



THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES' JOB  
SATISFACTION: THE CASE OF BERHAN BANK S.C

A THESIS SUBMITTED TO THE OFFICE OF GRADUATES OF ST. MARY'S  
UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR  
THE DEGREE OF MASTER OF ARTS IN BUSINESS ADMINISTRATION.

BY: Munit Bekele

Advisor: Solomon Markos (PhD)

St. Mary's University

Addis Ababa, Ethiopia

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## **Declaration**

I, the undersigned, declare that this study entitled the “effect of leadership style on employees’ job satisfaction in Berhan Bank S.C” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

Declared by:

Name: MUNIT BEKELE DABI

Signature \_\_\_\_\_

Date \_\_\_\_\_

**St. Mary's University**  
**Office of Graduate Studies**

This is to certify that this study, the “effect of leadership style on employees’ job satisfaction in Berhan Bank S.C”, undertaken by Munit Bekele Dabi in partial fulfillment of requirements for the Degree of Master of Arts in Business Administration (MBA) is my original work which complies with the regulations of the university.

Approved by Board of Examiners:

_____ Advisor	_____ Signature	_____ Date
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_____ _____ External Examiner	_____ Signature	_____ Data
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## Abstract

*The main objective of this study was to examine the effect of leadership style on employees' job satisfaction in Berhan Bank S.C. The study employed explanatory research design, quantitative methods, and used primary source of data. This study depends on data gathered from professional employees of Berhan Bank S.C. in three branches and head office. Multifactor leadership questionnaire and job satisfaction were used. 199 questionnaires were distributed and out of which 185 were obtained and used for further analysis. And all gathered data were processed via SPSS version 26 and analyzed through descriptive statistics, (mean, standard deviation), correlation, and regression analysis using SPSS version 26. The finding of this study indicated that there was a significant relationship between leadership style and job satisfaction, and the highest mean score showed that employees favored transformational leadership style. Also, the regression analysis showed that only transformational leadership style positively and significantly predicts job satisfaction. Transactional and laissez-faire leadership styles were found to have an insignificant effect on job satisfaction. The researcher recommended the bank, should improve the employees' benefits package with a special focus on salary, job security, and a clear job promotion path for employees at all levels. Leaders of the bank should work on creating a platform for employees to use their skills and abilities creatively to encourage innovation, develop a robust employee training and development program to help employees to improve their performance. Moreover, the bank, should develop strong work ethics based on trust in its employees to encourage independent decision making and performance. The bank should work to develop leaders and instill them a transformational leadership style, and supervisors should continue to develop a mentoring relationship with their subordinates to encourage and guide their professional growth. And the bank should work hard in conducting a continuous assessment of job satisfaction surveys and take corrective action to improve and bring the success of their employees in their expertise.*

*Keywords: Transformational leadership, transactional leadership, laissez-faire leadership, job satisfaction*

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## Abbreviation

ANOVA= Analysis of Variance

S.C= Share Company

SPSS=Statistical Package for Social Science

Sig.= Significant

Std.Deviation =Standard Deviation

VIF= Variance Inflation Factor

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

We all might be leaders in different areas especially in this changing globe, but the one thing that still matters the most is that the leadership style we all practiced. With this manner regarding businesses and competitiveness, the satisfaction of employees had a matter of many successes or survival to meet organizational objectives. And every organization uses different resources to meet its goals and “people are one of the important assets”. So, having powerful leaders, supervisors, and employees play a great role to accomplish the organization’s objective and goal. The success, achievement, or disappointment would be the leader’s style and attitude towards the employees (Danniel F. Pinnow,2011).

The success or failure of suitable organizations, countries, and other societal units has been mostly credited to the nature of their leadership style (Oladipo et al, 2013). Leadership in the Twenty-first century means leading under intense conditions; today’s market and people are different than their counterparts of 20 years ago. Managers and employees are faced with new challenges, have other goals and interests, live in another environment, and they defined themselves and their work differently than the generation before they did (Danniel F. Pinnow, 2011).

Leadership is one of the terms that researchers have attempted to understand or define. Today leadership is the most studied and least understood topic since we assume that it is a life’s phenomenon that is complex and mysterious (Almohaimed, Saleh, 2014). Leadership is a process whereby individual influences a group of individuals to achieve a common goal’ (Jonathan Charteris-Black, 2007).

The role of leaders in today’s organizations has changed, and the success of any organization relies on the leadership styles practiced by the leaders. Their individual qualities, circumstances, or a blend of these and other influences attract followers who believe in their leadership within one or many cover structures. Instead of the power of position held by a selected head or chief, the emergent leader exercises influence or power. Since people are complex in the organizations

but the pattern of leadership style will make an impact and influence to bring a change in behavior through time (Mintzberg,2010).

Job satisfaction is the extent to which one is happy with their job hence an employee's willingness to perform at an optimum level (Hoffman-Miller,2013). Job satisfaction is a subject of awesome enthusiasm to scientists from different fields of learning who stress that job satisfaction is the collection of feelings and beliefs that employees have about their jobs (Jones and George,2004).

Employee satisfaction is a measure of how happy workers are with their job and working environment keeping morale high among workers will be more likely to produce more. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Emery and Barker,2007). Having satisfied employees are more likely to be committed to their jobs and organizations, which should, in turn, lead to higher individual and organizational productivity (Fernandez 2008; Ostroff,1992).

High levels of employee job satisfaction can also reduce the Organizational costs associated with unexpected absenteeism, turnover intention, and actual turnover; Organizations need to discover how they can keep their employees fulfilled for their occupation (Chen et al.,2011; Green,2010; Jung 2014a; Podsakoff, and LePine,2007; Tett, and Meyer 1993).

## **1.2 Background of the Organization**

With a vision “to be a radiant and trustworthy bank in excellence” and with a mission to provide diverse financial products by deploying motivated and qualified human resource as well as up-to-date technology with the highest ethical standard to create maximum value to stakeholders, Berhan Bank S.C was formed in accordance with Article 304 of the Commercial Code of Ethiopia with the objective of operating in the banking industry. This objective has been ensured in Article 3 of the Memorandum of Association of the Company. The Bank was registered and licensed by the National Bank of Ethiopia on 27 June 2009 with a paid-up capital of Birr 95.7 million divided in to shares of Birr 1,000 and an authorized capital of Birr 300 million.

Having been registered and licensed by the National Bank of Ethiopia on 27<sup>th</sup> June 2009, Berhan Bank S.C got its start its operation on October 3o, 2009. Opening its first branch in Addis Ababa near Bole International Airport as ‘Berhan International Bank- Bole Branch’.

With a branch network leapfrogging 222 as at February 2020, headquartered in Bole, Addis Ababa today, we operate in virtually all regional cities of Ethiopia and in their respective towns.

### **1.3 Statement of the Problem**

People are one of the important assets of any organization and since every bank's goal is to be competent, making higher profit and dividend, having satisfied employees plays a greater role to accomplish and bring the expected result.

The effect of leadership style has an important factor that may affect employees' job satisfaction, which is determined by bringing performance, motivation, productivity, and low turnover in the bank. And leadership style cultivated itself as a significant determinant of workers' job satisfaction together with normal skills familiar by supervisors at various levels of the progressive system (Wexley & Yukl, 1984).

The main sources of company's achievement is leadership and employee job satisfaction (Kennerly,1989). When leaders are in lack of satisfying their employees from work overload, losing opportunities to use their skills and abilities, lose confidence and participation in decision making, delaying employee promotion leads the organization to high turnover, high absenteeism, poor performance, demotivation, which could cause serious problems on the business, hurts productivity, and costs money.

Previous studies examined (Fasika 2016, Samson 2016, Bezawit, 2017, Tesfaye ,2019, Helina, 2020) have examined leadership in other sectors in Ethiopia. To the best of my knowledge, no research emphasized this relationship in the case of Berhan Bank S.C. Therefore, this research undertakes to bridge the knowledge gap created regarding the effect of leadership styles (Transformational, Transactional, and Laissez-faire) on employees' job satisfaction in the case of Berhan Bank S.C.

### **1.4 The Objective of the Study**

#### **1.4.1 General Objective**

The main objective of this study is to examine the effect of leadership style on employee's job satisfaction in Berhan Bank S.C.

### **1.4.2 Specific Objective**

- To determine the dominant leadership style practiced at Berhan Bank S.C.
- To assess the job satisfaction level of Berhan Bank's employees.
- To determine the effect of Laissez-faire leadership style on employees' job satisfaction in Berhan Bank S.C.
- To examine the effect of transformational leadership style on employees' job satisfaction in Berhan Bank S.C.
- To test the effect of transactional leadership style on employees' job satisfaction in Berhan bank.

### **1.5 Research Questions**

1. What is the effect of the Laissez- faire leadership style on employees' job satisfaction?
2. What is the effect of transformational leadership style on employees' job satisfaction?
3. What is the effect of transactional leadership styles on employees' job satisfaction?
4. Which leadership style is highly related to employees' job satisfaction?

### **1.6 Significance of the Study**

Most literature and studies showed and suggested how easily employees are affected effect by the kind of leadership style the organization practices. First this study helps to identify which leadership style has the most positive effect on the employees' job satisfaction. Second it gave an insight to see the current practice of leadership style of the bank. Third it shows how leadership style affects for the bank employees' job satisfaction. Fourth it promotes appropriate leadership style.

### **1.7 Scope and Limitation of the Study**

Employees' job satisfaction can easily be affected by different factors in the organizations, leadership style is one of the most important ones. Theme wise, this study aimed to show relationship between leadership style and job satisfaction, and how leadership style effects on employees' job satisfaction. Geographically the study is also delimited to one organization called Berhan Bank S.C located in Addis Ababa. The research showed the practices and facts to conclude on the effect of the current leadership style of transformational, transactional, and

laissez-faire leadership styles as independent variables to measure their effect on dependent variables which are dimensions of job satisfaction (Work activities, uses skills and abilities, salary pay and promotion, interpersonal relation, and general working condition). In terms of methodology, the study was based on questionnaire survey and applied quantitative approach along with explanatory design.

