership style depends on the situation of the company like nature of the task, the culture, objectives, availability of recourses and also the general environment. Different combinations of leadership styles are appropriate depending on factors such as skill and experience, locus of control, task structure and team dynamics (McShane, Travaglione & Olekalns 2009).

Managers believed that happy workers are productive workers, because it is not easy to determine whether job satisfaction caused job productivity or vice versa. The correlation between satisfaction and productivity is fairly strong and organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees (Stephen and Mary, 2012). Job satisfaction has a linkage with leadership and therefore it is expected of leaders to adopt proper leadership style with the objective to achieving workers' job satisfaction. Thus, internal organization environment such as leadership styles highly influence employee job satisfaction.

Therefore, the leadership tactics need to be developed to better handle satisfaction of employees with the objective to develop the execution of processes within an organization. Previous research shows that leadership styles have different control on employees' job satisfaction. The study is aimed at contributing a deeper understanding of the situation of leadership style and employees' of Jimma zonal administration office.

It is public knowledge that different research leadership styles are key deceive factors for the success or failure of any organizations. Some leadership styles lead to satisfaction as other do not. Relationship-oriented style and transformational leadership style can lead to high level of job satisfaction (Metwally, 2014). Multiple literatures highlighted the presence of significant relationship between leadership style and job satisfaction.

Public opinions in the area showed the absence of good governance and customer satisfaction as a result of which there exist a few limitations in the implementation process. The writer has further exerted effort to assess researches undertaken in the zonal administration in relation to the relationship between leadership styles and job satisfaction. It has, however, found none which is an indicative of the presence of knowledge gap between both. Thus far, nothing is known as to whether the leadership styles have positive or adverse impact on job satisfaction of

In order to solve the problem of good governance and address public grievance, the researcher has undertaken the study in the zonal administration. Thus, the current research attaches attention to studying on the study of recent leadership styles /transactional, transformational and lazier faire/ and their impact on public service employees' job satisfaction of Jimma zone.

According to Madlock (2008:64), job satisfaction is related to job performance. Pattersen, Warr and West (2004:5) also suggest that a job satisfied employee is a productive employee. As a result, the study intends to establish job satisfaction levels associated with varying leadership styles.

The challenges posed by a workforce diversity should be taken into considerations when devising leadership strategies. This in turn, helps the leaders to better handle the workforce in order to improve the performance of operations within the organization. Therefore, a research involving the relationship between leadership styles and job satisfaction is crucial.

It is hoped that the study would contribute a great deal to building a better leader follower relationship and improve employees' job satisfaction.

### **1.3 Research Questions**

#### **Major question:**

What is the effect of leadership styles on employee job satisfaction in Jimma zone with respect to transformational, transactional and laissez-faire styles?

#### **Sub questions:**

- To What extent do transactional leadership styles impact Job Satisfaction of Public Employees in Jimma zone administration offices?
- To What extent do transformational leadership styles impact Job Satisfaction of Public Employees in Jimma zone administration offices?

- To What extent do laissez-faire leadership styles impact Job Satisfaction of Public Employees in Jimma zone administration offices?

## **1.4 Objective of the Study**

### **1.4.1 General Objective**

The general objective of this study was to determine the impacts of leadership styles on public service employees' job satisfaction in Jimma zone administration offices of the zone.

### **1.4.2 Specific Objectives**

The specific objectives of the study were:

The specific objectives of the study were:

- To assess the impact of transactional leadership styles on public service employees' Job Satisfaction in Jimma zone offices.
- To explore the impact of transformational leadership styles on public service employees' Job Satisfaction in Jimma zone offices.
- To identify the impact of laissez-faire leadership styles on public service employees' Job Satisfaction in Jimma zone offices

## **1.5 Hypothesis of the Study**

Quite often, a research hypothesis is a predictive statement, capable of being tested by scientific methods, that relates an independent variable to some dependent variable (Kothari, 2004). The research gives a closer look on recent and selected leadership style in Jimma zone governmental zonal level public sectors to see status and impact of leadership styles on job satisfaction of public service employees.

**Proposed hypothesis are;**

$H_0$ : Transactional leadership style has no any impacts on employees' job satisfaction in Jimma zone public sectors.

$H_1$ : Transactional leadership style has significant impacts on employees' job satisfaction in Jimma zone public sectors.

$H_0$ : Transformational leadership style has no any impacts on employees' job satisfaction in Jimma zone public sectors.

$H_2$ : Transformational leadership style has significant impacts on employees' job satisfaction in Jimma zone public sectors.

$H_0$ : Lazier faire leadership style has no any impacts on employees' job satisfaction in Jimma zone public sectors.

$H_3$ : Lazier faire leadership style has significant impacts on employees' job satisfaction in Jimma zone public sectors.

$H_0$ : Those leadership styles have a negative impact on job satisfaction.

$H_4$ : Those leadership styles have a positive impact on job satisfaction.

## **1.6 Significance of the Study**

The outcomes of this research are expected to have great significance on the organization under study in multiple ways. The significance of this research is to understand the impact of leadership styles on employees' job satisfaction. The data that will be gathered from this research study is believed to help in understanding the effects of leadership styles on employees' job satisfaction in the organization. Preliminary study on the status of leadership style on job satisfaction was to make more attention by the concerned body for further research to improve the growth areas and make strengthen the positive aspects.

Besides aforementioned points, the results are expected to contribute to the skill and knowledge to the leaders in order to implement definitive suggestions and make sound decisions concerning leadership styles and employee job satisfaction in leading the organization towards success. Furthermore, the outcome of the study will be useful to the scholars, academicians and researchers in validating previous research, facilitating theory building in the area of the study. And the effect of leadership style on individual and organizational level is examined in the Ethiopian perspective. Moreover, this research will provide information to Jimma zonal offices management as to how the leadership style affects employees. It further helps the management to identify whether the current leadership style is effective or not.

Last but not least, this research can be used as a springboard for other researches to be conducted on effects of leadership style and employees' job satisfaction related issues in Oromia in general and Jimma zone in particular.

## **1.7 Scope of the Study**

This research deals with the effects of leadership style on job satisfaction in Jimma zone public sectors. Its main purpose is to assess its effects on job satisfaction in the organization. Conceptually, it only focusses on Laissez-faire, transformational and transactional management. Geographically the study is delimited to Jimma zone of Oromia Regional State. Such leadership styles as autocratic, democratic, parental and others are reminded untouched due to the fact that it is beyond the scope of the study.

Owing to the shortage of time, vehicles and limitation of budget, the scope of study was geographically limited in zonal departments of Jimma Administrative zone. To this effect twenty-three public sectors and nine hundred sixty (six-hundred-eleven males and three-hundred-sixty females) employees have been selected. Those public sectors have duty to achieve organizational development plan at zonal level and provide technical support to seventeen Woredas and three city administrations' in Jimma zone.

## **1.8 Limitation of the Study**

This study, like other studies has some limitations. Firstly, the researcher employed less advanced method of analysis owing to lack of experience, skill in problem identification and using more advanced inferential statistical method of data analysis.

Second, a questionnaire is used as the main quantitative data-gathering tool, which the researcher believes is subject to biasness in responses due to differences in educational background and variations in individual behaviors that influence responses. To minimize the effects of these limitations, an all-out effort has been exerted editing the questionnaire, present results, and interpret them accordingly. Consequently, the limitations had posed no significant influence on the finding of the research.

## **1.9 Organization of the Paper**

This paper has five chapters. The first chapter briefly describes background of the study, statement of the problem, objectives of the study, research questions, scope of the study, significance of the study, limitations of the study and organization of the paper. Chapter two contains review of related

literature which is theoretical and empirical related literature. Conceptual framework of the study is also part and parcel of chapter two. Chapter three deals with methodology of the study, which includes research approach and design, source of data, target population, sampling size and technique, types and sources of data, and methods of data analysis. Chapter four focusses on the analysis and presentation of the research findings obtained through the thesis methodology pertinent to the theoretical and empirical review that contribute to the main purpose of the study. The last chapter, chapter five, deals with summary, conclusion and recommendation

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2 Introduction**

This chapter tries to shed light on key study themes by reviewing different written works that provide relevant information for the research. It is the part of this study that tries to provide the most important concepts on effects of leadership style on employee job satisfaction.

It is an integral part of the entire research process and makes a valuable contribution to almost every operational step in a study research (Kumari, 2005). Different written works were reviewed. It also provides an insight into these concepts as well as their relationships by focusing on previous literatures relevant to this study and contains review of theoretical and empirical literature.

#### **2.1 Conceptual Definitions**

##### **2.1.1 Leadership and Leadership Style**

There are as many different views of leadership. There are characteristics attached to each to distinguish leaders from non-leaders. While most research today has shifted from traditional trait or personality-based theories to a situation theory, which dictates that the situation in which leadership is exercised is determined by the leadership skills and characteristics of the leader.

All contemporary theories can fall under one of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to, leadership skills. In the more dominant theories of leadership, there exists the notion that, at least to some degree, leadership is a process that involves influence with a group of people toward the realization of goals (Wolinski, 2010).

Charry (2012), noting that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. New theories are emerging periodically some of which are Great Man" Theory, Trait Theory, Contingency Theories, Situational Theory, Behavioral Theory, Transactional/Management Theory, Participative Theory, Skills Theory and Laissez-faire management Theory. For the purpose of this paper, this writer



will focus only on three theories noted above: Transactional Management Theory, Transformational Management Theory and Laissez-faire management Theory.

Leadership is critically important because it affects the current or future condition of the organization. Any organization requires effective leaders who can positively influence their followers by increasing employee performance and organizational commitment in order to achieve organizational performance.

Leadership is a key component of all organizations. Its function and capacity are, however, getting more complicated with increased involvement in globalization and technological development (Punnett, 2004).

An organization's leadership style is well-thought-out to have a straight influence on the relations between superiors and workers. This in turn is reflected on the performance, job satisfaction and the organization's total consistency (Wilderom, Berg and Peter, 2004).

A leadership style depends on the situation of the company like nature of the task, the culture, objectives, availability of resources and also the general environment. Different combinations of leadership styles are appropriate depending on factors such as skill and experience, locus of control, task structure and team dynamics (McShane, Travaglione & Olekalns 2009).

According to Bass (1990) there are two ways in which people can become leaders. These theories are some personality traits may lead people naturally into leadership roles. This is the Trait Theory. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events theory. People can choose to become leaders. People can learn leadership skills. This is the Transformational Leadership Theory. It is the most widely accepted theory today and the premise on which this guide is based.

According to Syed Vazith Hussain (2002) who conducted a survey of 98 firms; having managers as owners of small scale units and found that owner managers are also using different styles in their business, according to the need of hour, although, they are free to use any style i.e. situational leadership style. The results of the study concluded and favored, situation of leadership style, which is most effective for best results in the organization.

Although, leadership is a new concept and having a confusion, with the term management, there is a big difference between leadership and management. Leadership is an attitude and way of

working, while management is a process of planning, organizing, directing, motivating and control of individuals, to get designed results. Leadership is the main source of motivation and creates work environment in the large and small organizations as well. He defined the leadership styles as benevolent, autocrat, consultative, and democratic (Syed Vazith Hussain, 2002).

*Source:* (Bass Bernard M., 2006)

### **2.1.2 Job Satisfaction**

Job satisfaction is defined as harmonizing the people's understanding of needs and what they receive from their jobs and is recognized as one of the most important re-search variables belonging to organizational behaviors and also as a crucial variable in the organization's researches and theories (Lu H, While A, Barriball L. 2005).

Job satisfaction is a multi-dimensional psychological process, arising from the internal state of an individual's feeling of satisfaction or dissatisfaction from the job. Job satisfaction is the feelings and attitudes of people toward their job. If people have favorable and positive attitudes towards their job, this means job satisfaction, but if they have unfavorable and negative attitudes towards their job, this means job dissatisfaction (Armstrong, 2003).

According to Stephen P. Robbins and Mary Coulter (2012) Job satisfaction refers to a person's general attitude toward his or her job. A person with a high level of job satisfaction has a positive attitude towards his or her job. A person who is dissatisfied has a negative attitude. When people speak of employee attitudes, they usually refer to job satisfaction. Eventhough it is possible that higher pay translates into higher job satisfaction, an alternative explanation for the difference in satisfaction levels is that higher pay reflects different types of jobs.

Higher-paying jobs generally require more advanced skills, give jobholders greater responsibilities. It is more likely that the reports of higher satisfaction among higher-income levels reflect those factors rather than the pay itself.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work.

C.R.Reilly (1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. Job satisfaction is the sum of job facet satisfaction across all facets of a job (J.P. Wanous and E.E. Lawler, 1972

## Significance of Job Satisfaction

It is clear that job satisfaction is crucial for organizational performance. Also, organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees (Stephen P. Robbins and Mary Coulter, 2012).

Improved productivity, innovation, and dedication to maintaining quality of service are the results of job satisfaction. Employees are more engaged in their day to day work when their needs are satisfied. Moreover, satisfied employees are more likely to absent less, stay at work longer, and show less job stress. Satisfied employees are more likely to feel sense of accountability, be committed, and stay long in an organization. Job satisfaction leads to goal achievement. It also helps employees tackle obstacles that may be faced while working in an organization (Arzi. S., 2014).

**Cause of job satisfaction;** There are five predominant models of job satisfaction; these are need fulfillment, discrepancies, value attainment, equity and trait/genetic components (Kinicki A., 2006).

**Need fulfillment;** these models propose the satisfaction is determined by the extent to which the characteristics of a job allow an individual to fulfill his or her needs. Although these models generated a great degree of controversy, it is generally accepted that need fulfillment is correlated with job satisfaction.

**Discrepancies;** this model proposes that satisfaction is the result of met expectations. Met expectation represents the difference between an individual expects to receive from a job, such as good pay and promotional opportunities, and what he or she actually receives. When expectations are greater than what is received, a person will be dissatisfied. This model predicts that individual will be satisfied when he or she attains out comes beyond expectations.

