ASSESSMENT OF LEADERSHIP STYLE AND ITS IMPACT ON JOB SATISFACTION OF ACADEMIC STAFF

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Abstract
The world of business is constantly faced with challenges by the external environment, demand for increased participation and competition. Employees are seen as intangible assets that contribute to the continued success and development of an organization. It is largely viewed that leadership is part and parcel of organization's existence regardless of the type of business organization. Whether the business structure is sole proprietorship, partnership, corporation and other types, leadership plays an important role in managing and leading the human resources, facilities, budgets and other resources in an efficient and effective manner. More so, for employees who are considered the organization's best assets and talents, effective leadership enable them to become highly productive and more satisfied with their jobs.

Leadership Styles

Leadership is the process by which individual attempts to influence other group member toward achieving group goals (Flynn, 2009:2). The concept of leadership has evolved through the years with current leadership styles adopting one or more traits of their predecessors. According to Naidu and Van Der Walt (2005:2), an effective leadership style influences change. Furthermore, consensus from several studies and researches suggest the common leadership styles that are currently practiced by most organizations include but not limited to the following: : (1) autocratic, (2) bureaucratic, (3) laissez faire, (4) charismatic, (5) democratic, participative, (6) situational, (7) transactional, and (8) transformational (Goleman, 1998; Yukl, 2002; Smith, 2006); and, Rothschild, 2008). Literature on leadership identifies transformational leadership, transactional leadership and laissez-faire leadership as the three common leadership styles in the current climate, with transformational leadership and transactional leadership being the most dominant (Mester, Visser and Roodt, 2003:72).The leadership style of academic managers in the institutes may affect the teachers/faculty's' job satisfaction (Al-Omari, 2008). In other words, we can say that leadership style may affect the job satisfaction positively or negatively.

Job Satisfaction

Job satisfaction is a combination of psychological, physiological and environmental circumstances that case a person truthfully to say I am satisfied with my job. There are many factors effect job satisfaction such as personal life, compensation, working environment, leadership and advancement opportunity and other factors. According to Ellickson& Logsdon (2002), job satisfaction is the extent to which employees like their work. It is clearly found out through researches that satisfied employees are an asset of a company that works like a team to fulfill the goals framed within because of self-motivation whereas an unsatisfied employee not only decrease the productivity of an organization but also impact others with the negative mind-set. Results of dis-satisfied employees are turnover, absenteeism, lateness, accidents, stress, strikes, grievance and sabotage. Job satisfied employees show higher levels of commitment to their jobs and organizations.

Leadership theory suggests that transformational leadership, transactional leadership and laissez-faire leadership styles are related to job satisfaction. According to Mester*et al*., (2003:74), transformational leadership results in higher levels of job satisfaction than transactional or laissez-faire leadership.

Therefore, this research study seeks to assess the leadership styles and to establish a relationship between job satisfaction and leadership styles among the academic staff working in Shinas College of Technology.

Research Objectives
a. To gain insights in to the leadership styles and the level of job satisfaction among the employees working in ShCT.
b. To analyse the impact of leadership styles on job satisfaction of academic staff in ShCT.
c. To provide suggestions and recommendations regarding the styles and job satisfaction.

Significance of the Study
This study isintended to determine whether there is a relationship between the leadership styles and job satisfaction andpredict which leadership style best influences overall job satisfaction. Findingsof thestudy will contribute to the effectiveness of the organization, thereby adding to itscompetitive advantage. Findings from this study will also contribute to the body ofknowledge already available. This study would be beneficial to the organization,employees and other researchers. Furthermore, findings will allow the organizationto become more effective by understanding the drivers that relate to job satisfaction.Other researchers conducting similar studies will be able to compare theirresults tothis study, thereby adding to what is already known in this area.

