



**HAWASSA UNIVERSITY SCHOOL OF GRADUATE STUDIES
COLLEGE OF EDUCATION AND BEHAVIORAL SCIENCE
DEPARTMENT OF PSYCHOLOGY**

**LEADERSHIP STYLES AS PREDICTORS OF JOB SATISFACTION OF
EMPLOYEES' IN GOVERNMENTAL OFFICES OF SHONE TOWN
ADMINISTRATION, HADIYA ZONE, CENTRAL ETHIOPIA REGIONAL
STATE, ETHIOPIA.**

MA, THESIS

BY: ALEBACHEW YOHANNES

**JUN, 2024
HAWASSA, ETHIOPIA**

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STATE, ETHIOPIA.**

**A THESIS SUBMITTED TO THE DEPARTMENT OF PSYCHOLOGY SCHOOL OF
GRADUATE STUDES HAWASSA UNIVERSITY IN PARTIAL FULFILLMENT OF
THE REQUIREMENT FOR THE DEGREE OF MASTER OF ART IN SOCIAL
PSYCHOLOGY**

MA, THESIS

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DECLARATION

I, Alebachew Yohannes, Id. No. GPSoPsW /0003/14 hereby declare that this MA degree thesis report entitled “ **Leadership Styles as Predictors of Job Satisfaction of Employees’ in Governmental Offices of Shone Town Administration, Hadiya Zone, Central Ethiopia Regional State, Ethiopia.**” for Master of Arts in social psychology is my original work and has not been presented for reward of degree in any other institution without cited, Moreover, all sources of materials that I used have been appropriately cited and acknowledged by means of reference.

Name of the Researcher

Signature

Date

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**HAWASSA UNIVERSITY COLLEGE OF EDUCATION AND BEHAVIOURAL
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This is to certify that the Research study entitled “**Leadership Styles as Predictors of Job Satisfaction of Employees’ in Governmental Offices of Shone Town Administration, Hadiya Zone, Central Ethiopia Regional State, Ethiopia**” has been approved by Advisors in Psychology Department College of Education and Behavioural Sciences in the partial fulfilment for the degree of Master of Arts in Social Psychology. Therefore, I recommended that the student has fulfilled the requirements and hence hereby can submit the thesis to the department.

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DEPARTMENT OF PSYCHOLOGY

We, the undersigned, members of board examiners of MA thesis open defense examination, have read and evaluated the thesis prepared by Alebachew Yohannes have read and evaluated his Thesis entitled “**Leadership Styles as Predictors of Job Satisfaction of Employees’ in Governmental Offices of Shone Town Administration, Hadiya Zone, Central Ethiopia Regional State, Ethiopia.**” and examined the candidate. This is, therefore to certify that the thesis be accepted as fulfilling the requirements of degree of MA in social psychology.

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ABBREVIATION AND ACRONYMS

CERS = Central Ethiopia, Regional State

CSA = Central Statistical Agency

ERG = Existence, relatedness, and Growth needs

ESS = Employee Satisfaction Scale

JS = Job satisfaction

JSS = Job Satisfaction Scale

JSS = Job satisfaction survey

MLQ = Multifactor Leadership Questionnaire

OLS = Ordinary Least Squares

GOShTA = Governmental Offices of Shone Town Administration

Sig. = Significant

SLMS = Servant Leadership Measurement Scale

Std. Deviation = Standard Deviation

ABSTRACT

The goal of this study is to investigate how leadership styles predict employees' job satisfaction in Governmental Offices of Shone Town. The researcher used a combination of simple random, purposive and stratified sampling techniques to choose 10 offices and 293 respondents to represent the total population as a sample and in order to collect data. Totally, 293 participants involved in the study where 17 of them selected through non probability sampling technique whereas 276 were selected through probability sampling techniques. A total of 276 questionnaires were distributed, and 276 of them were correctly completed and returned, in addition 17 managers were interviewed. Both descriptive statistics (frequency, percentages, mean, and standard deviation) and inferential model (Pearson's correlations, t test, ANOVA and multiple regressions analysis) were applied as methods of data analysis. Independent sample t-test was used for sex differences between male and female and age differences of employees in their satisfaction and one way ANOVA was employed to examine the differences in demographic variables in the scores on employee's satisfaction, Cronbach's alpha to assess the reliability of the questionnaire items in addition to employing SPSS version 26. Accordingly, the results showed all three leadership styles are applicable in Governmental Offices but transformational leadership style has more effect on employee's satisfaction. The result also revealed that statistical significant difference on education level. The present study has provided recommendations for the leadership improvement and on enhancing high level of satisfaction.

Key words: *leadership, leadership style, transformational leadership, transactional leadership, laissez-faire leadership, and job satisfaction.*

CHAPTER ONE

1. INTRODUCTION

The contents in this chapter include background of the study, statement of the problem, research objectives, and research questions, significance of the study, delimitation of the study and operational definition of terms.

1.1. Background of the Study

Over the past few decades, the impact of leadership styles on employees' job satisfaction has grown to be a significant worldwide problem. The word "leadership style" is broader in scope. According to Lusier and Achua (2010), a leader's style is a concoction of characteristics, abilities, and actions that they employ when interacting with subordinates. The actions and behaviors of leaders are the only things that are the focus of leadership styles (Northouse, 2011). One of the key elements that can either accelerate or decelerate an individual's interest and commitment inside an organization is their leadership style (Ojokuku, et al., 2012).

Leadership styles play a major part in public organizations and are a crucial indicator of job satisfaction. To put it another way, according to Bernarto et al. (2020), leadership is a component of management that is primarily focused on people and social interactions. This outside force is seen to be a motivator that, with the right styles and practices, can alter fundamental human behaviors (Bright, 2020).

Employees are considered as one of the basic components of every organization supported by internal and external factors. One of the main factors that can improve human resources is job satisfaction (Saleem, 2015). Job satisfaction has an effective role in ensuring the good performance of employees in Public Sectors (Abayomi, 2020). It can help to develop creativity and improve the work experience and organizational outcomes of employees (Abidakun & Ganiyu, 2020).

According to Ali et al. (2018), job satisfaction can also boost individual efforts, enhance employees' competencies and communication skills, and aid in retention, all of which can support an organization's expansion. Inappropriate leadership style is one of the many

variables that can either foster satisfaction or dissatisfaction in public organizations. It's a fact that many businesses have motivating managers that don't know how to inspire their staff (Andrzej et al., 2019). As a matter of fact, the neglect this internal issue has caused to have several unfavorable effects, including employee attrition, absenteeism, discontent, and inappropriate behavior while interacting with other staff members at the organizations (Barasa & Kariuki, 2020). However, a number of outside variables have also been connected to job satisfaction, including leadership styles, which have the potential to influence how employees feel and perceive their jobs (Batugal & Tindowen, 2019).

Employee job satisfaction has always been a concern, and it continues to be the hardest issue for organizations to solve in order to optimize individual employee satisfaction and improve organizational efficiency. According to Thompson and Phua (2012), employee satisfaction is characterized by a commitment to the organization's success and a belief that -working for the business is their primary objective. The majority of research showed that when employees believe they are mistrusted and are not satisfied, they leave the organizations. Studies have demonstrated that effective leadership inside the organization is the primary driver of employee satisfaction (Konjet, 2019).

It is now clear that interactions between staff members and their immediate management will have a significant impact on employee satisfaction. Employers and managers must find methods to improve their employees' work lives in order to achieve satisfaction, which is a complex and ongoing process (Abidakun & Ganiyu, 2020). As a result, the success of the organization depends on the competent employees having good relationships with each other.

Ways to raise employee satisfaction one of the trickiest issues facing leaders today. A number of approaches are put up to address this issue, and one important one is to enhance leadership style, since this influences the dynamic between managers and staff to some degree. Studies reveal a strong correlation between relationship quality and employee dissatisfaction. Therefore, Abidakun and Ganiyu (2020) proposed through research on sales staff that employees decide to quit when they don't think their bosses are trustworthy or aren't meeting their needs. The effectiveness of an organization's leadership has a significant impact on staff management (Bakotic, 2016).

According to Chandrasekhar (2019) claims that numerous attempts have been made to characterize leaders' abilities in the public sector. Given how quickly the world is changing today, public organizations must strengthen their leadership and managerial capabilities. This is applicable to all kinds of enterprises, from big, national ones to smaller, medium-sized ones, in order to improve employee satisfaction and accomplish organizational objectives. Although studies on the subject have been conducted, there is a dearth of academic research in Ethiopia that addresses the concerns surrounding the relationship between leadership style and employee job satisfaction.

Developing strong bonds between leaders and staff members has the ability to increase employees' job satisfaction with the organization, particularly with regard to leadership. This study looked at how a group of employees at the chosen governmental offices were affected by their leadership style in terms of job satisfaction. The study specifically looked at the relationships between leadership styles and employee satisfaction as well as the ways in which particular leadership practices can forecast employee satisfaction with their leaders.

Thus, keeping in mind the aforementioned duties, contented staff members are essential to the organization's ability to achieve its objectives and turn it into a competitor in the current market. Therefore, the primary motivation for the researcher to conduct this study was to ascertain the degree to which leadership styles (transformational, transactional, laissez-faire) could influence and their variations have on employees' job satisfaction in the Shone administration. This is because the administration is anticipated to play a major role in producing knowledgeable and skilled labor and to contribute to the nation's overall socioeconomic development.

1.2. Statement of the Problem

In order to gain a competitive advantage over their rivals in the workplace, all organizations seek qualified employees to carry out their tasks effectively and efficiently. Without qualified labor, these organizations would be unable to flourish and run flawlessly. Employees should be managed and led appropriately as a result, but the trend indicates that most organization leaders did not demonstrate these traits and behaviors for various

reasons; as a result, this knowledge gap will expose employees to feelings of disappointment. As it gets bigger, it might have an effect on employee turnover because employees occasionally may not like the organization's leadership style.

The impact of leadership styles on job satisfaction is a worldwide concern that mostly impacts employees in the public sector. The performance of an organization and the job satisfaction of its employees are influenced by a variety of factors. The leader's style of leadership and the employees' level of job satisfaction are two examples of the many variables. Leaders can employ a variety of leadership styles. However, certain approaches might result in satisfaction, whereas others would not (Befekadu & Peter, 2018).

According to Anjam & Ali (2016) found a favorable correlation between supervisor leadership styles and employee job satisfaction in Chinese companies, whereas XiYu (2010) found a similar correlation between supervisor leadership styles and employee job satisfaction in Pakistani banks. The purpose of these studies was to investigate the connection between private sector employee job satisfaction and leadership styles. The relationship between leadership styles and job satisfaction among public employees has not been the subject of any studies. But given the quickly evolving landscape of today, there is a pressing need to strengthen leadership and leadership abilities in public institutions. Ethiopia offers very little empirical data on the subject.

In Ethiopia, not much research has been done on the connection between job satisfaction and leadership styles. Bekele and Darshan (2011) carried out a study in leather companies to investigate the impact of transformational leadership style on employee job satisfaction. The study's conclusions showed that just two aspects of transformational leadership idealized influence and customized consideration have a meaningful impact on employees' job satisfaction. This indicates that there was no discernible association between any other dimension and job satisfaction.

The other study was carried out by Fikadu in (2010) at the Addis Ababa University College of Education and then said that the chief department's leadership style and the job satisfaction of the academic staff were the researcher's main areas of interest. The study's findings demonstrated a strong correlation between academic staff members' job

satisfaction and transformational and laissez-faire leadership styles. The study also showed a significant correlation between intrinsic employee job satisfaction and transactional and laissez-faire leadership styles. However, Fikadu (2010) found no evidence of a connection between intrinsic job satisfaction and transformative leadership.

According to Alemu and Getnet (2017) suggest that a possible issue could be that employees expressed discontent with their managers' activities, which they felt negatively affected their relationships with them. The study concluded that there is a problem with the way leaders and staffs interact in the organization. The majority of employees are dissatisfied, and managers are losing hope in their ability to raise employee satisfaction. Employee and leadership turnover is rising. As a result, the administration's goals were not realized, and it is clear that the public disapproves of the town government. The above significant effects of the issue led the researcher to select the study area (minutes of several meetings, reports from the town administration, public opinions on the meetings, etc.) (Amanuel, 2019).

According to Saleem (2015) Leadership has a significant impact on the success of any organization. Numerous studies have been carried out to determine the best leadership styles for boosting employee productivity in Ethiopia's many organizations. The connection between leadership conduct and job satisfaction was the main focus of these investigations. The researcher did discover, however, that no research has been done on how a leader's style affects a government office's ability to satisfy its employees under the Shone administration. To close this gap, a study on the impact of leadership on employee satisfaction will be carried out.

Several signs of low job satisfaction were noted during the initial evaluation conducted by the researcher in Shone town administration, which involved managers and some current employees being interviewed. Some employees do not want to be associated with the organization; performance is not correlated with rewards, promotions, or benefits; in particular, most administrative staff members are dissatisfied with their leaders; there is a poor rapport between staff members and managers; and few of them question the working culture of the organization as it currently exists. In addition, high turnover intention, low motivation, low trust, and absenteeism were noted.

Thus, the primary reason for conducting this study was to analyze the gaps in Shone town administration context that occur between public office leadership style and how they do perceive the existing leadership practices, to answer whether employees are satisfied or not and what is the contribution of leadership style in job satisfaction because it highly relates with organizational performance, whether it succeeds or fails. For this reason, the study distinct governmental office leadership style, measure employees' job satisfaction, the relationship between leadership style and employees' job satisfaction and it also show the effect of leadership style on employees' satisfaction in Shone town administration context only. In order to full fill this knowledge gap, the study will address the following questions.

1.3. Research Questions

The purpose of this study was to investigate the relationship between the leadership styles of leaders and employee satisfaction, as well as the association between specific leadership actions and employee satisfaction with their leaders. Based on the above explanation, the present study was intended to answer the following research questions.

1. Which leadership styles as predict employees' job satisfaction?
2. What is the extent of employees' job satisfaction among leadership style?
3. Do job satisfactions significantly vary across demographic variables?

1.4. Objectives of the Study

1.4.1. General Objective

This study's main aim was to find out how different leadership styles predict the job satisfaction of employees in governmental offices of the Shone town administration.

1.4.2. Specific Objectives

The Specific Objectives of the Study Were:

- to identify the determinant leadership style of employee job satisfaction;
- to investigate the job satisfaction level of employees among leadership styles;
- to explore demographic characteristics differences on employees' job satisfaction.

1.5. Significance of the Study

This study's primary motivation is the significance of identifying the relationship between an organization's leadership style and employee job satisfaction. The results of the study would assist leaders in pinpointing areas related to leadership style improvement and in solving the entire problem based on data gathered from respondents. On the other hand, the study has benefited some groups like researchers and organizations as a whole, but it will also involve stakeholders, customers, employees, and leaders.

1.6. Delimitation and Scope of the Study

This study's boundaries were determined by the location as well as the problem identification; for the former, these would be the Shone town, Hadiya zone, Central Ethiopia Regional State of Ethiopia. In relation to the issue, it would limit to how leadership styles (transformational, transactional and laissez-faire) predict employees' job satisfaction in the public sector.

1.7. Operational Definition of Terms

Job satisfaction: A combination of physiological and psychological factors combine to produce job satisfaction, which is the term used to describe the range of positive and negative feelings, attitudes, and beliefs that employees have about their occupations (Ali et al., 2018).

Job Dissatisfaction: is defined as the state of being content with one's work and surroundings, indicating a negative opinion of the work role that one now holds (Fikadu, 2010).

Intrinsic satisfaction: describes people's feelings regarding the nature of their work, which includes their aptitude, utilization, and accomplishment (Bakotic, 2016).

Extrinsic satisfaction: People's feelings about components of their jobs that are unrelated to their tasks like working environment, leadership styles, rules and regulations, policies, and procedure (Saba, 2011).

Leadership style: The specific manner or approach, in which a leader provides direction, implements plans, motivates and influences their team members or followers to achieve organizational goals. This includes the leader's decision-making process, communication style, delegation methods, and overall behavior in guiding and managing others within a group or organization (Belonio, 2012).

Transactional leadership: is a leadership style that focuses on the exchange between leaders and followers. Transactional leaders typically use contingent rewards, such as bonuses or promotions, to motivate their followers to achieve specific goals and objectives. (Munit, 2021).

Transformational leadership: The ability to stimulate thought, encourages motivation, and inspires others through inspiration (Bezawit. 2017).

Laissez-faire Leadership: Allow things to happen naturally the best example of leadership is when someone in a position of power refrains from managing employees and making decisions. Rather of being proactive or reactive, they are inert and inactive in their role as leaders (Hamidifar, 2010).

Organizational Commitment: organizational commitment is the psychological state of an employee that determines their relationship with the company and affects their decision to remain employed (Hamidifar, 2010).

Motivating Factors: these are elements that are inherent in the task itself or that emerge from performing it, such as responsibility, personal growth, accomplishment, credit for accomplishment, and the work itself. This expression and intrinsic job characteristics are synonymous (Herzberg et al., 1959).

Hygiene Factors: These are elements of the work environment or the setting in which the work is done, such as compensation, working conditions, supervision, organizational policy and administration, and interpersonal relationships. The terms extrinsic job factors and this one are interchangeable (Munit, 2021).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. INTRODUCTION

Review of Related Literature described and examined the supporting theories that are related to this study 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. The Concept Leadership

Leadership is a very complicated notion. Over the years, scholars have defined leadership and come to the conclusion that it is a spiritual profession. They have others that support and believe in them. A leader in the organization exhibits covert behavior. People in any company do not require leadership when they are content, joyful, and peaceful. But when disruptions and changes occurred within the business, strong leadership was needed. Being a leader is both an individual trait and a group's acceptance of the leader. A leader is someone who is prepared to assume full responsibility in any circumstance, facilitate teamwork among group members, and foster harmony within the group. The nature of leadership is situational and dependent on followership (Zafar & Muhammad, 2021).

