

The Role Of Leadership Styles On Staffs Job Satisfaction In Public Organizations

Dirar AbdelAziz Al-maaitah¹, Tha'er Majali², Malek Alsoud³, Tamara Adel Al-maaitah⁴

¹Northern Boarder University

²Applied Science Private University

³Al-Ahliyya Amman University

⁴Northern Boarder University

e-mail: t_almajali@asu.edu.jo²

Abstract: *Job satisfaction is a very important factor among the employees of Public Universities. Job satisfaction is considered an internal principle created by various elements found within a work environment. Due to the influence of various items on job satisfaction, educational organizations should be conscious of implementing the right leadership styles. However, the lack of attention given to this organizational behavior has led to the rise of abnormal reactions among employees. Thus, the current paper focused on the essential role of leadership styles in improving job satisfaction among the employees of Public Universities. Substantial attention should be dedicated to the precise leadership style practiced in an organization. In the same way, specific leadership styles, as external factors, have an important impact on the job satisfaction of employees at Public Universities, because these styles can improve the employees' commitment to the organizations. This initiative involves enhancing satisfaction among employees and finding an effective leadership style, which is one of the main components of improving educational organizations.*

Keywords: *Job satisfaction, leadership styles, Public Universities, employees' commitment*

1. INTRODUCTION

Human resources are considered one of the basic components of every organization supported by internal and external factors. One of the main items that can improve human resources is job satisfaction (Asbari & Santoso, 2019). Job satisfaction has an effective role in ensuring the good performance of employees in Public Universities (Abayomi, 2020). It can help develop creativity and improve the work experience and organizational outcomes of employees (Abidakun & Ganiyu, 2020).

The presence of job satisfaction can also increase personal efforts, improve communication skills and employees' abilities, and help increase retention, thereby contributing to the growth of an organization (Ali et al., 2018). There are many factors that can either promote satisfaction or dissatisfaction in Public Universities, and one such factor is inappropriate leadership style. It is a reality that many educational organizations have ineffective managers who lack knowledge to motivate their employees (Andrzej et al., 2019). In reality, the lack of attention given to this internal factor has led to some negative outcomes, such as employee turnover, absenteeism, dissatisfaction, and inappropriate behaviors when interacting with

other personnel at the organization (Barasa & Kariuki, 2020). According to previous studies, external factors derived from the work environment have a direct association with job satisfaction. At the same time, job satisfaction has been linked to numerous external factors, such as leadership styles, which can affect employees' perceptions and attitudes about their work (Batugal & Tindowen, 2019).

Leadership styles are an essential predictor of job satisfaction and have a central role in Public Universities. In other words, leadership is a management subordinate that is mostly directed towards persons and social communication (Bernarto et al., 2020). This external factor is considered a motivator that can change basic human behaviors just by implementing appropriate styles or practices (Bright, 2020).

Numerous investigations carried out in different countries have reported a close relation between leadership style and job satisfaction, revealing that external motivation can change the amount of satisfaction felt by employees (Buil et al., 2019). Thus, the purpose of the present research is to review the role of leadership styles in improving job satisfaction. These styles have great effect on the employees' satisfaction and organizational behaviors. At present, the current literature has only focused on the development of the right leadership style. Thus far, only a few studies have explored the link between leadership style and job satisfaction within Public Universities. The lack of knowledge regarding this external factor may have led to a variety of negative outcomes in this kind of work environment (Cansoy, 2018). In addition, it creates negative effects on the employees' performance and on organizational outcomes (Chandrasekara, 2019).

Employees Job Satisfaction

Job satisfaction is a combination of physiological and psychological factors that make an employee feel satisfied in his/her job. In reality, job satisfaction is identifying the effective directions of individuals about their role in the organization. Job satisfaction also refers to a set of positive and negative feelings, attitudes and beliefs that employees have about their job. Additionally, it is an inner feeling linked with internal and external motivations (Chukwura, 2017). This internal feeling is considered an underlying principle in human resources and has various roles within an organization.

Other studies defined job satisfaction as the feeling of enjoyment originating from performing a job and the motivations related to an organization (CUBAY, 2020). In other words, job satisfaction is the main internal feeling created by numerous factors found in the workplace. This basic human need is identified as an individual's feeling about his/her work and the related environment (David & Afnan, 2017).

Job satisfaction is a kind of organizational behavior illustrating various reactions toward a particular job. It obtains positive and negative energies existing in personal and social life, because both depend on the amount of satisfaction a person has (Fayzhall, 2020).