### **Limitations of the study**

The researcher faced the current situation of the COVID-19 pandemic affects the researcher in the process of distributing and collecting the answered or responded questionnaire. The time given to conduct the research was another constraint that hindered the researcher.

### **1.8 Definition of Terms**

- **Leadership** has been defined as simply something a leader does (Fleishman, 1973), as a form of influence (Hersey, 1984), and as the ability to guide followers toward shared goals (Bryman, 1992). Leadership is a key in constructing the organizational sciences and has triggered many empirical studies over the past decades.
- **Leaders** those who carry out the leadership process by applying their leadership knowledge and skills (Jago,1982).
- **Leadership Style** is a consistent pattern of behavior that describes a leader (Oladipo K.S., 2013)
- **Job Satisfaction** is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. (Nelson and Quick, 2000 and Luthans, 2008).
- **Transformational Leadership Style** is part of the new leadership paradigm which gives more attention to charismatic and affective elements of leadership (Bryman,1992).
- **Transactional Leadership Style** on leadership-follower exchanges and entail completion and allocation of tasks, with prizes and punishments as outcomes (Long and Thean, 2011).
- **Laissez-faire Leadership Style** refers to a “hands-off, let things ride” approach in leadership writings to win over individuals in the workplace (Northouse 2010).

### **1.9 Organization of the Study**



The study is composed of five chapters. Chapter one discussed introduction to the study and includes the background, problem statement, scope & limitations of the study, significance of the study, and objectives for undertaking this research project. Chapter two looked at existing literature related to the study to gain an understanding of the research topic. Chapter three presented the research methodology that the researcher used to undertake the study. Chapter four comprised data presentation, analysis, and discussion of the research findings. Finally, chapter five covered a summary of the major findings, conclusion, and recommendations.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

Literature review described and examined the supporting theories that are related to this research discusses the definition and the concepts of leadership, leadership styles, and job satisfaction, and summarizes the relationship between the leadership style and job satisfaction, empirical review, and conceptual framework.

##### **2.1.1 Concept of Leadership**

Leadership is one of the critical and important factors in enhancing organizational performance (Riaz and Haider, 2010). Leaders in any organization are expected to carry out tasks with limited resources to the maximum level to maintain the competitive edge and to be quoted by various researchers as the major elements to preserve and improve an organization competitive advantage among its competitors (Rowe, 2001; Zhu et al.2005; Riaz and Haider, 2010).

An Additional definition of leadership influences the relationship between followers and leaders to achieve a defined goal". Leadership, therefore, is an important element for the success of an organization, regardless of its nature of activities, profit or charity orientated, private or government-linked organizations (Bennis and Nanus,1985, and Hamidifar, 2010).

The full range of leadership development models is developed by a combination of both transactional and transformational leadership. It includes five transformational factors: Idealized influence (attributed); Idealized influence (behavior); Inspirational motivation; Individualized consideration; Intellectual stimulation, and three transactional ones: Contingent reward; Management by exception (active); Management by exception (passive). This study focused on three leadership styles: transformational leadership, transactional leadership, and laissez-faire leadership styles (Bass and Avolio, 1994).

##### **2.1.2 Leadership Theories**

Most leadership theories indicated that leadership is a process that involves influence a group of people towards the realization of goals (Wolinski,2010).

Nothing that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. While the earlier of these focused on the qualities that distinguish leaders from followers, later theories looked at other variables including situational factors and skill levels (Charry,2012). Although new theories are emerging all the time, most can be classified as one of Charry's eight major types:

#### **2.1.2.1 “Great Man” Theory**

Assumes that the leadership capacity is inherent, that great leaders are born, not made. “The history of the world is the biography of great men.” For example, people like Mahatma Gandhi, Abraham Lincoln, Joseph Stalin did not receive leadership training. However, they took on a leadership role and captured the imagination of the masses. These leaders had a defined tenacity to upward push on the best whereas, lots of similar humans had been experienced nearly equal circumstances. On the other hand, people like Mahatma Gandhi, who trained in leadership but became great leaders, had leadership styles that were an extension of their personal experiences and life story (Thomas Carlyle, 1984).

#### **2.1.2.2 Trait Theory**

Traits are individual characteristics that hold by a leader, such as intelligence, knowledge, values, ideas, self-confidence, and attire or appearance. Suggested that a leader that complete with perfect and unique characteristics will become an effective leader (Daft,2008). Trait ideas have been overlooked inside the research of management. However, as there have been greater researchers explored the research of management theories, greater studies have been carried out in this idea in current years (Penn,2008).

#### **2.1.2.3 Contingency Theories**

Contingency advised that powerful leaders carry out the proper management practices in keeping with the distinct surrounding and situation. According to this theory, the challenges and environment for every organization were different, so there was not a particular leadership or management style that can fit into all kinds of scenarios (Penn,2008). A leadership style will have a positive impact on the organization and its member when the style fulfills the requirement of the situation and expectations of the employees. Two contingencies had been identified in the past studies which were Path-Goal theory and Situational theory (Penn,2008).

#### **2.1.2.4 Situational Theory**

Situational leadership is the mixture of task behavior, worker commitment, and relation behavior. Studies show that the success of situational leadership style is related to the combination of these three components must happen; it allows openness between leaders and members, in addition, to make ensure independence and competence in employee's decision (Kindle,2009). A situational leader tries to discover the characteristics of his/her follower to know which leadership style to use with him/her (Farmer,2012).

Moreover, situational leaders are known for giving appropriate guidance and task support for their subordinates to accomplish the desired goals. This type of leader must also handle problems innovatively and quickly to overcome them. This, in step with, is relatively correlated with the development of employee productivity (Cnaff & Wright,2013).

#### **2.1.2.5 Behavioral Theory**

Team management (9,9) become taken into consideration because the simplest leadership style due to the fact all contributors within side corporations that paintings collectively as a crew would entire the responsibilities very quicker and might acquire a higher result thru the system of expertise sharing in a team (Blake and Mouton,1980).

Blake and Mouton of the University of Texas had proposed a two-dimensional leadership theory called the leadership grid. Each axis at the grid is a nine-factor value, with 1 that means low problem and nine that means high problem (Coleman,1986).

#### **2.1.2.6 Participative Theory**

Participative leaders encourage participation and contributions from group members and help group members to feel relevant and committed to the decision-making process. A supervisor who makes use of participative leadership is a place of making all the decisions seeks to contain different people, for that reason enhancing dedication and growing collaboration, which results in higher high-satisfactory decisions (Lamb,2013).

#### **2.1.2.7 Transactional/Management Theory**

Transactional theories, also referred to as management theories, specialized in the supervision role, organization, and group performance and therefore the exchanges that happen between

followers and leaders. These theories base leadership on a system of rewards, and punishments (Cherry,2012). Managerial or transactional often likened to the concept and practice of management and continues to be a particularly common component of the many organizational structures and leadership models (Lamb,2013).

#### **2.1.2.8 Relationship/Transformational Theory**

Relationship or transformational leaders inspire and encourage people by helping group members see the importance and better good of the task. These leaders have high moral standards, ethical values and are focused on the performance of group members, but also on everybody to fulfilling his or her potential (Cherry,2012). Relationship theories are often compared to charismatic leadership theories during which leaders with certain qualities, like confidence extroversion, and clearly stated values, are best ready to motivate followers (Lamb, 2013).

#### **2.1.3 Leadership Style**

Leadership styles vary between industries and organizations. Most leaders adapt their leadership style following the demand and working environment of an organization (Zahari & Shurbagi ,2012). Leadership styles also vary from situation to situation (Lok and Crawford,2004).

The earlier approaches to leadership shed some light on the concept of leadership and leadership effectiveness, but they failed to offer conviction regarding understanding the meaning of leadership as well as leadership effectiveness. (Hoy & Miskel,2001:409). The need for the best leadership style, filled with capabilities to improve the performance of organizations, became pertinent and the new leadership perspectives: charismatic and transformational theories emerged. These new leadership approaches are fundamental to people-organization transformation to accomplish set organizational goals (Sashkin & Sashkin, 2003:18-28).

##### **2.1.3.1 Transformational Leadership**

Transformational leadership was first coined, (Downton,1973) as well as cited by (Northouse,2010). Since the early 1980s, many researchers have been focused on the approaches of transformational leadership (Northouse, 2010). Transformational leadership is part of the new leadership paradigm which gives more attention to charismatic and affective elements of leadership (Bryman,1992).

Leadership focuses on supporting subordinates or followers to help them understand the importance of their jobs and performances to their well-being and the ability to motivate subordinates to work harder for the good of the organization as well as their own needs for personal career advancement, growth, and leadership skills (Jones and George,2004). Leaders constructing the level of followers' motivation through the connection and engagement process (Northouse,2010). A leader who able to stimulates and inspires or transforms his or her subordinates to strive hard to realize extraordinary outcomes (Robbins et al., 2010). Leadership inspires followers to believe in their potential to form a better prospect and future for the organization similarly to believing in the leader personally (Daft,2010).

The leadership process involves exercising an influence on the attitudes and assumptions of organization members and building commitment for the organization's mission, objectives, and methods (Dessler and Starke,2004).

leaders who can change the beliefs and attitudes of subordinates and encourage them to pursue their interests for the wellbeing of the organization considering all aspects of transformational leadership (Burns,1978). In contrast to the sooner theories on traits or characteristics or situational approaches which concentrate on the leaders, transformational leadership is expected to be able to provide a clear vision and mission, inspire self-esteem and gain trust and respect through charisma. further highlighted that a transformational leader would ask his or her subordinates to go beyond self-interest for the benefit of the team, organization as well as society. Furthermore, leaders who fall in this category have a serious consideration for self-improvement and development on current needs, over the short term, and long-term needs (Bass,1990).

There are four dimensions of transformational leadership namely idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation (Avolio, Bass, and Jung,1997).