**Value attainment;** the idea underlying value attainment is the satisfaction result from the perception that a job allows for fulfillment of an individual important work value. Managers can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employee's value.

**Equity;** in this model, satisfaction is a function of how “fairly” an individual is treated at work. Satisfaction results from one’s perception that work out comes, relatively to inputs, compare favorably with a significant other’s outcome or input.

**Trait /Genetic components;** this model of satisfaction is based on the belief that job satisfaction is partly a function of both personal traits and genetic factors. As such, this model implies that stable individual differences are just as important in explaining job satisfaction as characteristics of the work environment.

### **Determinants of job satisfaction**

Variables that determine employee satisfaction can be categorized into two. They are personal and organizational variables. Personal variables include personality, expectation, age, education, and gender differences. Perception, attitudes, and learning of an employee have much impact on job satisfaction of individual employee. Organizational variables include policies of compensation and benefits, promotion and career development, job security, working environment and condition, relationship with supervisor, work group and leadership styles.

Employees are likely to be satisfied when their salaries are equitable with other like-minded organizations. Working conditions and environment are other worth mentioning factors for job satisfaction. Accordingly, good working conditions, relationships with supervisor and within the group have high effect on job satisfaction. Leadership styles also affect job satisfaction. In an organization where leaders use democratic and transformational leadership style, employees are more likely, to be satisfied (Rajasekar, 2014 ).

In general, nine facets of job satisfaction in any area determine about sense of satisfaction as well as dissatisfaction of employees. Those are pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-worker, nature of work and communication (Rajasekar, 2014 ).

**Pay;** although many people do take pay as motivator, some researchers still recognize that unfair pay leads to unhappiness and low pace of performance. For instance, salary and wage is mentioned to be one factor affecting job satisfaction. But not all people need pay to work. What employee need related to pay is the feeling of fairness (Kumari, 2011). When employees feel that their pay is equitable and fair, they tend to be more satisfied.

**Promotion;** Here promotion refers to the chances for advancements that are made available for subordinates within an organization. Literature mentioned that promotion gives chance for personal growth, more responsibilities and increased social status. The opportunity for promotion determines the degree of satisfaction of employees (Singh J., 2013). This indicates the great importance of promotion for satisfaction of employee.

**Supervision;** This relates to the idea that when the immediate supervisor is friendly, praises subordinates, listens to employees' opinion and is more interested in their subordinates, the job satisfaction is more likely to increase. How supervisors treat their subordinates highly affects the satisfaction of those subordinates (Rajasekar, 2014).

**Fringe Benefits;** it refers to both monetary and non-monetary benefits that an organization is ready to offer to its employees. Fringe benefits can be intrinsic or extrinsic. Organizations can increase the commitment and performance of staff by making available fringe benefits that are regarded as important by the staff.

**Contingent Rewards;** This stands for appreciation, recognition and rewards for appropriate work done by the subordinates. When employees feel that they are not rewarded according to their contributions, they are more likely to be dissatisfied leading to low commitment thereby low productivity.

**Working Conditions,** the working condition has been used interchangeably with operating condition in the literature. The term refers to the policies and procedures used in an organization. Some procedures may be too tight that flexibility is impossible when needed. This may lead to dissatisfaction among the employees. Working condition also refers to the environment in which employees are working. It gives employees a feeling of safety, comfort and motivation.

**Coworker;** it relates to having coworkers who are friendly and supportive to each other. Having such coworkers brings satisfaction among the subordinates. The reverse will be true if there are no such kinds of coworkers.

**Nature of Work;** the nature of work refers to the type of work done. When employees are mentally challenged by their work, provided with variety of tasks and freedom and opportunity to develop their skills and abilities and feedback, they are more likely to be satisfied with their job.

**Communication;** Here communication includes both formal and informal communication within the organization. Effectiveness within an organization brings motivation and commitment thereby resulting in increased job satisfaction. Communication is related to satisfaction both at personal and at organizational level. Lack of effective communication prevents an organization from achieving its goal (Kumari, 2011).

## **2.2 Theoretical Literature Review**

Every leader in every organization performs certain roles/tasks for the smooth operation of the organization and improvement of organizational performance. The manner in which the leader performs these roles and directs the affairs of the organization is referred to as his or her leadership style. Leadership styles are as many and diverse as there are definitions and concepts of leadership. Different researchers and academicians alike have come up with different leadership styles.

According to Leparleen Cindy Samaitan (2014) there are six types of leadership style. Transactional Leadership, Transformational Leadership, Bureaucratic Leadership, Democratic Leadership, Autocratic Leadership, Charismatic Leadership and Laissez-faire Leadership.

For the purpose of this paper a focus is given to the first three leadership approaches. Namely; transactional, transformational, and laissez-faire. The behaviors of transformational leadership mentioned as idealized influence attributed to charismatic, idealized influence attribute to beliefs and value, inspirational motivation, intellectual stimulation and individual consideration. Transactional leadership behavior is subdivided into contingent reward, management by exception active and management by exception passive and the third form of leadership is laissez faire that provides full freedom to the subordinates (Bass, 1990)

### **2.2.1 Transactional Leadership**

Effective transactional leadership style is characterized by transactions or exchanges the promise of reward for good performance and discipline for poor performance.

Transactional leadership, present in many businesses, may help clarify everyone's roles and responsibilities, and because team members are judged on performance. Some of its measures can also de-motivate employees. In transactional leadership if managers do not effectively follow-up

on the contingent reward promises, they display behavioral inconsistency and are therefore viewed as ineffective leaders.



*Picture 2.1: Transactional leadership (Nemaei, 2012)*

Transactional leadership which represents the traditional influence model, found within most human groups and mainly based on exchange between the leader and followers (Bass, 1990). It is the employment of contingent rewards and sanctions intended to initiate that employees have self-interest in achieving organizational goals. This means followers rewarded when they act according to the interest of the leader and punished when they do not act accordingly. These leaders are considered in a better position than the followers are and they supposed to have information, skills and expertise that the followers might lack (Jacobsen, 2013).

It is expected of leadership to have a sense of balance between needs of the people and expectations of the organization. Accordingly, transactional leadership makes sure that organizations are managed according to the plans and rules and regulations (Jacobsen, 2013). Experts deployed in the field have identified three dimensions of transactional leadership. They are contingent rewards, management by exception (active), and management by exception (passive) (Arzi. S., 2014; Northouse, 2013).

**Contingent reward (CR)** encompasses the leader assigning or obtaining follower agreement on activities to be carried out with promised or actual rewards offered in exchange for satisfactorily accomplished assignment. It is an exchange of reward system that takes place between the leader and the followers. Should the followers perform above the expected level, they will be rewarded.

**Management by Exception (Active):** Named corrective transaction, in this dimension of leadership, the leaders are expected to monitor deviances from errors, mistakes and standard and then take corrective action when it happens. Under certain conditions, it may be effective. It also involves looking mistakes and enforcing rules to avoid mistakes.

**Management-by-Exception (Passive)** involves fault finding. That means the leaders remains with arms akimbo until the follower makes mistakes. When discrepancies occur, the subordinates are subject to punishment for their act. It is usually appropriate to use passive Management by-Exception when a leader is responsible for supervising a great number of subordinates (Bass Bernard M., 2006; Northouse, 2013; Arzi. S., 2014).

### 2.2.2 Transformational leadership

Transformational leadership style focuses on the development of value system of employees, their motivational level and moralities with the development of their skills. The transformational view is looking for potential motivations in disciples and its objective is to attract the attention of disciples towards the superior, overall needs of the group (Bushra Fatima, 2011). Transformational leadership can be also defined as the process by which leaders transform and motivate followers by raising the awareness of the followers about the values of the organization (Jacobsen, 2013). It basically helps followers achieve their goals working in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment. Such leadership motivates followers; it moves people beyond self-interests and allows them to focus on the good of the group or society.



*Picture 2.2: Transformational leadership (Nemaei, 2012).*



Transformational leaders motivate others to do more than they originally intended and often even more than they thought possible (Bass Bernard M., 2006). It is the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the followers.

Transformational leaders pay attention to the needs of their followers and support them so that the subordinates reach their maximum potential. Transformational leadership transforms the whole organization and has a lot of influence on its followers (Northouse, 2013). This type of leadership is realized when leaders increase their employees' interest towards working, informing them about the company or group's objectives and missions, and then encouraging them to think beyond their individual interests (Mustafa, 2015).

There are four major ingredient behaviors to motivate employees and get them involved in to work activities of transformational leadership. These are ideal influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass Bernard M., 1990).

**Idealized influence:** The feature of this behavior is vision and a sense of mission, instilling pride in and among the group and gaining respect and trust from followers. Charismatic behavior also encourages followers to go beyond self-interest for the good of the group. It provides encouragement that challenges will be overcome promoting confidence in the achievement and execution influence. Charisma is central to the transformational process because it develops association between leaders and subordinates and the shared mission (Bass Bernard M., 2006).

**Inspirational Motivation (IM):** With this type of behavior, leaders articulate a vision and mission of the companies to the followers. This inspires the followers for the achievement of the organizational goals. Leaders with inspirational motivation challenge followers with high standards, communicate optimism enthusiastically about future goals. Followers need to have a strong sense of purpose if they are to be inspired and motivated to act. It is expected of the leaders to be backed by excellent communication skills that make the vision and missions to be understood in a 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 (Bass Bernard M, 1994)

**Intellectual Stimulation (IS):** Stimulate and encourage creativity in their followers. Employees are motivated and inspired to see things differently and out of the box. They take care of and develop people, who think independently, promote intelligence, logical thinking, and careful decision-making. The followers ask questions, think deeply about things, and figure out better ways to implement their tasks (Bass, 1990).

**Individualized Consideration (IC):** With this approach the leader attends to each follower's needs and wants. A leader acts as a mentor or coach to the follower and listens to the follower's concerns. The leader gives empathy, sympathetic, courtesy and support, keeps communication open, and places challenges before the followers. Leader makes employees can able of analyzing and solving problems in unusual ways (Bass, 1997). The leader listens to their employees, advice and teaches them on individual base. 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. Leaders understand and share the problems and feeling of subordinates (Kirkbride, 2006).

**Table 2.1:** Transformational Leadership Style and Behavior

<b>Transformational style</b>	<b>Leader</b>
1.a. <b>Idealized Behaviors</b> : living one's ideals	<ul style="list-style-type: none"> <li>• Talk about their most important values and beliefs</li> <li>• Specify the importance of having a strong sense of purpose</li> <li>• Consider the moral and ethical consequences of decisions</li> <li>• Champion exciting new possibilities</li> <li>• Talk about the importance of trusting each other</li> </ul>
1.b <b>Idealized Attributes</b> : Respect, trust, and faith	<ul style="list-style-type: none"> <li>• Instill pride in others for being associated with them</li> <li>• Go beyond their self-interests for the good of the group</li> <li>• Act in ways that build others' respect</li> <li>• Display a sense of power and competence</li> <li>• Make personal sacrifices for others' benefit</li> <li>• Reassure others that obstacles will be overcome</li> </ul>
2. <b>Inspirational Motivation</b> : inspiring others	<ul style="list-style-type: none"> <li>• Talk optimistically about the future</li> <li>• Talk enthusiastically about what needs to be accomplished</li> <li>• Articulate a compelling vision of the future</li> <li>• Express confidence that goals will be achieved</li> <li>• Provide an exciting image of what is essential to consider</li> <li>• Take a stand on controversial issues</li> </ul>
3. <b>Intellectual Stimulation</b> : stimulating others	<ul style="list-style-type: none"> <li>• Re-examine critical assumptions to question whether they are appropriate</li> <li>• Seek differing perspectives when solving problems</li> <li>• Get others to look at problems from many different angles and suggest new ways of looking at how to complete assignments</li> <li>• Encourage non-traditional thinking to deal with traditional problems</li> <li>• Encourage rethinking those ideas which have never been questioned before</li> </ul>
4. <b>Individualized Consideration</b> : coaching and development	<ul style="list-style-type: none"> <li>• Spend time teaching and coaching</li> <li>• Treat others as individuals rather than just as members of the group</li> <li>• Consider individuals as having different needs, abilities, and aspirations from others</li> <li>• Help others to develop their strengths</li> <li>• Listen attentively to others' concerns</li> <li>• Promote self-development</li> </ul>

Source: (Bass Bernard M, 1994).

### 2.2.3 Laissez Faire Leadership

The manager delegates almost all authority and control to subordinates. There is no person of authority in the organization. The manager leads the organization indirectly. He/she does not make decisions; rather he/she abides by popular decisions. There is no setting of goals and objectives by

the manager. Tasks are done the way the manager thinks it should be done, but he/she gets involved on request and this may lead to the digression from broad organizational policy.

Laissez-faire leadership style is considered as a leadership style which avoids or does not interfere with the work assignments. It allows followers to have complete freedom make decisions concerning a high degree of autonomy and self-rule while at the same time offering guidance and support when requested. While the conventional term of Laissez-faire leadership style implies hands off approach, many leaders still maintain open communication and are available to group members for consultation and feedback (Cherry, 2006).

In addition, this type of leaders has very little participation in decisions making (Chaudhry, 2012). Avoidance of decision making, rejection of responsibility and refusal to take sides in a dispute are main indicators of this style of leadership:

The manager in laissez-faire leadership style does not act as an authority, but rather as a guiding hand with as little intervention as possible. The employee is a self-manager, and the actual manager is a person to come to when the employee needs some assistance.

