

**Investigation theeffect of leadershipstyle on the amount of staffs job satisfaction (case study, National oil products distribution company)****<sup>1</sup>ManoochehrOmidvari, <sup>1</sup>Parham Azimi, <sup>2</sup>Seyed shamsaldin Hosseini**<sup>1</sup>*Department of industrial engineering, science and research, Islamic Azad university, Qazvin Branch*<sup>2</sup>*Graduated student of department of industrial engineering, science and research, Islamic Azad university, Qazvin Branch*

ManoochehrOmidvari, Parham Azimi, Seyed shamsaldin Hosseini: Investigation theeffect of leadershipstyle on the amount of staffs job satisfaction (case study, National oil products distribution company)

**ABSTRACT**

Nowadays, there are different leadership styles in different organizations that depend on that organization management and which styles are used for guidance and leadership. The most important leadership styles in large organizations that are used for are such as imperative, advisory, collaborative and compassionate styles. Leadership style can affect on the staffs job stress conditions. In this research, we are seeking for the effects of different leadership styles on job stress. For reaching this relationship, different kinds of leadership styles were measured by a questionnaire in one of the regions of national oil products distribution company. On the other, we used standard questionnaires for measuring job stress that Cronbach's alpha was used for evaluating the validity of these two questionnaires. For statistical analyze, we used hypothesis test, Spearman correlation coefficient and multiple regression with repeated entering. The results showed that: There is significant relationship between predictablecompassionate and collaborativemanagement with job satisfaction. So that there is the highest degree of job satisfaction in this leadership style. According to the results in this research, it is considered that the properties such as empathy, high motivation and self-awareness and self-confidence are affected by leadership styles that it is necessary to be considered by managers of organizations in choosing kind of leadership styles according to the work conditions and the staffs.

**Key words:** job satisfaction, leadership style, job stress and multiple regression.**Introduction**

Job satisfaction is a degree of positive feeling and attitude that people have to their jobs. Job satisfaction is the result of the staffs understanding that content and job ground supply what is valuable for the staff.

Job satisfaction is a positive or pleasant sense that is the outcome of job evaluation or individual experience. This positive sense helps much to the individual physical and mental health.

Leadership is such a relationship between group that a person tries to facilitate his/her duties in achieving organizational goals by creating motivation and effective relationship and encourages the staffs willingly to their duties. So leadership is not considered as an independent part of management, but also as a main duty.

In a research that was done with the goal of studying and evaluating the relationship between management styles and staffs job satisfaction and

with the title of investigation the effects of Likert four model management styles on the global job satisfaction in non-profit organizations, the result of the research has showed that except for Likert management styles three-consulting system, there is significant relationship between job satisfaction and management styles in other styles [2].

In a research that has been investigated the relationship between collaborative leadership style and staffs job satisfaction, this result was reached that collaborative leadership style is one of the effective and important underlie factors for staffs and organizations creativity. According to this pattern, whatever supervision is done by the staffs and whatever managers use bilateral and open communications, friendly relationship and devolving authority to the staffs, the creativity also increases [1].

Khalaj and et.al investigated managers and coaches leadership style and also their ranking. They

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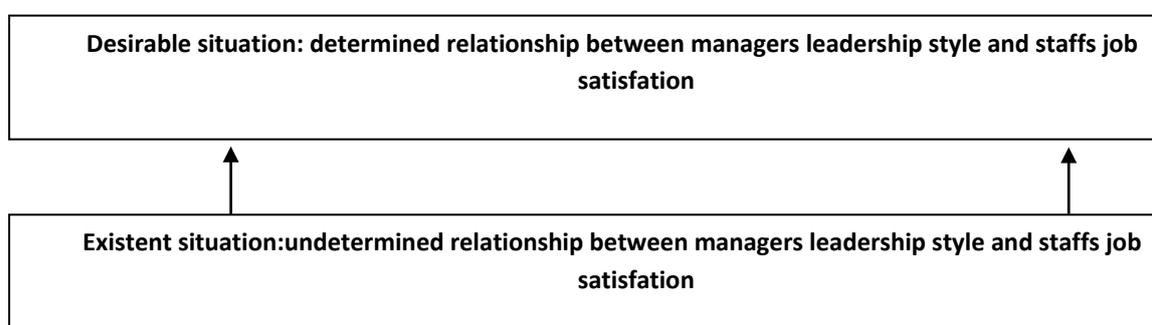
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understood that higher ranks belong to the managers that have friendly leadership style with athletes.