According to Munit (2021) asserts that both transactional and transformational leadership are combined to provide the entire spectrum of leadership development models. There are five transformative components in it: Idealized influence (behavior); Individualized consideration; Intellectual stimulation; Inspirational motivation; and three transactional ones Exceptional management (passive); active exception management; contingent reward. The impact of transactional leadership, transformational leadership, and laissez-faire leadership styles on employee job satisfaction was the main emphasis of this study.

2.1.1. Leadership Theories

Over the years, various theories and views regarding leadership have been proposed. However, a common theme among these theories is that there are two main styles of

leadership. The first is a people-oriented style, which is when a leader creates a friendly, upbeat work atmosphere where employees feel comfortable sharing ideas and concerns with one another. The second approach is task-oriented leadership, where the leader guides the group's daily actions toward completing a task and assists subordinates in understanding what is required of them (Saad-Ur-Rehman et al., 2012).

2.1.1.1. Contingency Theories

It was recommended by contingency that strong leaders implement appropriate management techniques that are appropriate for the particular environment and circumstance. This thesis maintained that no one leadership or management style could be universally applied because every organization had unique difficulties and environments (Penn, 2008). When a leadership style meets the demands of the circumstance and the expectations of the workforce, it will benefit the organization and its members (Thompson & Phua, 2012).

2.1.1.2. Situational Theory

Task behavior, staff commitment, and relational behavior are all combined to form situational leadership. According to studies, the combination of these three elements is necessary for the situational leadership style to be successful; it permits open communication between leaders and followers while also ensuring the independence and competency of employees' decisions (Kindle, 2009). In order to choose which leadership style to employ with a follower, a situational leader looks for signs of the follower (Farmer, 2012).

2.1.1.3. Behavioral Theory

Team management has gained recognition as the most straightforward leadership style because it allows all members of a side company to work together to complete tasks more quickly and achieve better outcomes through the system of knowledge sharing (Cnaff & Wright, 2013).

This approach says that leadership consists of two kinds of behaviors. They are task and relational behaviors. Task facilitates goal accomplishment by helping people to achieve their objectives. Relational behavior helps followers to be comfortable with themselves, each other and the situation in which they are in. The focus of behavioral approach is to show how leaders combine the two types of behaviors to influence followers (Northouse, 2016).

2.1.1.4. Participative Theory

Leaders who are engaged in their groups foster a culture of participation and contribution, enabling members to feel invested in and relevant to the decision-making process. When a supervisor uses participatory leadership, they aim to include a variety of people in the decision-making process. This fosters dedication and increases teamwork, which leads to higher quality decisions (Lamb, 2013).

2.1.1.5. 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 (Charry, 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).

2.1.1.6. Relationship/Transformational Theory

People are inspired and encouraged by relationship or transformational leaders who assist group members in realizing the significance and greater good of the task at hand. These leaders are characterized by high moral standards, ethical principles, and a focus on helping each individual reach their full potential as well as the performance of the group (Charry, 2012). Relationship theories are frequently contrasted with theories of charismatic leadership, which hold that leaders who possess particular traits such as self-assurance, extroversion, and principles that are clearly stated are best suited to inspire followers (Lamb, 2013).

In general, influence is the most important component of the leadership process; a leader cannot succeed without it. A group is necessary for leadership to exist, and an effective leader will inspire followers to accomplish a common objective. A successful organization depends heavily on its leadership, and an organization cannot succeed without strong leadership.

2.1.2. Leadership Style

According to Arzi and Farahbod (2014), there are two types of leadership styles: transactional and transformative. The three categories of leadership: laissez-faire, transactional, and transformative the behaviors that make up a leader's influence over followers and the impact that the leader has on them are the foundation of leadership. Distributed leadership, servant leadership, authentic leadership, leader-member exchange theory, and numerous more leadership styles are among the other types that are not covered here (Befekadu & Peter, 2018).

2.1.2.1. Transformational Leadership

Transformational leadership, according to Arzi and Farahbod (2014), entails a leader's attempt to sway followers in the right direction. Rather than just following the status quo/current state of things, a leader seeks to shape the attitudes, values, and beliefs of those they lead. The process of inspiring change and giving followers the tools they need to better both themselves and their organization is known as transformational leadership. Followers are encouraged to take accountability and acknowledge their obligations by this style of leadership (Bezawit, 2017). Although charisma is simply one aspect of transformational leadership, there are many similarities between charismatic and transformative leadership. The drawbacks of charisma have been noted by detractors of transformative leadership as well as charisma (Befekadu & Peter, 2018).

According to Chandrasekara (2019), the aim of transformational leadership is to change people and organizations in precisely the same way that is, to alter them mentally and emotionally; to broaden vision, insight, and understanding; to define goals; to align behavior with principles, beliefs, or values; and to bring about long-lasting, self-perpetuating, and momentum-building changes. According to Chandrasekara (2019),

transformational leadership has four dimensions: idealized influence, individualized consideration, intellectual stimulation, and inspiring drive.

2.1.2.2. Transactional Leadership

A balance between the expectations or needs of the organization and the needs of the people is another aspect of transactional leadership. Transactional leaders embrace the objectives, framework, and organizational culture of their current organizations and employ rewards and penalties to compel followers to follow those (Odumeru & Ifeanyi, 2013). The expectations or demands of the company or leaders must be integrated with the needs of employees or followers, according to transactional leaders. According to Jacobsen (2013), transactional leadership entails ensuring that plans are followed and rules and regulations are followed by organizations (Befekadu & Peter, 2018).

The material mentioned above addresses the transactional leadership style, which emphasizes management by exception and rewards as a means of inspiring followers. Depending on whether a contingent incentive is tangible or psychological in character, it can be either transactional or transformational. The literature on transactional leadership mentioned above makes it abundantly evident that transactional leadership styles have a specific position in today's public sector. Organizations can enhance their performance in the current unstable economic climate by implementing contingent reward and management-by-exception policies, which provide a solid foundation for achieving better outcomes with fewer resources. Together, these two leadership style can be extremely successful in a global organization of the twenty-first century. While transactional leadership is not fundamentally ineffectual, it must be used in tandem with transformational leadership.

2.1.2.3. Laissez-faire Leadership

According to Hamidifar (2010) defines laissez-faire leadership as an inert type of leadership in which there is no communication between the leader and the follower. This type of leadership avoids making the required choices. Some refer to this kind of leadership as lacking in leadership. The followers are given responsibility in this type of leadership style. Supervisors steer clear of providing feedback. Less emphasis is placed on

the followers' satisfaction. Studies indicate that this type of leadership style is the most passive and ineffectual (Befekadu & Peter, 2018).

The previous discourse on the laissez-faire leadership style underscored that the primary shortcoming of this approach is its incapacity to foster dialogue and provide support to subordinates. Because of this, in the new global world, it is imperative to do away with this kind of leadership style in the modern corporation and instead emphasize transactional and transformational leadership styles. Moreover, customized consideration, intellectual stimulation, inspirational motivation, and idealized influence are the traits or attributes of transformative leaders.

Bass argued that leadership can exhibit both transformative and transactional leadership at the same time, in contradiction to Burns. A multitude of performance outcomes, including individual, group, and organizational ones, are favorably predicted by both transformational and transactional leadership, as demonstrated by over 30 years of study and many meta-analyses.

A leadership style that affects both social institutions and individuals is known as transformational leadership. In its perfect state, it transforms followers into leaders by bringing about significant and constructive change in the followers. When applied correctly, transformative leadership improves followers' performance, morale, and motivation in a number of ways. These include encouraging followers to take greater ownership of their work by challenging them to do so; knowing the strengths and weaknesses of followers so the leader can assign them to tasks that maximize their performance; and tying followers' sense of self to the organization's mission and collective identity.

In general, the majority of the time, when directing, influencing, and motivating employees, and leaders use a variety of leadership styles that suit the current circumstances. This is because different leadership styles may work better in different situations depending on the characteristics of the employee, such as their age, sex, sector, nature of work, and other factors, as well as their educational background.

2.2. The Concept Job Satisfaction

Job satisfaction (JS) is the state in which workers feel internally successful and committed to their work after finishing a certain activity (Bakotic, 2016). One of the most important responsibilities of institutional leadership is this. According to Sarwar and Khalid (2011), an individual's emotional reaction to their work is influenced by the physical and social environment in which they operate (Bakotic, 2016).

The assortment of thoughts and emotions people have regarding their present employment is known as Job satisfaction. Extreme levels of job satisfaction can be found in people, as can extreme levels of discontent. According to George et al. (2008), people can also have attitudes toward many parts of their occupations, including the type of work they do, their coworkers, superiors, or subordinates, and their reward.

Job satisfaction is a complex measure that indicates how different aspects of an employee's job contribute to their sense of fulfillment. The phrase "job satisfaction" is operationally defined as "supervision with multiple facets." Research writers have identified promotion, workplace, and compensation as the main components of job satisfaction. These factors were further divided into two categories: extrinsic job satisfaction, which is connected to work terms and circumstances, such as salary, and intrinsic job satisfaction, which is related to the type of work that makes the work, such as skills, etc. (Saba, 2011).

2.2.1. Theories of Job Satisfaction

2.2.1.1. Motivator-Hygiene Theory:

This theory was taken from Herzberg et al. (1959), bolstering Frederick's theory that suggested job satisfaction and dissatisfaction are not too dissimilar ends of the same spectrum. They ultimately break down, and two of them will be wholly distinct and incompatible with one another. The motivations include pay, benefits, incentives, recognition, and achievement. On the other hand, unsatisfactory aspects or hygiene considerations include things like communication, layout, organizing techniques, stable employers, and working conditions. The motivator-hygiene theory's concept was that

certain aspects of a job were associated with either job satisfaction or discontent (Munit, 2021).

2.2.1.2. Theory of ERG:

The idea of Existence, Relatedness, and Growth Needs (ERG) was developed by C. Alderfer and was adapted from Caulton (2012). It restructures Maslow's 1969 Need Hierarchy theory into a new essential framework.

Existence needs standards offer significant, measurable requirements. It encompasses, in essence, a person's requirements for security and safety, both physical and physiological. Needs of relatedness are the needs of the person to maintain significant relationships with others (friends, family, or superiors) in order to get recognition and favor from the general public. This category of wants includes Maslow's psychological demands as well as the outward manifestation of the desire for respect. Growth needs include the demand for professional advancement and growth as well as the urge for self-development. This framework of needs includes Maslow's self-actualization demands as well as the fundamental need for respect (Tekin & Gorgulu, 2018).

2.2.1.3. Theory of Douglas McGregor:

According to this theory, Douglas McGregor identified two different aspects of hominoid behavior at work or in an activity: the first is known as negative behavior (X) and the second is known as positive behavior (Y) (Russ, 2013).

The assumptions of Theory X and Y: state those individuals in X have an intrinsic fear of work and will do all in their power to avoid it. As a result, in order to make people work, they are coerced, controlled, directed, and undermined. They lack motivation, depend on the rules of others, avoid taking on responsibility, and require protection. This idea relates to fear of unemployment, stability of tenure, and work satisfaction (Lawter et al., 2016).

2.2.1.4. McClelland's Theory of Need:

Adopted from Heller (2018), Sinha (2015) stated that there is a substantial correlation between the educational theory and the theory of McClelland's need. The basis of McClelland's theory consists of three forms.

Need for power those who are highly attuned to authority are driven by a desire to lead, motivate, or teach others. They take great pride in their job and prioritize discipline. According to Sinha (2015), the urge for control stems from the need to consider everyone, have an impact on others, influence lives, and make a difference in people's quality of life in general. The need for accomplishments is the drive to meet a set of standards, to succeed, to accomplish, and to strive for greatness. Execution, receiving, or doing are the processes of achievement and performance. Success inspires people greatly because it fuels their desire for dominance. They frequently concentrate on tasks with a moderate level of complexity, where results are determined by their efforts rather than luck (Osemeke & Adegboyega, 2017). Need for affiliation Employees seek to establish amicable working relationships with others and be consistently accepted by everyone through communication and provision. They wish to work on projects that give more degrees to those who interact with others and accept the demands of the group. They will demonstrate their skills in customer collaboration and corporate service scenarios (Jha, 2020).

2.2.1.5. Equity Theory

A sort of justice predicated on merit or accomplishments is known as equity. According to Robbins et al. (2010), equity is believed to be a cognitive process of appraisal in which a worker attempts to strike a balance between their efforts at work and their expectations of rewards. According to the equity theory, a person's level of job satisfaction is not just based on how much they think reward outweighs effort. Instead, an employee's level of job satisfaction is determined by contrasting their benefits with those of other people in their position. Compared to previous incentive theories, the equity theory emphasizes comparison more (Heller, 2018).

2.2.2. Measurement of Job Satisfaction

Job satisfaction and work activities are the sort of work done is referred to as the nature of the work. Employee job satisfaction is higher when they have a variety of mentally challenging jobs, freedom to develop their skills and abilities, and opportunities for feedback (Lumley et al., 2011).

Pay and job satisfaction an employee's job satisfaction is significantly influenced by the compensation they get. Among the perks that an employee enjoys are packages. It is impossible to overlook the importance of employee compensation packages in determining employee job satisfaction (Muttalib et al., 2023).

Promotion and job satisfaction lead to personal growth, greater responsibilities, & elevated social standing. According to Batugal, M. L. C., & Tindowen, D. J. C. (2019), individuals who believe that promotion decisions are conducted in a reasonable and just manner are likely to be content with the outcome, which is significant. It is also a crucial indicator of employee job satisfaction.

Interpersonal relationships and job satisfaction are important component of job satisfaction is supervision. Job satisfaction is the outcome of a leader who pays attention to what staff members have to say, is approachable and sympathetic, and shows respect and admiration for his subordinates. Good coworkers are mostly responsible for a happy workplace. Poor work groups can have a negative impact on employees' job satisfaction (Konjet, 2019).

Job satisfaction and working conditions in the literature, operational conditions and working conditions have been used interchangeably. The phrase describes the guidelines and practices followed by a company. Certain protocols could be so rigid that they prevent flexibility when it's required. Employee discontent could result from this (Lumley et al, 2011).

2.3. Review of Empirical Studies

An overview of the literature on the connection between job satisfaction and leadership styles job satisfaction and leadership style are significantly correlated (Befekadu and Peter,

2018). Numerous studies have shown how differing leadership styles have a major impact on subordinates' job satisfaction (Garr & Kaushik, 2013).

A study on Malaysian executive staff in the public sector revealed a better correlation between job satisfaction and transformational leadership style (Voon, et al., 2011). The study examined the relationship between job satisfaction and transformational leadership style among bank employees in Lahore, Pakistan. The findings indicated that transformational leadership positively impacts overall job satisfaction (Bushra, et al., 2011).

Ethiopia has also conducted a number of researches on the connection between job satisfaction and leadership. A study was conducted to determine the relationship between leadership style and employee job satisfaction. The results showed that transformational leadership had the greatest overall impact on job satisfaction. Employee job satisfaction at Panafric Global is not significantly impacted by transactional or laissez-faire leadership styles (Helina, 2020).

Researchers from another study on Ethiopian public universities came to the conclusion that a transformational leadership style has a significant impact on job satisfaction. Furthermore, job satisfaction is positively and dramatically impacted by transformational leadership approaches. Nonetheless, job satisfaction is not significantly impacted by transactional or laissez-faire leadership styles (Alemu & Getnet, 2017).

A second study examined the association between transformational leadership styles and all five characteristics of job satisfaction work activities, application of skills and abilities, compensation and advancement, interpersonal relationships, and general working conditions of job satisfaction. The outcome showed that transformational leadership was statistically significant and connected with both intrinsic and extrinsic job satisfaction (Nebiat & Asresash 2013).

An investigation into the connection between employee job satisfaction and leadership styles at Tehran's Azad University branches the results showed that employees were only somewhat satisfied with their jobs and that transformational and transactional leadership styles were the most common. The many components of employee job satisfaction would be impacted differently by the various leadership style elements. All the characteristics

related to job satisfaction are well predicted by both laissez-faire and individualized attention (Hamidifar, F., 2010).

2.3.1. Relationship between Leadership Style and Job Satisfaction

Many studies have been done on the relationship between a leader's style and the job satisfaction of their staff in public offices, and the results show that there is a strong one (Nam & Park, 2019). Additionally, according to Jabbar et al. (2020), leadership styles have a significant impact on organizational and societal behaviors as well as the level of job satisfaction among employees. Accordingly, several researchers found a strong correlation between employee job satisfaction and leadership and demonstrated the practical significance of this link in the workplace (Njiinu, 2017). In a similar vein, (Kalsoom et al., 2018) came to the conclusion that there is a high correlation between these variables and that leadership styles can affect job satisfaction. Applying the appropriate leadership style can help employees reach their full potential. Leadership styles are a notable key component determining job satisfaction in public workplaces (Lin et al., 2018).