Table 2.2: Summaries of the Dimensions of Leadership Styles

<b>Dimensions</b>	<b>Descriptions</b>
Idealized Influence (Attributed)	Leaders make followers feel good with him/her, create sense of belonging to common goals.
Idealized Influence (Behavior)	Leaders tend to be more ethical and have strong sense of mission.
Inspirational Motivation	Leaders provide meaning, challenge to followers' work, and create team spirit and enthusiasm among followers.
Intellectual Stimulation	Leaders encourage creativity and innovation by questioning the existing ways of doing things.
Individualized Consideration	Leaders consider individual employee as unique by paying attention to their needs.
Contingent Rewards	Leaders engage in giving rewards in exchange for what is well done.
Management By Exception (Active)	Leaders follow up what is being performed by subordinates and take corrective action in case of deviances.
Management By Exception (Passive)	Leaders do not take action until problems become more serious.
Laissez-faire Leadership	Leaders totally avoid leadership.

## **2.3. Empirical Review**

### **2.3.1 General Studies on the Relation between Leadership and Job Satisfaction**

An increasing number of researches have been carried out to examine how managers could use their leadership behaviors to increase employees' level of job satisfaction. The studies substantiated how leadership styles influence employee job satisfaction and thereby bring about and employees job satisfaction. It is common knowledge that employees are more satisfied with leaders who are understanding or thoughtful than with those who are either uncaring or harsh towards subordinates. Consequently, leadership style is an important determinant of employee job them. Managers and their appropriate leadership styles play vital role in job satisfaction.

In a historical overview of the concept of job satisfaction, (Holland1989) suggested that satisfaction with one's particular job is a by-product of meeting different motivational needs within the employee. Leadership style is an important determinant of employee job satisfaction. The reactions of employees to their leaders will usually depend on the characteristics of the employees as well as on the characteristics of the leaders (Wexley&Yukl 1984). Empirical

Employee job satisfaction is influenced by the internal organization environment, which includes organizational climate, leadership types and personnel relationships (Seashore and Taber 1975). Employees are more satisfied with leaders who are considerate or supportive than with those who are either indifferent or critical towards subordinates (Yukl 1971). As (Wilkinson & Wagner 1993) argued, it is stressful for employees to work with a leader who has a hostile behavior and is unsupportive. If subordinates are not capable of figuring out how to perform the work by themselves, they will prefer a leader who will provide adequate guidance and instructions (Wexley&Yukl 1984). Negative leader-employee relations reduce productivity and increase absenteeism and the turnover to the organization can be quite high (Keashly, Trott, & MacLean 1994; Ribelin 2003). According to (Robbins 2003), the employee resign rate with transformational leadership is less than with transactional leadership. Improving the employees' working situations,

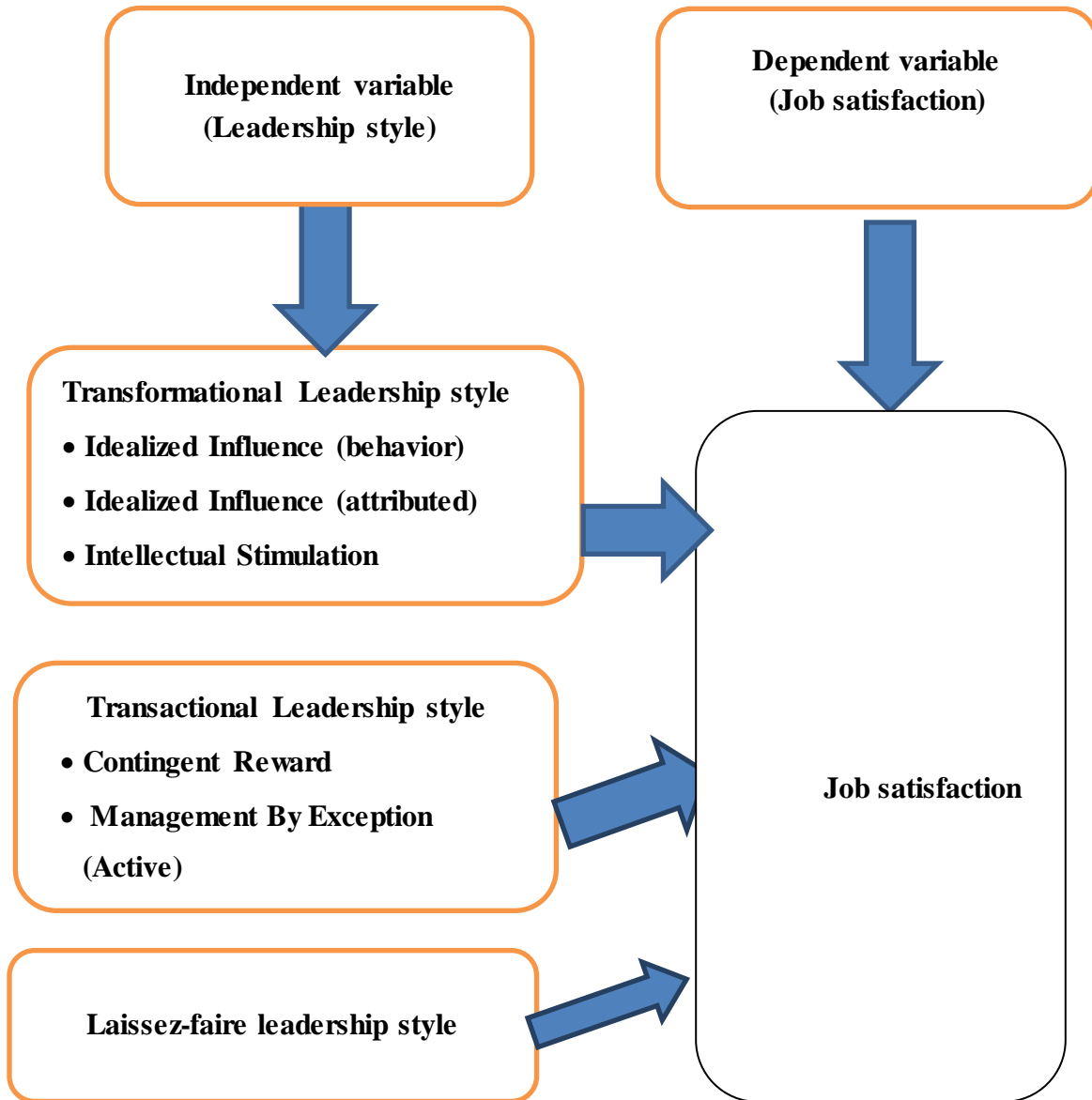
fulfilling their needs, and helping them perform better are positively related to transformational leadership (Liu et al. 2003).

Another study that was done in public sector organization in Malaysia, confirmed that two types of leadership styles, namely, transactional and transformational were found to have direct relationships with employees' job satisfaction. The results showed that transformational leadership style has a stronger relationship with job satisfaction in public sector organizations (Voon, 2011). Another research conducted on the impact of transformational leadership style on job satisfaction in Malaysia and the results of the study show that the relationship between most transformational leadership factors and job satisfaction is insignificant. However, individualized consideration has positive and significant relationship with job satisfaction (Long Chio Sang, 2014).

#### **2.4. Conceptual Framework**

The framework indicated below exhibited how far the three leadership styles are associated to job satisfaction. Accordingly, it reflected how pay, promotion, supervision, fringe benefits, contingent rewards, operating procedure, co-workers, nature of the work and communication gauge employees' job satisfaction. Those facets of job satisfaction were influenced by one of the three leadership styles considered in this study (transactional, transformational, and laissez-faire leadership). It targeted at providing a comprehensive toolbox to the leader so that the leader selects the leadership style or behavior that is most conducive to the situation or context (Avolio B.J., 2004).

According to the table indicated below manager's leadership style is an independent variable as job satisfaction is a dependent variable.



Picture 2.3: Conceptual model of the predictive impact of leadership styles on job satisfaction

## **CHAPTER THREE**

### **RESEARCH METODOLOGY**

#### **3 Introduction**

This chapter explains the research approach and methods that will be used to carry out the study. More specifically, this chapter discusses such points as research approach and design of the study, research paradigm, and study population, sampling technique, sampling size, types of data and data collection instruments and data analysis method.

#### **3.1 Research Design**

The research design gives a plan for data collection and analysis. Malhotra and Birks (2007) underlined a research design as a framework or blueprint for undertaking research. Scholars deployed in conducting research indicate that a good research design is sought to undertake a research project efficiently and effectively.

This study was conducted through descriptive research design. Descriptive research design gave information on selected leadership style and its impact on job satisfaction was present as received from the respondent. It sets a framework for a data collection and analysis.

A research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money (C.R. Kothari, 2004). Therefore, this study will use both descriptive (as in describing the extent to which the different leadership styles will be demonstrated in the organization) and explanatory (as in the leadership style being scrutinized).

The researcher also employed a correlation research design. This is to examine the existing relationship between leadership styles and job satisfaction as a measure by pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworker, nature of work and communications. In line with this, John W. Creswell contends that correlation research is used when the study seeks to identify the extent to which two or more variables covary (Creswell, 2012). In addition, the design also included regression analysis to discover causal effect relationship among variables with simple regression method. This design further gives information concerning



the relative contribution of each independent variable /leadership styles/ on dependent variables /job satisfaction/. The rationale behind the selection of those research design /mean, standard deviation, percentage, Pearson correlation and simple regression/ were that it helps the researcher to explore the existing status of those leadership styles and its impact on job satisfaction in the study area.

### **3.2 Research Approach**

The study attached due attention to the evaluation of the status of leadership style and its impact on employees' job satisfaction of public sector in Jimma zone. The researcher employed a quantitative descriptive type of research with a purpose to achieving the set objective. A quantitative research is a research strategy that emphasizes quantification in the collection and analysis of data (Kim, 2011). It further provides a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories; has incorporated the practices and norms of the natural scientific model and positivism in particular; and embodies a view of social reality as an external, objective reality.

### **3.3 Population of the Study**

A population is the aggregate of all elements that shares some common set of characteristics and comprises the universe for the purpose of the research problem. Population of the study was employees of Jimma zone public sectors. There are twenty-eight public sectors with totally nine hundred sixty employees (male six hundred eleven and female three hundred forty-nine) in different educational status. The educational qualification of employees were sixty eight employees' second degree holders, four hundred ninety three employees' first degree holders, seventy three employees' advanced diploma holders, one hundred forty employees 'technical and vocational or diploma holders, twenty three employees' has certificate and one hundred sixty seven employees' were below twelve or ten grade.

Table3.1 Population of Study

No	Sectors/ organizations	Number of employees			
		Degree and above	diploma	Certificate and below	Total
1	Administrative office	24	7	15	46
2	Department of Civil service and human resource	22	11	14	47
3	Department of Finance and economy supportive	31	32	19	82
4	Department of Road and transport	33	23	11	67
5	Department of Trade, investment and marketing	41	21	7	69
6	Department of Women and children affairs	10	2	3	15
7	Department of Government communication	9	5	3	17
8	Department of Technical and vocational enterprise development	39	13	5	57
9	Department of Education	24	7	6	37
10	Militia office	2	1	2	5
11	Department of Urban development	43	10	6	59
12	Circus Jimma	2	2	8	12
13	Department of Youth and sport	17	6	4	27
14	Disaster prevention & food security coordination office	14	1	4	19
15	Culture and tourism	12	6	2	20
16	Health	29	5	14	48
17	Agriculture	47	8	15	70
18	Livestock development	15	3	2	20
19	Rural land administration and Environmental protection	23	2	5	30
20	Cooperative promotion	14	8	3	25
21	Water resource development	34	3	3	40
22	Employees and Social Affair	15	6	3	24
23	Department of Justice	4	7	15	26
24	Department of Administrative and security	8	5	7	20
25	Department of police	2	7	4	13
26	Appeal resolution office	6	0	1	7
27	Ethics and Anti-corruption branch	12	7	5	24
28	Revenue collection office	25	5	4	34
	Total	557	213	190	960

### **3.4 Sampling Design**

When field studies are undertaken in practical life, considerations of time and cost almost invariably lead to a selection of respondents i.e., selection of only a few items. The respondents selected as representative of the total population as possible. Sample is part of the target or accessible population that has been procedurally selected to represent it. A sample is a smaller group or subject of the population in which a researcher endeavors' to collect information in such a way that the knowledge gained is a representation of the total population under study (Oso Y. W., 2009).

By using purposive sampling method seven sectors were excluded from the sample due to their special characteristics. Some follow written and decided rules and seem to have less similarity on their leadership style from other sectors.

Stratified sampling is used to categorize twenty-one sectors into groups, which has some similar characteristics like economic, social, administrative, and supportive sector. This enabled the researcher to get respondents from each category of those public sectors. Moreover, from those twenty-one zonal departments, nine sectors from each category were selected by using lottery-sampling method.

Thus, Purposive sampling, Stratified sampling and lottery method were used as sampling methods and finally by using statistical instrument formula (sample size formula) two hundred fourteen respondents were identified out of four hundred fifty-eight employees from the selected public sectors.

### **3.5 Sources of Data**

To meet the objectives of the study the researcher gathered data from both primary and secondary sources. Out of the total 214 Primary data respondents, fourteen respondents were refrained from giving back the questionnaires. Those standardized questionnaires were Multifactor Leadership Questionnaire (MLQ) developed by (Bass, 1997) and Job Satisfaction Survey (JSS) developed by (Spector, 1994). The questionnaires were prepared in English and Afan Oromo. This instrument was preferred because it enables to secure information at a time. The rest of the data for this

research was obtained from secondary sources such as published journals, books, internets, previous research reports and organization reports to get information and secondary data relevant documents related to the studied subject matter.

### 3.6 Sampling Procedures and Sampling Frame

To determine the sample size, sampling procedures were undertaken at different level. There are twenty-eight departments, which are accountable to zonal administration. By using purposive sampling method seven departments that seems more different in their leadership style (Department of Justice, Department of Police, Department Security and Administration, Ethics and Anti-corruption branch, Revenue collection office, and Military offices) were excluded from sampling frame. The rest twenty-one departments or sectors were categorized under four categories based on their resemblance. They were embraced under economic, social, administrative and supportive sectors through stratified sampling method.