Research Gap
Literature review shows the impact of leadership styles on job satisfaction in different context. The studies conducted in this area are related to specific population and specific places and provided different results on the influence of leadership styles on employee job satisfaction. However in this study we investigated the impact of leadership styles on employee job satisfaction in the context of academic staff working in Shinas College of Technology. Also previous studies have examined the impact of leadership styles on employee job satisfaction in various settings such as healthcare, military, education and business organizations (Hepworth, &Warr, 1989; Bass, 1990). These studies generally indicate the impact of leadership style on job satisfaction in the context of their countries. In view of this gap, there is need to establish study about the impact of leadership style on the job satisfaction in the context of Oman.

Leadership
According to Roland (2013) leadership is the process by which individual attempts to influence other group member toward achieving group goals. An effective leadership style influences change and creates desired to change (Naidu and Van Der Walt, 2005). So, an effective leader should have the ability to influence on others employees to get the best from them and direct them to the desired way for achieving organization goal.Leadership is also viewed as a process of initiating, executing and evaluating aspects of organizational change. Literature suggests that leadership styles are situational and have enhanced individual and organizational success in many ways. Leaders actively create the tempo and provide guidelines for employees to follow (Naidu and Van Der Walt, 2005).

Also, Jones and Rudd (2007) define leadership as a relationship between leaders and followers within a social group. It entails supplying a vision, creating power and using this power for individuals to realize the vision.

Leadership Style
Miller et al. (2002) view leadership style as the pattern of interactions between leaders and subordinates. According to Hersey et al. (2000), the term "leadership style" can be interpreted as leadership behavior with two obviously independent dimensions: task and interpersonal relationships.

Transformational leadership
The aim of transformational leader is to motivate team members to make them effective and efficient by commination and looking for new ideas that motivate the members to achieve organization goals. Al-Hosam (2012) have defined "transformational leadership as a process in which leaders are expected to provide the vision and direction to the organization and that they have to strengthen, inspire and motivate followers to work towards a common end". There are factors that make up the transformation leadership style which provides a vision and a sense of purpose is Inspirational motivation, Intellectual stimulation,individualized consideration (Tsegay and

Wogari 2006). According to Roland Loganathan (2013), transformational leadership is a preferred style to enhance performance levels in organizations.

Transformational leadership which encourages autonomy and challenging work became increasingly important to followers' job satisfaction. The concept of job security and loyalty to the firm for one's entire career was disappearing. Steady pay, secure benefits, and lifetime employment were no longer guaranteed for meritorious performance. Previous studies have indicated that transformational leadership results in higherlevels of job satisfaction than transactional leadership.

Transactional leadership
Transactional leadership is an exchange of something between a leader and a worker so that the leader obtains something from the subordinate in exchange for something else. In it process of exchange between to benefit both sides. According to Sarros&Santora,(2001) this style attempt to satisfy the needs of followers by focusing on exchanges and contingent reward behavior and the transactional leader produces an understandable structure and offers rewards to obtain the support of employees.

Sarros and Santora (2001) state that, in transactional leadership style, employees are fully responsible for the tasks allocated to them and as far as punishment and reward according to output, they are punished for their failures and they rewarded for their successes.

And according to Roland Loganathan (2013), the transactional leader can, therefore, be viewed as a manager who focuses on day – to – day administrative functions, taking on a conservative approach to work, in order to obtain immediate results. The leader can also be viewed as a person who is marginally concerned about empowering followers to engage in personal development for purposes of going beyond their self-interest.

Furthermore, this leadership focused on leader-follower exchanges in which followers or subordinates are expected to carry out his or her duty and perform according to the given instruction. Interpreted as a non-transactional kind of leadership style in which prompt decisions are not made with delay in action taken, coupled with ignoring of leadership responsibility and non-exercise of authority (Huberts, et al, 2007).