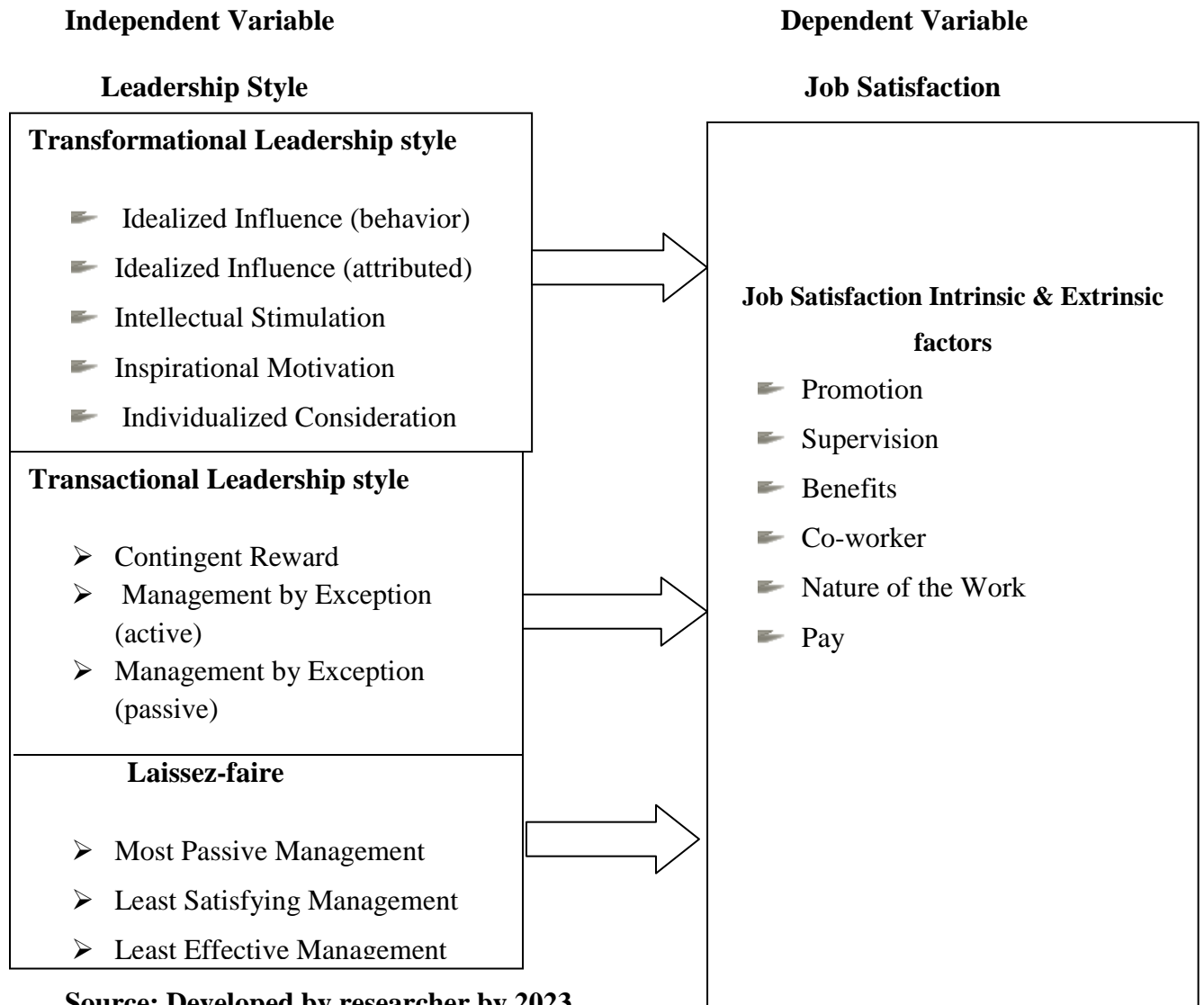
In general, there is a unique association between each leadership style and employee satisfaction. Employee satisfaction is positively correlated with both transactional and transformational leadership styles, as the aforementioned empirical data showed. The successful implementation of these leadership styles can increase employee satisfaction and advance organizational success. Employee psychological attachment and organizational commitment are improved by transactional leadership style components (e.g., contingent reward). However, there was a negative correlation found between employee attachment to supervisors and passive management by exception actions. According to study results presented in the literature mentioned above, employees' behaviors are negatively impacted by a laissez-faire leadership style and a strong positive relationship between transformative leadership.

2.4. Conceptual Framework of the Study

The following conceptual framework shows the relationship between, leadership style as an independent variable and job satisfaction as dependent variables. The framework demonstrates how job satisfaction which is assessed in terms of work activities, the

application of skills and abilities, salary pay and promotion, interpersonal relationships, effectiveness' of managerial approach and general working conditions; may be influenced or affected by the three leadership styles, namely transformational, transactional, and laissez-faire.

Figure: 2. 1: Conceptual Framework of the Study



2.5. Conclusion

In conclusion, the researcher examined the literature on employee job satisfaction, leadership, leadership styles, and the connection between the two in this chapter. Three

primary leadership types were examined: transactional leadership, laissez-faire leadership, and transformational leadership.

Critics of leadership and job satisfaction literature often point out several key issues. One common criticism is the lack of consensus on what constitutes effective leadership or how to measure it accurately. Different studies may use varying definitions of leadership effectiveness, making it challenging to draw definitive conclusions. Additionally, some critics argue that much of the research in this area relies heavily on self-report measures, which can be subjective and prone to bias. Another critique is that many studies focus on correlational relationships rather than establishing causation, limiting the ability to make strong claims about the impact of leadership on job satisfaction. Furthermore, some critics suggest that the existing literature may not adequately consider contextual factors that could influence the relationship between leadership and job satisfaction, such as organizational culture and specific challenges. Overall, while leadership and job satisfaction literature have provided valuable insight, these criticisms highlight the need for more rigorous research methodologies and a deeper understanding of the complexities involved in studying these topics.

In reviewing the literature on leadership and job satisfaction, several comparisons can be made. Firstly, studies have consistently shown that effective leadership styles, such as transformational leadership, are positively correlated with higher levels of job satisfaction among employees. Transformational leaders inspire and motivate their team members, leading to increased job satisfaction through a sense of purpose and fulfillment in their work. On the other hand, laissez-faire leadership style has been associated with lower levels of job satisfaction due to lack of support, communication, and empowerment. Additionally, research suggests that organizational culture plays a significant role in shaping both leadership practices and job satisfaction levels. Organizations that prioritize employee well-being, recognition, and development tend to have higher job satisfaction rates compared to those with toxic work environments or poor leadership practices. Overall, the relationship between leadership and job satisfaction is complex and multifaceted, highlighting the importance of effective leadership in fostering a positive work environment conducive to high levels of job satisfaction among employees.

The synthesis of leadership and job satisfaction literature reveals a strong correlation between effective leadership styles and job satisfaction. Research indicates that transformational leadership, characterized by inspiring and motivating followers towards a common vision, is positively associated with higher levels of job satisfaction among employees. Transformational leaders who exhibit charisma, intellectual stimulation, individualized consideration, and inspirational motivation tend to create a supportive work environment that fosters employee engagement and satisfaction. Additionally, studies have shown that participative leadership, where employees are involved in decision-making processes, can also enhance job satisfaction by empowering individuals and increasing their sense of ownership and autonomy within the organization. Overall, the literature suggests that leadership behaviors play a crucial role in shaping employee perception, highlighting the importance of effective leadership practices in promoting a positive work environment and enhancing overall organizational performance.

The literature makes it abundantly evident that an organization's ability to expand and flourish sustainably depends on its leadership. An organization can express a strategic vision and direct staff members toward realizing the vision with effective leadership. For example, firms are embracing transformational leadership because of its positive correlation with higher organizational effectiveness. Transformational leadership and transactional leadership are complementary, and in an organizational setting, it's important to strike a balance while using both types of leadership (Anjam & Ali, 2016). The literature mentioned above suggests that various leadership styles have distinct effects on the attitudes and actions of their subordinates.

CHAPTER THREE

RESEARCH METHODOLOGY

3. INTRODUCTION

This section includes information on research design and approach, study population, study site, sampling strategies, samples and sample size, data sources and types, data collection tools, data analysis procedures, data quality assurance approaches, ethical considerations and later of consent.

3.1. Approach of the Study

The researcher exploited mixed (qualitative and quantitative) research approach. In this study quantitative data was gathered from employees through questionnaire and also collected qualitative data from managers through interview. A mixed-methods approach was employed to collect pertinent data from employees working in public offices within the administration of Shone town. With this strategy, it would be possible to gather both qualitative and quantitative data in order to fully comprehend the study problem.

3.2. Study Design

To conduct this study, the researcher used mixed research design because the study is more focused on how leadership style affect employees' job satisfaction, means two variables were examined in the study, such as employees' job satisfaction as dependent variable and leadership style as independent variable. Therefore, explanatory research design is more preferred for this study to show the effect of one to another. This design would allow for the collection of both quantitative and qualitative data to provide a comprehensive understanding of the research problem.

3.3. Study Site

The study was carried out in government offices of the Shone town administration, which is situated in Ethiopia's Central African Regional State. There are six kebele on it. There are 24 government offices, according to the public services office and town administration

of Shone. The main reason the researcher selected Shone town administration was that the situation was grave and currently impacts employers; also, the researcher is well-versed in the area and is aware of the problem, particularly the locations where the study's target group is found. In addition, the researcher would take part in many community meetings concerning the issue, which inspired the researcher to investigate the elements and procedure that led to the problem and the goal of this study. Researchers have also benefited from the ability to collect data and handle more effectively.

3.4. Study Population

This particular study would be conducted in Shone town. The town is located in the southern part of Ethiopia at a distance of 345 kms from the capital, Addis Ababa, from national capital city Addis Ababa, 121 kms from Hawassa, 197 kms South East of Hosanna town.

The target populations of this study were employees of selected offices of Shone town administration. As to the information from Public service and Human resource development office, there were 24 governmental offices in the town administration. There were 2243 civil servants, serving town administration, of which 1346 are males and 897 are females. The researcher's based on the information presented, 10 offices were selected purposefully.

The researcher used a combination of simple random, purposive and stratified sampling techniques to choose 10 offices and 293 respondents to represent the total population as a sample and in order to collect data. Totally, 293 participants involved in the study where 17 of them selected through non-probability sampling technique whereas 276 were selected through probability sampling techniques. Therefore, the participants of the study in these 10 selected offices were 1070 employees (i.e. 618 males and 452 females) thus, from the selected offices total number of participants were selected by using simple random techniques and the participants were 293 employees and from 293 participant 17 were interviewed.

Table: 3.1. Study Participants

No.	Name of organization	No. of public employees		
		Male	Female	Total
1	Trade and Industry Development Office	42	13	55
2	Revenue Authority Office	24	16	40
3	Peace and Security Administration Office	22	7	29
4	Water Supply and Sanitation Office	31	7	38
5	Finance and Economic Development Office	45	7	52
6	Municipality Office	71	16	87
7	Transport Office	23	7	30
8	Agriculture and Natural Resources Office	64	27	91
9	Mayor Office	18	9	27
10	Health Office	278	343	621
	Total	618	452	1070

Source: Shone HRM Office 2023 and Developed by Researcher 2023

3.5. Sampling Technique and Sample Size Determination

To get the right sample for this study, the researcher has combined stratified random sampling with purposive sampling approaches. This was done to guarantee that the target population groups were sufficiently represented in the sample and to increase efficiency by having more control over the sample's makeup. Purposive sampling was used to choose 10 offices based on the researcher's observations and the information provided. The researcher also observed the issue from documents related to sector complaints, and stratified random sampling was used to choose male and female participants from each of the 10 offices.

3.5.1. Sample Size Determination

The formula used to determine sample size is:

$$n = N / (1 + N (e)^2)$$

Where; n = the correct sample size

e = Margin error (0.05)

$N = \text{total number of population (1070)}$

$n = 1070 / (1 + 1070(0.05)^2) = 1070 / (1 + 1070(0.0025)) = 1070 / 3.675 = 293$

Consequently, 293 is a trustworthy sample (n) for a given population size (N) of 1070 employees, per Yemani (1973). 33 percent of the target population is represented by the sample size. Three is the sample fraction. This indicates that one employee out of every three will be included in the sample. As a result, 293 employees made up the study's sample. The sample size of employees for each office and sex stratum is determined as follows:

3.5.2. Inclusion Criteria's

A participant has been selected as a study sample based on the inclusion criteria. The inclusion criteria included: (a) should have been active subjects' for the services at the time of data collection. (b) Volunteered to participate in the study. (c) Able to communicate in Amharic/English. (d) Working with public sector organizations. The sample size would be determined based on the inclusion criteria which are mentioned above.

3.5.3. Exclusion Criteria's

The study excluded that: (a) Employees who were absent during data collection time (b) Employees not volunteered to participate in the study (c) employees working in non-public sector organizations (d) leaders of public sector organizations.

3.6. Variables in the Study

3.6.1. Independent Variables

The primary independent variables of this study were leadership styles; such as transformational, transactional and laissez-faire leadership and demographic variables age, gender, years of work experience, marital status and educational qualification.

3.6.2 Dependent variables

In this study, dependent variable was job satisfaction of employees.

3.6.3 Demographic Variables

Demographic data including age, gender, years of work experience, marital status and educational qualification.

3.7. Data Collection Instrument

The study's primary methods for gathering data would be questionnaires and interviews. Closed-ended questionnaires were utilized in the study to examine leadership style and how it affects employee satisfaction. An adoption of the Questionnaire would come from (Allen, 2010). The Multifactor Leadership Questionnaire (MLQ), which was adapted from Spector (2000), was used to assess transformational, transactional, and laissez-faire leadership styles. The Job Satisfaction Scale (JSS) was used to gauge aspects such as coworkers, advancement opportunities, compensation, oversight, type of work, and benefits. The study's context was satisfied by the questionnaire, which was designed to address the research questions outlined in the first chapter. The Likert scale closed-ended questionnaire was chosen by the researcher from a variety of questionnaire types because it is easy to fill out, straightforward to construct, likely to yield a highly reliable scale, and simple to analyze, interpret, and manipulate data. Respondent responses ranged from highly satisfied (5) to very dissatisfied (1). A structured interview with the leaders would be created in addition to the questionnaire. It would be produced in an easy to understand manner and in a sequential manner.

3.7.1. Questionnaire

Demographic data including age, gender, years of service, and degree of education are included in the questionnaire. It also includes inquiries about job satisfaction and leadership style. In order to gather quantitative data on leadership styles and employee satisfaction, two different instruments are employed in this study: the Multifactor Leadership Questionnaire and Servant Leadership Scale (MLQ & SLMS) and the Employee Satisfaction Scale (ESS).

3.7.1.1. Multifactorial Leadership Questionnaire

Thirty-one items on the MLQ measure and highlight critical leadership effectiveness behaviors, nine of which are related to transactional leadership, eighteen to transformational leadership, and four to laissez-faire leadership. These behaviors have been proven to be substantially correlated with both individual and organizational performance. The biographical data is also included in the MLQ. Employee job satisfaction is a consequence of high order established needs and performance impacts, which are generated by leadership behaviors that are measured by the MLQ. It also evaluates subordinates' judgments of transactional, transformational, and laissez-faire leadership.

3.7.1.2. Job Satisfaction Survey (JSS)

To gauge employee satisfaction, the researcher employed the 25 item Job Satisfaction Scale (JSS). The questionnaire can be developed from Bryman and Bell (2007). Although it can be used by other organizations, the JSS was created especially for the public sector. The goal of the study was to address the main facets of job satisfaction using context-specific subscales. The theories that job satisfaction represented an efficient attitude reaction to a job will be predicted by the creation of the JSS. As a result, each of the six dimensions has components, and the following rater scale has been used to rate each component. A 5-point Likert scale with the labels 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree was used for these items.

3.7.2. Interview

The interview was the main form of data collecting used in qualitative approaches, according to Sachdeva (2009). A semi-structured interview typically begins with a few targeted questions before the interviewer probes the subject's points of view. The in-person interviews were beneficial in that they allowed for the observation and documentation of both verbal and nonverbal behavior. Leaders and team leaders were given a six-item structured interview to examine the impact of their leadership style on employee satisfaction.

3.7.3. Procedure for Data Collection

Prior to commencing data collection, the researcher sent formal letters to the offices requesting authorization and relevant information from the appropriate person. Following the organization's approval of the letter, the researcher would personally contact the target respondents and distribute a questionnaire, having language experts translate the question from English to Amharic. The goal of completing these tasks is to foster mutual understanding between government officials and researchers.

3.7.3.1. Pilot Study

Before the final questionnaire is issued to verify the questionnaire's validity and reliability, this is a serious problem. A pilot study was carried out to look for potential measurement errors, to find items with ambiguous formulations, and, most crucially, to watch nonverbal behavior. The pilot test involved twenty-two staff members from the chosen workplaces. Consequently, these employees were left out of the finished product.

3.7.3.2. Validity

Both face and content validity are used in this investigation. A test's face validity is one of its measurement related characteristics (Bryman et al., 2011). A non-statistical validity is content validity. The research employed well established questionnaires and interviews, for which excellent psychometric features had been determined. Language teachers carefully review the language used in the questionnaires, and psychologists edit the interviews and questionnaires to ensure the study's validity.

3.7.3.3. Reliability

The degree of stability in a concept's measure is known as reliability (Bryman et al., 2011). The internal consistency of each concept was tested using reliability analysis to guarantee a high level of generalization among test items. In order to assess reliability for this study, Cronbach's Coefficient Alpha was calculated. The internal consistency of the leadership styles and job satisfaction questionnaires was established using Cronbach's Alpha.

3.7.3.4. Data Quality Assurance

High priority was placed on minimizing errors through the use of the following measures in order to ensure data quality: The study advisers first review the instruments to assess the questions based on their content appropriateness and identify any potential areas that require revision in order to meet the study's goals. As a result, several changes have been made to the questionnaires to guarantee the instruments' content validity. These changes include removing words that are similar from the questionnaire and clarifying the instructions (i.e., the person they are rating). Second, a pilot test was conducted to ensure the dependability of the questionnaire. It was given out at random to the 22 employees of the Shone town administration (16 men and 6 women), who are not research samples. The instrument is improved based on the suggestions made by the respondents. Clear instructions and inquiries are among the instrument's responses. The results of the pilot test were examined, and any necessary corrections or modifications were made in response to the test's comments.