In an article that Toorioylas and et.al have done in the second international integrated information conference in Greece, that was titled "investigation leadership, behavioral styles, management competence profile of managers in successful project in Greece", this result has been reached that fifteen vital elements for behavioral competence have been as criterions (leadership, partnership and motivation, self control, assertiveness, peace, openness, creativity, the results of tendency, productivity, consultation, negotiation, involvement and crisis, reliability, understanding the value).

Each organization should have a strong management that can organize responsibilities in that with correct programming and can guide human

forces and tools in different units due to reaching the organization's goals and supervises all these proceedings. Certainly, national oil products distribution company as an organization was not also exceptional and is not now. Suitable distribution of fuel is very important and essential in people's life. So all people that participate in guiding this important institute, have share in managing that. Performance of this organization can be very effective in satisfaction and organizational conditions, specially in these organizations that their beneficiaries are society and people. Determining managers performance of national oil products distribution company in Ghazvin region is the problem of this research. The goal of research has been shown in Fig 1 schematically.



**Fig. 1:** Problem of the research

*Method of investigation:*

The research was descriptive and survey retrospective analysis. In this research, questionnaire was used as the most common tools of collecting information in survey researches. Regulatory questionnaire is such a set of targeted questions that comments, views and insights of respondent are evaluated by utilizing different scales.

In this research, a questionnaire was used due to collecting information. This research was done casely in one of the 37 regions innational oil products distribution company. National oil products distribution company is one of the largest and the most widely active organizations in Iran. Statistical society of this research was one of the regions in national oil products distribution company. A preliminary study was done in order to determine sample volume. 40 questionnaires were distributed.

According to the preliminary sample in 95 percent confidence level and 5 percent error, number of necessary sample was estimated 234. Cronbach's alpha method has been used in order to determine stability of questionnaire.

This questionnaire included 25 questions that 5 questions were about imperative management, 5 about compassionate management, 5 about advisory management, 5 about collaborative management, 5 about staffs satisfaction of national oil products distribution company in region Ghazvin. The measure scale of options were Likert 5-point scale. In addition, the validity of questionnaire was measured partly and overally by Cronbach's alpha coefficient that the results have been shown in table 1. As table 1 shows, imperative management was 78, compassionate management 82, advisory management 82, collaborative management 81, staffs satisfaction 87 and the validity of entire questionnaire was 95.

**Table 1:** Number of questions in each part of questionnaire and Cronbach's alpha in each part

Cronbach's alpha coefficient	Number of questions	variable
78 percent	5	imperative management
82 percent	5	compassionate management
82 percent	5	advisory management
81 percent	5	collaborative management
87 percent	5	satisfaction
95 percent	25	Entire questionnaire

Analyzing datas were multistep process that datas can be summarized, codified and classified and then processed by applying collective tools in statistical sample that relationship between these datas can be used due to the hypothesis testing and we can understand the staffs evaluation of job satisfaction by managerial styles hypothesis testing.

Also, stepwise regression method has been used for determining a suitable predicted equation by using the smallest probability set of the strongest compound of predicted variables. For investigating the multiple relationship between variables and defined criterions, we used multiple regression statistical methods by repeated enter and stepwise methods. The hypotheses are:

Hypothesis 1. There is not significant relationship between leadership style aspects of national oil products distribution company's managers in region Ghazvin and staffs job satisfaction.