- ✓ Idealized influence: This conduct stimulates compelling feelings from supporters and recognizable proof with and copying of, the leader, as the last goes about as a solid good example. Furthermore, followers show high good models and behave morally; with the goal that they are relied on to make the best decision.

- ✓ Individualized consideration: This conduct incorporates the provision of support, encouragement, training, assignment, counsel, and input for use in the adherents' self-awareness.
- ✓ Intellectual stimulation: This conduct expands attention to issues and impacts supporters to view issues from another perspective. In this manner, they are empowered to be inventive and creative and challenge both their own particular and their leaders' convictions and qualities, and additionally those of the organization itself. Besides, they are urged to go out on intellectual risks and inquiry presumptions.
- ✓ Inspirational motivation: This conduct incorporates the advancement and correspondence of an engaging vision, utilizing images and pictures to center the endeavors of subordinates and displaying practices that are esteemed proper.

Taking all aspects of transformational leadership into consideration, described the following qualities of a successful transformational leader: (Northouse,2001).

- ✓ Empowers followers to do what is best for the organization,
- ✓ Is a strong role model with high values,
- ✓ Listens to all viewpoints to develop a spirit of cooperation,
- ✓ Creates a vision, using people in the organization,
- ✓ Acts as a change agent within the organization by setting an example of how to initiate and implement change,
- ✓ Helps the organization by helping others contribute to the organization.

### **2.1.3.2 Transactional Leadership**

Transactional leaders concentrate on leadership-follower exchanges and entail completion and allocation of tasks, with prizes and punishments as outcomes (Long and Thean, 2011). This leadership style depends on bureaucratic power and authenticity inside the organization. It underscores work norms, assignments and undertaking focused objectives. It concentrates on undertaking culmination and worker consistency and depends on authoritative prizes and disciplines to impact employee execution (Burns,1979). Transactional leaders focus and emphasize on greatest success and carry out of allotted obligations on hand. This kind of leader maintains and preserves unity relationships coupled with agreements on rewards for pleasing performance (Dessler, and Sarke,2004).

Furthermore, this leadership focused on leader-follower exchanges in which followers or subordinates are expected to carry out his or her duty and perform according to the given instruction. The followers in turn with the expectation that they will be compensated positively in line with the result generated by them. These rewards shall also include negative-based rewards such as punitive and penalized actions if the followers or subordinates fail to perform as per the instruction. Positive rewards are complimentary comments, praise, and recognition upon successful compliance with instruction from the leaders and achievement of objectives (Riaz and Haider,2010).

Similarly, has remarked that transactional leaders are expected and intended to conduct frequent and regular communication with their followers especially explanation of labor instruction and guidance to complete the assigned task (Avolio et al.,1991). Any rewards following satisfactory completion of assigned tasks are to be conveyed and communicate to his or her followers too (Hamidifar,2010).

There are three dimensions of transactional leadership such as management by exception (active), contingent rewards, and management by exception (passive): (Bass and Avolio,1995).

- Management by exception (active): “It reflects leaders that monitor their follower’s work”.
- Contingent rewards: “It refers to use of rewards by the leaders in an exchange of good performance”.
- Management by exception (passive): “It relates to the type of dimension where leaders intervene when a problem arises”.

The design of the three components of transactional leadership helps transactional leaders avoid risk and focus more on efficiency by making performance expectations clear (Epitropaki, & Martin,2013).

### **2.1.3.3 Laissez-faire Leadership**

laissez-faire is referring to the "hands-off, let things-ride" approach in its original French phrase. Leaders of laissez-faire are said to give away up responsibility, give no feedback, delay in deciding to make and not taken to support followers in satisfying their needs (Nothhouse, 2010).



In contrast to transformational and transactional leadership, Laissez-faire leadership is a passive kind of leadership style. This type of leader generally gives his or her followers or employees complete freedom to make decisions or to complete a task in whichever way they deem fit and appropriate. It is also being interpreted as a non-transactional kind of leadership style in which prompt decisions are not made with delay in action taken, coupled with ignoring of leadership responsibilities and non-exercise of authority (Robbins et al, 2010).

The subordinates of laissez-faire leaders must seek other sources to assist them in making final decisions. It is also the least performing and least effective leadership style. This style of leadership does not make decisions regularly and offers little care, guidance, sense of encouragement to their subordinates (Liphadzi, Aigbavboa, & Thwala,2015).

## **2.2 Job Satisfaction**

Job satisfaction refers specifically to the attitude a person has towards his or her job (Stephen P. Robbins, 2002). For instance, the standard of one's relationship with their supervisor, the standard of the physical environment during which they work, degree of fulfillment in their work, etc.

As it is described the concept of job satisfaction "as being any number of physiological, psychological, and environmental circumstances leads an individual to specific satisfaction with their job (Robert Hoppock,1935).

Again, job satisfaction is characterized as a positive relationship described by pleasurable or positive perspective due to the occupation experience job satisfaction may be a positive enthusiastic reaction. The term job satisfaction features a tone of heterogeneity in its conceptualization when employees' aptitudes and capacities are regarded (Locke,1976).

### **2.2.1 Concepts of Job Satisfaction**

Job satisfaction suggests that a representative is either fulfilled or unsatisfied (Lawler,1973 brought up in Castillo and Cano,2004) In any case, (Smith, Kendall, and Hulin,1969) remarked to (Saba,2011). Expressed that job satisfaction is a multi-faceted variable, suggests employees' fulfillment relates to varied features of labor. Work satisfaction operationally characterizes the term as supervision, multifaceted, research writers reported the prevailing features of job satisfaction as advancement, workplace, and compensations (Ivancevich and Matteson, 1980;

Block and Kelly, 2001; Testa, 2001). Further, categorized these facets as; intrinsic job satisfaction - related with the sort of work that makes the work, for instance, skills, etc.; extrinsic job satisfaction – related to work term and conditions, for example, salary (Luthans,1998).

Three important features of job satisfaction are listed. First, organizations should be guided by human values. Such organizations are oriented towards treating workers fairly and with respect. In such cases, the assessment of job satisfaction may function as a decent indicator of employee effectiveness, and high levels of job satisfaction are also signed off a decent emotional and condition of employees. Second, the activities and functioning of the organization's business would affect the behavior of workers on getting their level of job satisfaction. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as an indicator of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding which organizational unit changes that would boost performance should be made (Spector,1997).

Job satisfaction had been defined as a perceived relationship between what one wants from one's job and what one perspective it as offering stress that job satisfaction is the collection of feelings and beliefs that employees have about their jobs. Job satisfaction has been widely studied over the last four decades of organizational research. Job satisfaction has been defined and measured both as a global construct and as a concept with multiple dimensions or facets (Lund, 2003, Jones and George, 2004).

In general, overall job satisfaction has been defined as a function of the perceived relationship between what one wants from one's job and what one perceives it as an offering (Rad &Yarmohammadian,2003).

It is believed that job satisfaction represents an employee's evaluation of job and work context. In other words, it is an appraisal of the perceived job characteristics, work environment, and emotional experiences at work. Thus, job satisfaction is an attitude to the specific facets of the job. People differ in what is important to them, and this may also change for the same person (McShane and Glinow,2005).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

Job satisfaction is the collection of feelings and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their job. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors, or subordinates, and their pay (George et al., 2008).

We consider that job satisfaction represents a feeling that appears because of the perception that the job enables the material and psychological needs. Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact, the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires are a very good indicator for the importance of job satisfaction in contemporary companies (Aziri, 2008).

It is an important concern for the employer as it is believed that a satisfied employee is more likely to show up for work, have higher levels of performance, and will stay with an organization (Robbins et al,2010).

Job satisfaction and occupational stress are among the great variety of attitudes and emotions generated in the workplace (John A. W and John R. H ,2010).

### **2.2.2 Theories of Job Satisfaction**

The motivator-hygiene theory was credited with propelling and advancing research on job satisfaction (Steers & Porter,1992). The premise of the motivator-hygiene theory was that jobs had specific factors which were related to job satisfaction or dissatisfaction. The five factors thought to facilitate job satisfaction were achievement, recognition, work itself, responsibility, and advancement (Herzberg, Mausner, & Snyderman, 1959).

The five factors identified by Herzberg, as determinants of job dissatisfaction, were policy and administration, supervision, salary, interpersonal relations, and working conditions.

Following is a description of the motivator-hygiene factors according to Herzberg - The supervisor's willingness or unwillingness to delegate responsibility and/or willingness to teach subordinates (Padilla-Velez,1993 and Bowen,1980, cited by Castillo and Cano ,1980).

- ✓ Policy and Administration – Events in which some or all aspects of the organization were related to job satisfaction.
- ✓ Salary - All sequences of events in which compensation plays a major role.
- ✓ Interpersonal Relations - Relationships involving superiors, subordinates, and peers.
- ✓ Recognition - Acts of notice, praise, or blame supplied by one or more superior, peers, colleagues, management persons, clients, and/or the public.
- ✓ Achievement - Accomplishment of endeavors including instances wherein failures were incurred. Similarly, instances were included wherein neither success nor failures were incurred.
- ✓ Possibility of Growth - Whether a change in status was possible, irrespective of the fact that the change could be upward or downward in status.
- ✓ Advancement - Designated an actual change in job status.
- ✓ Responsibility - Satisfaction derived from being given control of personal work or the work of others and/or new job responsibilities.
- ✓ Working Condition – Physical working conditions, facilities, and quality of work as related to job satisfaction.
- ✓ Work Itself - The actual job performance related to job satisfaction.

Named the determinants of satisfaction “motivators” (achievement, recognition, work itself, responsibility, and advancement) and the determinants of dissatisfaction “hygiene” (policy and administration, supervision, salary, interpersonal relations, working conditions) (Herzberg, Mausner, and Snyderman,1959).

Many researchers attempted to identify and measure the impact of different factors on job satisfaction. The job satisfaction of employees and leadership style are the main elements that impact the organization's effectiveness (Kennerly,1989).