Lastly, Cronbach's Alpha results were examined for reliability using SPSS version 26 analysis of the pretested data sets. As a result, table 3.2 below displays the findings.

Table: 3. 2. Result of Pilot Study

Scale	Reliability Statistics				
	N	Excluded	%	Cronbach's Alpha	No. of Items
Transformational Leadership Styles	22	0	100	$\alpha = 0.957$	18
Transactional Leadership Styles	22	0	100	$\alpha = 0.638$	9
Laissez-fair Leadership Styles	22	0	100	$\alpha = 0.621$	4
Employee Satisfaction	22	0	100	$\alpha = 0.898$	25

Source: Own Survey Result of 2024, and SPSS Output, 2024

According to DeVellis (1991), an alpha of less than 0.60 is considered poor, 0.60 – 0.65 is undesirable, 0.65 – 0.70 is minimally acceptable, 0.70 – 0.80 is respectable, and 0.80 – 0.90 is very good and 0.90 and above is excellent. As can be seen above, the answers to

supervisors' questions about job satisfaction and leadership styles had Cronbach's Alpha values that are higher than 0.70. DeVellis' explanation thus suggests that the instrument's value for this investigation was determined to be appropriate.

3.7.4. Data Analysis

Depending on the kind of data gathered, the study would undergo both qualitative and quantitative analysis after it was completed. Descriptive analysis includes frequency, percentage, mean, and standard deviation for leadership styles, and mean and standard deviation for employee job satisfaction variables. Quantitative data analysis also includes inferential statistics. ANOVA and the independent sample t-test are two examples of inferential statistics that are used to calculate the impact of the demographic variables on leadership styles and job satisfaction. Analysis using Pearson's Correlation is utilized to ascertain how leadership styles and job satisfaction are related. The study employed multiple regression analysis to determine the most effective leadership style for predicting work satisfaction. But since the study will show correlation and the impact of an independent variable on a dependent variable, it will also practice regression analysis and correlation using SPSS version 26. Because qualitative data analysis is more difficult to quantify than quantitative analysis, the study will also use narrative analysis for the interview-based data.

3.8. Model Specification

Descriptive statistics' findings don't reveal how a leader's style affects employees' job satisfaction. Thus, the impact of leadership style on employee job satisfaction was determined using the Ordinary Least Squares (OLS) regression model. Three main applications of OLS regression exist: describing a reality model, determining the significance level of a theory, and making feature predictions. OLS regression is the most widely used linear model analysis in the social sciences, available in a variety of formats (Correlation, Multiple Regression, and ANOVA). A subset of multivariate analysis called OLS regression analysis forecasts the effects of numerous independent factors on a dependent variable.

3.9. Ethical Considerations

The College of Education at Hawassa University was contacted to request ethical clearance. However, ethical clearance could not be obtained at that time due to the ethical review committee's delayed reaction. Rather, the researcher asked the Mayor of the administration for authorization to gather information.

The researcher addressed ethical considerations of confidentiality and privacy throughout the research process. A written guarantee was given to the respondents that their names will not be revealed in the questionnaire and in the research report. Moreover, the participants were given a verbal and written description of the study, and informed consent was obtained before the survey. Participation in the study was made only voluntarily and also they were assured that the responses will be kept confidentially and only be used for the purpose of this study. Furthermore, I at my best level tried to abide by the rules and regulations of the university and conduct the study on the basis of objective judgment.

3.9.1. Letter of Consent

The consent letter serves as an introduction between the respondents and the researcher. Furthermore, a thorough explanation of the research study's motivations is provided. Additionally, respondents received assurances that both their identities and responses would be kept private. In addition, a letter of consent is written to the organization's general manager asking for authorization to conduct the survey.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION OF RESULTS AND INTERPRETATIONS

4. INTRODUCTION

The examination of the information gathered through interviews and questionnaires is covered in this chapter. The study's main goal is to investigate at the relationship between the job satisfaction of employees and the leadership styles that the government offices in Shone town adopt. Both the study's goal and its research questions are addressed in this examination. SPSS version 26 was used to analyze the survey respondents' answers. Response rate and other opening phrases were sought to be included in the analysis.

4.1. Descriptive Statistics of Demographic Variables

The demographic characteristics of the respondents of the questionnaire are presented in first section demographic data such as Gender, Age, and Educational qualification, Years of experience and marital status. 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 Strong disagree, Disagree, Neutral, Agree, and Strong Agree.

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, t-test, ANOVA and regression analysis were conducted to analyze and interpret the results. The frequencies and percentages of the demographic variables of the study are presented in the following table and analyzed.

Table: 4.1. Demographic Background of Respondents

Demographic Variables		Frequency	Percent
Gender	Female	121	43.8
	Male	155	56.2
	Total	276	100
Age	12-18	0	0
	19-40	183	66.3
	40-65	93	33.7
	Total	276	100
Education Qualification	Primary School	14	5.1
	Secondary level	12	4.3
	TVET	47	17.0
	Degree	149	54.0
	Masters and above	54	19.6
	Total	276	100
Work Experience	1-5	87	31.5
	6-10	104	37.7
	11-15	83	30.1
	Above 15	2	0.7
	Total	276	100
Marital status	Married	120	43.5
	Single	111	40.2
	Divorced	11	4.0
	Widowed/Widower	34	12.3
	Total	276	100

Source: Own Survey Result of 2024, and SPSS Output, 2024

Table 4.1 lists 276 employees of the Shone town administration working for a government agency. In terms of respondents' gender composition, there were more men than women. Male respondents made up 155 (56.2%) of the sample, while female respondents made up the remaining 121 (43.8%). 183 (66.3%) of the respondents were the largest age group,

falling between 19 and 40, suggesting that most of them were young. 93 (33.7%) of them were in the 40 – 65 age range.

Of the respondents, 149 (54%) possess a bachelor's degree, 54 (19.6%) have a master's degree, 47 (17%) are graduates of technical and vocational education, the remaining 14 (5.1%) have completed elementary school, and the remaining 12 (4.3%) have completed secondary education. In terms of years of service, 87 (31.5%) of the respondents had worked in an office setting for one to five years. 104 respondents, or 37.7% of the total, reported having six to ten years of work experience, followed by thirty-one percent with eleven to fifteen years and seven percent with more than fifteen years.

Lastly, Table 4.1 showed that the result indicates regarding Marital status, 111 (40.2%) of the respondents were single, 34 (12.3%) were widowed or widowers, and 11 (4%) were divorced. Of the respondents, 120 (43.5%) were married.

4.2. Descriptive Statistics of Overall Leadership Styles

The dominating leadership style that was consistently used by the administrators and government office leaders in Shone town was ascertained by surveying the respondents about their awareness, knowledge, attitude, degree of agreement, and feelings. Closed-ended questionnaires with 31 statements about three distinct leadership styles transactional, transformational, and laissez-faire were distributed to respondents. There were an additional 25 factors linked to employees' job satisfaction. The questionnaire's five-point Likert scale, which ranges from 1 to 5, serves as its foundation. There are five possible responses: 1 for Strongly Disagree, 2 for Disagree, 3 for Neither Agree nor Disagree, 4 for Agree, and 5 for Strongly Agree.

The mean, also known as the average, is a measure of central tendency that gives a general picture of the data without unduly covering every observation in the data set. The mean score of respondents in each dimension indicates the average degree of agreement or disagreement of the sample group with the various statements or scales. According to Marczyk et al. (2005), respondents are more likely to disagree with claims made by others when the mean is lower and to agree with them when the mean is higher.

4.2.1. Dominant Leadership Styles

The following Table 4.2 shows the mean scores of the three dimensions of leadership styles together with the related standard deviations in order to determine which dominant leadership style was adopted by the leaders of the Shone town administration and various government offices.

Table: 4.2. Descriptive Statistics for Overall Leadership Styles

Descriptive Statistics			
Leadership styles	N	Mean	Std. Deviation
Transformational Leadership	276	3.95	0.570
Transactional Leadership	276	3.90	0.578
Laissez Faire Leadership	276	3.60	0.824
Valid N (Listwise)	276		

Source: Own Survey Result of 2024, and SPSS Output, 2024

As it is seen in the above table it is easily can be observed that a mean score of 3.95 and 0.570 standard deviation, showed that transformational leadership style (idealized influence, individual consideration, intellectual stimulation, and inspirational motivation) transactional leadership style (contingent reward, and management by exception) with a mean score of 3.90 and 0.578 standard deviation has the highest mean score from the three-leadership styles and, the least mean score of 3.60 and 0.824 standard deviation of Laissez-faire leadership style. As the descriptive statistics showed transformational leadership style is the most dominant leadership style were employees of the Shone town administration.

Based on the aforementioned findings, it can be inferred that the leaders of the administration in Shone town frequently employ Transformational leadership as their predominant style of leadership. By displaying the mean score and standard deviation, the mean can be used to assess the efficacy of the leaders. Because the mean score for the Laissez Faire leadership style was below average, it may be argued that the leaders of the

administration and government offices in Shone town were not effective leaders in the traditional sense. Employees are also content since, according to the mean score, the majority of respondents agree on the parameters of satisfaction; however, generally speaking, several government offices and employees of the Shone town administration are not satisfied with the current style of leadership.

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.

Table: 4.3. Mean and Standard Deviation of Leadership Styles Sub Scale

Variables	Minimum	Maximum	Mean	Std. Deviation
Idealized attributes	1	5	3.54	0.925
Idealized behaviors	1	5	3.54	0.925
Inspirational motivation	1	5	3.70	0.871
Intellectual stimulation	1	5	3.66	0.900
Individual consideration	1	5	3.70	0.908
Transformational Leadership	1	5	3.95	0.570
Contingent reward	1	5	3.63	0.973
Active Management	1	5	3.36	0.757
Passive Management	1	5	2.55	0.966
Transactional Leadership	1	5	3.90	0.578
Laissez Faire Leadership	1	5	3.6	0.824

Source: Own Survey Result of 2024, and SPSS Output, 2024

According to the computed mean values of the transformational leadership dimensions, Inspirational motivation ($M = 3.70$, $SD = 0.871$) and Individual consideration ($M = 3.70$, $SD = 0.908$) have the greatest mean values, followed by Intellectual stimulation ($M = 3.66$, $SD = 0.900$). This demonstrates how transformational leaders regularly use inspirational motivation, preserve their followers' trust and respect, demonstrate their commitment to them, speak to their hopes, and serve as role models for their staff members. These leaders consistently carry out their work with underlying ethics and beliefs, and they are looked up to, respected, and trusted. Intellectual stimulation and individualized consideration are the least most practiced among leaders.

In comparison to the other characteristics of transactional leadership styles, contingent reward has the highest mean score, as seen by the table above. With a mean score of 3.63 and a standard deviation of 0.973, contingent reward is the transactional leadership style factor that is most frequently used.

The table above indicates that the most commonly used leadership style among managers is transformational leadership, also known as inspirational motivation. The most commonly used strategy among transactional leaders is contingent reward. This shows how much their transactional leaders emphasize what is required of them, tell others what to do to get rewarded, and acknowledge their accomplishments.

The term "transactional contingent reward" describes how a leader explains to their followers what their roles and responsibilities are, as well as the performance standards and incentives that follow (Bass, 2006).

A laissez-faire leader can score as low as 1.0 or as high as 5. Laissez-faire leadership had a mean score of 3.60 and $SD = .824$. According to Bass and Avoilo (2006), it may be said that the Laissez-fair leadership was ineffective.

Overall, these results emphasize how crucial it is for psychologists, counselors, social workers, and other stakeholders to support these employees by educating them about a variety of enhancing satisfaction mechanisms or by effectively using leadership style and helping them identify the ones that work best for them.

4.3. Descriptive Statistics of overall Job Satisfaction

4.3.1. Extent of Job Satisfaction

The levels to which Shone town administration offices are content with the current leadership style employed by their offices leaders are displayed in Table 4.4 below.

Table: 4.4. Extent of Job Satisfaction

Descriptive Statistics			
Scale	N	Mean	Std. Deviation
Employee job satisfaction	276	3.28	0.594
Valid N (Listwise)	276		

Source: Own Survey Result of 2024, and SPSS Output, 2024

Descriptive statistics revealed the mean score and standard deviation for total job satisfaction, as shown in the above table. Employees of the researched institutions were not satisfied with the current leadership style/existing leadership style that is utilized by the Shone town administration or any government office, according to the mean and standard deviation of the results ($M = 3.28$ and $SD = 0.594$).

4.3.2. Overall Job Satisfaction

The mean and standard deviation are used in descriptive analysis of the job satisfaction metrics. The job satisfaction indicators of the Shone town administration were obtained from some government offices for this study. Employees are evaluated based on their type of employment, coworkers, salary, benefits, supervision, and opportunities for advancement. Using a Likert scale of 5 that went from strongly agrees to strongly disagree, the response was given according to the degree of agreement expressed by the responder.

Table: 4.5. Analysis of Overall Job satisfaction

Descriptive Statistics			
Variables	N	Mean	Std. Deviation
Nature of Work	276	3.57	0.823
Coworker	276	3.57	0.881
Pay	276	2.77	0.941
Benefits	276	3.16	0.901
Supervision	276	3.12	0.377
Promotion	276	3.02	0.652
Valid N (Listwise)	276		

Source: Own Survey Result of 2024, and SPSS Output, 2024

According to the above table, the lowest scale for job employees' satisfaction sub variables was and the maximum scale was 4. The mean score for coworker was ($M = 3.57$, $SD = 0.881$). This mean score was the highest mean score among all the other facets of job satisfaction. The next highest mean score from the sub-variables was Nature of the Work ($M = 3.57$, $SD = 0.823$). The fourth highest mean score was Benefits ($M = 3.16$, $SD = 0.901$). The lowest mean score was Pay ($M = 2.77$, $SD = 0.941$). The remaining job satisfaction factors had Mean scores 3.02.

For analysis purpose, Spector (2011) recommended that the six scales can be recoded into three. The scholar suggested that the average score from 1 to 3 is recoded into dissatisfied, from 3 to 4 as ambivalent and from 4 to 6 as satisfied (Bateh and Heyliger, 2014).

4.4. Inferential Analysis

4.4.1. Independent Sample t-test

Table: 4.6. T-Test for the Gender Respondent's

Gender	N	Mean	S.D.	S.E	Df	T	Sig.
Male	121	3.29	.578	.053	274	.297	.536
Female	155	3.27	.608	.049			

Source: Own Survey Result of 2024, and SPSS Output, 2024

H₀: $\mu_1 - \mu_2 = 0$ Vs. H₁: $\mu_1 - \mu_2 \neq 0$, two tailed test

P value is .536, α is 0.05. Accept the null hypothesis since the P value is larger than α value. Based on $t(274) = 0.297$, $p > 0.05$, the researcher comes to the conclusion that there is no statistically significant mean difference in job satisfaction between males and females.

Table: 4.7. T-Test for the Age of Respondent's

Age	N	Mean	S.D.	S.E	Df	T	Sig.
19-40	183	3.26	0.601	0.044	274	-0.795	0.477
40-65	93	3.32	0.580	0.060			

Source: Own Survey Result of 2024, and SPSS Output, 2024

H₀: $\mu_1 - \mu_2 = 0$ Vs. H₁: $\mu_1 - \mu_2 \neq 0$, two tailed test

Accept the null hypothesis since P value is bigger than alpha value (P value = 0.477, α value = 0.05).

After calculating $t(274) = -0.795$, $p > 0.05$, the researcher comes to the conclusion that there is no statistically significant mean difference in job satisfaction between employee ages.

4.4.2. One Way ANOVA

Table: 4.8. F-test Summary for the Marital Status of Respondents'

ANOVA Table						
		Sum of Squares	Df	Mean Square	F	Sig.
Marital status	Between Groups	122.979	3	40.993	0.184	0.907
	Within Groups	60494.572	272	222.407		
	Total	60617.551	275			

Source: Own Survey Result of 2024, and SPSS Output, 2024

$H_0 : \mu_1 = \mu_2 = \dots = \mu_4$ against: H_a : Not all population means are the same

Accept the null hypothesis since the P value is more than the alpha value or the tabulated value is greater than the calculated value (P value = 0.907, α value = 0.05 F 0.05 (3,272) = 2.68, F cal. = 0.184).

The findings indicate that the mean difference in job satisfaction between employee marital statuses is not statistically significant

Table: 4.9. F-test Summary for the Respondents Year of Experience

ANOVA Table						
		Sum of Squares	Df	Mean Square	F	Sig.
Year of Experience	Between Groups	1,271.655	3	423.885	1.943	0.123
	Within Groups	59345.896	272	2,18.183		
	Total	60617.551	275			

Source: Own Survey Result of 2024, and SPSS Output, 2024

$H_0 : \mu_1 = \mu_2 = \dots = \mu_4$ against: H_a : Not all population means are the same

α value = 0.05, F 0.05 (3,272) = 2.68, F cal. = 1.943, P value = 0.123

Accept the null hypothesis if the P value is higher than the alpha value or the tabulated

value is higher than the calculated value.

The findings indicate that the mean difference in job satisfaction between employee years of experience is not statistically significant.

Table: 4.10. F-test Summary for the Respondents' Educational Qualification

ANOVA Table						
		Sum of Squares	Df	Mean Square	F	Sig.
Educational Qualification	Between Groups	2716.957	4	679.239	3.179	0.014
	Within Groups	57900.594	271	213.655		
	Total	60617.551	275			

Source: Own Survey Result of 2024, and SPSS Output, 2024

$H_0 : \mu_0 = \mu_1 = \mu_2 = \dots = \mu_5$ against: H_a : Not all population means are the same

F 0.05 (4,271) = 2.80, F cal. = 3.179, P value = 0.014, α value = 0.05. Because the tabular value is less than the computed value and the P value is less than the alphas value, the null hypothesis is rejected. The results show that there is a statistically significant mean difference in job satisfaction between employees' educational qualification.