Out of the twenty-one zonal departments with 826 (86%) employees, nine public sectors with four hundred fifty-eight (55.4%) employees were selected using a lottery sampling method as a sampling frame. Finally, from the sampling frame, proportionally two hundred fourteen respondents were selected using a statistical instrument formula (sample size formula). The samples were identified through systematic random sampling method from those nine sectors.

### 3.7 Sample Size

To determine the sample size and representative of the target population, the study was used statistical instrument formula Glenn D. Israel (1992).

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

n=Sample size required, N=the study population, e=Level of precision/allowable error /sampling error (0.05) at 0.95(95%) confidence level (t) of 0.5(5%) unit variance (p). To calculate the sample size at 95% confidence level and 5% margin error.

$$214 = \frac{458}{1 + 458(0.05)^2}$$

These show two hundred fourteen respondents were sample size of the study.

**Table3.2 Sample Size**

No	selected Sectors	Number of employees	Proportion of sample	Sample Size
1	<b>More economical related sectors - 3</b> (Technical vocational and small enterprise development, Agriculture and Disaster prevention & food security coordination office)	146	146/458*214	68
2	<b>More Social service-related sectors--2</b> (Road and Transport and Water Resource Development)	107	107/458*214	50
3	<b>More Administrative related sectors --2</b> (Rural land administration & Environment protection, and Administrative office)	76	76/458*214	36
4	<b>More supportive and others related sectors --2</b> (Civil service office & Finance and economy support)	129	129/458*214	60
	<b>Total sample size – 9 sectors</b>	458		214

**Table3.3 amount of questionnaire distributed for each sector**

No	Sectors	Total employees	Sample population	Questionnaire distributed	Questionnaire returned
1	Technical vocational and small enterprise development	57	57/458*214=27	27	25
2	Agriculture	70	70/458*214=33	33	32
3	Disaster prevention & food security coordination	19	19/458*214=9	9	9
4	Road and Transport	67	67/458*214=31	31	28
5	Water Resource Development	40	40/458*214=19	19	18
6	Rural land administration	30	30/458*214=14	14	14
7	Administrative office	46	46/458*214=21	21	20
8	Civil service office	47	47/458*214=22	22	21
9	Finance and economy support	82	82/458*214=38	38	33
	<b>Total</b>	<b>458</b>	<b>214</b>	<b>214</b>	<b>200</b>

### **3.8 Data Collection Method**

Questionnaires were used when information is desired. This method was used with a view to collecting a large amount of information at the same time within a short period. Questionnaire is a technique for collecting data in which respondents are required to answer the same set of questions in a predetermined order (Best J., 2006). Data collection instrument was quantitative questionnaire survey. The research instrument that employed for the study was close ended questionnaires. So primary data was collected using a questionnaire. Prior to distributing the questionnaire to the respondents, due clarification was given concerning the purpose and method of filling.

Two main questionnaires were used for this study. As developed by Bernard M. Bass Multifactor Leadership Questionnaire were used for gathering primary data to assess leadership behaviors (Bass, 1997). Three leadership behaviors namely transactional leadership, transformational leadership and laissez-faire leadership were measured by using the questionnaire. There were nine sub-scales investigated under each of the three leadership behaviors. Of the nine factors, five represent transformational leadership behavior Idealized influence (attribute), Idealized influence (behavior), Inspirational motivation, Intellectual stimulation and Individualized consideration), three of the factors were used to represent transactional leadership behavior (Contingent reward, Management by exception (active) and Management by exception (passive) and the remaining ones were for the laissez-faire leadership. The total numbers of items used to assess those leadership styles were thirty-six. The rating of the items was on five points scale. The numerical scale was 1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly Agree.

Job Satisfaction Survey (JSS) developed by Paul Spector (1994), a professor of psychology at the University of South Florida was used as the second questionnaire. JSS is used to assess the feelings of the employees about their job (Spector, 1994). The questionnaire also assesses the attitudes of employees towards nine facets of job satisfaction. The facets measured using JSS were pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworker, nature of work and communication. The total numbers of items used to assess job satisfaction are thirty-six. The response of each item was based on 5-point Likert scale type with anchors of

satisfied and dissatisfied for each scale point showing 1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly Agree.

Those standard questionnaires were interpreted into local Amharic language with the aim to creating better understanding. Questionnaires were distributed to respondents following full orientation by the researcher. The questionnaire papers were collected after two days with the exception of Agricultural office which demanded additional three days.

### **3.9 Methods of Data Analysis**

After collecting the data, the researcher would organize and prepare the data depending on the sources of information. The data was organized and analyzed by using SPSS 23 version software. The output, which was generated by SPSS 23 version, was interpreted. Both descriptive and Statistical methods were used to analyze quantitative data. To analyze the demographic characteristics of the respondents, frequency distribution was employed. Then, the data was put into tables and changed to percentage. Descriptive analysis involved for summarizing the data using measures of central tendencies /i.e. arithmetic mean, standard deviation/ to explore the dominant leadership style and satisfaction status of employees.

Pearson Correlation analysis also used to know and understand the relationship or association between leadership style and job satisfaction. Pearson Correlation also employed to examine the effect of independent variable / leadership style / on dependent variable / job satisfaction/. To allow for prediction of dependent variable, simple linear regression was used as analysis technique. Regression is similar to correlation in that it examines the association or relationship between variables. However, it is different from correlation as its primary purpose is prediction (Dematteo, 2003).

In simple regression, the researcher attempts to predict the dependent variable with a single independent variable. In this study, the researcher was also interested to examine how much job satisfaction could be predicted by leadership styles. That means, there was only one independent variable (leadership style) which was used to predict the dependent variable (job satisfaction). The researcher could predict the dependent variable with a single independent variable by the regression equation:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \mu$$

Where,  $y$  is the dependent variable, which is employees job satisfaction,  $B_0$  is constant,  $B_1 \dots B_3$  are coefficient of independent variables that use to measure the sensitivity of the dependent variables ( $Y$ ) to unit change in the predictor variables.  $X_1 \dots X_3$  are the independent variables that are transformational, transactional and laissez faire leadership styles.  $\mu$  which is undetermined or unexplained variations in the model.

### 3.10 Validity and Reliability Test

**Validity** is the extent to which the instrument measures what it appears to measure assessment questionnaires. It is important to know whether the questionnaires were properly constructed with logical sequence of questions to ensure logical flow of information to be understood by respondents. To ensure validity, multi factor leadership standard questionnaires were employed for measuring leadership styles which was developed by (Bass, 1997), and Job Satisfaction Survey (JSS) developed by (Spector, 1994), that were used by other researchers to measure employee Job Satisfaction. Questionnaires were interpreted into Afan Oromo language with a purpose to avoiding ambiguity of words and phrases. An orientation was given to help the respondents respond the questionnaire properly.

**Reliability test** is used to test the trustworthiness of quantitative questionnaires that have internal consistency. The reliability of MLQ was tested many times in different places. It is reported that the reliability of MLQ was above 0.80 (Bass Bernard M., 2006). Other studies revealed that the reliability of MLQ is Cronbach's alpha of  $>.90$  (Hamidifar, 2009). The value above 0.7 considered acceptable value. However; value above 0.8 are preferable Using SPSS 23 version. Piloting the instrument was carried out on 30 employees in five public sectors. Then, in order to determine the reliability of the questionnaire in the study, the average Cronach's alpha reliability coefficient for multi- factorial leadership questionnaires was found to be 0.84, which indicated that reliability was satisfactory and have internal consistency to measure variables. The reliability of JSS was mentioned by Spector cited in (Hamidifar, 2009) to be a Cronbach alpha ranging from 0.60 to 0.82 for all the nine subscales of job satisfaction. Since most facets showed reliability above 0.64, it gives confidence that there is good level of reliability.



### **3.11 Ethical Consideration**

Informing the purpose of the research and ensuring getting the consent of respondent is the responsibility of this researcher. This writer would assure the participants it is their right to participate willingly. Their full agreement was secured to give response voluntarily. In order to get relevant data from the respondents, participants have the right to be informed well of all aspect of research tasks, knowing what is involved, how long it takes, what expect from them and what they are carrying out with and their privacy and moreover, ethically, confidentiality concerns is observe. The researcher guarded the respondents from possible moral harms. They were informed well the information would not be shared with any third organ. In general detailed ethical issues were given to the participants and was observed by the researcher accordingly.

## **CHAPTER FOUR**

### **PRESENTATION AND ANALYSIS OF DATA**

#### **4 Introduction**

Theories developed and tested in Western organizations are also valid for non-Western countries. Hence, the impact of leadership style is very significant on job satisfaction, and this relationship does not differ between west and east and therefore leadership is considered an important process for success or failure of any organization (Yousef, 2000). That is why this study used two standardized questionnaires directly for collection of data from respondents.

This chapter deals with the analysis of the data collected through two standardized questionnaires. These were Multifactor Leadership Questionnaire (MLQ) and Job Satisfaction Survey (JSS). Multifactor Leadership Questionnaire contained thirty-six items that measured nine dimensions of leadership styles. Job Satisfaction Survey contained thirty-six items that measured nine facets of job satisfaction and used to investigate the impact of leadership styles used by managers on Job Satisfaction of public service employees' of Jimma Administrative zone.

In this study, three leadership styles (transformational, transactional and laissez-faire) were considered to assess the impact of leadership on job satisfaction with nine facets, namely, pay, promotion, supervision, fringe benefits, contingent rewards, working conditions, coworkers, nature of work and communication. So, the relationship between the three leadership styles and the nine facets of job satisfaction was computed.

The research included two hundred fourteen public sector employees out of nine hundred sixty employees working in twenty-eight public organizations. Public organizations were chosen by using purposive and stratified sampling techniques whereas employees were selected using systematic random sampling technique.

Out of two hundred fourteen questionnaires distributed to those employees, fourteen were not returned. Finally, all the collected data through questionnaire from two hundred respondents were analyzed by SPSS version-23 to compute percentage, mean scores, standard deviations, correlation, and simple regression in order to find out the impact of leadership style on employees' job satisfaction.

Questionnaires were fully rated, analyzed, and discussed based on the research method explained in the past chapter.

#### 4.1 Respondents profile

Data from two hundred respondents was analyzed and discussed. Participant employees were requested to provide information on their demographic and personal profile. Such data as gender, age, educational status, and years of experience and profile of public sector employees was presented. The detail of the analysis is given below.

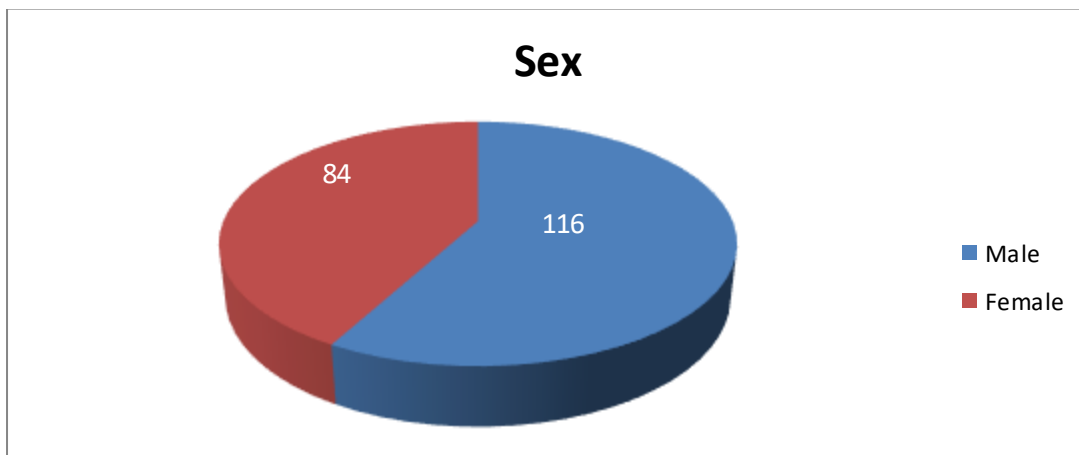
##### 4.1.1 Distribution of Respondents by sex

Out of the total 200 sample employees, the males were the majority 116 (58%), and the rest 84(42%) were females. The data indicated that even though the number of male employees is greater than female employees, there was no as such great difference between the two of them.

Table 4.1: sex of the respondent employees

Variable		frequency	%	Cum %
Sex	Male	116	58.0	-
	Female	84	42	-

Note: N= N<sub>0</sub> of respondents /frequency, cum % represents cumulative percentage.