(Gina & Henry, 2018) reported that work organizations should become a great social system that provides support to human resources, because these resources have a noticeable role in achieving an organization's goals. Furthermore, considerable attention should be given to employee satisfaction, because this basic human need is a key variable that can affect organizational performance. In addition, Mansoor, (2019) concluded that job satisfaction is a known factor in the emergence of behavioral organization and demonstrates employees' inner feelings toward their work. Thus, increasing or decreasing this fundamental need has a direct effect on organizational outcome.

Many factors can affect job satisfaction, and recognizing such factors can help improve job satisfaction. These factors are divided into two main groups in Maslow's hierarchy and Herzberg theory: internal and external motivations (Masa'deh, 2016). In some cases, these

motivations may have negative effects on job satisfaction, leading to some abnormal reactions among employees within an organization (Hutagalung et al., 2020).

Due to the dissatisfaction issue, have explained that low levels of satisfaction are an essential indicator of some abnormal behaviors, such as absenteeism and turnover. Moreover, identifying the internal and external factors can help managers control and limit the negative effects of motivations that transform satisfaction to dissatisfaction. These motivations can also affect employee performance (Jabbar, 2018). Based on previous studies, internal and external factors have vital roles in ensuring job satisfaction Jabbar., 2019).

These factors have several sources. On the one hand, internal factors refer to individual and psychological values. On the other hand, external factors derive from environmental factors outside of an individual)..External factors originate from the environment and may depend on certain situations (Kalsoom & Zubair, 2018). One of the major external factors that should be considered and supported by Public Universities is leadership style (Kheir-Faddul, , & Dăniăiață, 2019). The lack of attention given to different kinds of leadership style may lead to widespread problems that take a long time to resolve. If implemented incorrectly, this is one of the main problems that can lead to employee dissatisfaction (Kafui, 2017).

Impact of Leadership styles on the Job Satisfaction

According to (Lin & Chen, 2018), leadership is considered a practice through which a leader influences a group of people or followers to achieve collective goals. In the present scenario, leaders do not just rely on their appropriate authority to influence the followers to perform or follow what has been ordered to them; rather, they are more interested in collaborating with their subordinates and in increasing and extending the interest of their subordinates (Maesaroh, 2020).

In leadership studies and in actual practice, the transformational and transactional leadership styles are considered to be highly significant and the most widely used in organizations (Marasinghe & Anusha, 2018). According to Jabbar (2019), leaders are said to possess transformational leadership traits when they emphasize encouraging their subordinates to escalate the level of their associations, beliefs, morals, and insights and help them to be motivated with the organizational objectives (Jabbar, 2020). According to Michael & Alex (2019), transformational leaders support their subordinates to become productive, innovative, and compliant to varying organizational environments as well as make efforts to prevent the occurrence of work-related issues (Mesh'al & Adnan, 2018).

In comparison, transactional leadership style refers to the exchange between leaders and their subordinates. According to Mocheche & Bosire (2018), this can be considered as a leader and follower exchange-based leadership approach wherein the leader interchanges rewards or punishment with the followers for the performance of tasks, and in response, expect productivity, efforts and loyalty from the followers (Mwesigwa & Ssekiziyivu, 2020).

In order to satisfy their self-interests, transactional leaders regulate the strategies to make the followers perform in the way they want. They are perceived to be less engaged and less appealing during the rewards procedure, more focused on the work achieved and the mistakes committed, and avoid interfering in the organizational processes. For the reasons stated above, it has been observed that a majority of employees prefer transformational instead of transactional leadership (Monoyasa, & Prihatini, 2017).

Leadership Styles

Leadership style is defined as the pattern of behaviors displayed by leaders during their work with and through others (Mwesigwa & Ssekiziyivu, 2020). (Nam& Park, 2019) view leadership style as the pattern of interactions between leaders and subordinates. According to

Hersey et al. (2000), the term “leadership style” can be interpreted as leadership behavior with two obviously independent dimensions: task and interpersonal relationships.

Transformational Leadership

Transformational leadership is the ability to motivate and to encourage intellectual stimulation through inspiration (Njiinu, 2017) further defined transformational leadership style as the provision of guidance through individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence.