Extrinsic motivation comes about when an activity is done to attain some separable outcome, one does not necessarily enjoy doing the task but because there is an outcome they want to achieve,

they will be motivated to do it. However, as extrinsic motivation rises, intrinsic motivation decreases because the person starts to only look for external rewards instead of working on something for personal satisfaction (Burton,2012). Factors that are driven by the interest or enjoyment of the task (intrinsic) and things that come from outside the individual, such as money or rewards (extrinsic) employees are motivated by both (DiPietro et al,2014).

Working conditions, providing growth opportunities, and recognizing employee accomplishments or remuneration, rewards come in various forms motivate employees. However, using intrinsic motivators such as providing a sense of belonging for the employee and recognition of a job well done goes a long way in making them excited about their jobs (Honore, 2009, DiPietro et al ,2014).

### **2.2.3 Measurement of Job Satisfaction**

- **Work activities and job satisfaction:** 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 (Lumley et al, 2011).
- **Uses skills & Abilities and Job Satisfaction:** discusses the degree to which the work itself gives excitement, adds knowledge, and promote growth, and the opportunity to handle responsibility (Robbins et.al, 2006).
- **Salary pay and job satisfaction:** the payment employees receive in the form of salary has a major impact job satisfaction. Packages are some of the benefits which an employee receives. Worker's compensation package is a key part of the employee job satisfaction, and it cannot be ignored (Lambert, Hogan, and Barton 2001).
- **Promotion and job satisfaction:** individual development, increased responsibility and increased social status come from promotions individual who thought that promotion decisions are made in a reasonable and just manner, are likely to feel satisfied has a substantial outcome and it is also a key sign of employee job satisfaction (Witt & Nye, 1992).
- **Interpersonal relation and job satisfaction:** supervision is another major factor of job satisfaction. A leader who listens what an employees has to say, who is friendly and understanding, and recognize and admire his subordinates will result in job satisfaction

(Locke, 1976). An enjoyable job mostly result from good colleagues. If the work groups are not good, this can result an adverse outcome on job satisfaction (Luthans, 1998).

- **Working condition and job satisfaction:** 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 (Lumley et al, 2011).

### **2.3 Review of Empirical Studies**

The relationship between leadership style, job satisfaction literature review there is a substantial degree of co-relation between leadership style and job satisfaction (Sang. L and yeon. T,2011). Many studies demonstrated the significant impact of transformational leadership on the job satisfaction of subordinates (Wiratmadja, 2008; Griffith, 2004; Avolio and Bass, 2004; Antonakis, 2003; Bass and Avolio, 1994).

The study conducted on Malaysian executive workers in public sectors and result showed that transformational leadership style has a stronger relationship with job satisfaction (Voon, et al., 2011) The relation between transformational leadership style and job satisfaction investigated in bank employees in Lahore, Pakistan and the result showed that transformational has a positive influence on general job satisfaction (Bushra, Usman, and Naveed, 2011).

Many studies also have been carried out in Ethiopia on the relationship between Leadership and Job satisfaction. The effect of leadership style and employee job satisfaction study made, and transformational leadership style had the relatively highest effect on the overall job satisfaction was. Transactional and laissez-faire leadership styles have an insignificant effect on the job satisfaction of Panafric global employees (Helina Mesfin,2020).

Another study made on Ethiopian public universities researchers concluded that transformational leadership style affects job satisfaction highly. And transformational leadership styles positively and significantly affect job satisfaction. However transactional leadership style and laissez-faire leadership style have an insignificant effect on job satisfaction (Alemu, and Getnet,2017).

Another study conducted on relationship between transformational leadership style and job satisfaction all five dimensions (work activities, uses skills and abilities, salary pay and

promotion, interpersonal relation, and general working condition). The result indicated that transformational leadership statistically significant and correlated with both intrinsic and extrinsic job satisfaction (Nebiat N. and Asresash D.,2012).

### **2.3.1 Relationship Between Leadership Style and Job Satisfaction**

Leadership style is a necessary determinant of worker job satisfaction. The responses of workers to their leaders will generally rely on the attributes of the workers also as on the qualities of the leaders and if subordinates are not equipped for making sense of the most effective method to perform the work independent from anyone else, they will lean toward a pioneer who would give satisfactory direction and guidelines (Wexley and Yukl, 1984). When there is an excellent relationship between leaders, and subordinates, job satisfaction, and confidence will exist if not the opposite will happen (Brockener,1988).

Job satisfaction is influenced by various factors such as supervisors' displays of nonverbal immediacy (Madlock, 2006b; Richmond & McCroskey, 2000), humour (Avtgis & Taber, 2006), communication satisfaction (Hilgerman, 1998), effects of gender (Madlock, 2006a), and supervisors' communication style (Richmond, McCroskey, Davis, & Koontz, 1980). Pre-factor variables divide into two categories – individual characteristics and environmental variables (Seashore & Taber, 1975). The internal environmental variables such as organizational climate, organization's scale, level of centralization, level of formality, level of organizational complexity, decision making process, and leadership are critical variables affecting employee's satisfaction at workplace.

There are some features of leadership having positive relation with job satisfaction like interpersonal relations, helping behavior among members of team, extent of participating in making decision, compensation satisfaction and appraisal system (Cohen & Austin,1993; Hallberg,2006; Gleason,1995). Having a distinct leadership style may be a key element that impacts employee's job satisfaction which results in organizational success (Bass & Avolio, 1994). Additionally, job satisfaction is a critical and important outcome of having effective leadership in an organization.

Empirical studies revealed that transformational leadership is more likely to foster and enhance job satisfaction among educators (Rossmiller,1992).

The findings from many studies demonstrated significant impact of transformational leadership on job satisfaction of subordinates (Wiratmadja, 2008; Griffith, 2004; Avolio and Bass, 2004; Antonakis, 2003; Bass and Avolio, 1994). In the choice of leadership style, transformational leadership has been reported to be positively associated with job satisfaction in different sectors of organization as compared to other styles of leadership such as transactional and laissez faire (Suliman, 2011; Voon, 2011; Emery & Barker, 2007).

## 2.4 Research Hypotheses:

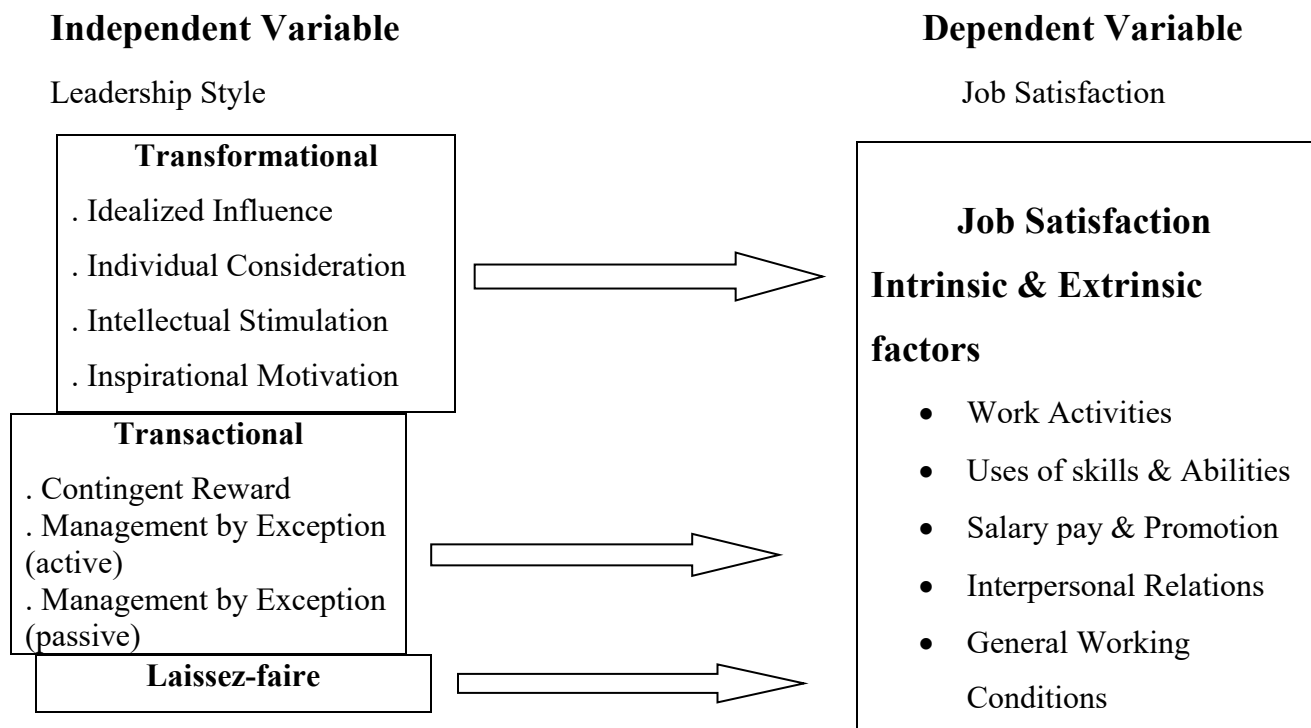
H1: Transformational Leadership style has a positive significant effect Job Satisfaction

H2: Transactional Leadership style has a positive significant effect Job Satisfaction

H3: Laissez faire Leadership style has a positive significant effect Job Satisfaction.

## 2.5 Conceptual Framework of the Study

The following conceptual framework shows the relationship between, leadership style as an independent variable and job satisfaction as a dependent variables.





Source Bass & Avolio,1995

Fig.1 Conceptual Framework of the Study

The framework shows, how the three leadership styles namely transformational, transactional, and laissez-faire leadership style might influence or effect on job satisfaction, which is measured in terms of work activities, uses of skills and abilities, salary pay & promotion, interpersonal relations, and general working conditions.

## CHAPTER THREE

### RESEARCH METHODOLOGY

This chapter explained the research approach design &, data types, sources, method of data collection, target population and sample design, method of data analysis and presentation, reliability, and validity of data collection instruments of the study, and ethical considerations.

#### 3.1 Research Design and Approach

The researcher used an explanatory design which allowed to examine the effect of the independent variable (leadership style) on the dependent variable (job satisfaction) moreover the research applied a quantitative research approach research since the study was both on quantitative data gathered through questionnaire.