Laissez-Faire Leadership
This type of leadership style the employees are free in doing what they want due the absence of leadership. According to McColl-Kennedy and Anderson (2005), laissez-faire leadership is a passive style that is reflected by high levels of avoidance, indecisiveness and indifference. It is also commonly viewed as the absence of leadership where the leader takes a "hands-off" approach, abdicating responsibility, delaying decisions and no feedback to employees' (Xirasagar, 2008). The leader not attempt to motivate followers or to satisfy their individual needs. It is also viewed as an avoidance of leadership responsibilities which could result in a lack of direction for the organization. Moreover, there are no rewards or feedback to subordinates and developmental needs are left to individuals for self -management.

Jones and Rudd (2007:524) view laissez-faire leadership as a lethargic leadership style where the leader displays no sense of motivation or urgency. The leader assumes that followers are intrinsically motivated and should be left alone to accomplish their tasks.

Hater and Bass (1988, p. 697) argued that, "passive managementby-exception is not the same as laissez faire leadership. The statusis guarded and respected in passive management-by-exception;the status is ignored by the laissez faire leader who essentiallyavoids decision making and supervisory responsibilities."

Job Satisfaction
Employee satisfaction refers to a collection of positive and/or negative feelings that an individual holds toward his or her job. According to BrikendAziri(2011) job satisfaction is the most complex area which managers face it in

managing employees in work place; motivation has an impact on job satisfaction level which has impact on performance and productivity of workers.

According to Hoppock (1935) job satisfaction is any combination of psychological, physiological and environmental circumstances that case a person truthfully to say "I am satisfied with my job". Job satisfaction is under influence of many external factors. According to Vroom (1964) job satisfaction focuses on the role of the employee in the workplace and it is affective orientations on the part of individuals toward work roles which they are presently occupying. Job satisfaction and dissatisfaction which appear in work place can be by combination of positive and negative feelings which workers have about their work.

According to Davis (1985) Job satisfaction linked to individual behavior in work place. According to Reilly (1991) job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one's job. According to Ellickson& Logsdon (2002) job satisfaction is the extent to which employees like their work.

According to BidyutBijoyaNeog& Dr. MukuleshBarua (2014) Job satisfaction is defined as a general attitude toward one's job which leads an employee to take specific behavior at work place. According to the Lease (1998) Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives.

Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organizational success. Employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organizational interests. An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs (Voon, et al, 2011).

Impact of Leadership on Job Satisfaction
According to a study done by Roland Loganathan (2013) to investigate whether there is a relationship between leadership styles and employee job satisfaction shows that a dynamic and influential leadership style mix needs to be used in the organization to influence job satisfaction levels of employees and ultimately organizational success. Also according to this study leadership is viewed as one of the fundamental drivers of organizational success for both now and the future. Organizational success is achieved through the willingness and active participation of job satisfied employees.

According to Voon, et al, (2011) the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia, the result showed that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organization.

Further empirical studies such as the study carried out by Rossmiller (1992) revealed that teachers s' perception of principals' transformational leadership skills, has significant impact on teachers' job satisfaction and often concluded that principals of the school practicing transformational leadership are more likely to foster and enhance job satisfaction among teachers.

According to Hmidifar (2010) also conducted similar study by using questionnaire, the result showed that there is significance positive influence of transformational leadership factor on employee job satisfaction. Transformational leadership behavior was found significantly affecting predicting variable and in some cases transactional leadership behavior. Transactional leadership style provides high satisfaction and organizational identification as compared to transformational leadership style (Riaz, &Haider, 2010).

In a study conducted by Ali, A. Y. S., Sidow, M. A. &Guleid, H. S. (2013) to examine the impact of leadership styles on job satisfaction of instructors in universities located in Mogadishu-Somalia found that a significant

relationship was found between transactional and transformational leadership style and employee job satisfaction. The findings supported that the instructors preferred transformational leadership style over transactional leadership style.

Ramey (2002) for example, found out in his study the significant relationship between leadership style and employee job satisfaction stating further the effective use of participative leadership style.