4.4.3. Pearson's Product Moment Correlation Coefficient

Table: 4.11. Correlation of Independent with Dependent Variable

Employee job Satisfaction versus Leadership styles	Transformational Leadership	Transactional Leadership	Laissez Faire Leadership
Pearson Correlation	.399**	.344**	.337**
Sig. (2-tailed)	.000	.000	.000
N	276	276	276

Source: Own Survey Result of 2024, and SPSS Output, 2024

Note: N = 276

Ho: There is no connection between transformational leadership style and employee job satisfaction

Ha: There is a connection between employee job employee satisfaction and transformational leadership styles.

Ho: There is no connection between employee job satisfaction and transactional leadership style.

Ha: employee job satisfaction among employees is correlated with a transactional leadership style.

Ho: There will be no correlation between employee job satisfaction and laissez-faire leadership.

Ha: There is a connection between job employee satisfaction among employees and laissez-faire leadership.

According to Table 4.11 the survey result depicts that, there is a statistically positive and significant relationship between Leadership styles and employees' job satisfaction with ($r = .399^{**}$, $r = .344^{**}$ and $r = .337^{**}$) which are significant/ positive relationship at 5% and p value = 0.000, $p < .05$ for transformational leadership style and Job satisfaction, for transactional leadership style and Job satisfaction, and for laissez-faire leadership style and Job satisfaction respectively.

The aforementioned finding indicates that each leadership dimension has a positive and significant association with employees' job satisfaction in the examined offices, even while transformational leadership style has a relatively stronger relationship with employees' job satisfaction. As a result, the alternative hypotheses (Ha1, Ha2, and Ha3) mentioned above would be accepted.

The findings of this study suggest that a number of factors, including leadership experiences, age, educational qualification, marital status, and employment, may be connected to satisfaction. These relationships, however, are only correlational and do not always suggest relationship. To determine the causal links between these variables and satisfaction, more research is necessary.

The finding of this research explains that leaders in Shone town administration government al offices prefer to get work accomplished by their subordinates through authoritative leadership style. They generally have well defined and controlled disciplinary process with an emphasis on punishment for non compliance furthermore, they put in place prescribed policies, procedure, rules and goals. This is because different situation may request appropriate and more productive leadership style. On the other hand transformational leadership styles are the least commonly used Shone town administration governmental offices. Hence, to increase organizational performance and level of competitiveness, the organizational should identify leadership approach and especially transformational leadership style that facilitates organizational performance.

These results are consistent with earlier studies on here is positive relationship between leadership style and employee job satisfaction generally because, all leadership styles has a positive correlation with employee job satisfaction in shone administration. Leadership styles relate positively with how employees perceive their job as well as their overall satisfaction at work (Tetteh and Brenyah, 2016).

4.4.4. Multiple Regression Analysis

Table: 4.12. Multiple Regression Analysis Model Summaries

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.417 ^a	0.174	0.165	13.570

a. Predictors: (Constant), Laissez Faire Leadership, Transactional Leadership, Transformational Leadership

Source: Own Survey Result of 2024, and SPSS Output, 2024.

Table 4.12 presents a summary of the R square obtained for the different regression models. This has a coefficient of 0.174, which is significantly greater. The percentage of the outcome's variance that the predictor can account for is displayed by the R square. The results indicate that 17.4% of the variation in employees' job satisfaction was explained by

the leadership styles used at the organization. This suggests that the various combinations of leadership styles accounted for 17.4% of the job satisfaction of existing employees. An additional factor that was not examined in this study is responsible for 82.6% of the variation in changes in employees' job satisfaction. The finding presented above suggests that there is a substantial amount of dependence between job satisfaction and other factors.

Table: 4.13. ANOVA Table

ANOVA ^a Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10526.722	3	3508.907	19.054	0.000 ^b
	Residual	50090.829	272	184.157		
	Total	60617.551	275			

a. Dependent Variable: Employee job Satisfaction

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

Source: Own Survey Result of 2024, and SPSS Output, 2024

Regression in multiples the model's overall fit has been evaluated using ANOVA, which yields an F test between the predictors and the dependent variable (Field, 2009). When F is significant, it means that the dependent variable will be significantly more variability predicted by the model as a whole, or by all of the predictors put together. Accordingly, the above ANOVA Table depicts that the model is significant, $P = .000^b$ which is $p < 0.05$. This means that the combined dimensions of leadership style are statistically a good predictor of employees' job satisfaction since the value of F statistics is significant at 3 and 272 degree of freedom at 95% confidence level. In general, **H₀: B₁ = B₂ = B₃ = 0 Vs. H_a: at least B_i is different from zero** we can compare F₀ and F (3, 272, and 0.05) in the aforementioned ANOVA table to ascertain the model's significance.

Decision: - We have sufficient evidence to reject H₀ and come to the conclusion that all parameters are statistically significant because F calculated is bigger than F tabulated and

p-values are less than 0.05. This indicates that each of the three explanatory variables (X1, X2, and X3) in the model has a significant effect.

Table: 4.14. Multiple Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.309	5.782		8.009	0.000
	Transformational Leadership	0.235	0.094	0.235	2.514	0.013
	Transactional Leadership	0.331 ^b	0.227	0.116	1.461	0.145
	Laissez Faire Leadership	0.797	0.505	0.119	1.580	0.115

a. Dependent Variable: Employee job Satisfaction

Source: Own Survey Result of 2024, and SPSS Output, 2024

$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3$ is the regression model's equation. $Y = 46.309 + 0.235 x 1 + 0.116 x 2 + 0.119 x 3$. Y stands for work satisfaction, while β_0 , or 46.309, is the constant. The results of the regression analysis demonstrate that the coefficients represent the degree to which the leadership style dimensions affect job satisfaction. A useful tool for comparing the explanatory variables' impact on the dependent variable is the standardized beta coefficient.

H₀: (B1 = 0) Transformational leadership style has insignificant influence on employee job satisfaction Vs. **H_a**: Transformational leadership style has significant influence on employee job satisfaction.

H₀: (B2 = 0) Transactional leadership style has insignificant influence on employee job satisfaction Vs. **H_a**: Transactional leadership style has significant influence on employee job satisfaction.

H₀: (B3 = 0) Laissez-faire leadership style has insignificant influence on employee job satisfaction.

Ha: Laissez fare leadership style has significant influence on employee job satisfaction.

Multiple regression coefficients were used in the preceding Table (4.14) to ascertain the impact of each leadership style on employees' job satisfaction in the administration and government offices in Shone town. Additionally, it offers data on how each independent variable affects employees' job satisfaction. When all other independent variables are maintained constant, it shows the amount that the dependent variable fluctuates with an independent variable. The P value demonstrated the importance of the leadership styles' impact on employees' job satisfaction. An independent variable's contribution to the dependent variable is more significant the larger its beta value.

Ha: Transformational leadership style has significant influence on employee job satisfaction.

The research clearly demonstrates that a transformative leadership style has a greater impact on job satisfaction. According to the standardized coefficient (Beta = 0.235), transformative leadership has a more favorable impact on employee satisfaction. This indicates that the transformational style positively affects employees' job satisfaction, as evidenced by the fact that when it rises by one unit, employees' job satisfaction rises by 23.5% and vice versa. Because $p < 0.05$, transformational leadership has a considerable impact on job satisfaction, as evidenced by its p value of 0.00. Consequently, the hypothesis (Ha) would be accepted.

Laissez faire leadership, in comparison to transformational leadership, has a favorable impact on job satisfaction, as demonstrated by the standardized coefficient (Beta = 0.119). Given that $p > 0.05$, laissez-faire leadership has a P value of 0.115, indicating that its impact on job satisfaction is negligible. Lastly, the standardized coefficient (Beta = 0.116) shows a positive relationship between transactional leadership and satisfaction. Given that $p > 0.05$, transactional leadership has an insignificant impact on job satisfaction, as evidenced by its p value of .145.

Ho: Transactional leadership style has insignificant influence on employee job satisfaction. With a beta value of 0.364 and an influence that is negligible at $P = 0.145$, transactional leadership is the first contributor to the outcome, according to the results above. The

outcome showed that employees' job satisfaction rose by 11.6% in tandem with a one-unit increase in transactional leadership style. Compared to the previous stages, this one is comparatively important or makes a distinctive contribution to raising the degree of job satisfaction among employees. Because a transactional leadership style has a positive and negligible impact on employees' job satisfaction, the hypothesis (H0) would be rejected.

H₀: Laissez fare leadership style has insignificant influence on employee job satisfaction

Laissez-faire leadership style was found to be the second most important contributor to the variation in employees' job satisfaction among the three styles, with a standardized beta value of 0.119 and an insignificant level of $P = 0.115$ (at the 95% confidence level). The findings indicate that a laissez-faire leadership style positively and marginally affects employees' job satisfaction. This indicates that employees' job satisfaction improved by 11.9% in tandem with a 1% increase in the laissez-faire leadership style. We can conclude that hypothesis (H0) would be accepted based on the given outcome.

4.5. Analysis of Interview Questions

According to the administration of some government offices in Shone town, managers' leadership is defined in a variety of ways. They stated that before defining leadership, a leader should believe in two fundamental concepts: motive and needs to be achieved. Leaders should address the following questions: what does it mean to lead? Why lead? And who leads? According to managers, leadership is the action of the individual who commits to and initiates the achievement of the organization's goal. It involves looking an employee satisfaction in relation to that goal. According to the concept given above, managers define leadership as combining theoretical definition with common sense. However, they also discuss the real leadership style used in the office, which is participative leadership, as they stated. This suggests that leaders in the administration of some government offices in Shone town have a general understanding of the concept of leadership. It also suggests that they are capable of managing their staff and applying technique to achieve satisfactory results. However, this does not imply that all leaders possess this knowledge; some leaders are technical and lack it.

Managers believe that a variety of indicators, including financial experience, deliverable performance, workplace discipline (e.g. tardiness), employee communication, absenteeism, conflict, and relationships among coworkers, are useful in determining an employee's level of job satisfaction. This point allows for the determination of job satisfaction among employees in the administration of several government departments in Shone town. According to the interviewee, an employee's level of job satisfaction is contingent upon various factors, such as their willingness to be controlled, their desire for a certain workload, the nature of their workplace, and social contact. The office also supports the requirement to uphold employee satisfaction, which entails that staff members participate in quality circles and voice any concerns or grievances they may have regarding the workplace.

Every manager who answers interview questions feels that having a good leadership style the relationship between leadership style and employee job satisfaction is crucial to maintaining employee job satisfaction because, as they say, financial support is only temporary; consequently, leadership style positively affects employee job satisfaction throughout time. According to the second interviewee, a good leadership style can result in positive employee job satisfaction. This suggests that a transformational leadership style yields more positive outcomes, whereas a laissez-faire leadership style yields more subpar/below an average performance.

The respondent believes that a positive leadership style has a beneficial impact on employee satisfaction. They also believe that a task cannot continue without the job satisfaction of its employees. Thus, a leadership style is a technique of achieving employee satisfaction. Furthermore, the link suggests that one thing has an impact on another.

A successful leader is someone who has a certain combination of traits that allow them to effectively lead and motivate their group or organization. First and foremost, a competent leader must be able to effectively convey their vision to their followers. In order to inspire their team to work together toward a single goal, they should be able to clearly communicate their aims and objectives. A good leader should also have excellent decision-making abilities, making thoughtful decisions that take their team's requirements and concerns into account. They should also be able to think critically and strategically,

foreseeing problems and coming up with proactive fixes. A successful leader must also be able to communicate effectively, which includes listening to their colleagues, offering constructive criticism, and encouraging candid conversation. In addition, a proficient leader must possess a strong emotional intelligence, demonstrating empathy towards their team members and fostering a cooperative and encouraging work atmosphere. To sum up, a good leader should be flexible and eager to learn, always looking to expand their knowledge and skill set in order to better support their group and organization.

The results indicate that the interviewees favor transformational leadership, which fosters employee growth/satisfaction and participation. Many workers these days respect transformational leadership. The personal skills of transformational leaders can be transformed to support employees' ideas and maturity for increased performance. The key traits of an effective leader are open communication and people skills, justice, inspiring teamwork, handling conflict, being both kind and authoritative, accepting of changes, assigning duties fairly, and bringing about change, and so on.

Effective leadership is essential to developing an engaged and driven staff. One of the main duties of a leader is to motivate and enable their group to accomplish organizational objectives. Setting and effectively expressing a clear vision is the first step in making sure that everyone knows how their contributions fit into the larger goal. A leader needs to be able to recognize the distinct motivations and strengths of each member of their team and adjust their approach accordingly.

Successful leaders are aware that there is no one-size-fits-all definition of motivation. They take the time to learn about each person's motivations, be it the desire for acceptance, the prospect for career advancement, or the ability to take on increasingly difficult tasks. Leaders may cultivate a feeling of purpose and ownership among their team members and boost productivity, job satisfaction, and trustworthiness by attending to these specific demands.

Effective leaders also don't mind giving constructive criticism and pointing out areas for development as well as accomplishments. They foster an atmosphere where team members are at ease discussing measured risks, picking up from errors, and never stopping getting

better. As a result, an innovative and growing culture is promoted, encouraging people to take risks and make valuable contributions to the organization's success.

Ultimately, the role of a leader in motivating their team is to inspire, empower, and support their employees, enabling them to reach their full potential and contribute to the overall success of the organization. By striking the right balance between setting clear expectations, providing resources and support, and recognizing and rewarding achievements, leaders can cultivate a highly motivated and engaged workforce.

CHAPTER FIVE

DISCUSSION

5. INTRODUCTION

The results from the preceding part are discussed in this section. Possible explanations and plausible reasons for the acquired results are offered in accordance with the current knowledge that is presented in the literature portion of the study. The outcomes are also contrasted with related findings from earlier studies.

5.1. The Prediction of Leadership Styles on Employee Satisfaction

Regarding the first research question, it asked how employees' satisfaction with their leader was predicted and determined by leadership factors. Research results from McCann et al. (2014) and other researchers corroborate this conclusion. Their research revealed that the five transformational leadership dimensions both positively predicted and significantly influenced employee satisfaction. The results of this study indicate that, in addition to brilliant leadership, transactional leadership can also enhance employees' satisfaction with their leaders. Analogous to the current investigation, prior studies have demonstrated that transformational leadership has the potential to enhance the growth of the relationship and cause employees to internalize the values and views of their supervisors (Njiiu, 2017). This suggests that employees will be better satisfied with their leaders if they exercise more transformational and transactional leadership. Furthermore, the current study found that a laissez-faire leadership style can be a poor indicator of employees' satisfaction. Previous research by Nebiat and Asresash (2013) similarly demonstrated that the degree of employee satisfaction was significantly and negatively predicted by a laissez-faire leadership style. As a result, the current study's findings supported those of the earlier investigation.

The mean value of a transactional leadership style is 3.90, the mean value laissez-faire leadership style 3.60 whereas the mean value of a transformational leadership style is 3.95 out of all the leadership styles. This suggests that while some government organizations use laissez-faire leadership style and the majority of government organizations use

transformational leadership and transactional leadership. However, the interviewee stated that the offices provide training on leadership and encourage leaders to adopt a transformational/participatory style of leadership. They also believe that leaders are genuinely utilizing these styles of leadership in the offices.

In various government offices in Shone town administration, there is a positive relationship between a leader's style and the job satisfaction of their team members. There is a positive correlation between a leader's style and employees' job perception and overall job satisfaction (Tetteh and Brenyah, 2016). Though the respondent stated that leaders think there is a connection between leadership style and employees' job satisfaction, he also noted that a positive leadership style can increase employees' job satisfaction; hence, a more transformational leadership style can produce the best results. Employee satisfaction positively correlates with three types of leadership styles: transformational, transactional, and laissez-faire (Saeid, 2014). According to Chiles (2015), a supervisor who is a laissez-faire leader has a good impact on job satisfaction. Devi (2016) conducted research showing that, in particular, a positive attitude toward supervision contributed to employee job satisfaction.

The correlation coefficients for transformational, transactional, and laissez-fair leadership styles and employee' job satisfaction are .399**, .344**, and .337**, respectively. This implies a positive correlation between the independent and dependent variables. Leadership has a major impact on both organizational commitment and job satisfaction (Voon, Lo, and Ngui, et al., 2011). According to Teeth and Brenyah (2016), there is a favorable relationship between a leader's style and employ perceptions of their jobs and general job satisfaction.

Given that all leadership styles have significance levels < 0.05 , it seems likely that these styles all have an impact and can be used to forecast how satisfied employers are with their jobs. Additionally, laissez-faire had a favorable impact on the noteworthy job satisfaction subscale (Beloni, 2012). Employee job satisfaction is significantly impacted by the transformational leadership variable, suggesting that employee satisfaction is impacted by transformational leadership (Mohammad, Djabir, and Haris. et al. 2016). The important

subscale of job satisfaction showed a positive correlation with transactional leadership (Beloni, 2012).

Employee job satisfaction is highly correlated with the transformational leadership style among the three; this suggests that employees prefer the transformational leadership style over the other two. Within the administration and government offices of Shone town, leaders provide support to their subordinates in strengthening their areas of strength, offer innovative approaches to job, show trust in their staff, and carry out additional duties to meet the needs of their subordinates. Job satisfaction is positively correlated with transformational leadership (Voon, Lo and Ngui. et.al, 2011). According to Ibrahim, Mohammad, and Al- Zeaad et al. (2011), there is a stronger positive correlation between transformational leadership and intrinsic job satisfaction as opposed to extrinsic job satisfaction. This suggests that the transformational leadership factor fosters a pleasant work environment that raises job satisfaction.