Transformational leaders fundamentally change the values, goals, and aspirations of followers who adopt the leader’s values and, in the end, choose to perform their work, because it is consistent with the values they acquired and not because they expect to be rewarded (Nugroho, 2020). Transformational leadership, which encourages autonomy and challenging work, has become increasingly important in followers’ job satisfaction. The concept of job security and loyalty to the firm throughout one’s entire career has disappeared. Furthermore, steady pay, secure benefits, and lifetime employment are no longer guaranteed despite one’s meritorious performance. Meanwhile, transactional leadership alone could not provide job satisfaction (Prameswari, 2020).

According to (Ogola & Linge, 2017), “Leadership is a process through which an individual influences a group of people to attain common goals.” Current leaders do not just rely upon their legitimate power to persuade individuals to do as they are told; instead, they also take an interest in having interactions with their subordinates or make an effort to raise and broaden the interest of such employees (Purwanto & Hadi, 2020). Since the 1990s, the transformational and transactional leadership styles presented by Burns (1978) and Bass (1985) have become the most widely used and tested approaches in leadership studies. According to Prameswari & Setiawan, 2020) transformational leadership is perceived when leaders encourage their subordinates to increase the level of their beliefs, morals, perceptions, motivations and coalition with the organizational objectives.

Transformational leadership represents an engaging and inspiring relationship between leaders and subordinates, which enables the latter to seriously examine the current assumptions and inspire them to think across new directions (Purwanto & Santoso, 2019). In turn, this process motivates subordinates to give back their appreciation, loyalty, obedience and trust to their leaders and do the assigned tasks without any hesitation (Shrestha, 2019). Transformational leaders show confidence and respect in their subordinates and have the ability to influence their behavior in a way that results in more work fulfillment and positive organizational outcomes (Saima, 2018). Such leaders help their subordinates become productive, innovative, and creative; inspire them to acquire skills in adapting to various environmental conditions within the organization (Reid, 2018); and try to prevent the occurrence of work-related problems (Purwanto & Asbari, 2020).

Transactional Leadership

In comparison, “transaction” means exchange; hence, transactional leadership deals with the exchange between the leaders and their subordinate. According to Naidu and Van der (Suprapti, 2020), this is a leader–follower exchange-based leadership in which the leader exchanges rewards or punishment with the follower for the task performed, and in return, expects productivity, efforts, and loyalty from the follower. Transactional leaders are focused on satisfying their own self-interest practice control strategies to get subordinates to perform in their preferred way (Gina & Henry, 2018). Such leaders become less engaging and less appealing, perform in a mediocre way when transacting with subordinates by rewards concentrated on realizing the work achieved, tend to concentrate on their subordinates’ mistakes, prefer to delay their decision making, and avoid interfering until something has

happened (Purwanto & Santoso, 2019). Hence, according to (Shrestha, 2019), more employees leave when they have a transactional leader than when they are under a transformational leader.

Furthermore, transactional leadership is an exchange-based relationship wherein self-interest is dominant. Transactional leaders work within their organization's culture and follow existing rules, procedures, and operative norms (Njiinu, 2017). Transactional leadership relies on the use of appropriate rewards to motivate followers (Nam & Park, 2019). It also emphasizes the completion and accomplishment of allocated tasks. This type of leader maintains and preserves harmonious working relationships with promises of handing out rewards for satisfactory performances (Nam & Park, 2019). Furthermore, this leadership style is focused on leader–follower exchanges in which followers or subordinates are expected to carry out his/her duty and perform according to the given instruction. This is in contrast to a non-transactional kind of leadership style characterized by continued neglect of one's responsibility and non-exercise of authority as well as delayed decision making (Kalsoom & Zubair, 2018).

Job Satisfaction

As defined by (Prameswari, 2020) job satisfaction is considered as a positive emotional status from the perspective of a job or experience in work. Employees develop an attitude towards their jobs in relation to their behaviors, beliefs, and emotions (Kalsoom & Zubair, 2018). Employees are perceived to be satisfied with their jobs if they consider their jobs to be fulfilling and rewarding, and the level of satisfaction among the employees is generally considered as an essential component for organizational success (Shrestha, 2019). According to the principles of transformational and transactional leadership, leaders have a great influence on the way their subordinates complete their work (Bektaş, 2017), and such an influence has the potential to increase the overall job satisfaction of the employees.