#### 3.2 Data Types, Sources, and Method of Data Collection

In conducting this study, the researcher used primary data. The primary data conducted through questionnaires. Accordingly, two questionnaires were distributed to measure leadership styles and workers' job satisfaction: Multifactor Leadership Questionnaire (MLQ) and Job Satisfaction Survey (JSS).

##### **Multifactor Leadership Questionnaire (MLQ)**

The Multifactor Leadership Questionnaire (MLQ) has been improved and tested since 1985 with the result that many versions of the questionnaire have been developed. It is formulated from the Full Range Leadership Model consisting of transformational, transactional, and laissez-faire leadership behaviors with nine subscales (Bass & Avolio,1995). [as cited in Basset al., 2003], presented the MLQ Form 5X with nine subscales of leadership styles.

The MLQ assessed four components of transformational leadership style, three components of transactional leadership style, and Laissez-faire leadership style.

##### 1. Transformational Leadership Style

- Idealized Influence: “indicated or showed whether the supervisor holds subordinates’ trust maintain their faith and respect, dedication, and act as a role model.”
- Individual consideration: “indicated or showed the supervisor interest in others’ well-being, assign projects individually, and pay attention to those who seem less involved in the group.”

- Intellectual Stimulation: “indicated or showed the degree to which supervisor encouraging others to be creative in looking at old problems, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their values and beliefs.”
  - Inspirational Motivation: “indicated or showed the measure of the degree to which a supervisor provides a vision, use appropriate symbols and images to help others focus on their work and try to make others feel their work is significant.”
2. Transactional Leadership Style
    - Contingent Reward: “indicated or showed the degree to which supervisor tell others what to do to be rewarded, emphasize what to expect from them, and recognize their accomplishment.
    - Management by Exception (active and passive): “indicated or showed the assess whether the supervisor tells others the job requirements, are content with the standard performance and are a believer in “if it ain’t broke, fix it.”
  3. Laissez-faire Leadership Style: “indicated or showed whether the supervisor requires little of others are content to let things ride, and let others do their own thing." Avoids making decisions.

These items will use a 5-point Likert scale labeled as 1 – strongly disagree, 2 – disagree, 3 – neutral, 4 – agree, 5 – strongly agree. A high score shows high effectiveness of leadership style perception while a low score implies low effectiveness perception on the scale.

### **Job Satisfaction Survey (JSS)**

The JSS is specifically designed for the public sector and non-profit organizations although it is also applicable to other organizations. The researcher intended to cover major aspects of job satisfaction, with subscales that were distinct in the context. The development of the JSS will predict the hypotheses that job satisfaction represented an effective attitude response to a job. Accordingly, each of the five dimensions contains components and each of the components has rated by the following rater scale. These items used a 5-point Likert scale labeled as 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

### 3.3 Target Population and Sample Design

The target population of this research used permanent employees of Berhan Bank S.C who worked under various positions at branches located in Addis Ababa and at the Head Office (HO). The study was conducted on clerical (professional) and non-managerial employees. The reason to select the target as they were the ones who were affected by the leadership style and to decrease the bias which could be created while answering leadership-related questions management employees were not included.

The Bank has more than 4000 employees and 222 branches in all over of Ethiopia out of which 117 branches found in Addis Ababa as of February 2020. The main office has 974 employees, i.e., 243 managerial, 731 nonmanagerial.

This research study only focused on 396 samples taken using convenient simple random sampling from head office employees and three branches in Addis Ababa (Sarbet, Mekanisa, and Bole) for the availability of more respondents in head office and sarbet branch is where the researcher observed the problem, bole and Mekanisa senior branches with more transactions.

The researcher employed simple random sampling technique to calculate the number of elements selected from each stratum by applying Kothari (2004) formula  $p_i = \frac{\text{strata}}{N}$   $n_i = n * p_i$  Where  $n_i$  = number of items selected from stratum  $p_i$  = proportion of population included in stratum  $n$  = total sample size  $N$  = total population size

The researcher only focused on 396 permanent professional employees choosing a method of convenient simple random sampling probability. The sample size has determined using Taro Yamani's (1964) statistical formula due to its simplicity to apply and have 95% confidence level as follows:

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

Where:  $n$  = sample size to be determined

$N$  = population of interest

$e$  = error margin (0.05)

1 = constant value

$$n = \frac{396}{1 + 396(0.05)^2}$$

n = 199

Thus, 199 is the sample size. Accordingly using a convenient sampling technique, the above sample respondents were selected from each branch illustrated in the following table.

**Table 3.1- Study population and Sample Size**

	Branch	No qualified employees	Sample size
<b>1</b>	Head Office	<b>352</b>	<b>158</b>
<b>2</b>	Sarbet	<b>16</b>	<b>15</b>
<b>3</b>	Mekanisa	<b>14</b>	<b>13</b>
<b>4</b>	Bole	<b>14</b>	<b>13</b>
	<b>Total</b>	<b>396</b>	<b>199</b>

### **3.4 Data Analysis and Presentation**

Quantitative gathered via questionnaire and using SPSS 26 version. The researcher used descriptive statistics (frequencies, percentage, mean and standard deviations) to assess employees' perception towards leadership styles and employee's job satisfaction scales calculated to determine employees' perceptions of leadership styles and job satisfaction levels. Moreover, correlation and multiple regression analysis were used to test on studying the effect and relationship between leadership styles and job satisfaction.

### **3.5 Ethical Considerations**

The bank informed clearly about the importance of the study and all the information only used for academic purposes. The researcher did not use unethical words during contact with the responsible party, and the questionnaire protected the safety of respondents and employees' identities and provided information. Moreover, all sources used in this study were duly acknowledged.

### 3.6 Validity and Reliability

This study tried to address validity through the review of the literature and adapting instruments used in previous research. The validity of the instrument was checked by the advisor to see whether it measures what it intended to measure. Validity defined as the extent to which data collection method or methods accurately measure what they were intended to measure. To ensure the validity of the study, fifteen pretest survey question made based on literature review and frame of reference to ensure validity result it is suitable for respondents. And questionnaire prepared based on Bass and Avolio, 2004, Multifactor Leadership Questionnaire (MLQ), was applied to cover transformational, transactional and Laissez faire leadership styles and Spector (1994), job satisfaction scale (JSS) was applied to measure factors like coworkers, promotion, pay, supervision, nature of work, and benefits.

Reliability test done through Cronbach's alpha. It is a technique that helps to determine the reality of a survey instrument and the internal consistency of the average correlation of variables in the survey (Joseph A. Gliem, Rosemary R. Gliem, 2003). The value between 0.70 to 0.90 shows high reliability, 0.50 to 0.70 shows moderate reliability, and 0.5 (Perry et al, 2004).

**Table 3.2 Summary of Cronbach's alpha Value**

Variable	Number of Item	Cronbach's alpha
Transformational	12	.940
Transactional	6	.784
Laissez-faire	3	.752
Job Satisfaction	17	.803

Source, own survey 2021. Adopted from Lee Cronbach in 1951: Author: Mohsen Tavakol, Reg Dennick Cited by:7115 Publish Year 2011

## **CHAPTER FOUR**

### **DATA PRESENTATION ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter explained the analysis and interpretation of the findings resulted from the study of effects of the leadership style of employee's job satisfaction in Berhan Bank S.C The analysis and interpretation of data is carried out based on the results of the questionnaire, deals with a quantitative analysis of data.

Fifteen pretests of the questionnaire were distributed to test whether the respondents understood the questionnaire or not. And the results were not considered for this research analysis. Accordingly, a total of 199 questionnaires were distributed, only 185 completed and received. This means that 14 questionnaires were not collected and discarded from the analysis. The rest, 185 were used to interpret the results.

The questionnaire comprised in first section demographic data such as age, gender, job title/position, year of experience, and the number of subordinates under their supervision. The second section scales examined and the association between the two variables of independent (Leadership Style) and dependent (Employees' Job Satisfaction). Respondents were asked to indicate their responses to the agreement by choosing to agree, disagree, or neutral.

Once the questionnaires were collected from the respondents the researcher coded the responses of the three leadership styles & respondents job satisfaction level into SPSS. Then, descriptive statistics (Frequency, percentage, mean and standard deviation) and inferential statistics correlation and regression analysis were conducted to analyze and interpret the results. As the analysis is described below.

#### **4.2 Demographic Characteristics of Survey Respondents**

Descriptive statistics using frequencies and percentile used to analyze the demographic characteristics of the respondents.

**Table 4.1 Demographic Data of Respondents**

Data	Options	Frequency	Percentage
Gender	Male	102	55.1
	Female	83	44.9
	Total	185	100
Age	20-25	30	16.2
	26-30	64	34.6
	31-40	75	40.5
	41-50	16	8.6
	Above 50	0	0
Job Title/Position	Clerical	100	53.7
	Non-Managerial	85	46.3
Year of Experience	1-5	87	47.0
	6-10	75	40.5
	11-15	18	9.7
	Above 15	5	2.7
Number of Subordinates	None	111	60.0
	1-5	61	33.0
	6-10	11	5.9
	Above 10	2	1.1

Source: own survey 2021

Table 4.1 presents gender composition all participants responded to the questions and from the total of 185 respondents 102(55.1%) were male and 83(44.9%) were female.

In terms of age of all participants responded and,75(40.5 %) between 31–40 age category, 64(34.6%) between 26-30 age category, 30(16.2%) between 20-25 age and the rest 16(8.6%) respondents were in the 41&above age category.



In result depicts of job title/position and from all participants of 185 respondents 53.7% were clerical employees and 46.3% of them were non-managerial professional employees.

Regarding work experience of all participants responded 87(47%) of the respondents worked for the organization between 1-5 years, 75(40.5%) of the respondents worked between 6-10 years, 18(9.7%) of the respondents worked 11-15 years, and 5(2.7%) of the respondent worked above 15 years.