Hypothesis 2. There is not significant indirect relationship between imperative management leadership style of national oil products distribution

company in Ghazvin region and staffs job satisfaction.

Hypothesis 3. There is not significant direct relationship between compassionate management leadership style of national oil products distribution company in Ghazvin region and staffs job satisfaction.

Hypothesis 4. There is not significant direct relationship between advisory management leadership style of national oil products distribution company in Ghazvin region and staffs job satisfaction.

Hypothesis 5. There is not significant direct relationship between collaborative management leadership style of national oil products distribution company in Ghazvin region and staffs job satisfaction.

#### Results:

This section presents descriptive information about the variables under study. Table 2 shows the mean, standard deviation, minimum and maximum scores of subjects in variables.

**Table 2:** Mean, standard deviation, minimum and maximum scores of subjects in variables

Statistical indexes	Mean	Standard deviation	Minimum	Maximum
Variables				
Job Satisfaction	4.77	1.71	2	8
Autocratic management	9.31	2.69	5	14
Sympathetic management	11.75	3.65	4	13
Advisory Management	10.69	3.64	5	18
Participatory management	7.57	2.86	4	13

As described in the Methods In the first step the correlation between leadership style and job satisfaction were examined and the results are shown in Table 3.

**Table 3:** Correlation coefficient between leadership style and job satisfaction of employees

Criterion variables	Predictor variables	The correlation coefficient (r)	Level of significance (p)
Job Satisfaction	Autocratic management	-0.14	0.001
	Sympathetic management	0.72	P<0.001
	Advisory Management	0.82	P<0.001
	Participatory management	0.89	P<0.001

The above table shows that there is a negative correlation between job satisfaction and authoritative management ( $r = -0.14$ ,  $p = 0.001$ ). Thus, the first hypothesis of research is confirmed. There is a positive correlation between job satisfaction and compassionate management ( $r = 0.72$ ,  $p < 0.001$ ). Thus, the second hypothesis of research is confirmed. There is a positive correlation between job satisfaction and advisory management ( $r = 0.82$ ,  $p < 0.001$ ). Thus, the third hypothesis of research is confirmed. There is a positive correlation between job satisfaction and participative management ( $r = 0.89$ ,  $p < 0.001$ ). Thus, the fourth hypothesis of research is confirmed.

To investigate the multiple relationships between predictor variables and the criterion, multiple regression methods such as, multiple entry and Stepwise methods was used.

As can be seen from Table 4, According to the results of multiple regression analysis using Stepwise method, the coefficient of multiple determination for the linear combination of the dimensions of leadership styles (authoritative management, caring management, management advisory and corporate management) with Job satisfaction is the equal to  $RS = 0.82$ , which is significant at the level  $p < 0.001$ .

**Table 4:** Dimensions of leadership styles (authoritative management, caring management, management advisory and corporate management) with employees' satisfaction using Stepwise method

Statistical Indicators	Coefficient of determination	Probability	Regression coefficients ( $\beta$ ) and (B)				Constant coefficient
			1	2	3	4	
1 - participatory Management	0.78	P<0.001	B=- 0.941 $\beta$ =-0.883 t= 27.72 p=0.001	-	-	-	0.294
2 - authoritative Management	0.80	P<0.001	B=0.947 $\beta$ =0.33 t=-29.47 p=0.001	B=-0.164 $\beta$ =0.34 t=-4.81 p= 0.001	-	-	2.169
3 - advisory Management	0.81	P<0.001	B=0.752 $\beta$ =0.648 t=12.28 p=0.001	B=0.17 $\beta$ =-0.156 t=5.34 p= 0.001	B= 0.23 $\beta$ =0.238 t=4-26 p= 0.000	-	2.484
4 - compassionate Management	0.82	P<0.001	B=0.60 $\beta$ =0.552 t=8.62 p= 0.001	B=-0.134 $\beta$ =-0.121 t=-4.40 p= 0.001	B=0.248 $\beta$ =0.251 t=4.26 p= 0.001	B=0.163 $\beta$ =0.166 t=3.850 p= 0.000	1.569

According to the results in Table 4, Hypothesis 1 is confirmed. According to the obtained coefficient of determination, 82% of the variance of satisfaction can be explained by authoritative Management, compassionate Management, advisory Management and participatory Management.