Picture 4.1: Distribution of respondents by sex

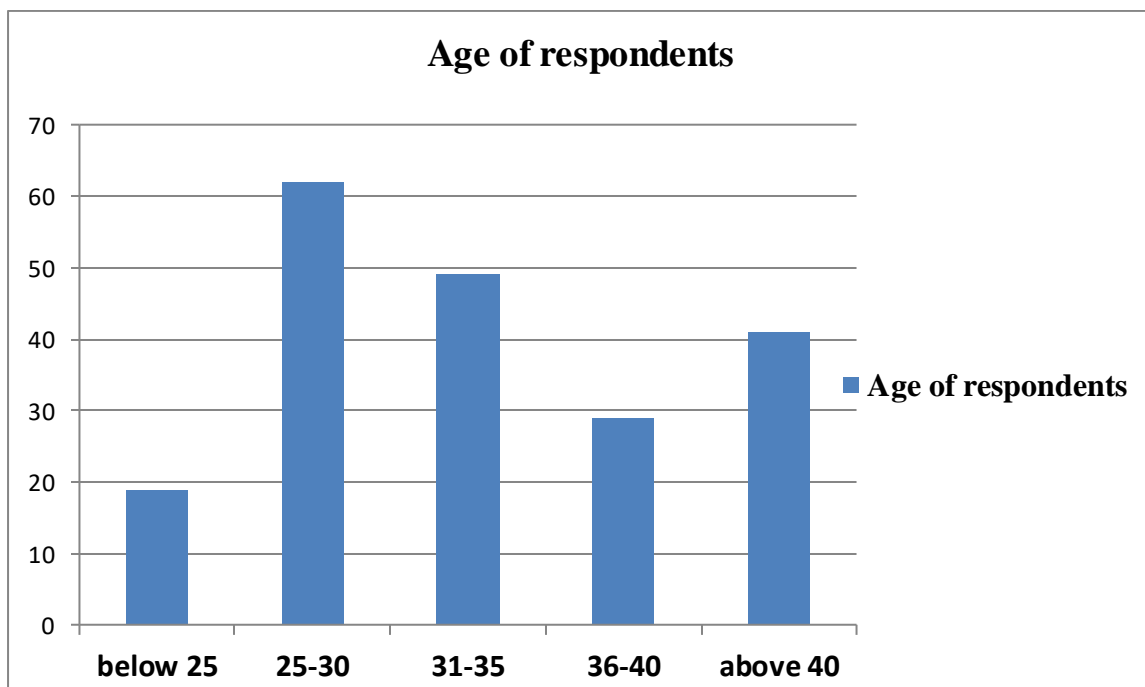
##### 4.1.2 Distribution of Respondents by age

In terms of age, nearly half of them 81(40.5%) are in the age brackets of 25-30 years and below 25 years. On the other hand, 49 (24.5%), 29 (14.5%) and 41 (20.5%) were 31-35 years, 36-40 years and above 40 years respectively. The dominant ages of respondents were below 30 years

old. The data also indicated that most of the employees were young, which means at their productive age. The table 4.2 below indicated the age class of respondents.

Table 4.2: age of the respondent employees

Variable		frequency	%	Cum %
Age	Below 25	19	9.5	9.5
	25-30 years	62	31.0	40.5
	31-35 years	49	24.5	65.0
	36-40 years	29	14.5	79.5
	Above 40 years	41	20.5	100.0



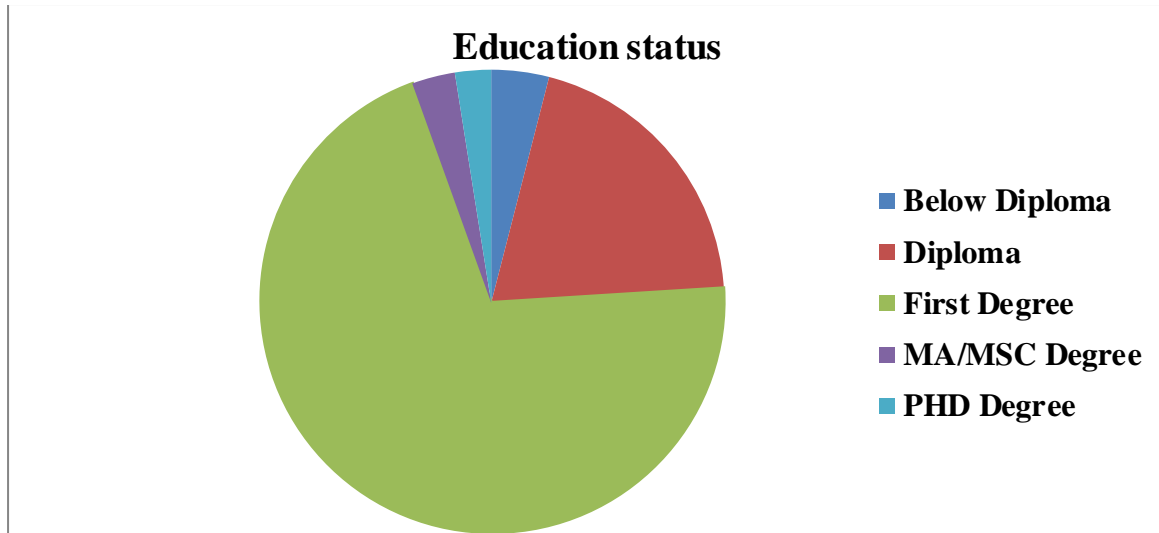
Picture 4.2: Age of the respondent employees

#### 4.1.3 Distribution of Respondents by Education Level

Coming to educational status of sample employees, the overwhelming majority, 141(70.5%) were first-degree holders as 40 (20%) are diploma holders. Employees with educational status below diploma, MA/MSc and PhD are rare. They are 4%, 3%, and 2.5% respectively. This implies most of the respondents are qualified for the level and are equipped with knowledge and skills which helps them to carry out their duties. Had they been properly directed; they could have achieved the set goals. Table 4:3 bellow indicated the educational distribution of respondents.

Table 4.3: Educational status of the respondent employees

Variable		frequency	%	Cum %
Educational status	Below diploma	8	4.0	4.0
	Diploma	40	20.0	24.0
	First degree	141	70.5	94.5
	MA/MSc degree	6	3.0	97.5
	PHD degree	5	2.5	100.0



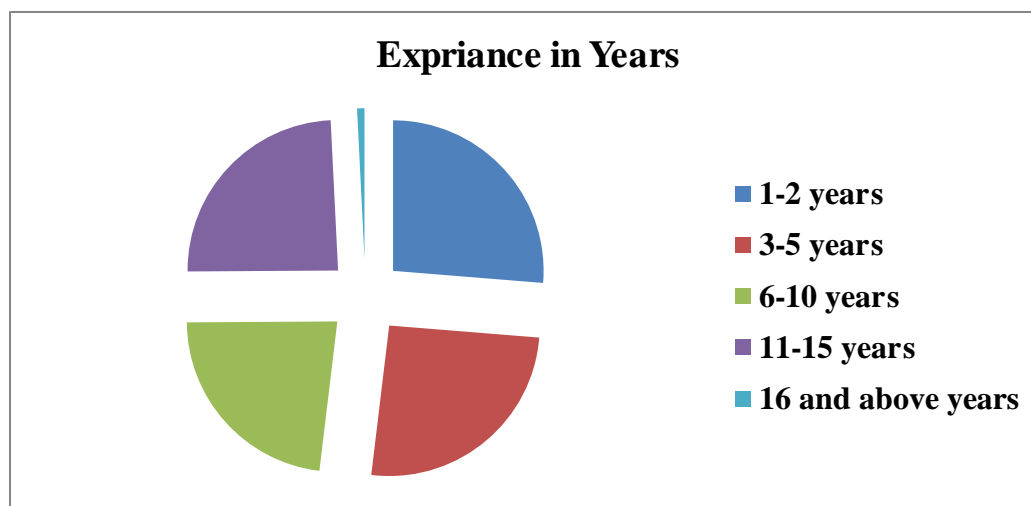
Picture 4.3: Educational status of the respondent employees

#### 4.1.4 Distribution of Respondents by Years of Service

Consistent with their age, out of 200 employees, 79 (39.5%) have served for five years and below. Moreover, 72(36%) have served from six to 15 years. This means almost 75.5% (three out of four) have served for 15 years and below. This indicates that majority of public employees had low service years. In addition, it showed that most of the employees who served less were found in economic and social service organizations (60% and 68% respectively). This indicates the presence of turnover of workers who served in economic and social sectors. This leads the researcher to infer the presence of managerial problem to bring about job satisfaction.

Table 4.4: Total experience of the respondent employees

Variable		frequency	%	Cum %
Total experience	1-2 years	40	20.0	20.0
	3-5 years	39	19.5	39.5
	6-10 years	35	17.5	57.0
	11-15 years	37	18.5	75.5
	16 and above	49	24.5	100.0



Picture 4.4: experience of the respondent employees

#### 4.1.5 Distribution of Respondents by organization

Table 4.5 below depicted the distribution of employees by their organization. Out of 200 sample employees, 65(32.5%) and 64(32%) of them were in supportive and economic sectors respectively. Whereas 44(22%) and 27(13.5%) of them were working in social service sectors and administrative institutions.

Table 4.5: organization of the respondent employees

Variable		Frequency	%	Cum %
organization	Economic sectors	64	32.0	32.0
	Administrative sectors	27	13.5	45.5
	Supportive sectors	65	32.5	78.0
	Social service sectors	44	22.0	100.0

In general, the above respondent profile showed that majority of employees working in the sample organizations were degree holders with a service year of less than a decade. This implies that most of the respondents were qualified for the level and have low service years. This may lead to the conclusion that there had been high turnover because of the problem job satisfaction. It is to be

recalled that the general expectation was that the zonal level public sectors could have retained experienced employees.

## 4.2 The impact of Leadership Styles on Job Satisfaction

### 4.2.1 Leadership Styles Impact on Facets of Job Satisfaction

Pearson correlation coefficient was used to analyze the impact of leadership styles on facets of job satisfaction. This is because Pearson correlation analysis is a method for exploring the association between two quantitative continuous variables. The usage of this method is to examine the relationship between each variable included in the study. Accordingly, the three leadership styles (transactional, transformational, and laissez-faire) were correlated with the nine job satisfaction dimensions.

Table-4.6: Relationship between leadership styles and job satisfaction

Job satisfaction	(X,±SD)	Transactional		Transformational		Laissez faire	
		R	P	R	p-value	R	P
Pay	2.78, 0.71	0.76	0.285	0.145*	0.04	-0.204**	0.004
Promotion	2.52, 0.68	0.131	0.064	0.274**	0.000	0.026	0.712
Supervision	3.06, 0.46	-0.077	0.280	-0.099	0.164	-0.114	0.108
Fringe benefits	2.54, 0.71	-0.30	0.678	0.111	0.116	-0.212**	0.003
Contingent rewards	2.77, 0.77	-0.242**	0.001	0.26**	0.000	0.128	0.070
Operating conditions	2.96, 0.52	-0.067	0.342	-0.031	0.66	-0.062	0.385
Co-workers	3.43, 0.65	0.204**	0.004	0.307**	0.000	0.026	0.718
Nature of work	3.23, 0.66	0.155*	0.029	0.167**	0.018	-0.118	0.097
communication	3.45, 0.78	0.27**	0.000	0.252**	0.000	0.333**	0.000
job satisfaction	2.97, .28	0.273**	0.000	.405**	0.000	-0.025	0.727

Note: Significant at \*P<0.05, \*\*P<0.01, N= 200 cases, R= Pearson correlation coefficient, X=Mean, ±SD= Standard Deviation.

In Table 4.6: Mean score and standard deviations of nine facets of job satisfaction were indicated and assessed in the study. They were pay, promotion, supervision, fringe benefits, contingent rewards, operating condition, coworkers, nature of work and communication. The mean score for communication was 3.45(SD= 0.78). This mean score was the highest among all the other facets

of job satisfaction. The next highest mean score from the sub-variables was that of coworkers. This facet had a mean score of 3.43 (SD= 0.65). The third highest mean score was that of nature of work (M= 3.23, SD= 0.66). The fourth highest mean score belonged to supervision (M= 3.06, SD= 0.46). The lowest mean score was that of promotion (M= 2.52, SD= 0.68). The remaining job satisfaction facets had mean scores between 2.54 and 2.96.

The study comes up with a finding that the average score of four job satisfaction sub-variables; namely communication, coworkers, nature of work and supervision seems to score above average. This is an indicative of the fact that the four facets of job satisfaction were highly dominant and have better relationship over other sub variables of job satisfaction.

In order to identify the existence, strength, and direction of relationship between leadership styles and job satisfaction sub-variables (facets), two-tailed Pearson correlation coefficient was computed. According to Adam Troy Dunn, a correlation coefficient (r) between 0.00 to 0.19 is very weak, 0.20 to 0.39 is weak, .40 to .59 shows moderate relationship, 0.60 to 0.79 strong, and very strong correlation coefficient was between 0.80 and 1.00 (Dunn, 2001).

The above, table 4:6 showed that transformational leadership style has positive relationship with most /six out of nine / facets of job satisfaction. Transformational leadership style was impacted positively on pay, promotion, contingent rewards, coworkers, nature of work, fringe benefit and communication (r=0.152, 0.281, 0.256, 0.321, 0.185, 0.118 and 0.256) respectively. In addition, the result showed that transformational leadership style has positive but weak correlation on coworker (0.32), promotion (0.28), contingent reward (0.26) and communication (0.26) and also has positively but very weak association with nature of work (0.185), pay (0.15) and fringe benefits (0.118) but has negative and very weak association with supervision (-0.09) and operating conditions (-0.02).

The other leadership style was transactional leadership style, that influenced positively on coworkers, pay, communication, nature of work and promotion (r=0.204, 0.76, 0.27, 0.155 and 0.131) respectively. In addition, transactional leadership negatively influenced contingent rewards, fringe benefit, supervision and operating condition (r= -0.242, -0.30, -0.077 and -0.067) respectively. This showed that transactional leadership was related strongly and positive to pay (0.76), weak and positive related to communication and coworkers, very weak and positive on



nature of work and promotion dimensions of job satisfaction. The other facets of job satisfaction were manifested negative relationship.

Looking at laissez-faire leadership style, it appeared negatively relating on almost all job satisfaction facets except promotion, co-workers, and contingent reward, which showed very weak and positive association.

As Table 4.6 indicated, facets of job satisfaction have shown dominant relationship with transformational leadership style ( $r=0.405$ ,  $p=.000$ ) which is positive moderate followed by transactional leadership style ( $0.273$ ), which is weak. Laissez-faire leadership style ( $r=-0.025$ ) showed negative relationship with job satisfaction. This implies that those leaders often using laissez-faire leadership style negatively affect the job satisfaction of employees though they enjoyed good pay and various benefits. Hence, payment and benefits seem not to have positive impact on job satisfaction.