Job satisfaction can be divided into three major aspects: extrinsic, intrinsic, and general job satisfaction. The scales of extrinsic and intrinsic satisfaction scale are obtained from the theory proposed by Herzberg. The intrinsic satisfaction is related to motivators, such as job contentment and working with others. The extrinsic job satisfaction is associated with certain aspects, such as company policies, compensation, and supervision (Shrestha, 2019).

(Mesh'al & Adnan, 2018) conducted research to determine the effects of autocratic and democratic leadership styles on job satisfaction in both public and private schools. They found that the leadership styles create a positive impact on job satisfaction among the employees. They also reported that public teachers have a high level of job satisfaction compared with private teachers (Jabbar, 2018). This can be attributed to more secure jobs in the public than in the private sector. Furthermore, the leadership styles followed by public schools foster an environment wherein employees can openly discuss issues with their leaders, thus creating a sense of responsibility among them.

A study conducted by (Mesh'al & Adnan, 2018) revealed that the transformational and transactional leadership styles have positive and negative links to job satisfaction among employees, respectively. The research also suggested that transformational leadership is more suitable for managing government organizations (Asbari & Santoso, 2019). Meanwhile, (Gina & Henry, 2018) examined the effect of leadership style on job satisfaction and determined whether or not organizational politics had an intermediating role. The researcher utilized descriptive research design and quantitative research and selected the study sample through nonprobability convenience sampling. The findings of the research revealed that transformational leadership has a positive influence on job satisfaction, whereas transactional leadership has a negative influence on job satisfaction. Furthermore, apparent organizational

politics moderately mediated the association between both leadership styles and job satisfaction (Shrestha, 2019).

Leadership is a human-driven phenomenon that has been observed from the ancient to the modern times (Madlock, 2008). In fact, there are as many definitions of leadership as those who have ever defined the concept. Numerous definitions are made from the aspect of leading followers to obtain a specific success pointing diverse aspects. Furthermore, leadership has been defined as the procedure of influencing a person or a group in conducting activities towards the attainment of a common goal (Gina & Henry, 2018).

Additionally, leadership is considered an interpersonal plan in which a leader exerts efforts to find followers' potential needs and gratifies them. Therefore, the aims of the organization can be achieved through the process of a leader influencing his/her followers (Gina & Henry, 2018). Leadership is a set of perspectives that helps improve the propensity and behaviors of others in order to meet shared group purposes and needs (Jabbar, 2019). As a matter of fact, leadership styles determine the goal, direction, and employee programs at any organization. These styles may be authoritarian, paternalistic, democratic, laissez fair, transactional, and transformational (Jabbar, 2020). The authoritarian style refers to the exercise of strict control over the personnel in order to protect the rules of the organization. The paternalistic style highlights the supportive role among the employees and the leader plays the role of a "father" in a big family (Prameswari, 2020).

Democratic leadership emphasizes the sharing of ideas to improve organizational policies (Cansoy, 2018). The laissez fair style refers to the complete transfer of decision making and power from the leader to the employees. Transactional leadership highlights external motivations, such as rewards and punishments offered to the employees. Finally, transformational style focuses on fulfilling personnel needs in different forms. Based on prior studies, there is no prescribed style for all organizations; rather, the professional manager should recognize the best style that suits a particular context, such as in Public Universities (Martindale, 2011). Consequently, by using adequate leadership styles, managers can have a positive effect on employees' job satisfaction, commitment, and productivity.

Apart from applying the right leadership style based on the context, the application of the right leadership style requires an educational policy supported by a government and public educational organization so that high levels of knowledge and performance can be achieved by employees. This effective policy can be implemented via training and appropriate planning (Rucinski & Bauch, 2006). Leadership style comprises managerial propensity, behaviors, and skills based on personal and organizational values, leadership interests, and the reliability of various personnel in different positions (Reid, 2018).

The continued search for good managers has resulted in the development of many leadership theories. Based on behavioral approach, all styles of leadership have direct relations with employees' reactions and organizational behavior at the workplace (Bandura, 2002). Furthermore, these reactions may vary between males and females, which may influence the leadership style and characteristics (Mesh'al & Adnan, 2018).