The results of this study show that transformational leadership is significant in connection to followers' organizational satisfaction and that it has a favorable association with the aspects of employee satisfaction. The results clearly show the significance of transformational leadership and the need for organization efficiency to support their leaders' development of transformational leadership traits.

The general level of employee satisfaction with their leader and all five satisfaction dimensions exhibited robust and favorable connections with transformational leadership. In line with this discovery, earlier studies also demonstrated that a psychological interaction between workers and supervisors was represented in the relationship between transformational leadership and employee satisfaction (Helina, 2020). Additionally, the findings of research by Xi Yu (2010) and Anjam and Ali (2016) demonstrated a positive correlation between transformative leadership and employee satisfaction. Thus, the results of the current investigation supported those of the earlier study. In general, transformational leadership enhances the growth of the connection, motivates the followers, and raises their psychological attachment and positive sentiments toward the leader.

The results of this study demonstrated a strong and favorable association between idealized influence and intellectual stimulation as leadership styles and employee satisfaction Konjet (2019). This suggests that implementing this transformational leadership factor effectively might increase employee satisfaction and advance organizational success. Employee satisfaction with the leader was positively and moderately correlated with transactional leadership. Particularly, there was a moderate correlation between general satisfaction and some satisfaction characteristics and contingent compensation and active management by exception. The study's findings demonstrated a positive relationship between contingent reward leadership actions and employee satisfaction. Chen, Beck, and Amos (2005) ran an experiment to look at the connection between leaders' leadership styles and subordinates' plans to quit. The findings demonstrated that employees were more willing to collaborate with leaders that applied transactional leadership styles' contingent compensation (Chen et al., 2005).

As a result, the experiment's outcomes validate the findings of the current investigation. The study's conclusions also show a negative association between overall satisfaction and particular satisfaction characteristics and passive management by exception. The findings of research by Chen et al. (2005) also demonstrated a negative correlation between satisfaction and passive management by exception. Overall satisfaction and its various components are positively correlated with transactional leadership, particularly dependent compensation and active management by exception. On the other hand, there was a negative correlation between overall satisfaction and its particular aspects and passive management by exception.

The results of this study showed a negative correlation between laissez-faire leadership and both general and particular characteristics of satisfaction. In line with this discovery, Xi Yu (2010) investigated the connection between a supervisor's leadership style and employees' satisfaction. As a result, the results of the current investigation supported those of the earlier study in the Company of China.

In overall, there was a high and positive correlation found between general satisfaction and its distinct characteristics and transformative leadership. Positive and moderate employee satisfaction was observed in leaders under transactional leadership. Laissez-faire

leadership, however, has a negative correlation with both overall satisfaction and the particular aspects of employee satisfaction that it addresses.

5.2. The level of Employee Job Satisfaction among Leadership styles

The interviewee stated that a positive leadership style has a beneficial impact on employee satisfaction. This effect is crucial because, as the interviewee stated, an organization cannot succeed without its employees' job satisfaction. But when we examine the effects of each style, we find that transformational leadership has a greater impact on employees' job satisfaction. This suggests that in certain government offices run by the Shone town administration, employees' job satisfaction may be impacted by transformational leadership. The variable of transformational leadership, however, has a noteworthy impact on an employee's job satisfaction; this suggests that transformational leadership has an effect on employee satisfaction (Mohammad, Djabir, and Haris.et al., 2016). According to Ramos (2014), the transformational leadership style used by the administration of several government offices has been developed to raise employee job satisfaction; pay and job security have the biggest effects on employee job satisfaction.

When employees are satisfied, they behave differently. They are willing to work for the duration of their careers, they think that the workplace is a great place to work, they would accept any responsibility, they are dedicated to their work, they use their potential to complete tasks more effectively, and they work diligently to achieve organizational goals. Employees of the Shone town administration some government office likewise demonstrate the aforementioned points, but they need more incentives/motivation to stay with the Shone town administration government office. According to the interviewee, they think that employees in some government offices and the administration of Shone town are happy with the current situation because the staff turnover rate is low, which indicates that most employees stay on the job for a long time.

In particular, a recent study found that desired traits, leadership behaviors, and organizational stewardship can both considerably and strongly influence a leader's level of satisfaction. Research by Saleem (2015) demonstrated organizational manager plays a key influence in developing employee satisfaction, which is consistent with the current study.

Similarly, idealized influence significantly and positively impacted employees' satisfaction, according to research by Tetteh and Brenyah (2016). Employees generally like their leaders' idealized qualities and organizational manager leadership actions since they can make them feel more satisfied with them.

Employee engagement and job satisfaction are significantly influenced by how they perceive their leaders' actions (Belonio, 2012). As compared to other residual variables, this shows that there is a substantial correlation between employees' job satisfaction and leadership style in government offices in Shone town administration.

Employee job satisfaction is significantly impacted by the transformational leadership variable; this suggests that transformational leadership influences employee satisfaction (Mohammad, Djabir, and Haris. et al., 2016). The leaders of the Shone town administration have developed a transformational leadership style in order to improve employee job satisfaction. Pay and job security are the two main factors influencing employee job satisfaction. According to Ibrahim, Mohammad, Al-Zea et al. (2011), the transformational leadership style performed better than the two other types (transactional and laissez-faire) in terms of personnel staying on the job and feeling satisfied with their work. Upon examining the degree of significance, it can be inferred that a laissez-faire leadership style insignificantly predicts employees' job satisfaction in an organization, since the score of 0.115 is greater than 0.05. The important subscale of job satisfaction showed a positive correlation with laissez-faire (Beloni, 2012).

When comparing the various leadership styles, we find that transformational leadership has a greater impact on employees' job satisfaction. This suggests that in government offices under the administration of Shone town, employees are more impacted by transformational leadership. However, the interviewee claims that leadership style has a good impact on employee satisfaction. This impact is crucial since, as the interviewee noted, offices could not function well without the job satisfaction of their employees.

However, the interviewee stated that leaders thought there was a connection between employees' job satisfaction and leadership style. According to the leader, a good leadership style can lead to positive employee job satisfaction, which means a more transformational style will produce better results.

To sum up, the leadership style that is highly related to employees' job satisfaction is the transformational leadership style. Transformational leaders inspire and motivate their team members by encouraging creativity, innovation, and sense of purpose. They focus on developing and empowering their employees, which can lead to higher job satisfaction among team members. In contrast, laissez-faire leaders are more hands-off and provide little guidance or support, which can result in lower job satisfaction. Transactional leaders, on the other hand, focus on rewards and punishments based on performance, which may not have as strong of an impact on employees' Job Satisfaction compared to transformational leadership.

5.3. The Differences among Group Means of Employees' Demographic Details

A statistically significant difference in employee satisfaction between male and female and age of employees was shown by the results of an independent t-test. This suggests that variations in sex and age were not contributed to variances in employee satisfaction. Independent t-test result illustrated that there is not statistically significant difference between male and female employees on their employees' job satisfaction. This implies that employees' satisfaction not vary on account of their sex differences.

The ANOVA results also showed that employees with varying marital status and year of experiences did not significantly differ in their satisfaction ratings on any of the variables but educational qualification has significant effect on employee satisfaction. This suggests that marital status and year of experiences have little bearing on how satisfied employees are and the satisfaction of highly qualified employees is not the same as that of low qualified employees.

The result of ANOVA indicated that there is statistically significant difference in the scores on satisfaction dimension among employees of different educational qualification. This tells us that employees' satisfaction varies on account of their educational qualification. The result of post hoc analysis also shows that there is statistically significant difference. This is because of variations in mean differences and standard deviations are small.

A significant F-test tells us that at least two of the underlying population means are different, but it does not tell us which ones differ from the others. We need extra tests to

compare all the means, which we call Multiple Comparisons. We look at the difference between every pair of group population means, as well as the confidence interval for each difference.

When a one-way ANOVA test leads to a significant result, it is common to then follow up with post-hoc tests to see which particular groups are significantly different from each other. Post-hoc tests essentially involve carrying out multiple t -tests to test for differences between each pair of categories. ANOVA will tell you if there are differences among the levels of the independent variable, but not which differences are significant. To find how the treatment levels differ from one another, perform a Tukey HSD (Tukey's Honestly-Significant Difference) post-hoc test.

The Tukey test runs pairwise comparisons among each of the groups, and uses a conservative error estimate to find the groups which are statistically different from one another. The Tukey test can also be used after the analysis of variance has been completed to make pairwise comparisons between means when the groups have the same sample size. Zero indicates that the group means are equal. When a confidence interval does not contain zero, the difference between that pair of groups is statistically significant.

The Tukey test output is usually a series of confidence intervals of the difference in means between the combinations of groups. If that confidence interval contains the value of zero, you will interpret that to mean the two group means you compared are not statistically different.

Based on the above output results only pair of primary school and Masters and above confidence interval doesn't contain the value of zero. Therefore the mean of the two group means you compared was statistically different. Remains others pairs were not significantly different.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6. INTRODUCTION

This chapter covers the study's ultimate conclusions, a synopsis of the key findings, suggestions for interested parties, and implications for future research.

6.1. Summary

The purpose of the study was to ascertain how leadership style and employee satisfaction affected the management of several government offices in Shone town. It also sought to determine whether job satisfaction and leadership styles were related. There were 121 female respondents and 155 male respondents, according to the demographic table. It was evident that there were more male respondents than female responders. In terms of the respondents' age distribution, 183 (66.3%) of the respondents were between the ages of 19 and 40, indicating that the majority of them were young, and 93 (33.7%) were between the ages of 40 and 65.

This indicates that younger respondents make up the majority. The younger age group has a lower likelihood of being content with their employment and of being steady in one office. As a result, the government office in Shone town needs to put in some effort to maintain the satisfaction of its youthful workforce.

The respondents' educational backgrounds reveal that 149 (54%) had a degree, 54 (19.6%) had a master's degree or above, 47 (17%) had worked in TVET, 14 (5.1%) had completed primary school, and 12 (4.3%) had completed secondary school. It can be assumed that most of the respondents had a bachelor's or master's degree.

Additionally, Table 4.1 revealed that 87 (31.5%) of the respondents had one to five years of job experience. Approximately 37.7% of the respondents, or 104 people, had six to ten years' work experience, 30.1% had eleven to fifteen years' experience, and 0.7% had more than fifteen years.

Table 4.1 indicates that the outcome demonstrates When it came to age, 120 (43.5%) of the respondents were married, 111 (40.2%) were single, 34 (12.3%) were widowed or widowers, and 11 (4%) were divorced.

Higher education opens up additional alternatives for employees outside of the office, thus maintaining their satisfaction may need more work. Ten years or less of work experience is held by more than 69.2% of the respondents. When compared to those who have worked for the organization for less years, those who have been there longer are probably satisfied. Leaders in the administration of Shone town may need to focus on extending their tenure by taking job satisfaction into account. Answers to the following research questions have been attempted to be provided based on the study's objectives: The administration of various government offices in Shone town lacks a definite dominant leadership style. Almost equal amounts of time are spent practicing each of the three leadership styles.

There is no statistically significant mean difference in job satisfaction between males and females or between age groups, according to the Independent Sample t-test. According to the results of the one way ANOVA, the mean difference between educational qualifications is statistically significant, but the mean difference between year of experience and marital status is not statistically significant.

Transformational leadership style with a standardized beta of 0.235 and $P = 0.013$, $P < 0.05$ has a positive and significant effect on the job satisfaction of Shone town administration some government office employees. Transactional leadership style with a standardized beta of 0.116 and $P = 0.145$, $p > 0.05$ has a positive and insignificant effect on the job satisfaction of Shone town administration some government office employees. Laissez-faire leadership style with a standardized beta of 0.119 and $P = 0.115$, $P > 0.05$ has an insignificant effect on the job satisfaction of Shone town administration some government office employees.

In general, the factor which had the relatively highest effect on the overall job satisfaction was transformational leadership style. Transactional and Laissez faire leadership styles have insignificant effect on the job satisfaction of Shone town administration some government office employees.

6.2 Conclusions

This study's goal was to investigate how a leader's style affects an employee's job satisfaction. It used the administration of a government office in Shone town as a case study. The researcher has gathered primary data in order to accomplish the predefined goals. The following conclusions were reached in light of this.

Regression study revealed that the transformational leadership style is the one that significantly affects employees' job satisfaction. In addition to fostering their employees' intellectual and creative growth, transformational leaders also help them turn their personal issues into vital components of the organization's goals.

The survey's findings show that there is a statistically significant and positive relationship between the dimensions of leadership style and employees' job satisfaction, with p-values of 0.00 and $P < .05$ for transformational leadership style with job satisfaction, transactional leadership style with job satisfaction, and laissez-faire leadership style with job satisfaction, respectively. These relationships are significant at the 5% level. Although the association between a transactional leadership style and employees' job satisfaction is substantially higher, it can be inferred from the above finding that each the degree of job satisfaction among employees is positively and significantly correlated with leadership attributes.

Through the use of multiple regression analysis, the study also looked at the impact of leadership style and each component on employees' job satisfaction. It also determined how different dimensions affected employees' job satisfaction. According to the findings, the combination of three leadership style dimensions transformational, transactional, and laissez-faire explained 17.4% of the difference in employees' job satisfaction. This indicates that 17.4% of the job satisfaction of current employees was accounted for by the different combinations of leadership styles. The regression coefficient demonstrates that each factor positively contributes and has a statistically significant impact on employees' job satisfaction.

The Shone town administration government office leaders need to concentrate on enhancing the quality of transformational leadership as it has a significant impact on job

satisfaction and work on factors that contribute to job satisfaction that some employees are not as satisfied with in order to increase employee job satisfaction and improve organizational success. Thus, it can be said that transformational leadership style is superior to transactional and laissez-faire leadership styles, which have negligible effects on job satisfaction, and has a positive and significant effect on the satisfaction of Shone town administration and government office employees.

Certain government office leaders in the administration of Shone town simultaneously use transformational, laissez-faire, and transactional leadership styles. In complex situations, these leaders let subordinates do as they please, support them in building strength, etc., but they don't treat staff members as individuals; instead, they treat them as a group, and they either wait for something to go wrong before acting or don't act at all. When job satisfaction is measured, employees report feeling satisfied with their jobs for the majority of their careers, thinking that an organization is the best place for them to work, being willing to take on office responsibilities, being committed to their work, using their potential to perform better, and working diligently for the office. However, they also request to continue working in some government offices and the administration of the town of Shone.

The job satisfaction of employees has been found to be correlated with the various leadership styles currently in use in the workplace. It is noteworthy that there is a particularly strong and positive relationship between employees' job satisfaction and transformational leadership styles. However, there are other factors that affect employees' job satisfaction in addition to the current leadership style, such as salary, work environment, resources, management system, communication and relationship, promotion, technology, the job itself, training and development, and other things. In certain government offices and the administration of Shone town, transformational leadership has a greater impact on employees' job satisfaction.

6.3. Recommendations

The researcher would like to suggest the following to optimize employee job satisfaction and other office solutions based on the summary of the findings and conclusions.

Because there is no one perfect leadership style each has advantages and disadvantages some government offices, including the administration of Shone town, should combine two or more leadership styles depending on the situation. This will optimize the benefits. To increase employee satisfaction, government offices such as Shone town administration ought to combine different leadership styles. Furthermore, the majorities of the staff members are young and hold BA degrees, which suggest that they require intellectual stimulation, inspiration, motivation, and leaders who understand their areas of interest. They also require independence to evaluate their own performance.

Shone town management certain government offices should treat their employees more like individuals than as members of a group. While it may be challenging to meet every individual's needs, leaders should focus on the concerns of the individual rather than the group because different people in the group have different perspectives. As a result, in order to respond appropriately to concerns, leaders should follow and address individual feelings through their representatives.

Because employees need to continue working for the government office in Shone town administration, leaders should be aware of their needs. As a result, a leader must be aware of their needs and meet them in order to retain employees for the duration of their careers. If this is not done, there may be an increase in employee turnover in the future.

Based on the findings, it is evident that a transformational leadership style positively impacts employees' job satisfaction and the relationship between it and employees. Consequently, leaders should implement the following measures to improve employee job satisfaction: encourage subordinates (employees), establish a fresh atmosphere, invent new procedures and methods for carrying out tasks, believe in and communicate the organization's mission to motivate them, stimulate their minds with thought-provoking ideas, encourage new ways of thinking, and push them to put the interests of the group ahead of their own.

The administration of Shone town and other government offices ought to look into additional aspects of the leaders that influence employees' job satisfaction. They ought to learn how employees view the offices pay policies, opportunities for advancement,

technology, and work it, as well as aspects related to relationships, communication, training, and development.

The results of the study motivate the administration of Shone town and some government offices to make an attempt in recruiting transformative leaders, as their personas boost job satisfaction among employees. Government office executives in Shone town should prioritize treating their staff well, implementing positive improvements inside the organization, and showing consideration for the feelings of their subordinates.

The results of this study suggest that the management of Shone town and other government offices should focus on enhancing the aspects of job satisfaction that employees find less satisfactory. According to the research, the aspects that some government office employees are least satisfied with in Shone town administration are compensation and benefits, followed by promotion. Thus, as human resources are crucial to the success of an organization, government office officials in Shone town should focus on fulfilling their human resource needs.

Furthermore, the management of Shone town and other government offices ought to periodically evaluate employees about their job satisfaction and implement corrective measures in areas that want enhancement. Regular planning and execution of extensive training in leadership-related programs is required. To attain the required leadership behaviors, transformational leadership training must be grounded in both the theory of transformational leadership and particular action plans.