The above finding coincides with Peter O. Ojulu (2015) found out that transformational leadership style has moderate positive relationship with pay, promotion, supervision, nature of work, and communication. In the same way, he stated that transactional leadership style had positive relation with co-workers, nature of work, and communication aspects of job satisfaction.

#### **4.2.2 The impact of Transactional leadership style on job satisfaction**

**Hypothesis-1:** Transactional leadership style has significant impacts on employees' job satisfaction in Jimma zone public sectors.

Transactional leadership style, which represents the traditional influence model, found within most human groups Bernard M. Bass (1990), and mainly based on exchange between the leader and followers. It is expected of the leaders to recognize the followers' needs and manage their internal and external environment to influence followers using rewards, punishment, and agreement systems. Transactional leaders would be held responsible for rewards, monitoring, finding problems, and taking corrective actions before the onset of serious challenges to the organization (Doyle E. M., 2001).

Transactional leadership style is the use of contingent rewards and sanctions intended to initiate the self-interest of employees in achieving organizational goals. This means followers are

rewarded when they act according to the interest of the leader and punished when they do not act accordingly (Jacobsen, 2013).

To see the impact of transactional leadership style on job satisfaction, twelve measuring items were aggregated into sub variables, namely contingent reward, management by exception passive, and management by exception active. These variables were computed using the transformation command, which help change interval variables in to continuous one.

Table-4.7: Transactional leadership styles and job satisfaction

Leadership style	Dimension of leader style	Mean	SD	R	p-value
Transactional leadership	Contingent reward	3.0625	.95428	.35*	.000
	Management by exception passive	2.8988	.77537	-.22*	.002
	Management by exception active	3.0750	.67297	.196	.005
	All	3.012	0.36	0.273**	0.000

Note: Significant at \*P< 0.05, \*\*P< 0.01, N= 200 cases, R= Pearson correlation coefficient, X=Mean, SD=Standard Deviation.

As Table 4.7 clearly depict, the mean values for contingent reward, management by exception passive, and management by exception active have the mean 3.06, 2.89, and 3.07 respectively with standard deviation from 0.6 to 0.9. This showed that the mean score of contingent reward and management by exceptional passive were dominant dimensions of this leadership style on job satisfaction.

Related to their relationship, all the components of transactional leadership showed significant relation with job satisfaction. In the specific terms mentioned, contingent reward showed positive relation with job satisfaction (r=0.35, p-value=0.00), which is significant too. Besides, management by exception active have had positive relation with job satisfaction (r=0.196, p-value=.05), but not significant. On the other hand, management by exception passive showed negative significant relation with job satisfaction (r=-0.22, p=0.002).

Generally, as it can be seen from the above table, the relationship between transactional leadership style and job satisfaction was significant (r = 0.273, p=0.00). Since the p-value was<0.01 which

showed that the null hypothesis was rejected. Therefore, it can be concluded that there was positive and significant relationship between transactional leadership style and job satisfaction.

This finding contradicts with (Voon, 2011) Ayob who found out that transactional leadership style has negative relationship with job satisfaction of employees. On the other hand, the result coincides with Ali, A. and Dahie, A. (2015), showed positive and significant relationship. Moreover, Peter O. Ojulu (2015) showed that positive relationship of transactional leadership style with job satisfaction. From this discussion, it can be deduced that contingent reward and management by exception active have positive impact on job satisfaction of employees, whereas management by exception passive was not. Another studies indicated that leadership dimensions like contingent reward have positive significant contribution, but passive management by exception leadership style had negative significant contribution to nursing faculty job satisfaction (Chen, 2005). Transactional leadership style has positive and significant effect on job satisfaction (Bahmanabadi, 2015).

#### **4.2.3 The impact of Transformational leadership style on job satisfaction**

**Hypothesis-2:** Transformational leadership style has significant impacts on employees' job satisfaction in Jimma zone public sectors.

Theoretically, transformational leadership style is a process that motivates people by appealing to higher ideas and moral values, defining and articulating a vision of the future, and forming a base of credibility. Transformational leaders motivate others to do more than they originally intended and often even more than they thought possible (Bass Bernard M., 2006). Transformational view look for potential motivations in disciples and its objective is to attract the attention of disciples towards the superior, overall needs of the group (Bushra Fatima, 2011). It also defined as the process by which leaders transform and motivate followers by raising the awareness of the followers about the values of the organization (Jacobsen, 2013). The present study has been discussed based on the theoretical idea and the data decoded on the statistical instruments.

Table-4.8: Transformational leadership styles and job satisfaction

Leadership style	Dimension of leader style	Mean	SD	R	p-value
Transformational leadership	Ideal influence Attribute	3.0713	1.11110	.436*	.000
	Ideal influence Behavior	3.3438	1.47922	.205*	.004
	Inspirational motivation	2.8588	.78602	.333**	.000
	Intellectual stimulation	2.8325	.84067	.330**	.000
	Individual consideration	3.0550	.66175	.375*	.000
	All	3.0322	.77838	.405**	0.000

Note: Significant at \*P< 0.05, \*\*P< 0.01, N= 200 cases, R= Pearson correlation coefficient, X=Mean, SD=Standard Deviation.

Table-4.8 above clearly showed that the mean values for ideal influence attribute, ideal influence behavior, and individual consideration become above the mean 3.07, 3.34 and 3.05 respectively and the mean values for inspirational motivation (2.86) and intellectual stimulation (2.83) with standard deviation varying from 0.6 to 1.4. This showed that ideal influence (attribute and behavior) and individual consideration were the dominant dimensions of this leadership style in affecting on job satisfaction.

In terms of its relation, Pearson correlation coefficients for ideal influence attribute ( $r=0.44$ ,  $p$ -value=0.00), ideal influence behavior ( $r=0.205$ ,  $p$ -value=0.004), inspirational motivation ( $r=0.333$ ,  $p$ -value=0.00), intellectual stimulation ( $r=0.33$ ,  $p$ -value=0.00) and individual consideration ( $r=0.375$ ,  $p$ -value=0.00). This implied that both dimensions (Intellectual Stimulation and Inspirational Motivation) of transformational leadership styles have better relationship and significantly positive impact on employee job satisfaction, though ideal influence and individual consideration have more relationship with job satisfaction than the other dimension of transformational leadership style.

In general, Table-4.8, indicated that there was strong and significant relationship between transformational leadership style and employees job satisfaction ( $r = 0.405$ ,  $p < 0.01$ ). Since the  $p$ -value was 0.00, which was less than 0.01, the null hypothesis was rejected as false. This takes one to conclusion that there was strong and positive relationship between transformational leadership style and employees job satisfaction as perceived by public service employees.

This finding agrees with Bekele Shibu research out put that idealized influence and individual consideration has significant effect on job satisfaction (Bekele Shibu, 2011). Moreover, Omaye Bahmanabadi (2015), studies also concluded that the dimension of transformational leadership have positive effect on job satisfaction. Another review in Greece banking sector showed that transformational leadership has influence on job satisfaction (Belias, 2014). A similar research conducted at college level in Egypt, indicated that transformational leadership styles have positive impact on job satisfaction (Metwally, 2014).

Generally, this study shows that Intellectual Stimulation and Inspirational Motivation dimensions of transformational leadership style but more idealized influence, and individual consideration have best relationship and put significant positive effect on job satisfaction of public sector employees of Jimma zone.

#### 4.2.4 Laissez Faire and job satisfaction of employees

**Hypothesis 3:** Lazier faire leadership style has significant impacts on employees’ job satisfaction in Jimma zone public sectors.

Laissez faire leadership style is a leader who avoids or absent during the occasion where decision need to be made. This style usually takes place when the decision maker provides very little or no guidance and empower the employees to decide the goals, made decisions and resolve problem by themselves. In addition, this type of leaders has very little participation in decisions making (Chaudhry, 2012). Regarding to laissez-faire leadership style in this study, four items were computed.

Table-4.9: Laissez faire leadership style and job satisfaction

Leadership style	Mean	SD	R	p-value
<b>Laissez faire</b>	3.0888	0.85577	-0.025	0.727

Note: R= Pearson correlation coefficient, X=Mean, SD= Standard Deviation

Data in the above table showed that the mean value was 3.088, with standard deviation 0.856. This showed that laissez faire leadership style was the dominant variable on job satisfaction, even if laissez faire leadership style had weak, negative but insignificant relationship with job satisfaction ( $r = -0.025, p=0.727$ ). Since the p-value was greater than 0.05, the null hypothesis was

accepted. From this, it can be concluded that there was negative, weak and insignificant relationship between laissez-faire leadership style and employee's job satisfaction.

This result agrees with Chen that laissez faire leadership style shows negative influence on job satisfaction of employees (Chen, 2005). Study that was conducted at Islamic Azad University among physical education organization employees also concluded that laissez-faire leadership style shows negative relationship with job satisfaction (Hamidifar, 2009). Contrary to this, Fikadu M. (2010) found out that there was a significant relationship between laissez faire leadership style and job satisfaction.

#### **4.2.5 Overall influence of leadership styles on job satisfaction**

**Hypothesis 4:** the three leadership styles have positive impact on job satisfaction.

The previous section has illustrated the relationship between dimensions of leadership styles, namely transactional leadership, transformational leadership, and Laissez faire leadership with job satisfaction separately. In this part of the paper, the interaction of key determinants of job satisfaction has been reported. An association and interaction between leadership attributes (independent variables) and job satisfaction (dependent variable) was computed to see a clearer picture of interaction between leadership styles and job satisfaction of employees. To investigate how much each leadership style predicts job satisfaction, the linear regression model was employed aided by SPSS-23 version software. As of the hypothesis, job satisfaction has been regressed by leadership styles.

**Table-4.10: Linear regression analysis of job satisfaction**

Model	unstandardized Coefficients		Standardized Coefficients	T	Sig.
	<i>B</i>	Std. Error	<i>Beta</i>		
(Constant)	2.435	.153		15.937	.000
transactional leadership	.083	.060	.108	1.396	.164
transformational leadership	.127	.025	.383	5.121	.000
Laissez faire	-.036	.022	-.109	-1.634	.104

**Note:** Significant at \*P< 0.05,\*\*P< 0.01, N= 200 cases, R= 0.44, R<sup>2</sup>= 0.181, B=Beta Coefficient, S.E =Standard Error, Beta(B) = Standardized coefficient, Dependent Variable: Job Satisfaction and Independent variable: leadership style (Transformational, transactional and laissez-faire).

The interpretation with linear regression showed that about 18% of the variation in job satisfaction (R<sup>2</sup>= 0.181) is predicted by transformational, transactional, and laissez faire leadership styles. In specific terms, the regression coefficients for transformational and transactional leadership style were positive, whereas the regression coefficient of laissez faire leadership style found to be negative. This was as expected in real observation.

As leaders tends to use transformational leadership, job satisfaction of employees tends to go up (B=0.38, p-value=0.000). This showed that 38% of change in job satisfaction was due to transformation leadership style. The remaining 62% is due to unexplained variability. Therefore, the effect of transformational leadership style on employees' job satisfaction was significantly dominant and considered it as a main predictor of employees' job satisfaction.

This finding is consistent with the result of a study by Bushra Fatima (2011), which revealed that 42% of change in overall job satisfaction was due to transformational leadership while 58% was the result of unexplained variability. The finding also coincides with that transformational and transactional leadership styles have positive relationship with job satisfaction, though transformational leadership style showing strong relation with job satisfaction (Belias, 2014). And also highly coincides with the finding of Mehmment Sahin G. and Busra K. (2016), studied on effect of leadership behavior on the organizational commitment and job satisfaction in Turkey

public sector and concluded that leadership was affect organizational commitment and job satisfaction, though the effect was lower than expected in public sector. However, a study carried out by Ali and Dahie (2015) in Somalia shows that transformational leadership styles is responsible only for 14% of change in job satisfaction (Ali A. and Dahie A., 2015).

Transactional leadership style also showed a direct positive predictor for job satisfaction. As leaders tends to use transactional leadership, job satisfaction of employees tends to increase ( $B=0.108$ ,  $p\text{-value}=0.164$ ). This showed that only 11% of change in the overall job satisfaction was due to transactional leadership style, while 89% change was due to unexplained variability. The results indicated that there was weak but statistically significant relationship between the variables mentioned. It also indicated that the contribution of transactional leadership style on the change of job satisfaction was not as such dominant.

This result coincides with the findings of Peter O. Ojulu (2015) that 7% of change in the overall job satisfaction is due to transactional leadership and the results showed there was weak but statistically significant relationship between the variables.

Regarding the regression analysis of laissez-faire leadership style and overall job satisfaction, the more leaders use laissez faire leadership style, job satisfaction of employees tends to decrease ( $B=-0.109$ ,  $p\text{-value}=0.104$ ). The findings showed that -11% change in overall job satisfaction results from laissez-faire leadership style. This indicated that there was a negative relationship between laissez-faire leadership style and employee job satisfaction. That means employees were not satisfied under laissez-faire leadership style.

The finding coincides with Fatemeh Hamidifar (2010) that job satisfaction has negatively related with laissez-faire leadership style. On contrary, the result of a study conducted in Somalia by Ali and Dahie (2015) is somewhat different from the finding of this research. Their result showed that 47.3% change in job satisfaction is due to laissez-faire leadership style.

To conclude, even though degree of significant was different, this study showed that employee's job satisfaction in public service governmental organization was affected by those leadership styles. Leaders who employed transformational leadership style was significantly determine job satisfaction of employees. However, transactional leadership and laissez faire leadership style showed insignificant positive and negative influence respectively. That means, based on the



finding of this study those leaders mostly employing transformational leadership style has significant and positive contribution on job satisfaction of Jimma Zone Administration public sector employees of Oromia regional state.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, AND RECOMMENDATION**

#### **5 Introduction**

Today, researchers focus on studying different management styles. In determining the characteristics of leaders, researchers attempted to understand their style of leadership by examining the tactics they used when dealing with their staff members (Avolio B.J., 2004; Bushra Fatima, 2011). Most modern organizations know that the leaders and managers they hire can either lead to the ultimate success or failure of their organization (Mustafa, 2015). The leadership style always directly or indirectly affects job satisfaction of employees in their organization.