Relationship between Leadership Style and Job Satisfaction

Considerable research have been conducted on the link between leadership style and employees' job satisfaction at Public Universities, and the findings indicate a significant relationship between them (Nam & Park, 2019). Furthermore, leadership styles can change the degree of job satisfaction among employees and has a considerable role in organizational and societal behaviors (Jabbar, 2020). In relation to this, some researchers reported a significant positive relationship between leadership and job satisfaction among employees and illustrated meaningful relevance between these two within the workplace (Njiiu, 2017). Similarly, (Kalsoom & Zubair, 2018) concluded that leadership styles can influence job

satisfaction and that these variables have a strong association. Leadership styles is a noticeable critical factor affecting job satisfaction in educational organizations, and applying the right style can help develop employees' potential (Lin & Chen, 2018). Consequently, leadership style is useful in achieving organizational goals and in increasing organizational effectiveness (Shrestha, 2019).

2. RESEARCH METHOD

This research has accepted a quantitative research approach; the most important data was gathered via an adapted questionnaire disseminated between workers employed in the northern border university. The valid sample size was 250 and the non-response rate was 15%.

Descriptive analyses were use the Skewness and kurtosis to analyze univariate normality. Furthermore, Cronbach's alpha standards quantity the inside consistency of the adapted variables. Also, correlation analysis was used to quantity the distinctiveness of the adapted variables. The summary of outcomes is offered in Table (1).

Table 1: Descriptive Analysis

Variables	Mean	Standard Deviation	Cronbach Alpha	1	2	3
Transformational. L(1)	4.350	1.070	.82	1		
Transactional. L (2)	4.110	1.040	.73	-.27	1	
Job Satisfaction (3)	3.990	1.230	.76	.86	-.89	1

Table 1 displays that transformational leadership (Mean= 4.350, SD= 1.07, SK=-1.11) has the maximum Skewness monitored by transactional leadership (Mean= 4.110, SD= 1.04, SK=-1.01) and job satisfaction (Mean = 3.99, SD=1.22, SK=-0.95). Similarly, job satisfaction has the maximum Kurtosis (Mean = 3.99, SD=1.23, KT=-1.09) followed by transactional leadership (Mean= 4.10, SD= 1.03, KT=-1.05) and transformational leadership (Mean = 4.35, SD=1.07, KT=0.78). Since all the standards of Skewness and Kurtosis extended among ± 3.5 , thus, the adapted variables fulfill the requests of univariate normality .

The Cronbach's alpha of transformational leadership ($\alpha=0.82$, Mean= 4.350, SD= 1.07) is the maximum surveyed by job satisfaction ($\alpha=0.76$, Mean = 3.99, SD=1.23) and transactional leadership ($\alpha=0.73$, Mean= 4.11, SD= 1.04). Since these values are greater than 0.70, therefore, they have acceptable internal consistency , The maximum correlation coefficient is -0.89 between transactional leadership (Mean= 4.11, SD= 1.04) and job satisfaction (Mean = 3.99, SD=1.23). Moreover, the lowest correlation coefficient is between transformational leadership (Mean= 4.350, SD= 1.07) and transactional leadership (Mean = 4.11, SD=1.04) is -0.27. The correlation values suggest that the adapted variables are special and different .

Table 2: Multiple Regression Results

Model	B	Std.Error	Beta	T	Sig
Constant	0.550	1.475		0.395	0.699
Transformational Lead	0.277	0.025	0.911	10.970	0.00
Transactional Lead	0.034	0.050	0.044	0.539	0.607

Dependent Variable: Job Satisfaction, R2 = .835, Adjusted R2 =.831, F = 62.780, p< 0.05.

The outcomes propose that the predictor constructs (i.e. transactional and transformational leadership) clarify 83.1% of the variance in job satisfaction. Furthermore, the adjusted R² =.831, F = 62.780, p<.05). While transformational leadership (β =.034 .991, p>.05).

3. CONCLUSION

We found that transformational leadership positively effects employee's job satisfaction. In addition, it was also found that the transactional leadership style has an insignificant effect on job satisfaction. Thus, it was concluded that transformational leaders are more effective to apply in the public universities; the application of improper leadership styles is a problem for every public educational organization, as it can lead to employees' poor job satisfaction, which in turn, considerably reduces their job performance. Thus, managers should recognize the right style of leadership based on various conditions and relations and apply it to the proper context, such as Public Universities.

Many managers do not have adequate awareness and skills in terms of fostering an ideal atmosphere among employees and applying the precise leadership style at the workplace.. Hence, all educational organizations must raise managers' awareness and train them properly so that they can efficiently improve and manage the affairs of the organization. This paper thus demonstrates the necessity of training managers in finding the appropriate leadership styles and applying the specific style to achieve employees' job satisfaction and, ultimately, better job performance.

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