Regarding subordinates supervised, from all participants of the 185 or 100%, 111(60%) of them had no supervision and responded none, 61(33%) of them supervised 1-5 subordinates, 11(5.9%) of them supervised 6-10 subordinates and 2(1.1%) above 10 subordinates.

### 4.3 Descriptive Statistics for Three Leadership Styles

The lower the mean, the more the respondents disagree with the statements, and the higher the mean, the more the respondents agree with the statements (Marczyk, et al., 2005).

The statistical values for items assumed that the mean (M) score up from less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate, and the mean score 4.01 and above was considered as high by comparison bases of mean score of five-point likert scale survey questionnaire. Descriptive statistics analysis and interpretation (using mean and standard deviation) was conducted. On the three leadership styles namely, transformational, transactional & laissez-faire to identify which leadership style is most dominant in Berhan Bank S.C. Respondents indicated their responses using 5 points using Likert scale strongly disagree, disagree, neutral to strongly agree. as it is described below.

**Table 4.2 Descriptive analysis for Transformational Leadership Styles**

	N	Minimum	Maximum	Mean	Std. Deviation
Idealized Influence	185	1.00	5.00	3.3459	1.15332
Individual Consideration	185	1.00	5.00	3.2685	1.02652
Intellectual Stimulation	185	1.00	5.00	3.1820	1.03381
Inspirational Motivation	185	1.00	5.00	3.1838	1.06372
Aggregate Mean	185	1.00	5.00	3.2450	.93808

Source, own survey 2021

As it is seen in the above table 1.2 the result showed that idealized influence transformational leadership style has the highest mean of 3.34 and 1.15 standard deviation. This indicates that the leaders hold subordinates' trust, maintain their faith and respect, show dedication to them appeal to their hopes, and act as a role model to their employees.

With a mean of 3.26 and 1.06 standard deviation, employees responded their supervisor practiced individual consideration of transformational leadership style indicates that the leaders showed interest in others' wellbeing, pay attention to those who seem less involved in the group.

Likewise, with a mean score of 3.18 and 1.03 standard deviation, employees responded their supervisor practiced an intellectual stimulation of transformational leadership style. This indicates that the leaders encourage others to be creative in looking at old problems in new ways, create an environment seemingly looking things in a new, encourage employees to question their values and beliefs to be innovative thinkers.

On the other hand, with a mean score of 3.18 and 1.03 standard deviation, employees responded their supervisor practiced the inspirational motivation of transformational leadership style. This indicates leaders provide a vision, uses appropriate symbols and images to help employees to focus on their work, and try to make them feel significant in their work.

The lower the mean, the more the respondents disagree with the statements, and the higher the mean, the more the respondents agree with the statements (Marczyk, et al., 2005). The statistical values for items assumed that the mean (M) score up from less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate, and the mean score 4.01 and above was considered as high. Therefore, the aggregate mean score 3.24 moderate result.

**Table 4.3 Descriptive Statistics for Transactional Leadership Styles**

	N	Minimum	Maximum	Mean	Std. Deviation
Contingent reward	185	1.00	5.00	3.1982	.93528
Management by exception	185	1.00	5.00	3.2541	.90408
Aggregate Mean	185	1.00	5.00	3.22	.78448

Source, own survey 2021

As it is seen above a mean score of 3.19 and .93 standard deviation, employees responded their supervisor practiced in a contingent reward of transactional leadership style. This indicates the degree to which their transactional leaders tell others what to do to be rewarded, emphasize what the leader expected from them, and recognize their accomplishment.

Likewise, a mean of 3.25 and .90 standard deviation employees responded their supervisor practiced in management by exception of transactional leadership style. This indicates the degree to which transactional leaders tell others the job requirements, are content with the standard performance and believe in "if it ain't broke, don't fix it."

The lower the mean, the more the respondents disagree with the statements, and the higher the mean, the more the respondents agree with the statements (Marczyk, et al., 2005). The statistical values for items assumed that the mean (M) score up from less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate, and the mean score 4.01 and above was considered as high. Therefore, the aggregate mean score 3.24 moderate result.

**Table 4.4 Descriptive Statistics for The Three Leadership Styles**

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational	185	1.00	5.00	3.2450	.93808
Transactional	185	1.00	5.00	3.2261	.78448
Laissez-faire	185	1.00	5.00	2.6721	.89785
Aggregate Mean	185	1.00	5.00	3.0477	.59782

Source, own survey 2021

As it is seen in the above table it is easily can be observed that a mean score of 3.24 and .93 standard deviation, showed that transformational leadership style (idealize influence, individual consideration, intellectual stimulation, and inspirational motivation) has the highest mean score from the three-leadership styles of transactional leadership style (contingent reward, and management by exception) with a mean score of 3.22 and .78 standard deviation, and, the least mean score of 2.67 and .89 standard deviation of Laissez-faire leadership style. As the descriptive statistics showed transformational leadership style is the most dominant leadership style in Berhan Bank S.C. As Bass and Riggo (2006) disclose that transformational leadership style is the most effective than the others. The lower the mean, the more the respondents disagree with the statements, and the higher the mean, the more the respondents agree with the statements

(Marczyk, et al., 2005). The statistical values for items assumed that the mean (M) score up from less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate, and the mean score 4.01 and above was considered as high. Therefore, the aggregate mean score 3.04 moderate result.

**Table 4.5 Descriptive Statistics of Job Satisfaction**

	N	Minimum	Maximum	Mean	Std. Deviation
Doing things independently	185	1	5	3.46	1.260
Variety of job responsibilities	185	1	5	3.52	1.251
Ability to make decision	185	1	5	3.04	1.330
Practice in utilizing your skills and abilities	185	1	5	2.86	1.276
Opportunity to be innovative in your work	185	1	5	2.11	.896
Development & training to update your skills & abilities	185	1	5	2.32	1.372
Salary satisfaction	185	1	5	2.41	1.172
Benefits (insurance and others)	185	1	5	2.28	1.172
Job security	185	1	5	2.94	1.148
Opportunity for promotion	185	1	5	2.56	1.276
Relationship with your supervisor	185	1	5	3.19	1.311
Relationship with your co-workers	185	1	5	4.03	1.024
Relationship with your subordinates (if any)	74	1	5	3.50	.798
Location of your workplace	185	1	5	3.05	1.350
Safety and health of your workplace	185	1	5	3.30	1.240
The flexibility of work schedule	185	1	5	2.98	1.225
Proper leaves offered	185	1	5	3.20	1.326
Aggregate mean	74	1	5	2.93	.59656

Source, own survey 2021

As it is seen or observed in the table above the highest mean score of 4.03 is given to the relationship with co-workers. And the least mean score of 2.11 of job satisfaction is given to the opportunity to be innovative in work.

Regarding work activities dimension a mean score of 3.52 and 1.25 standard deviation of variety of job responsibilities, implies that employees are more satisfied compared with a mean score 3.46 and 1.26 standard deviation of doing things independently and mean score 3.04 and 1.3 standard deviations of the ability to decide.

Followed by uses skills & abilities a mean score of 2.86 and 1.12 standard deviation of practice in utilizing skills and abilities, which implies that employees are more satisfied compared to, a mean of 2.32 and standard deviation of 2.11 development & training to update skills & abilities, and a mean of 2.11 and .896 standard deviation of opportunity to be innovative in their work.

Regarding salary pay & promotion a mean score 2.94 and 1.14 standard deviation of job security, which implies that employees are more satisfied compared to, a mean score of 2.56 and 1.27 standard deviation of opportunity for promotion, salary satisfaction 2.41 and 1.17 standard deviation, and a mean score of 2.28 and 1.17 benefits (insurance and other).

General working condition a mean score 3.30 and 1.2 standard deviations of safety and health of your workplace, implies that employees are more satisfied compared to, a mean score 3.20 and 1.32 proper leaves offered, a mean score 3.05 and 1.35 location of your workplace, and a mean score of 2.98 and 1.22 standard deviation of the flexibility of work schedule.

Interpersonal relation a mean score 3.19 relationship with your supervisor and 1.3 relationships with their supervisor and a mean score of 3.50 and .798 relationship with their subordinates (if any) and only 74 of them are those who are giving supervision to employees and 111 of them responded none which implies that they do not give any supervision to their subordinates.

The lower the mean, the more the respondents disagree with the statements, and the higher the mean, the more the respondents agree with the statements (Marczyk, et al., 2005). The statistical values for items assumed that the mean (M) score up from less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate, and the mean score 4.01 and above was considered as high. Therefore, the aggregate mean score 2.93 low average result.

**Table 4.6 Descriptive Statistics of Five Dimensions of Job Satisfaction**

	N	Minimum	Maximum	Mean	Std. Deviation
Work activities	185	1.00	5.00	3.3405	1.05864

Uses skills and abilities	185	1.00	5.00	2.4324	.82629
Salary pay and promotion	185	1.00	5.00	2.5473	1.05301
Interpersonal relation	185	.67	5.00	3.3099	.94795
General working condition	185	1.00	5.00	3.1338	1.12107
Aggregate Mean	185	.93	4.50	2.9528	.60836

Source, own survey 2021

As table 4.6 indicates compared to the other four job satisfaction the highest mean score 3.34 and 1.05 standard deviation of work activities employees were satisfied compared to the other variables. Followed by a Mean score of 3.30 and .94 standard deviations of interpersonal relationships and a mean score of 3.13 and 1.12 standard deviation of general working condition employees are moderately satisfied and a mean score of 2.54 and 1.05 of standard deviation employees are less satisfied in salary pay and promotion. On the other with the least mean score of 2.43 and .82 standard deviation of uses skills & abilities employees are dissatisfied.

The lower the mean, the more the respondents disagree with the statements, and the higher the mean, the more the respondents agree with the statements (Marczyk, et al., 2005). The statistical values for items assumed that the mean (M) score up from less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate, and the mean score 4.01 and above was considered as high. Therefore, the aggregate mean score 2.95 low average result.

#### 4.4 Correlation Analysis

Correlation analysis was performed to see wheatear there is a significant relationship between leadership style and job satisfaction. The correlation between leadership style and job satisfaction is seen in the table below.