Similar to this study was conducted by Hamidifar (2010) on the relationship between leadership style and job satisfaction. He made the study at Islamic Azad University with 16 Branches in Tehran for 400 samples and results of the study suggests that leadership styles such as transformational leadership and participative leadership significantly correlates to job satisfaction. However, laissez faire leadership is poorly correlated with job satisfaction.

In Howell and Avolio's (1993) study, it indicates that there is significant relationship between participative leadership and the employees' job satisfaction and performance. It further revealed that, when employees are more involved in decision makings, they feel more satisfied and motivated to perform beyond expectations.

Theoretical Framework
Present research examines the following theoretical framework – The impact of leadership styles on job satisfaction.
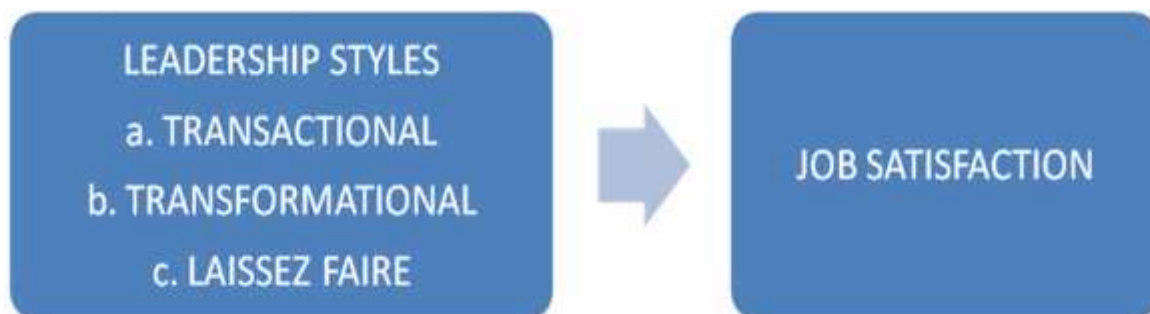
Research Methodology
The research approach used in this study is quantitative in nature. It helps to quantify the data and generating the result from the sample to the population. The study is a Descriptive research which attempts to determine if what being observed might be explained by the current existing theory. Most often, descriptive research is used to describe characteristics of a population or phenomenon being studied therefore the researcher intends to describe the impact of leadership styles on job satisfactionof employees at ShCT.The study is focused on the academic staff working in Shinas College of Technology. The total population of academic staff is 240 working in different departments (Business, Information Technology, Engineering and English Language Centre).The sample size will be chosen randomly from 240 academic staff who is working in various departments in Shinas College of Technology. A Sample size of 72 employees was chosen randomly from different departments to have more

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accuracy of data collection to be representing the population. Sampling unit is the individual academic staff working in SHCT.

Correlation Matrix

Table 4.8.1Relationship among the leadership styles and job satisfaction

Correlations					
	TSL	TFL	LZF	INTSAT	EXTSAT
TSL					
TFL	.273*				
LZF	.355**	-.119			
INTSAT	-.118	.416**	-.371**		
EXTSAT	-.076	.382**	-.418**	.890**	
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

It is evident from the above table that there exists a positive relationship between the transformational leadership and the intrinsic satisfaction of the employees (r= 0.416, Sig at 0.01 level) and also with extrinsic satisfaction (r = 0.382, Sig at 0.01 level) but with laissez faire leadership both the satisfaction have a negative impact (r = -0.371 and -0.418, Sig at 0.01 level respectively)Transactional leadership does not have any impact on the job satisfaction of the employees. This shows that the employees are very much satisfied with the transformational type of leaders. The negative impact because of Laissez faire leadership is because the employees need the direction from the leaders and expect them to be present always when needed.