All human resources are considered as the most vital part of any organization and the only means of survival. Therefore, understanding the requirements, motivations, and desires of employees is not only necessary, but also essential in the success of any professional organization. In addition, employees are also considered as the backbone and main motivational force of any organization, their perceptions, and attitudes toward their jobs affect the life, efficiency, and effectiveness of an organization. The general attitude of people towards their job is a behavioral phenomenon that is part of their identity and is considered their job satisfaction. This satisfaction is rooted in positive and negative views that the individuals have toward their work. The management team easily affects this attitude. (Bushra Fatima, 2011; Belias, 2014).

As mentioned before, the main purpose of this study was to determine the impacts of leadership style on job satisfaction of employees' in Jimma Administrative Zone, with the intention of ensuring and improving provision of quality service in public sectors. Therefore, based on different literatures and empirical studies, assessing the impact of leadership on job satisfaction was needed to set recommendation for the findings and set a benchmark for further research studies. To achieve this, the study work started from the general to specific objectives.

The general objective was to determine the impacts of leadership styles on public service employees' job satisfaction at zonal level.

The specific objectives of the study were:

- To explore the impact of transactional leadership styles on public service employees' Job Satisfaction in Jimma Administrative Zone.
- To examine the impact of transformational leadership styles on public service employees' Job Satisfaction in Jimma Zone.
- To identify the impact of laissez-faire leadership styles on public service employees' Job Satisfaction in Jimma Zone.
- To evaluate the overall impact of those leadership style on Job Satisfaction of public service employees' in Jimma zone.

To achieve the objective, exhaustive investigation of theoretical and empirical studies of important variables like dimensions of the three leadership style (Transformational, transactional and laissez-faire), and facets of job satisfaction were identified and discussed in different dimension based on the data that was collected from 200 employees working in nine zonal public sectors. Those sectors were technical and vocational enterprise development, finance and economics, land administration, zone administration, human resource and civil service, agriculture, disaster prevention and food security, road and transport, and water development offices.

The data was computed with descriptive and simple inferential statistical tools by using SPSS version-23. Finally, the following results were obtained then conclusion and recommendations made by the researcher were discussed respectively.

## **5.1 Major Findings /Results/**

Below find finding of the

### **✚ Demographic and personal profile of the respondent employees**

- The results of sample employees' demographic variables showed that males were the majority (N=116, 58%), and females made up the rest (N=84, 42%).
- Nearly half of the respondents 81(40.5%) were in the age brackets of 25-30 years and below 25 years.
- Related to educational status first-degree holders 141(70.5%) were the dominant one.

- Out of 200 employees, 79 (39.5%) have served 5 years and below. Moreover, 72(36%) have served for 6 to 15 years. This indicates almost 75.5% (three out of four) employees have served for 15 years and below.
- Most of the employees were younger. Those who served in the economic are 60% as the rest who served in social service sectors are 68%. This leads the researcher to underline that there exist differences in leadership style among both sectors.
- Most of the respondents were qualified for the level and own low service years.
- Though working area was at zonal level, that mainly have duty on supporting the Woreda staff. The finding indicated that multiple workers are newly employed staff which is an indicative of the presence of employee turnover in the sectors.
- Generally, the majority of employees working in the sample organizations were degree holders' youngsters who served less than ten years.

#### **✚ The impact of transactional leadership on public service employees job Satisfaction**

- Transactional leadership style has strongly positive relationship concerning pay facets of job Satisfaction.
- Though there was weak transactional leadership style, co-workers seem to be impacted positively as they enjoyed promotion and work, they have engaged in.
- There is negative transactional leadership style correlation regarding contingent rewards, fringe benefit, supervision and operating condition of job Satisfaction sides.
- Contingent reward appeared to have positive relation with job satisfaction and has positive and significant impact on job Satisfaction of employees.
- Management by exception active finding have positive relation with job satisfaction, but not significant.
- Management by exception passive displayed the presence of significant negative relationship with job satisfaction and has significant negative influence on job Satisfaction of public employees.
- Generally, there was positive and significant relationship between transactional leadership style and job satisfaction, which shows the rejection of a null hypothesis.
- Transactional leadership style was not as such better predictor of job satisfaction in public organization.

### **✚ The impact of transformational leadership on job Satisfaction**

- Transformational leadership style had positive but weak relation on co-worker; promotion, contingent reward, and communication of job Satisfaction facets.
- Transformational leadership style also had positive correlation; but very weak association to nature of work, pay, and fringe benefits job Satisfaction facets.
- Supervision and operating conditions were influenced by transformational leadership style, though it was very weak.
- Dimensions of transformational leadership style including idealized influence, inspirational motivation, intellectual stimulation and individual consideration had positive relation and better contribution to public sector employees job satisfaction.
- Inspirational motivation and intellectual stimulation have positive but insignificant relation to job Satisfaction of employees.
- Idealized influence and individual consideration showed positive and significant impact on job Satisfaction of employees and the most dominant from other dimensions of transformational leadership style.
- Null hypothesis was rejected. That means there was strong and positive relationship between transformational leadership style and employees job satisfaction as perceived by public service employees.
- Transformational leadership style was the Powerful predictor of job satisfaction.

### **✚ The impact of laissez-faire leadership style on Job Satisfaction**

- Laissez- faire leadership style appeared negatively impacting on almost all job satisfaction facets (pay, fringe benefit, supervision, operating condition, nature of work and communication)
- Laissez-faire leadership style has weak impact on promotion, coworkers, and contingent rewards.
- Lazier faire leadership style had no significant impacts on employees' job satisfaction of public Sectors. Leaders who use laissez faire leadership style, tends to reduce employee's job satisfaction.

- There was negative, weak, and insignificant relationship between laissez-faire leadership style and employee's job satisfaction. Therefore, the null hypothesis was accepted. Employees were not satisfied under laissez-faire leadership style in public organization.

#### **Overall impact of leadership style on job satisfaction**

- Generally, facets of job satisfaction have shown dominant relationship with transformational leadership style, which is positively moderate followed by transactional leadership style that was weaker than transformational leadership style.
- Laissez-faire leadership style showed negative relationship with job satisfaction. This implies that those leaders often using laissez-faire leadership style negatively affect the job satisfaction of employees.
- Job satisfaction sub-variables namely communication, coworkers, nature of work and supervision score above the averages mean, which are the more dominant facets of job satisfaction from other sub variables of job satisfaction in public employees that the leaders give more attention than the other job satisfaction facets.
- As leaders tend to use transformational leadership style, job satisfaction of employees tends to go up. This showed that transformational leadership had significant and positive impact that had more contribution overall job satisfaction.
- Transactional leadership style also showed a direct positive relationship with job satisfaction and the result showed that there was weak but statistically significant relationship between the variables, and it was not as such better predictor of job satisfaction in public organization.
- Regarding the relationship between laissez-faire leadership style and overall job satisfaction, there was negative and insignificant relationship. Leaders who use more laissez-faire leadership style, job satisfaction of employees tends to decrease. The result indicated that employees were not satisfied under laissez-faire leadership style in public organization.
- Finally, Transformational leadership style showed a direct positive and significant relationship with job satisfaction and indicated as strong predictors of employees' job satisfaction. Transactional and laissez faire leadership style showed insignificant positive

and negative influence on job satisfaction of employees working in public organization respectively.

## **5.2 Conclusion**

Based on the findings that were obtained, the following conclusions have been drawn.

- Most of the respondents were qualified for the level but have low service years especially employees in economic and social sectors. This may lead to the conclusion that there had been high turnover because there were differences in leadership style among leaders and had management problems to satisfy employees.
- This finding also contradicts with the general expectation that zonal level organization would have been filled with experienced employees that support and capacitate those Woredas that found within zonal administration.
- Contingent reward and management by exception (active) have had significant impact on job satisfaction of employees. On the other hand, management by exception (passive) did not have as such significant impact on employee's job satisfaction.
- All the dimensions of transformational leadership style had influence on job satisfaction positively, but idealized influence and individual consideration put higher significant and positive effect on job satisfaction of public sector employees.
- Laissez faire leadership had no significant impacts on employees' job satisfaction of public sectors.
- Those leaders using transformational leadership dominantly have better possibility to enhance job satisfaction of their employees. On the other hand, those leaders employing transactional leadership style and laissez faire leadership styles were showed less likely to influence their employees. That means, transformational leadership style appeared forward in determining job satisfaction of employees in public institutions.

## **5.3 Recommendation**

Leaders employing transactional leadership styles were found less likely to influence their employees, though Contingent reward and management by exception active do have significant impact on job satisfaction. On the other hand, Leaders that were using transformational leadership style dominantly have better possibility to enhance job satisfaction of their employees. Although

all the dimensions of transformational leadership style seem exercised and influence job satisfaction positively, idealized influence and individual consideration put better significant and positive effect on job satisfaction of public employees in the studied area. However, the study showed transformational leadership style still had weak effect on job satisfaction. Managers in public sector do not give as a center of attention on leadership. This caused the reality that there is a need for developing leadership methods and behaviors in public organizations. Therefore:

- ✓ Since public employees prefer transformational leadership style, the leaders ought to act as role models by being the first to do what need to be done. They need to motivate the subordinates and act as coach for the development of future leaders by delegating duties and engaging them in decision-making.
- ✓ The civil service office and zonal administration should revitalize the mechanism, which helps enhance capacity of leaders in the respective organizations.
- ✓ Other bodies such as concerned executive organizations and civil service department should initiate and implement continuous support and follow up activities to implement appropriate leadership style in appropriate time and place.
- ✓ Other like-minded institutions may consider the training packages on leadership in line with country GTP goal for both leaders and subordinates.
- ✓ Leaders shall improve their skill about transformational leadership style so that they could promote the satisfaction of their employees and in turn help to achieve the country growth and transformation plan.

Finally, other concerned bodies and researchers shall review alternative leadership style and job satisfaction theories to look deep into policy, legal, and institutional frameworks to leadership and forward on efficiency and effectiveness of leadership. Besides, leadership is not the only variable for job satisfaction, hence other determinants of job satisfaction shall be examined in various contexts.



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# APPENDICES

**QUESTIONNAIRE**  
**Saint Mary University**  
**College of Business and Economics**  
**Management Department**

**Questionnaire Filled by employees of Oromia region Jimma Zone Administrative public sectors/selected respondents.**

Dear Respondents:

This questionnaire is designed to study entitled “**Impacts of leadership style on job satisfaction: The case of Jimma Zone Administrative sectors.** The purpose of this questionnaire is to collect relevant data for the study. The outcomes of the study will be used in order to suggest possible solutions for problems identified while conducting the study. I kindly request you to spend your precious time to fill the questionnaire accurately as much as possible. You will not be eligible to complete the survey if you are less than below one year of service.

The information you provide will be used for **academic purpose** only. The researcher undertakes to keep any information provided here in confidential.

Should you any query, please feel free to contact the researcher, Yoseph Kentiba, using e-mail [ykentiba@yahoo.com](mailto:ykentiba@yahoo.com) and contact number +251911611963.

I would like to say thank you very much in advance for spending your valuable time to respond to this questionnaire!

## Part I: Demographic information

Please fill in the section on the demographic information put (x) or (√) mark whenever needed

- 1.1 Name of your sector -----
- 1.2 Age Below 25  31-35  41- 45   
26-30  36-40  above 45
- 1.3 Sex: Male  Female
- 1.4 Marital status: Married  Single
- 1.5 Academic status  
Diploma  First-degree  Master   
PhD
- 1.6 How many years in total have you worked in this sector?  
1 to 2 year  6 to 10 years  16 years or above   
3 to 5 years  11 to 15 years
- 1.7 Total service you have with in and out of the sector:  
1 to 2 years  6 to 10 years  16 years and above   
3 to 5 years  11 to 15 years

## Part II: Multi factorial leadership questionnaires for leadership style

You are requested to rate yourself against each statement to indicate your level of agreement with what the statement is suggesting, where the following Ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly Agree

Please place a tick (✓) or a mark (x) in the box that represents your appropriate level of agreement.

No	Leadership questionnaires	Scales				
		1	2	3	4	5
1	My leader provides me assistance in exchange for my effort					
2	Re- examine critical assumptions to question whether they are appropriate					
3	Fails to interfere until problems become serious					
4	Focus attention on irregularities (for instance, mistakes and deviation) from standards.					
5	Avoid getting involved when important issues arrive					
6	Talk about their most important values and beliefs					
7	Leader is absent when he/ she needed					
8	Seeks different perspective when solving problems					
9	Talks optimistically about the future					
10	Instill pride in me for being associated with him or her					
11	Discus in specific term who is responsible for achieving performance target					
12	Wait for things to wrong before taking actions					
13	Talks enthusiastically about what needs to be accomplished					
14	Specifies the important of having a strong sense of purpose					
15	Spends time for teaching and coaching					
16	Make clear what once can expect to receive when performance goals are ac					
17	Show that he or she is a firm believer in if it is not broken, don't fix it					
18	Goes beyond self-interests before the good of the group					
19	Treats me as an individual's rather than as a member of the group					
20	Demonstrate that problems must become chronic before taking action					
21	Acts in <i>a way</i> that builds my trust					
22	Concentrates his/ her attention on dealing with mistakes, complaints and fai					
23	Considers the moral and ethical consequence of the decisions					
24	Keep trucks of all mistakes					
25	Display a sense of power and confidence					
26	Articulate a compelling vision of futures					
27	Directs my attention toward failures to meet standards					
28	Avoid making decision					
29	Consider me as having different needs, abilities and aspiration from others					
30	Gets me to look a problem from many different angles					
31	Helps me to develop my strengths					
32	Suggests new ways of looking how to complete assignment					
33	Delays responding to urgent question					
34	Emphasis the important of having collective sense of mission					
35	Express satisfaction when I meet expectation					
36	Express confidence that goals will be achieved					

**Part III: employee job satisfaction questionnaires**

The sets of statements aimed at helping to assess your job satisfaction at your job in your organization. You are requested to rate yourself against each statement to indicate your self-assessment of your own job satisfaction with the following ratings:

1 = Strongly Disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly Agree

Please place a tick (√) or a mark (x) in the box that represents your appropriate level of agreement.