6.4. Limitations of the Study

Overall, there are a number of limitations on the conclusions of this study, including a limited sample size that limits how far the findings may be applied. Because of in present study the samples were from certain governmental offices. Another limitation was lack of sufficient literature available, especially in Ethiopian context. Moreover, the research failed to account for plausible confounding factors including employees' personalities, socioeconomic level, and preferences on leadership styles. Their personality's socioeconomic level and preferences would affect their perception on leadership styles and their relationship with a leader. Further investigations ought to tackle these constraints in

order to furnish a more all-encompassing comprehension of the elements linked to job satisfaction.

6.5. Implication for Future Research

This investigation was limited to government agencies. It can serve as a foundation for additional study in various fields and non-governmental groups. An overview of the relationship between leadership style and employee satisfaction is provided by this research study. It examined earlier study findings from investigations conducted by researchers and scholarly works. With the intention of determining how the leadership style of a certain government office in Shone town affects employee satisfaction. Additionally, you can use this research report as a reference for additional research on the impact of leadership style on employee satisfaction. It is also possible to compare and contrast the findings of this study using an alternative strategy, assessment technique, or set of test instruments.

It is suggested that more research be done in a similar manner on other government offices in order to compare the findings of this study with the impact that leadership style has on employee satisfaction in the administration of Shone town. It can also be used to do research on other government employees, and both governmental and nongovernmental entities can conduct comparable studies.

To sum up, carrying out comparable studies on other service-oriented offices could aid in recognizing pre-existing patterns or connections. Policymakers, practitioners, and related Ministry offices may find the study's findings useful in their efforts to improve the situation by using them to gain a better understanding of the problems pertaining to leadership style and employee job satisfaction.

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APPENDICES

APPENDIX A: English Version Questionnaire

Dear Respondent

I am studying for an MA in social psychology at the Hawassa University. This survey explores your perceptions towards the influence of leadership styles on the job satisfaction of employees at shone town administration.

I will sincerely appreciate your co-operation in completing this questionnaire. This should not take more than twenty minutes of your time. I assure that your identity will remain anonymous and your response treated with confidentiality. Participation is voluntary and you may withdraw from the study at any time you wish to.

For any of your inquiries or in need of additional information I can be reached via email at: alebachewheranoyoha@gmail.com or + 251-911-74-05-88; + 251-916-74-80-49.

Thanking you in advance!

Alebachew Yohannes

Part I: Demographic Data

This demographic data is intended to collect the general information of the respondent which is related to the research paper. You are expected to feel these questions by putting “√” a mark in the boxes.

1. Gender: 1) Female 2) Male
2. Age: 1) 12-18 2) 19-40 3) 40-65
3. Marital status: 1) Married 2) Single 3) Divorced
- 4) Widowed/Widower
4. Educational Level: 1) Primary School Secondary level VET
- 4) Degree 5) Masters and above 6) Other _____
5. Year of work Experience: 1) 1-5 Years 6-10 Years 11-15 Years
- 4) Above 15 Years

Section II: Questions on Leadership Styles

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. You are requested to rate your supervisor against each statement to indicate your level of agreement with what the statement is suggesting. Please tick (✓) your preferences on the 5 point Likert scale prepared for this purpose.

Note: Strong disagree = 1 Disagree = 2 Neutral = 3 Agree = 4 Strong Agree = 5

No.	Statement	Agreement Level				
		1	2	3	4	5
1	Acts in ways that build my respect for him/her.					
2	Instills pride in me for being associated with him or her.					
3	Goes beyond self-interest for the good of the group.					
4	Considers the moral and ethical consequences of Decisions.					
5	Displays a sense of power and confidence.					
6	Spends time teaching and coaching.					
7	Treats me as an individual rather than just as a member of a group.					
8	Helps me to develop my strengths.					
9	Avoids getting involved when important issues arise.					
10	Seeks differing perspectives when solving problems.					
11	Gets me to look at problems from many different angles.					
12	Suggests new ways of looking at how to complete assignments.					
13	Talks about his or her most important values and beliefs.					
14	Talks optimistically about the future sense of mission.					
15	Emphasizes the importance of having a collective sense of the mission.					
16	Articulates a compelling vision of the future.					

17	Specifies the importance of having a strong sense of purpose.					
18	Makes clear what one can expect to receive when performance goals are achieved.					
19	Provides me with assistance in exchange for my efforts.					
20	Discusses in specific terms that is responsible for achieving performance targets.					
21	Expresses satisfaction when I meet expectations be achieved.					
22	Talks enthusiastically about what needs to be accomplished.					
23	Fails to interfere until problems become serious.					
24	Waits for things to go wrong before taking action.					
25	Demonstrates that problems must become chronic before taking action.					
26	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.					
27	Directs my attention toward failures to meet standards.					
28	Concentrates his or her full attention on dealing with mistakes, complaints, and failures.					
29	Avoids making decisions.					
30	Delays responding to urgent questions.					
31	Expresses confidence that goals will be achieved.					

Section III: Questions on Job Satisfaction

These questions are aimed to measure your perception of job satisfaction in the organization. Please make a “√” mark on your response to each statement according to the five point scale labeled at each statement.

Very Dissatisfied (1), Dissatisfied (2), Neither Satisfied nor Dissatisfied (3), Satisfied (4), Very Satisfied (5)

No	Statement	Agreement Level				
		(1)	(2)	(3)	(4)	(5)
1	I am satisfied with the working environment of the office.					
2	I am given the opportunity to work alone on the job.					
3	I am given the opportunity to do different things.					
4	I am satisfied with job location.					
5	I am able to perform tasks that don't go against my conscience.					
6	My supervisor is quite competent in doing his or her job.					
7	My supervisor is unfair to me.					
8	My supervisor shows too little interest in the feelings of employees.					
9	I like my supervisor.					
10	I am satisfied with the present working hour.					
11	There is too little chance for promotion on my job.					
12	Those who do well on the job stand a fair chance of being promoted.					
13	Employees get ahead as fast here as they do in other organizations.					

14	I am satisfied with my chances for promotion.					
15	I am given the chance to do things for other people.					
16	I am given the chance to tell people what to do.					
17	I am satisfied with the given right to put forward my opinions.					
18	I am satisfied with the existing salary structure of the organization.					
19	I have opportunity for advancement in this job.					
20	I have the freedom to use my own judgment.					
21	I am given the opportunity of trying my own methods of doing the job.					
22	I am happy with my work responsibilities.					
23	I am happy with my overall job security.					
24	I get my manager on a well manner.					
25	I receive praise for doing a good job.					

Thank you in advance for taking time to fill the questionnaire!!

Appendix B: Interview

Hawassa University School of Graduate Studies

College of Education and Behavioral Studies

Department of Psychology

Interview guide for key informants (Leaders and department coordinators)

Personal Information

- 1. Age:** _____
- 2. Sex:** _____
- 3. Educational qualification:** _____
- 4. Position/ Job Title:** _____
- 5. Place of residence:** _____

Interview Questions Guide for Leaders

1. What do you think about leadership style as a manager within organization?
2. How do you describe employee satisfaction as a supervisor within organization?
3. How do you see the relationship between leadership style and employee satisfaction?
4. How do you see the effect of leadership style on employee satisfaction?
5. What are the characteristics that good or successful leader should pose?
6. How would you describe the role of a leader to motivate employees to maximize satisfaction?

Appendix C: Amharic Version Questionnaire

በሠራተኞች የሚሞላ መጠይቅ

ውድ መለሻችን

በሀዋሳ ዩንቨርሲቲ በማህበራዊ ሳይኮሎጂ የሁለተኛ ዲግሪ እየተማርኩ ነው። ይህ የዳሰሳ ጥናት የአመራር ዘይቤዎች በሾኔ ከተማ አስተዳደር ውስጥ በሠራተኞች የሥራ እርካታ ላይ ስላለው ተጽእኖ ያለዎትን አመለካከት ይዳስሳል።

ይህንን መጠይቅ ለመሙላት ለምታደርጉት ትብብር ከልብ አደንቃለሁ። ይህም ጊዜዎን ከሃያ ደቂቃ በላይ አይወስድም። ማንነትዎ ሳይታወቅ እንደሚቆይ እና ምላሽዎ በሚሰጥር እንደሚይዝ አረጋግጣለሁ። መሳተፍ በፈቃደኝነት ነው እናም በፈለጉት ጊዜ ከጥናቱ መውጣት ይችላሉ።

ለማንኛውም ጥያቄዎ ወይም ተጨማሪ መረጃ ስፈልጉ ከታች በተጠቀሰው ኢሜል/ስል ክ ቁጥሮች ማግኘት ይችላሉ፡- alebachewheranoyoha@gmail.com ወይም በተንቀስቀሽ ስልክ +251-911-74-05-88; +251- 916-74-80-49; +251- 953-76-11-81.

የቀደመ ምስጋና!

አለባቸው ዮሐንስ

ክፍል አንድ፡ አጣቃላይ የግል መረጃ

ይህ አጣቃላይ የግል መረጃ ከጥናት ወረቀቱ ጋር የተያያዘውን የመላሹን አጠቃላይ መረጃ ለመሰብሰብ የታሰበ ነው። በሳጥኖቹ ውስጥ "√" ምልክት በማድረግ እነዚህን ሳጥኖች እንዲሞሉ ይጠበቃል።

1. ጾታ፡ 1) ሴት 2) ወንድ

2. ዕድሜ፡ 1) 12-18 2) 19-40 3) 40-65

3. የጋብቻ ሁኔታ፡ 1) ያገባ 2) ያላገባ 3) የፈተኝ/የፈታ 4) ባሏ
የሞተባት /ሚስቱ የሞተችበት/

4. የትምህርት ደረጃ፡ 1) የመጀመሪያ ደረጃ ት/ት 2) ሁለተኛ ደረጃ ት/ት
3) ቴክኒክና ሙያ ዲፕሎማ 4) ድግሪ 5) ማስተርስ እና ከዚያ በላይ
6) ሌላ _____

5. የስራ ልምድ፡ 1) 1-5 2) 6-10 3) 11-15 4) ከ15 በላይ ዓመታት

ክፍል II: ከአመራር ዘይቤ መመሪያ ጋር የተያያዘ ጥያቄ:-

ለሚከተሉት ጥያቄዎች (√) እርስዎ ከሚሰማዎት ስሜት ጋር በጣም የሚዛመድ ትክክለኛውን ሳጥን ላይ ምልክት ያድርጉ። እባክዎን እያንዳንዱን ጥያቄ ለመመለስ ይሞክሩ። ለሚከተሉት ጥያቄዎች ምላሽ ሰጪዎች: ጠንካራ አለመስማማት (1)፣ አልስማማም (2) ፣ ገለልተኛ (3) ፣ እስማማለሁ (4) ፣ ጠንካራ ስምምነት (5)።

ማሳሰቢያ: እንዲገመገሙ የተጠየቁት የቅርብ ኃላፊዎን ነው። ይህ ዳሰሳ የተነደፈው የአመራር ዘይቤያቸውን ለመግለጽ ብቻ ነው።

ቁጥር	መግለጫ	የስምምነት ደረጃ				
		1	2	3	4	5
1	ለአንተ/ች ያለው ክብር በሚገነቡ መንገዶች ይሠራል።					
2	እሱ ወይም እሷ የሥራ ኃላፊዎ በመሆኑ/ኗ ኩራት ይሰመኛል።					
3	ከግል ጥቅም ይልቅ ለጋራ ጥቅም ቅድሚያ ይሰጣል።					
4	ለውሳኔዎች ሥነምግባራዊ እና ሥነምግባራዊ ውጤቶችን ይመለከታል።					
5	የባለስልጣንነት እና በራስ የመተማመን ስሜትን ያሳያል።					
6	በማስተማር እና በማሰልጠን ጊዜ ያሳልፋል።					
7	እንደ ቡድን አባል ብቻ ሳይሆን እንደግለሰብ ያየኛል።					
8	ጠንካራ ጎኖቹን እንዳዳብር ይረዳኛል።					
9	አስፈላጊ ጉዳዮች ሲከሰቱ እንዳልሳታፍ ያደርጋል።					
10	ችግሮችን በሚፈታበት ጊዜ የተለያዩ እይታዎችን ይፈልጋል።					
11	ችግሮችን ከተለያዩ አቅጣጫዎች እንድትመለከት ያደርገኛል።					
12	ተግባራትን እንዴት ማጠናቀቅ እንደሚቻል አዳዲስ መንገዶችን ይጠቁማል።					
13	ስለ እሱ ወይም እሷ በጣም አስፈላጊ እሴቶች እና እምነቶች ይናገራል።					

14	ስለ ወደፊቱ የተልእኮ ስሜት በብሩህነት ይናገራል።					
15	የተልእኮውን የጋራ ግንዛቤ መያዝ አስፈላጊ መሆኑን ያሳያል።					
16	ስለ ወደፊቱ ጊዜ አሳማኝ ራዕይ ይገልጻል።					
17	ጠንካራ የዓላማ ስሜት የመኖርን አስፈላጊነት ይገልጻል።					
18	የአፈጻጸም ግቦች ሲደርሱ አንድ ሰው ምን እንደሚጠበቅበት ግልጽ ያደርጋል።					
19	ለጥረቱ ምላሽ እገባ ያደርግልኛል።					
20	የአፈጻጸም ግቦችን የማሳካት ኃላፊነት ያለበት ማን እንደሆነ በዝርዝር ቃላት ይወያያል።					
21	የሚጠበቅብኝን ሳሚላ እርካታውን ይገልጻል።					
22	ምን መከናወን እንዳለበት በጋራ ስሜት ይናገራል።					
23	ችግሮች ከባድ እስኪሆኑ ድረስ ጣልቃ መግባት አይችልም።					
24	እርምጃ ከመውሰዱ በፊት ነገሮች እስኪሳሳቱ ይጠብቃል።					
25	እርምጃ ከመውሰዱ በፊት ችግሮች ሥር የሰደደ መሆን እንዳለባቸው ያሳያል።					
26	ወጥነት በሌላቸው ስህተቶች፣ በልዩ ሁኔታዎች እና ከመመዘኛዎች ወጣ ባሉ ነገሮች ላይ ትኩረት ያደርጋል።					
27	ትኩረቱን ውድቀቶቹ ላይ በማቶኮር መስፈርቶቹን እንድያሟላ ይመራል።					
28	ሙሉ ትኩረቱን ስህተቶችን፣ ቅሬታዎችን እና ውድቀቶችን በመፍታት ላይ ያደርጋል።					
29	ዉሳኔ ከማድረግ/ከመወሰን ይቆጠባል።					
30	ለአስቸኳይ ጥያቄዎች ምላሽ ያዘገያል።					
31	ግቦች እንደሚሳኩ መተማመንን ያሳያል።					

ክፍል III: ከሰራተኛ እርካታ መመሪያ ጋር የተያያዙ ጥያቄዎች፡-

መመሪያ: እባክዎን በእያንዳንዱ የሚከተሉት መግለጫዎች ምን ያህል እርካታ እንዳገኙ ወይም እንዳልረኩ ያመልክቱ። ተገቢውን ሳጥን በምልክት ጭረት (✓) ምልክት ያድርጉበት። መረጃው በልበ ሙሉነት ይቀመጣል። ለሚከተሉት ጥያቄዎች ምላሽ ሰጪዎች፡-በጣም ያልረኩ (1) ፣ ያልረኩ (2) ፣ ገለልተኛ (3) ፣ የረኩ (4)፣ በጣም የረኩ (5)።

ቁጥር	መግለጫ	የእርካታ ደረጃ				
		(1)	(2)	(3)	(4)	(5)
1	በመ/ቤቴ የሥራ አካባቢ ረክቻለሁ።					
2	በስራው ላይ ብቻዬን እንድሰራ እድል ተሰጥቶኛል።					
3	የተለያዩ ነገሮችን ለማድረግ እድል ተሰጥቶኛል።					
4	በሥራው በታ ረክቻለሁ።					
5	ከሀሊናዬ ጋር የማይቃረኑ ተግባራትን ማከናወን እችላለሁ።					
6	የእኔ ተቆጣጣሪ ስራውን በመስራት ረገድ ብቁ ነው።					
7	አለቃዬ በእኔ ላይ ፍትሐዊ አይደለም።					
8	የእኔ ተቆጣጣሪ ለሰራተኞች ስሜት ያለው ፍላጎት በጣም ትንሽ ነው።					
9	ተቆጣጣሪዬን እወዳለሁ።					
10	አሁን ባለው የስራ ሰዓት ረክቻለሁ።					
11	በስራዬ ላይ ለማድግ ያለኝ እድል በጣም ትንሽ ነው።					
12	በሥራው ጥሩ የሚሠሩ ሰዎች የደረጃ ዕድገት የማግኘት ዕድላቸው ሰፊ ነው።					
13	ሰራተኞች ልክ በሌሎች መ/ቤቶች እንደሚያገ በፍጥነት ያድጋሉ።					
14	ለእድገት ባሉኝ እድሎች ረክቻለሁ።					
15	ለሌሎች ሰዎች ማድረግ ያለብኝን ለማድረግ እድል ተሰጥቶኛል።					
16	ለሰዎች ምን ማድረግ እንዳለብኝ እንደነግር እድል ተሰጥቶኛል።					
17	ሀሳቤን የማቅረብ መብት በማግኘቴ ረክቻለሁ።					

18	አሁን ባለው የመ/ቤ/ቱ የደመወዝ መዋቅር ረክቻለሁ።					
19	በዚህ ሥራ እድገት ለማድረግ እድል አለኝ።					
20	የራሴን ወሳኔ ለመጠቀም ነፃነት አለኝ።					
21	ስራውን ለመስራት የራሴን ዘዴዎች ለመሞከር እድል ተሰጥቶልኝ።					
22	በሥራ ኃላፊነቶቼ ደስተኛ ነኝ።					
23	በአጠቃላይ በስራ ደህንነቴ ደስተኛ ነኝ።					
24	ተቆጣጣሪየን(አለቃየን፣ አስተባባሪየን) በጥሩ ምግባር አግኝቻለሁ።					
25	መልካም ሥራ ስለሠራሁ ምስጋናን እቀበላለሁ።					

መጠይቁን ለመሙላት ጊዜ ስለወሰዱ በቅድሚያ እመሰግናለሁ!!