Table 4.8.2Relationship Among The Leadership Styles And Job Satisfaction With Gender of Employees

Gender		TSL	TFL	LZF	INTSAT	EXTSAT
Male	TSL					
	TFL	.195				
	LZF	.389**	-.127			
	INTSAT	-.283*	.381**	-.349**		
	EXTSAT	-.164	.367**	-.356**	.889**	
Female	TSL	1	.451	.309	.350	.115
	TFL	.451	1	-.098	.549*	.427
	LZF	.309	-.098	1	-.465	-.603*
	INTSAT	.350	.549*	-.465	1	.914**
	EXTSAT	.115	.427	-.603*	.914**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

It is clear from the above matrix table; males show a positive correlation between transformational leadership and job satisfaction while a negative correlation exists between laissez faire leadership and job satisfaction. (r =

0.381and 0.367 and r = 0.349 and 0.356, sig at 0.01 level). Females shows a positive relationship between transformational leadership and the intrinsic job satisfaction while a negative correlation exists with Laissez faire leadership and extrinsic job satisfaction.(r = 0.549 and 0.603 sig at 0.05 level). Employees are satisfied with the transformational leadership irrespective of the gender and are not satisfied with the laissez faire leadership.

	Independent Samples Test						
	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
TSL	1.876	.175	.977	67	.332	.787	.805
			.817	19.834	.424	.787	.963
TFL	.279	.599	.017	67	.986	.019	1.099
			.016	22.247	.987	.019	1.188
LZF	.009	.923	-.300	67	.765	-.241	.802
			-.285	23.021	.778	-.241	.845
INTSAT	.343	.560	-.175	67	.861	-.341	1.943
			-.189	27.960	.852	-.341	1.805
EXTSAT	.031	.862	.333	67	.740	.656	1.968
			.327	24.052	.747	.656	2.007

Findings
- Majority of respondents (60%) are between the ages 36 to 45 years.
- Most of the respondent (75%) are male and least respondents are female (22.9%).
- We have high rating of respondent from ELC which is 30%.
- Majority of the employees (48.6%) have experience of more than 15 years.
- 71.4% of the employees have master's degree and 25.7% are having Doctorate degree.
- Most of respondents (68.6%) agree that their leader provide them assistance in exchange for their effort and only 1.4% strongly disagree.
- Majority of the employees (57.1%) are agreeing that their leader re-examines critical assumptions to questions when they are appropriate.
- 48.6% of the employees agreed that their leader focuses their attention on mistakes and deviations from standards and 24.3% of employees are neutral.
- 35.7% from the total employees are disagreeing that their leader interferes until problems become serious.
- Majority of the employees (35.7%) disagree that their leaders avoid getting involved when important issue arise and only 18.6% are agree.
- 45.7% of the employees agree that their leader specify on who is responsible for reaching performance target.
- (41.4%) out of 70 employees agree that their leader treat them as individual rather than just a member of the group and 12 (17.1%) of them strongly agree.