**Table 4.7 Correlation of Leadership Style and Job Satisfaction**

		Transformational	Transactional	Laissez-faire	Job Satisfaction
Transformational	Pearson	1	.675**	.002	.667**
	Correlation		.000	.978	.000
	Sig. (2-tailed)				
	N	185	185	185	74
Transactional	Pearson	.675**	1	-.058	.556**
	Correlation				

	Sig. (2-tailed)	.000		.434	.000
	N	185	185	185	74
Laissez-faire	Pearson Correlation	.002	-.058	1	.153
	Sig. (2-tailed)	.978	.434		.193
	N	185	185	185	74
Job Satisfaction	Pearson Correlation	.667**	.556**	.153	1
	Sig. (2-tailed)	.000	.000	.193	
	N	74	74	74	74

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

Source: own survey 2021

As table 4.7 the correlation is given along with the significance of Pearson correlation figure shown ( $r=.667$ ,  $r=.556$ ,  $r=.153$ )  $P < 0.05$  for transformational leadership style and transactional leadership style there is a positive and significant correlation with job satisfaction. However, laissez-faire leadership style has positive but has no significant relation with job satisfaction.

#### 4.5 Regression Analysis

Regression analysis assumption should be satisfied to maintain data validity and strength of the regressed result of the research under the multiple regression models. This study has conducted the assumption test of multi-collinearity, normality, linearity, homoscedasticity, and no autocorrelation assumption

##### 4.5.1 Multi- co Linearity

In this research, multi-co-linearity was checked with tolerance and VIF statistics.

**Table 4.8 Result of Multi co Linearity Test**

Model	Co linearity Statistics	
	Tolerance	VIF
Transformational	.580	1.726
Transactional	.582	1.719
Laissez-Faire	.995	1.005

**Dependent Variable: Job Satisfaction**

Source: own survey 2021

A tolerance value less than 0.1 almost certainly indicates a serious co-linearity problem (Andy 2006). VIF value greater than 10 is a concern (Liu 2010). In this study all predictors were found to have tolerance of more than 0.1 and a VIF value is less than 10. Accordingly, transformational leadership style has (.580 tolerance and 1.726 VIF) value, transactional leadership style has (.582 tolerance and 1.719) value, and laissez-faire has (.995 tolerance and 1.005 VIF) value. This study indicates that the derived model is likely to be unchanged by small changes in the measured variable and multi colinearity is not an issue.

#### 4.5.2 Normality Test

The test is to compare if the test is significant and the normality of the absolute value as it is described below.

**Table 4.9 Descriptive Statistics**

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job satisfaction	74	-.198	.279	-.887	.552
Transformational	185	-.590	.179	-.257	.355
Transactional	185	.033	.179	-.305	.355
Laissez-Faire	185	.128	.179	.231	.355
Valid N (listwise)	74				

Source: own survey 2021

The interpretation of normality is based on the absolute value of skewness and substantial non-normality is referred for the absolute value of skewness larger than 2 and the absolute value of kurtosis larger than 7 (West et al, 1996) as stated in (konim, 2013). Based on the result of table 4.11, the normality of the distribution is satisfied for this study.

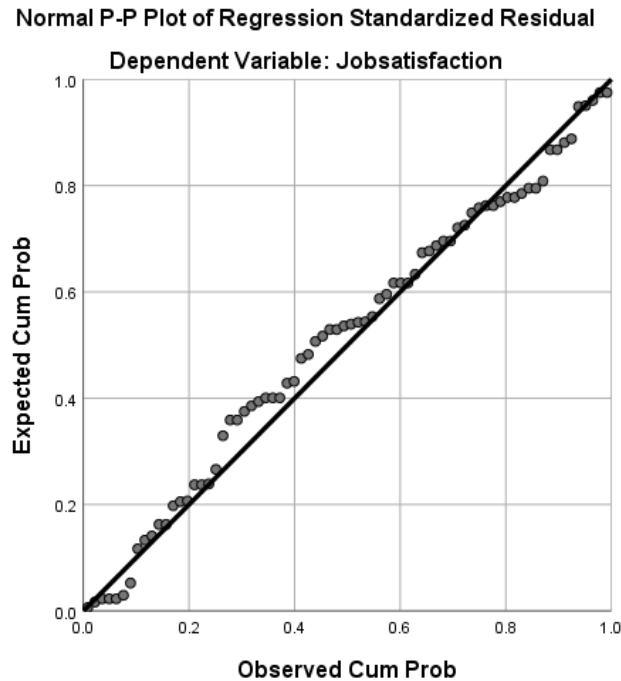
#### 4.5.3 Linearity Assumption

The study applied normal P-P Plot of regression Standardized Residua to test linearity seen in figure 1. Since the points were symmetrically distributed around diagonal line, linearity pattern was observed. In the normal probability plot it will be expected that points relatively straight diagonal line from bottom left to top right. This would suggest no major deviations from



normality. Therefore, the straight-line relationship between the residuals and the predicted dependent variable scores depicted that linearity was achieved.

**Figure 1: Normal Point Plot of Standardized Residual**

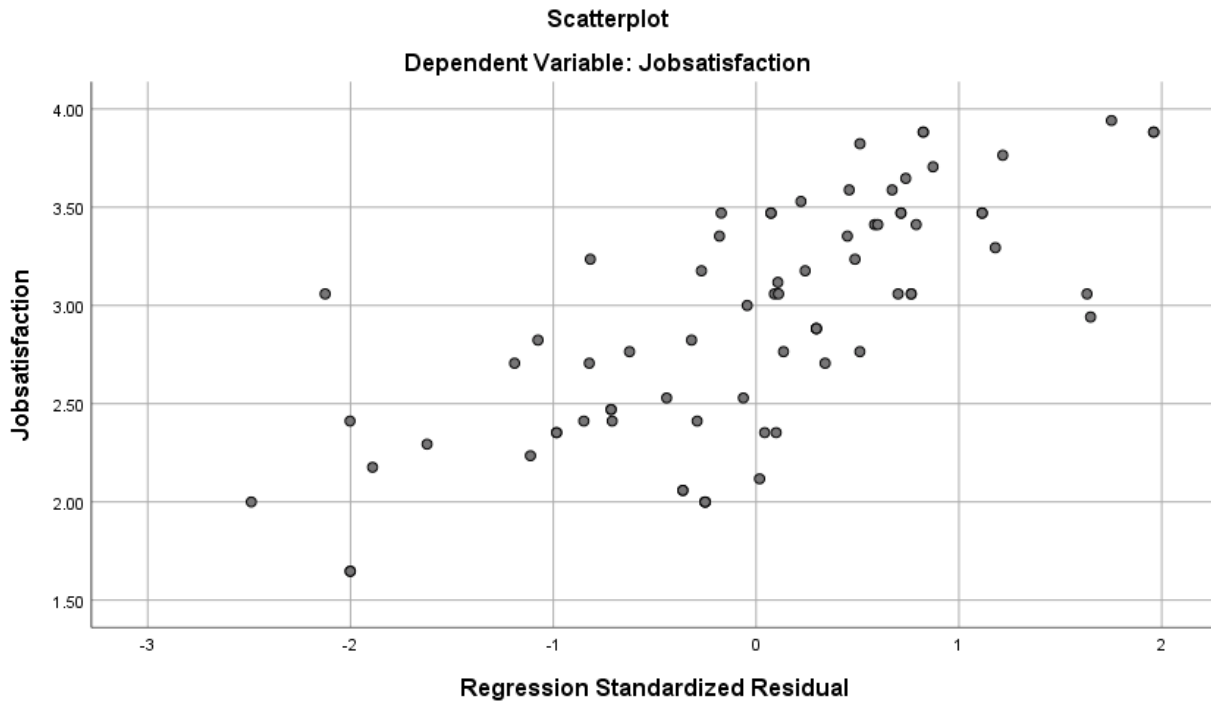


#### 4.5.4 Homoscedasticity Assumption

Homoscedasticity help as to check for the relationship under investigation is the same for the entire range of the dependent variable and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatter plot (Garson, 2012)

It is suggested that it should plot the standardized residuals, or errors (Field ,2009). So based on standard resual (Dependent) on the X axis and the standardized predicted values of the dependent variable based on the model (ZRESID) on the Y axis to get the homoscedacticity result. As it is shown figure 2, the points in the plot they fall on roughly a straight line, which indicates that there is a linear relationship between x and y. Therefore, it can be concluded that the assumptions of standard residual there is homoscedasticity.

**Figure 2: Scatter Plot of Standardized Residual**



Source: own survey,2021

#### 4.5.5 Autocorrelated assumption

**Table 4.10 Descriptive Statistics**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.695 <sup>a</sup>	.483	.461	.43786	1.992

a. Predictors: (Constant), Laissez-faire, Transactional, Transformational

b. Dependent Variable: Job satisfaction

To determine the autocorrelation between observations Durbin – Watson test was used. As per (Brooks,2008) lagged the value is simply the value that the variable took during a previous period. A value of DW test result of 2 mean there is no autocorrelation detected. Whereas a value between 0 and 2 indicate positive autocorrelation and a value between 2 and 4 indicates negative autocorrelation. In this study the Durbin Waston test regression result DW is 1.992. Therefore, as the test indicated there is autocorrelation between residuals.

## 4.6 Multiple Regression Analysis

Multiple regression analyses were conducted to measure the impacts between the independent variables and the dependent variable. The regression results are shown in the table.

**Table 4.11 Variables Entered/Removed <sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Laissez-faire, Transactional, Transformational	.	Enter

a. Dependent Variable: Job Satisfaction

b. All requested variables entered.

Source, own source 2021

**Table 4.12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.695 <sup>a</sup>	.483	.461	.43786

a. Predictors: (Constant), Laissez-faire, Transactional, Transformational

R-square shows a total variation in the dependent variable that could be explained by the independent variables. A value greater than 0.5 shows that the model is effective enough to determine the relationship. In this case, the value is .483.