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

Thank you for your participation

**Gaaffii / questionnaire/  
Qiddist Maariyaam Yuuniversitii  
Kutaa Maaneegmentii Waliigalaa**

**Mootummaa Naannoo Oromiyaatti Bulchiinsa Godina Jimmaa sektara Hojiiwwan  
Garagaraa keessatti Ogeessota Hojii Godinaleetiin Gaaffiiwwan Guutaman**

**Seensa**

Jalqaba irratti yeroo keessan qaalii gumaachuudhaan gaaffii kana naaf deebisuudhaaf hayyamamoo waan taataniif isinan galateeffadha. Kana irratti hundaa’uun, waajjiraalee tajaajila kennan irratti akkaataan haala bulchinsa qubsumaa hojii hojeetootaa irratti dhiibbaa isaan uuman irratti barreefama eebbaa Digirii lammaffaa hojjechuu wantan barbaadeef gaaffiiwwan isin guuttan kun qorannoo koo irratti ga’ee guddaa waan qabuuf kaayyoo isaa kana hubachuun gaaffiiwwan armaan gaditti dhiyaatan qajeelfama isaa eegdanii akka naaf guuttan kabajaan isin gaafadha. Kaayyoon hangafaa oddeeffannoo gaaffiiwwan kana irraa walitti qabamu, mala geggesitootni itti fayyadaman, quubsuma hojii hojjetoota irratti dhiibbaa inni qabu qo’achuu qofa. Kanaan alatti kayyoo kanbiroos tae qama sadaffafi dabarsamee kann hin kenamenee ta’uu isaa durseen mirkaneessuu barbadaa. Kanaaf gaaffiiwwan kutaa sadi’iin dhi’aatan jechuunis gaaffii dhuunfaa walii galaa, mala geggeessummaa fi, quubsuma hojii hojjetaa kan qabatu yemmuu ta’u, hamma isiniif danda’ametti ilaalcha keessan tasgabbiin shakkii tokko malee dubbistanii hubachuun deebii keessan ibsaa.

Hamma isiniif danda’ametti gaaffiiwwan hundumaa, gafficha fuula duratti gabateewwan jiran kessatti mallattoolee ‘X’ yookn “√” kaa’uun deebisaa.



**Gaaffii Kutaa Tokkoffaa: gaaffii dhuunfaa walii galaa /Demographic information/**

**1. Maqaa wajjiraa keessanii -----**

**2. Umurii**

umurii gadii  25-30  31-35   
36-40  40 ol

**3. saala** dhalaa  dhiira

**4. Haala gaa'ila** Kan fuudhee/heerumte

Kan hin fuune/heerumne

**5. Sadarkaa barnootaa**

Diploomaa gadi  Diploomaa  Digirii 1<sup>ffaa</sup>  Digirii 2<sup>ffaa</sup>   
Doktora

**6. Dhaabbata amma keessa jirtan waggaa meeqa tajaajiltan?**

Wagga 1 - 2  3-5  6-10   
11-15  16 ol

**7. Wagga tajaajilaa waliigalaa qabdan**

Waggaa 1 - 2  3-5  6-10   
11-15  16 ol

**Gaaffii Kutaa Lammaffaa: gaaffiiwwan mala geggeessumma / Leadership questionnaire/**

Gaaffiiwwan gaafatamtaniif hoogganaan /geggeessan hojii keessanii maloota geggeessummaa armaan gaditti tarreeffamaniif, ilaalcha keessaniin gosa kamiin akka raawwatu saanduqoota fuuldura jiran keessatti deebii keessan guutaa.

- ✓ Baayyee kan itti walii hin galle yoo ta'ee 1
- ✓ Kan itti walii hin galle yoo ta'ee 2
- ✓ Giddu galeessa yoo taatan 3
- ✓ Kan itti walii galtan yoo ta'ee 4
- ✓ Baayyee kan itti walii galtan yoo ta'ee 5

**Maaloo qixa fuuldura gaaffii keessaniitti mallattoo ‘X’ ykn “√” deebii keessan kaa’aa**

T/L	Gaaffiiwwan Mala Geggessummaa	1	2	3	4	5
1	Akka yaalii/dadhabbi/ hojii kootiitti deggersa naaf godha/ti/.					
2	Sirrii ta’uu tilmaama hojiiwaan angafootaa hubachuudhaaf irra deebi’ee hojjetoota gaafata/tti.					
3	Rakoowwan yaachisaa hamma hin taanetti gidduu hin galu/tu					
4	Kan inni/isheen irratti xiyyeeffannaa godhuu/tu, taateewwan hin baramnef dhimmoota ulaagaalee keessaa ala ta’an irratti.					
5	Dhimmoota barbaachisaa/anga foota/ ta’an gaafa ka’an irratti hirmaachuurraa of qusata/tti					
6	Wantoota faayidaa/gatii qabaniifi amantii dhuunfaa isaa/ishee namoota biroof ni ibsa./sti					
7	Yeroo barbaadamutti hin argamu/tu.					
8	Rakkoowwan furuuf ilaalcha addaa namoota irraa ni Barbaada/ddi					
9	Waa’ee sichii/ abdii dhufuuf jiruu ni ibsa/ti ni dubbata/tti					
10	Anii isaa/shee wajjin hojjechhu kootiif akkaan boonuu Na godha					
11	Karaa ifaa fi salphaa ta’een hojiin kam eenyuun rawatamuun akka irra jiruu ni ibsa/ti					
12	Tarkaanfii utuu hin fudhatin hojjetootni hamma isaan dogoggoranitti eega/di					
13	Kaka’umsa/hafuura ho’aadhaan maal akka raawwatamuu ykn hojjeetamuun irraa jiru ni dubbata/tti.					
14	Barbaachisummaa kaayyootiif buu’asaa cimsee/site ni dubbata/tti					
15	Barsiisuuf leenjisuuf yeroo laata/tti(ramadaa/ddi)					
16	Hojiin yeroo rawatamuuf galma yeroo ga’uu maal maal argachuu fi eeguun akka irra jiru ifatti hubachiisa/sti					
17	Taateewwan jiran hamma sirriitti deemanitti dhabbatichi akkuma jirutti akka itti fufu amantii isaa jabeessee mul’isa/ti					

T/L	Gaaffiiwwan Mala Geggessummaa	1	2	3	4	5
18	Faayidaa dhuunfaa isaa irra kan gareetiif carraaqa					
19	Anaan akka miseensa gareetti utuu hin taanee akka dhuunfaa kiyyaatti na kessumsiisa/ti					
20	Tarkaanfiin furmaataa utuu hin fudhatamin dura, hidda gadi fageeffachuu rakkoowwan sanaa agarsiisa/ti.					
21	Amantii ani isa/ishee irratti qabu ijaaruu carraaqa/xi.					
22	Xiyyeeffannoo isaa/she guutuu kan inni/isheen irratti godhu/tuu dogogg komiif hir'ina barbaadeeti/tti.					
23	Murtoo murteefamuu irraan kan ka'ee wanta hamilee fi naamusa hojjetootaa irra ga'u yaada keessa galcha/ti.					
24	Dogoggora gosa kam iyyuu galmeessee kaa'a/essi					
25	Ofitti amanamummaa fi jabina akka qabu agarsiisa/ti.					
26	Mul'ata nama kakaasan/nama jajjabeessan ifatti agarsiisa/ti					
27	Ulaagaalee kaa'aman akka guutamaniif xiyyeeffannoo koo wantoota hir'atan irratti akka ta'u godha/ti					
28	Murtoo laachuu /murtoo irratti hirmaachuu irraa of Qusata/tti					
29	Ani fedhii addaa, dandeettiif hawwii qabaachuu koo tilmaama keessa galchaa/ti.					
30	Rakkinoota kallattii gara garaatiin akkan ilaalu na godhaa/ti.					
31	Jajjabina koo akkan cimsadhu na godha/ti					
32	Akkaataa hojiin itti raawwataman karaalee/mala haaraa ni agarsiisa/ti.					
33	Dhimmoota ariifachiisaadhaaf deebii kennuuf booddeetti harkifata/tti					
34	Ergama tokkoof miirri waliinii barbaachisummaa akka qabu ni mirkaneessa/sti					
35	Dirqama koo gaafan xumuru/bahuu gammachuu isaa naaf ibsaa/ti					
36	Milkaa'ina galma karoorfame/kaa'ame ofitti amantaadhaan ibsa/ti					

**Gaaffii Kutaa Sadaffaa: Quubsuma hojii hojjetaa /Employee job satisfaction questionnaire/**

Gaaffiiwwan armaan gadii, gadi fageenyaan dubbisuun quubsuma hojii kan dhuunfaa keessaniitiif kan nama hojii wal fakkaataa wajjiin hojjetan ilaalcha mataa keessaniin walbira qabuun ibsaa.

Gaafficha irratti hundaa’uun-

- ✓ Baayyee kan itti walii hin galle yoo ta’ee 1
- ✓ Kan itti walii hin galle yoo ta’ee 2
- ✓ Giddu galeessa yoo taatan 3
- ✓ Kan itti walii galtaan yoo ta’ee 4
- ✓ Bayyee kan itti walii galtaan yoo ta’ee 5

**Maaloo qixa fuuldura gaaffii keessaniitti mallattoo ‘X’ ykn “√” deebii keessan kaa’aa**

<b>T/L</b>	<b>Gaaffiiwwaan quubsuma hojii hojjetaa</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Hojii hojjetamuuf kaffaltii gahaatu naaf kaffalama.					
2	Hojii kootiif jajjabessituu (incentive) naaf laatamu baayyee gadi bu’aa dha.					
3	Hoogganaan koo hojichaaf dandeetti gahaa qaba/di					
4	Bu’aawwan argamaniin ani gammadaa miti.					
5	Hojii gaarii yeroon hojjedhu beekamtii nan argadha.					
6	Seeraa fi dambiin jiran hojii ani hojjedhuuf rakkisaa dha.					
7	Hawaasan wajjin hojjedhu nan jaaladha.					
8	Yeroo tokko tokko hojiin ani hojjedhu hiika wanta qabu natti hin fakkaatu.					
9	Dhaabbata ani keessaa hojjedhutti walitti dhufeenyi hojii gaarii fakkaata.					
10	Gara fuuladuraatti kan dursan yoo jiraateyyuu walqixa adeemu					
11	Dhaabbaticha keessatti hojii gaarii kan dalagan jajjabina haqa qabeessa ni argatu.					

<b>T/L</b>	<b>Gaaffiiwwaan quubsuma hojii hojjetaa</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
12	Hoogganaan koo ilaalcha haqa qabessa/sirri /naaf hin qabu.					
13	Bu'aawwan ani argadhuu fi bu'aawwan hojjetoota dhaabbilee walfakaataa kan biraa wajjin walitti dhiheenya qaba.					
14	Hojiin ani dalagu kan jajjabeeffamu akka hin taane natti dhagahama.					
15	Yeroo tokko tokko hojii gaarii hojjechuuf gaafa ani tattaafadhu haalota rakkisaan gufata.					
16	Hojii kootiin cimaa tauu nan barbaadaa. Sababni isaa hawasnii ani keessaa hojjedhu rakkina dandeettii waan qabuuf.					
17	Hojii gaarii hojjechuun jaaladha.					
18	Galmi dhaabbatichaa anaf ifa miti					
19	Kaffaltii naaf kaffalamu yeroon yaadu dhaabbatichaatti hin gammadu.					
20	Bu'aan hawaasichi argatu, hojii iddoo biraatti hojetamuu wajjin gaafa walbira qabamu jijjirama wal fakkaataa irra jira.					
21	Hoogganaan koo hojjetoota isa jala jiraniif fedhii inni agarsiisu gadi bu'aa dha.					
22	Bu'aawwan madaalawaatu jira.					
23	Hojjetootaaf jajjabeessituu (incentive) gadi aanaatu jira.					
24	Dhaabbaticha keessatti hojii bal'aa/baayyeen qaba.					
25	Hojjetootan waliin hojjedhutti gammachuun qaba.					
26	Yeroo tokko tokko dhaabbaticha keessatti miira itti fufiinsaan hojiilee hojjetaman beekuu dhabuutu natti dhagahama.					
27	Hojiin hojjedhuuf miira badaatu (gaarii hin taanetu) natti dhagahama.					

T/L	<b>Gaaffiiwwan Mala Geggessummaa</b>	1	2	3	4	5
28	Carraa dabalinsa miindaa gaafan argadhu miira gaariitu natti dhagahama.					
29	Bu'aawwan/benefit/ yoo jiraatellee ani itti fayadamaa miti.					
30	Hoogganaa koo nan jaaladhaa.					
31	Hojii waraqaa baay'een qaba.					
32	Hamman dadhabu/carraaqu jajjabeessituu (incentive) akka ani hin argannetu natti dhagahama.					
33	Carraa jajjabeessituu (incentive) argadhuun nan gammadaa					
34	Hojii irratti wanta hin taane baay'eef qoccollootu baay'ata.					
35	Hojiin koo gammachiisaa dha.					
36	Hojiin nuti hojjennu iftoominaan guutuu guutuutti hin ibsamu.					

Atooma naaf godhameef irra deebi'een isin galateeffadha!!!