- 24% of employees disagree and strongly disagree that their leader are not absent when they needed and only 12.9% of them agree.
- 52.9% of the employees agree that their leaders are concentrating full attention on dealing with mistakes, complaints and failures.
- Majority of the employees (48.6%) agree that their leaders talks enthusiastically about what needs to be accomplished.
- 60% of employees agree that their leaders articulate a compelling vision of the futures and 2.9% are strongly disagreeing to the statement.
- Most of the respondents (44.3%) disagree that their leader delay in responding to urgent questions and 8.6% agree.
- 42.9% of the employees agree their leader stresses the importance of having a strong sense of purpose and (21.4%)employees strongly agree to it.
- Most of the employees strongly disagree that their manager are not waiting things to go wrong to make action (34.3%).
- 55. 7% employees agree that their leader considers the moral and ethical consequences of decisions and (27%) strongly agree to it.
- Majority of respondent (64.3%) agree that their leader display a sense of power and confidence.
- 44.3% of the employees are very satisfied about the physical working condition while 4.3% are moderately dissatisfied.
- Majority of the employees (40%) are moderately satisfied about their freedom in choosing their own method of working and 35.7% are moderately satisfied.
- 37.1% of the employees are moderately satisfied about their fellow workers (32.9%) are very satisfied about them.
- Majority of employee (37.1%) are moderately satisfied about the recognition for good work and (31.4%) employees are very satisfied.
- Only 1.4% is very dissatisfied about their immediate boss and the rest are extremely satisfied.
- Majority of the employees are very satisfied (41.4%) about the amount of responsibility they are given and (31.4%) of the employees are moderately sissified.
- The employees are moderately and very satisfied about their Rating of pay (24.3& and 28.6).
- 37.1% out of 70 are moderately satisfied about the opportunity to use their ability and (32.9%) are very satisfied.
- Majority of the employees (37.1%) are moderately satisfied, 32.9% are very satisfied and 2.9% are dissatisfied.
- Majority of the employees are very satisfied about Industrial relations between management and workers in firm and only 5.7% are very dissatisfied.
- 27.1% out of 70 employees are not sure about their satisfaction about chance of promotion and 10% are extremely satisfied.
- Most of the employees (37.1%) are very satisfied about the way of the organization manage.
- 34.3% out of 70 employees are very and moderately satisfied about the attention paid to their suggestions.
- The employees are very satisfied (41.4%) about their hours of work.
- 34.3% employees are very satisfied and (32.9%) are moderately satisfied about the amount of variety in their job.
- ShCT employees are moderately satisfied (28.6%) about their job security while only 7.1% are very dissatisfied.
- There exists a positive relationship between the transformational leadership and the intrinsic satisfaction of the employees but with laissez faire leadership both the satisfaction have a negative impact Transactional leadership does not have any impact on the job satisfaction of the employees.
- Males show a positive correlation between transformational leadership and job satisfaction while a negative correlation exists between laissez faire leadership and job satisfaction.

- Females show a positive relationship between transformational leadership and the intrinsic job satisfaction while a negative correlation exists with Laissez faire leadership and extrinsic job satisfaction.

Recommendations
From the study, the researchers like to give the following recommendations:
- The leaders should improve their ability to face the problems before it become serious.
- The leader should provide equal chance for the employees.
- The employees should get more chances to use their own method at the work.
- Establish program to improve the relationship between the employees.
- The leader should improve his way to recognize his worker for good work such putting his name at institution website.
- The management should device some policies to improve the the employees pay.
- Encourage the employees to use their ability at work.
- Create regular meeting with the employees to improve the relationship between the management and employees.
- Create system to give the employees an equal chance to get promotions.
- Create system to receive employee's suggestion.
- Enhance employee's job security.

Conclusion
This study was undertaken because we believe that every organization should be aware about how different types of leadership affect job satisfaction. Employees' job satisfaction was significantly correlated and was affected by leadership style.Specific job satisfaction dimensions indicate that moderately satisfaction levels occur in their chance of promotion, physical working condition, freedom, fellow worker and recognition of good work.   This study provides information about the status of the job satisfaction we observed that females are more satisfied with their job than males. From our study we found that the majority of the employees are very satisfied about their immediate boss (38.6%) moreover we have 41.4% of the employees are very satisfied about the amount of the responsibility they are given and 44.3% are very satisfied about the physical working condition.At the end,some leaders are needed to be improved to have more level of satisfaction in the side of the employees.. It is our hope that we have provided some useful directions for the research on the relationship between leadership style and employees satisfaction for the next decade of research studies, facilitating the increase of "what we have" by addressing more of "what we need."

Finally we would like to conclude that the long-term survival of any organization depends largely on knowing how influence of leadership style on job satisfaction. Therefore organizations should be willing to continuously and on regular basis, undertake employees surveys such as this one in order to understand what their employees expects, what satisfied them from their current job and what kind of leadership style that is preferred. The result of such exercises could prove useful for the organization, because knowing what their employees wants and efforts in meeting these needs facilitate a mutual working environment for both the employees and its management.

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