The adjusted R square tells us that the model accounts for 46.1% of the variance in job satisfaction. Independent variable can predict the dependent variable by 46.1% the remaining percent predicted by other factors other than the three leadership styles.

**Table 4.13 ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.559	3	4.186	21.834	.000 <sup>b</sup>
	Residual	13.421	70	.192		
	Total	25.979	73			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Laissez-Faire, Transactional, Transformational

Since Sig. value for ANOVA is less than .05, F=21.834 it indicates that the model is significant.

**Table 4.14 Result of Multiple Regression Analysis**

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.084	.256		4.236	.000
	Transformational	.367	.080	.519	4.598	.000
	Transactional	.166	.086	.217	1.925	.058
	Laissez-Faire	.066	.051	.111	1.284	.203

a. Dependent Variable: Job Satisfaction

Source: own survey 2021

**The following conclusion can be drawn from the above table:**

Table 4.15 indicates that the standard coefficient (B=.367) indicates that transformational leadership style positively affected employees' job satisfaction. This means that a one unit increase in transformational leadership leads to a 36.7 increase in employees' job satisfaction. And has a p-value of 0.00, which is less than the acceptable value of 0.05, which indicates that it has a significant effect on job satisfaction.

Transactional leadership style has a standard coefficient (B=.166) that affects job satisfaction positively and has a p-value of .058, it is greater than the acceptable value of 0.05, which indicates that it has an insignificant effect on job satisfaction.

Laissez-faire leadership style has a standard coefficient(B=.066) that affects job satisfaction positively and has a p-value of .203, it is greater than the acceptable value of 0.05, which indicates that it has an insignificant effect on job satisfaction.

**Hypothesis Testing Result**

**H1:** Transformational leadership style has positive significant effect on Employee job satisfaction. The coefficient of (B=.367) indicates from multiple regression analysis result transformational leadership style positively affected employees' job satisfaction. This means that a one unit increase in transformational leadership leads to a 36.7 increase in employees' job satisfaction. And has a p-value of 0.00, which is less than the acceptable value of 0.05, which

indicates that it has a significant effect on job satisfaction. Therefore, the researcher accepts the hypothesis

**H2:** Transactional leadership style has positive significant effect on Employee job satisfaction.

Transactional leadership style coefficient of (B=.166) indicates from multiple regression analysis result, affects job satisfaction positively and has a p-value of .058, it is greater than the acceptable value of 0.05, which indicates that it has an insignificant effect on job satisfaction. Therefore, the researcher rejects the hypothesis.

**H3:** Laissez-faire leadership style has positive significant effect on Employee job satisfaction.

Laissez-faire leadership style coefficient of (B=.066) indicates from multiple regression analysis result, affects job satisfaction positively and has a p-value of .203, it is greater than the acceptable value of 0.05, which indicates that it has an insignificant effect on job satisfaction. Therefore, the researcher rejects the hypothesis.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents a summary of the research findings, conclusion, and presents recommendation based on the analyzed data. The main objective of this research was to explain the effect of leadership style on employees' job satisfaction in Berhan Bank S.C.

#### 5.1 Summary of the Study

The findings of the study showed:

- Descriptive statistics of leadership style shown that the result of highest mean has transformational leadership style. which implicates that the transformational leadership style is the dominant leadership style of Berhan Bank S.C.
- The result of the Pearson correlation shown that there is a positive and significant relationship between leadership style and job satisfaction.
- Regression results shown transformational leadership style with standard beta .367 and  $p=0.000$ ,  $p<0.05$ , has a positive and significant effect on job satisfaction of Berhan Bank S.C employees.
- Transactional leadership style with standard beta .166 and  $p=0.58$ ,  $p>0.05$  has a positive and insignificant effect on job satisfaction of Berhan Bank S.C employees.
- Laissez-faire leadership style with standard beta .066 and  $p=.203$ ,  $p>0.05$  has positive and insignificant relation on job satisfaction of Berhan Bank S.C employees.

The overall study result has shown that transformational leadership style had the relatively highest effect on overall job satisfaction. Transactional leadership style and laissez-faire leadership styles have an insignificant effect on the job satisfaction of Berhan Bank S.C.

#### 5.2 Conclusions

As regression analysis has shown transformational leadership has a significant effect on employees' job satisfaction is an influence relationship among leaders and followers to perform in such a way to reach a defined goal or goals. The effectiveness of a business is based on the leader's influence on employees, and the organization itself. And its successes rest not only in the

leadership style it follows but in employees' job satisfaction as well. Compared to the other four dimensions of job satisfaction, employees of Berhan Bank S.C employees are relatively satisfied with work activities compared to the other variables. Followed interpersonal relation and general working condition employees are moderately satisfied and employees are less satisfied in salary pay and promotion. On the other hand, uses skills & abilities employees are dissatisfied.

Transformational leadership style affects positively and significantly raise job satisfaction of employees as well as enhance organizational success to do so leaders of Berhan Bank S.C need to focus on improving the quality of transformational leadership style. And it can be concluded that transactional leadership style and laissez-faire leadership style has an insignificant effect on job satisfaction.

### **5.3 Recommendations**

Considering the primary discoveries to this research since employees are the most important assets of an organization. As such, it is recommended that Berhan Bank S.C. should focus on inspiring and supporting their employees. The bank should start improving the employees' benefits package with a special focus on salary, job security, and a clear job promotion path for employees at all levels, leaders of Berhan Bank S.C should also develop strong work ethics based on trust in their employees to encourage independent decision-making and performance.

The Bank leaders should create a platform for employees to use their skills and abilities creatively will encourage innovation and drive company growth and performance.

The leaders in the bank should work on Developing a robust employee training and development program that will help employees improve their performance while keeping pace with ever-changing technologies.

The bank should work to develop its leaders and instill in them a transformational leadership style. This will boost overall productivity to meet the company's objectives and goals. Supervisors should continue to develop mentoring relationships with their subordinates to encourage and guide their professional growth. Through this relationship, leaders should inspire and motivate their employees by sharing the company's vision. This will further an employee's feeling of ownership and belonging to the team.

Following the above guidelines will create a culture of healthy, transformational leadership, which will increase, not only, employee satisfaction, but also productivity. This will give the bank a large competitive advantage as the most important assets, its employees are developed and retained to meet the challenges faced in a competitive environment.

Finally, the bank should work hard in conducting a continuous assessment of job satisfaction surveys and take corrective action to improve and bring the success of their employees in their expertise.



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## **APPENDIX- QUESTIONNAIRE**

My Name is MUNIT BEKELE DABI a graduate student of St' Mary University and I would like to express my appreciation for your time to respond and fill all this questionnaire which will be helpful with the main purpose only for academic research work. Titled “*Effect of Leadership Style on employees’ Job Satisfaction.*” On Berhan Bank S.C.

As a member of Berhan Bank S.C, all the provided information will be strictly secret, and no other will have access to the collected data and your answers will be valuable and greatly appreciated.

If you have any questions or clarification, please do not hesitate to contact me with my address.

Mob: 0911 159596 email: munitabekele@gamil.com

### **1. Demographic Data**

Personal and Job-Related Information please respond to each question by circling the choice that represents your profile.

1. Gender: 1) Male 2) Female
2. Age: 1) 20-25 2) 26-30 3) 31- 40 4) 41 and above
3. Job Title/Position: \_\_\_\_\_
4. Year of Experience: 1)1-5 2) 6-10 3) 11-15 4) above 15 years
5. Number of Subordinates under your supervision: 1)1-5 2) 6-10 3) above 10 4) None

### **2. Questions on leadership Style and Job Satisfaction**

This section wants to evaluate the leadership style. Please make “√” your preferences on the five (5) points scale prepared for this purpose.

1. Leadership Styles Questionnaire

No		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	<b>Transformational Leadership Style</b>					
	<b>My supervisor</b>					
	<b>Idealized Influence</b>					
1	Others are proud to relate to me					
2	have complete faith in me					
3	make me feel good to be around him/her					
	<b>Individual Consideration</b>					
4	give special attention to help me to develop myself					
5	let me know how I think about what I am doing					
6	give special attention to me if I am rejected by others					
	<b>Intellectual Stimulation</b>					
7	help me to be an innovative thinker					
8	help me with new ways of looking at things					
9	let me think about old problems in new ways					
	<b>Inspirational Motivation</b>					
10	express with a few simple words what I could and should do					
11	provide appealing images about what I can do					
12	help me to find meaning in my work					
	<b>Transactional Leadership Style</b>					
	<b>Contingent Reward</b>					
13	provide recognition when I reach my goals					
14	call attention I can get for my accomplishment					
15	tell me what to do if I want to be rewarded					



	<b>Management by Exception</b>					
16	satisfied when I meet what I agreed- upon standards					
17	do not try to change anything if things are working					
18	tell me the standards I must understand to carry out my work					
	<b>Laissez-faire Leadership Style</b>					
19	content to let me continue working the same way always					
20	is ok with me with what I want to do					
21	do not ask more to me if it is not Important/critical					

## 2) Job Satisfaction Questionnaire

This section wants to evaluate the Job Satisfaction. Please make “√” your preferences on the five (5) points scale prepared for this purpose.

		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
	<b>Work Activities</b>					
1	Doing things independently					
2	Variety of job responsibilities					
3	Ability to make decisions					
	<b>Uses Skills &amp; Abilities</b>					
1	Practice in utilizing your skills and abilities					
2	Opportunity to be innovative in your work					
3	Development & Training to update your skills & abilities					
	<b>Salary Pay &amp; Promotion</b>					
1	Salary Satisfaction					
2	Benefits (Insurances and other)					

3	Job Security					
4	Opportunities for promotion					
	<b>Interpersonal Relation</b>					
1	Relationship with your Supervisor					
2	Relationship with your Co-workers					
3	Relationship with your Subordinates (if any)					
	<b>General Working Condition</b>					
1	Location of Your Workplace					
2	Safety and Health of Your Workplace					
3	Flexibility of Work Schedule					
4	Proper Leaves offered					