በቁልፍ መረጃ ሰጭዎች የሚሞላ መጠይቅ

ውድ መለሻችን

በሀዋሳ ዩንቨርስቲ በማህበራዊ ሳይኮሎጂ የሁለተኛ ዲግሪ እየተማርኩ ነው። ይህ የዳሰሳ ጥናት የአመራር ዘይቤዎች በሾኔ ከተማ አስተዳደር ውስጥ በሠራተኞች የሥራ እርካታ ላይ ስላለው ተጽእኖ ያለዎትን አመለካከት ይዳሰሳል።

ይህንን መጠይቅ ለመሙላት ለምታደርጉት ትብብር ከልብ አደንቃለሁ። ይህም ጊዜዎን ከሃያ ደቂቃ በላይ አይወስድም። ማንነትዎ ሳይታወቅ እንደሚቆይ እና ምላሽዎ በሚስጥር እንደሚይዝ አረጋግጣለሁ። መሳተፍ በፈቃደኝነት ነው እናም በፈለጉት ጊዜ ከጥናቱ መውጣት ይችላሉ።

ለማንኛውም ጥያቄዎ ወይም ተጨማሪ መረጃ ስፈልጉ በኢሜል ማግኘት ይችላሉ፡-

alebachewheranoyoha@gmail.com ወይም በተንቀስቀሽ ስልክ +251-911-74-05-88;
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የቀደመ ምስጋና!

አለባቸው ዮሐንስ

አባሪ II: ቃለ መጠይቅ

የሀዋሳ ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ቤት

የትምህርት እና የባህሪ ጥናት ኮሌጅ

የስነ-ልቦና ክፍል

ለቁልፍ መረጃ ሰጭዎች (መሪዎች እና የሥራ ክፍል አስተባባሪዎች) የቃለ መጠይቅ መመሪያ

የግል መረጃ

- 1. ዕድሜ: _____
- 2. ፆታ: _____
- 3. የትምህርት ደረጃ: _____
- 4. የስራ መደብ/መደቡ መጠሪያ: _____
- 5. የመኖሪያ ቦታ: _____

የቃለ መጠይቅ ጥያቄዎች መመሪያ ለመሪዎች

- 1. በመ/ቤ/ቱ ውስጥ እንደ ሥራ-አስኪያጅ ስለ አመራር ዘይቤ ምን ያስባሉ?
- 2. በመ/ቤ/ቱ ውስጥ እንደ ተቆጣጣሪ የሰራተኛ እርካታን እንዴት ይገልጹታል?
- 3. በአመራር ዘይቤ እና በሰራተኛ እርካታ መካከል ያለውን ግንኙነት እንዴት ያዩታል?
- 4. የአመራር ዘይቤ በሰራተኛ እርካታ ላይ ያለውን ተጽእኖ እንዴት ያዩታል?
- 5. ጥሩ ወይም የተሳካ መሪ ሊያደርጋቸው የሚገቡ ባህሪያት ምንድን ናቸው?
- 6. ሰራተኞቹን እርካታ እንዲያሳድጉ ለማነሳሳት የመሪውን ሚና እንዴት ይገልጹታል?

ቃለ መጠይቁን ለመመለስ ጊዜ ስለወሰዱ በቅድሚያ እመሰግናለሁ!!

APPENDIX D

Scoring Key

The MLQ Scoring Key

Leadership Styles	Elements	Items
Transformational Leadership Styles	Idealized attributes	1,2, 3, & 5
	Idealized behaviors	4, 13,17, & 15
	Inspirational motivation	14,16,22, &31
	Intellectual stimulation	10,11 & 12
	Individual consideration	6,7 & 8
Transactional Leadership Styles	Contingent reward	18,19,21 & 20
	Active management by-exception	26,28 & 27
	Passive management by-exception	24 & 25
Laissez Faire Leadership Styles		9,23, 29 & 30

Employee Job Satisfaction/ Job Satisfaction Scale

Job Satisfaction Scale	Items
Nature of Work	Q3, Q5, Q10, Q19, Q21, & Q22
Coworkers	Q1, Q15, Q16, Q17, & Q25
Pay	Q4 & Q18
Benefits	Q13 & Q23
Supervision	Q2, Q6, Q7, Q8, Q9, & Q24
Promotion	Q11, Q12, Q14, & Q20

Consent Form

Research Title: Leadership Styles As Predictors of Job Satisfaction of Employees' in Governmental Offices Of Shone Town Administration, Hadiya Zone, Central Ethiopia Regional State, Ethiopia.

The research project titled "Leadership Styles As Predictors of Job Satisfaction of Employees' In Governmental Offices of Shone Town Administration, Hadiya Zone, Central Ethiopia Regional State, Ethiopia." is being conducted by Alebachew Yohannes, who has (have) discussed the research project with me. I, Charinet Abeyo, the head of the Health office, agree to participate in it or to have my employer, Temesgen Sodano, participate in it.

A copy of the information letter/plain language statement has been received, reviewed, and retained by me. I've had the chance to ask questions concerning this research, and I've gotten good responses. I am aware of the overall goals, dangers, and procedures of this study.

I consent to participate in the research project and the following has been explained to me:

- ✓ the research may not be of direct benefit to me
- ✓ my participation is completely voluntary
- ✓ my right to withdraw from the study at any time without any implications to me
- ✓ the risks including any possible inconvenience, discomfort or harm as a consequence of my participation in the research project
- ✓ the steps that have been taken to minimise any possible risks
- ✓ public liability insurance arrangements
- ✓ what I am expected and required to do
- ✓ whom I should contact for any complaints with the research or the conduct of the research
- ✓ I am able to request a copy of the research findings and reports
- ✓ Security and confidentiality of my personal information.

In addition, I consent to:

- ✓ audio-visual recording of any part of or all research activities (if applicable)
- ✓ Publication of results from this study on the condition that my identity will not be revealed.

Name: _____

Signature: _____

Date: _____

የስምምነት ቅጽ

የጥናት ርዕስ፡ የአመራር ዘይቤዎች የሰራተኞችን የስራ እርካታ ላይ የሚያሳድሩት ተጽዕኖ በሀዲያ ዞን፣ መካከለኛው ኢትዮጵያ ክልል ሾኔ ከተማ አስተዳደር የመንግስት መስሪያ ቤቶች ውስጥ።

በሀዲያ ዞን መሀል ኢትዮጵያ ክልል በሾኔ ከተማ አስተዳደር የመንግስት መስሪያ ቤቶች የአመራር ዘይቤዎች የሰራተኞችን የስራ እርካታ ላይ የሚያሳድሩት ተፅዕኖ በሚል ርዕስ በአቶ አለባቸው ዮሃንስ እየተካሄደ ባለው ጥናትና ምርምር ላይ ውይይት አድርገዋል። በጥናቱ እኔ ቸርነት አበዮ የጤና ጽ/ቤት ኃላፊ ለመሳተፍ ወይም የጽ/ቤታችን ባለሙያ ተመስገን ሶዳዮ እንዲሳተፍ ተስማምቻለሁ።

የመረጃ ደብዳቤ/የቋንቋ መግለጫ ቅጂ በእኔ ተቀባይነትን አግኝቷል፣ ተገምግሟል እና ተይዟል። ይህንን ጥናት በተመለከተ ጥያቄዎችን ለመጠየቅ እድሉን አግኝቻለሁ፣ እና ጥሩ ምላሾችን አግኝቻለሁ። የዚህን ጥናት አጠቃላይ ግቦች፣ አደጋዎች እና ሂደቶች አውቃለሁ።

በምርምር ጽሁፍ ለመሳተፍ ፈቃደኛ ነኝ እና የሚከተለው ተብራርቶልኛል፡-

- ጥናቱ ለእኔ ቀጥተኛ ጥቅም ላይኖረው ይችላል፣
- የእኔ ተሳትፎ ሙሉ በሙሉ በፈቃደኝነት ነው፣
- በእኔ ላይ ምንም አይነት ተጽእኖ ሳይኖር በማንኛውም ጊዜ ከጥናቱ መውጣት መብቴ ነው፣
- በምርምር ፕሮጀክቱ ውስጥ በመሳተፌ ምክንያት ሊከሰቱ የሚችሉ ችግሮችን፣ ምቹቶችን ወይም ጉዳቶችን ጨምሮ አደጋዎች፣
- ሊከሰቱ የሚችሉ አደጋዎችን ለመቀነስ የተወሰዱ እርምጃዎች፣ የህዝብ ተጠያቂነት ዋስትና ዝግጅት፣
- እኔ የሚጠበቅብኝ እና ማድረግ የሚጠበቅብኝ፣
- በጥናቱ ወይም በምርምሩ አፈጻጸም ላይ ለሚነሱ ቅሬታዎች ማነጋገር ያለብኝ፣
- የምርምር ግኝቶቼን እና ሪፖርቶችን ቅጂ ለመጠየቅ እችላለሁ፣
- የእኔ የግል መረጃ ደህንነት እና ሚስጥራዊነት፣
- የየትኛውም አካል ወይም የሁሉም የምርምር ተግባራት ኦዲዮ-ቪዥዮዎች ቅጂ (የሚመለከተው ከሆነ)፣
- ከጥናቱ የተገኘውን ውጤት ይፋ ስሆን ማንነት አይገለጽም።

ስም፡ _____

ፊርማ፡ _____

ቀን፡ _____

APPENDIX E
Post Hoc Test Results
Educational Qualification

Multiple Comparisons						
Dependent Variable: Job Satisfaction						
Tukey HSD						
(I) Educational Qualification	(J) Educational qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Primary School	Secondary level	.13429	.23001	.977	-.4974	.7659
	TVET	.40109	.17802	.164	-.0878	.8900
	Degree	.39965	.16344	.107	-.0492	.8485
	Masters and above	.55280*	.17535	.015	.0712	1.0344
Secondary level	Primary School	-.13429	.23001	.977	-.7659	.4974
	TVET	.26681	.18911	.621	-.2525	.7861
	Degree	.26537	.17545	.555	-.2164	.7472
	Masters and above	.41852	.18660	.167	-.0939	.9310
TVET	Primary School	-.40109	.17802	.164	-.8900	.0878
	Secondary level	-.26681	.18911	.621	-.7861	.2525
	Degree	-.00144	.09781	1.000	-.2701	.2672
	Masters and above	.15171	.11664	.691	-.1686	.4720
Degree	Primary School	-.39965	.16344	.107	-.8485	.0492
	Secondary level	-.26537	.17545	.555	-.7472	.2164
	TVET	.00144	.09781	1.000	-.2672	.2701
	Masters and above	.15315	.09287	.467	-.1019	.4082
Masters and above	Primary School	-.55280*	.17535	.015	-1.0344	-.0712
	Secondary level	-.41852	.18660	.167	-.9310	.0939
	TVET	-.15171	.11664	.691	-.4720	.1686
	Degree	-.15315	.09287	.467	-.4082	.1019

*The mean difference is significant at the 0.05 level.

ሀዋሳይኒቨርሲቲ
የትምህርትና ስነ ሳይንስ ሳይንስ ኮሌጅ
ሳይክሎሎጂ ት/ክፍል



Hawassa University
College of Education and Behavioral Sciences
Department of Psychology

ቁጥር

Ref No 1/17/8/2541

ቀን

Date 3/03/16

ለሚመለከተው ሁሉ

ጉዳዩ:- የድጋፍ ደብዳቤ ስለመስጠት ይሆናል

በዋሳይኒቨርሲቲያችን የሳይክሎሎጂ ት/ክፍል የድህረ ምረቃ ፕሮግራም ተማሪ የሆነው/ችው አላታው ዮሐንስ

በአሁኑ ሰዓት የመመሪያ ጥናት በማከናወን ላይ ይገኛል/ ትገኛለች።

ተማሪውም/ዋም ጥናቱን የሚያካሂደው/ የምታካሂደው "The Influence Of Leadership Styles (

Job Satisfaction Of Employees' in Some Selected Governmental Office
of Shona Town Administration, Hadiya Zena, Hai Kalawi Ethiopia Region, Ethiopia
ርዕስ ላይ ሲሆን ለጥናቱ የሚያስፈልጉ መረጃዎችን በመስጠት በእናንተ በኩል እስፈላጊው ትብብር ይደረግ

/ይደረግላት ፤፤፤ በአክብሮት እንጠይቃለን።



ከሰላምታ ጋር

የሳይክሎሎጂ ት/ክፍል ጋላፊ

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ቁጥር 7/ኪ/ሀ/ዕዕ/29/14
ቀን 07/03/2016

የመንግሥት አስተዳደር ክልል መንግሥት
በሀገር ውስጥ የሥራ ክፍያ አስተዳደር
የትብብር ስርዓት ስራ ሀብት ልማት ጽ/ቤት
Central Ethiopia Regional State Hadiya Zone
Public Service Human Resource

ለአቶ አለባቸው ዮሐንስ

ጉዳይ:- አስፈላጊውን ትብብር ማድረጋችንን ስለመግለጽ ይሆናል።

ከላይ በርዕሱ ለመግለጽ እንደተሞከለው በቀን 03/03/2016 ዓ/ም በቁጥር ሰ/ጉ/ሾ/254/16 ለሾኔ ከተማ አስተዳደር የመንግሥት መሥሪያ ቤቶች ባሉ የመንግሥት ሠራተኞች ላይ ጥናታዊ ጽሁፍ ለመስራት እንዲያገዝው ዘንድ አስፈላጊ ትብብር እንድደረግለት በተጻፈልን ደብዳቤ መሠረት አስፈላጊውን ትብብር ሁሉ ማድረጋችንን በአክብሮት እየገለጸን ለስራዎ እንድያገዝ ከዚህ በታች ባለው መልክ መረጃ ሰጥተናል።



ሊራንሶ ጋሼ አንጃሎ
LIRANSO GASHEANJULO
የትብብር ስርዓት ስራ ሀብት ልማት ጽ/ቤት

ግልባጭ

ለሀዋሳ ዩኒቨርሲቲ ሳይኮሎጂ ትምህርት ክፍል

ሀዋሳ

ተ.ቁ	የጽ/ቤት ስም	ብዛት		
		ወ	ሴ	ድ
1	ትምህርት ጽ/ቤት	484	308	792
2	መንግሥት ኮሙኒኬሽን ጽ/ቤት	14	14	28
3	ፍትህ ጽ/ቤት	19	9	28
4	ንግድና ገበያ ልማት ጽ/ቤት	42	13	55
5	ፋይናንስና ኢኮኖሚ ልማት ጽ/ቤት	45	7	52
6	አንትረፕራይዝ ኢንዱስትሪ ልማት ጽ/ቤት	70	27	97
7	ሴቶችና ህጻናት ጽ/ቤት	10	10	20
8	ጤና ጽ/ቤት	262	344	606
9	ፍርድ ቤት	19	16	35
10	ከንትባ ጽ/ቤት	18	9	27
11	ምክር ቤት	10	10	20
12	ፕላን ጽ/ቤት	11	3	14
13	ወጣቶችና ስፖርት ጽ/ቤት	18	5	23
14	ባህልና ቱሪዝም ጽ/ቤት	7	9	16

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15	ከተማ ግብርና ጽ/ቤት	59	27	86
16	ፕ/ሰ/ሰ/ሀ/ል ጽ/ቤት	14	9	23
17	ትራንስፖርት ጽ/ቤት	23	7	30
18	ማዘጋጃ ቤታዊ አገልግሎት ጽ/ቤት	71	16	87
19	ሰላምና ፀጥታ ጽ/ቤት	22	7	29
20	ሰመጎ ጽ/ቤት	20	9	29
21	ሀብረት ሥራ ጽ/ቤት	14	9	23
22	ገበያዎች ጽ/ቤት	24	16	40
23	ፖሊስ ጽ/ቤት	39	6	45
24	ወ.ሃ አገልግሎት ጽ/ቤት	31	7	38
	ጠ/ድምር	1346	897	2243
25	የጽ/ቤት አመራሮች	31	3	34



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ቁጥር 77/ሀ.1/ሀ.ዐ.ፊ.29/176
ቀን 03/08/2016

ለሀዋሳ ዩኒቨርሲቲ ሳይኮሎጂ ትምህርት ክፍል

ሀዋሳ

ጉዳዩ:- አስፈላጊውን ትብብር ማድረጋችንን ስለመግለጽ ይሆናል።

ከላይ በርዕሱ ለመግለጽ እንደተሞከለው በቀን 03/03/2016 ዓ/ም በቁጥር ሰ/ጉ/ሾ/254/16 ለሾኔ ከተማ አስተዳደር የመንግሥት መሥሪያ ቤቶች ባሉ የመንግሥት ሠራተኞች ላይ ጥናታዊ ጽሁፍ ለመስራት እንዲያገዘው ዘንድ አስፈላጊ ትብብር እንድደረግለት በተጻፈልን ደብዳቤ መሠረት አስፈልገውን ትብብር ሁሉ ማድረጋችንን በአክብሮት እንገልጻለን።

አሁንም ታ ጋር!
አንጁሎ
የፕላን ስርዓት የሥነ ምግባር
ጽዕን ሰማት ጸ/ቤት ጋሳፊ