To determine an appropriate predictive equation using the smallest possible set of strongest

combination of predictor variables, Stepwise regression analysis is used. Table 5 shows the results of multiple regression analysis of the dimensions of leadership styles (autocratic management, sympathetic management, advisory management and corporate management) with job satisfaction by enter method.

**Table 5:** the results of multiple regression analysis of the dimensions of leadership styles (autocratic management, sympathetic management, advisory management and corporate management) with job satisfaction by enter method.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.596	.565		2.824	.005
	sympathetic	.163	.042	.166	3.850	.000
	corporative	.607	.070	.552	8.631	.000
	advisory	.248	.054	.251	4.629	.000
	autocratic	-.134	.033	-.121	-4.047	.000

a. Dependent Variable: job satisfy

As can be seen from Table 5, According to the results of the regression analysis using Enter method, all the variables of autocratic management, sympathetic management, advisory management and corporate management are Predictors of job satisfaction among employees for the national distribution of petroleum products in Qazvin region and play a significant role in the Job satisfaction. The determination coefficient of linear combination is  $RS = 0.82$  which is significant in  $P = 0.001$ . Considering nonstandard coefficients column (B) and the fixed number of stepwise method, Job satisfaction of the staff of the petroleum distribution company in Qazvin ( $y'$ ), is respectively predicable from the variable coefficient of autocratic management, sympathetic management, advisory management and corporate management(x), via following equation:

$$Y = 1.59 + 0.60 X_1 - 0.134 X_2 + 0.248 X_3 + 0.163 X_4$$

Considering nonstandard coefficients column (B) and the fixed number of stepwise method, Job satisfaction of the staff of the petroleum distribution company in Qazvin ( $y'$ ), is respectively predicable from the variable coefficient of autocratic management, sympathetic management, advisory management and corporate management(x), via following equation:

$$Y = 1.59 + 0.16 X_1 + 0.60 X_2 + 0.248 X_3 - 0.134 X_4$$

#### Discussion and Conclusion:

This paper examines the relationship between leadership styles with employees' job satisfaction. This study examined employees' satisfaction with the four leadership styles, namely, autocratic management, sympathetic management, advisory management and corporate management. Arnold et

al [10] in a study that investigate the relationship between public health and leadership style, stated that leadership style can cause a person feel a significant role in achieving the organization's goals and values, namely feeling of being involved in the organization noble goals which is called "meaningful work". Then this sense will lead to his mental and physical health.

The study by Kennedy 2012 also showed that consultative and participative style of management enhance the level of enthusiasm, sense of responsibility, optimism and consequently increase the levels of performance and job satisfaction. This study also showed that low levels of leadership style, lead to employees sense of failure consequently decrease the levels of performance and job satisfaction. In fact, in the mentioned study, optimism and frustration are considered as emotions that arise in employees according to the leadership style and plays the role of mediating variable between leadership style and employees' job satisfaction and performance. In a study by Tsai [9] on America Hotel managers and employees, it was shown that, those hotels staff that their managers paid more attention to their needs and encouraged them, reported high satisfaction with their job. In another study by Lee et al. [11] it is demonstrated that, employees whose managers had sympathetic and participative style were significantly more job satisfied than those whose managers had autocratic leadership style.

The results of this study show that among the variable of autocratic management, sympathetic management, advisory management and corporative management, as the dimension of leadership style, the variable of sympathetic management, corporative management and advisory management are respectively predictor of Job satisfaction of the staff of petroleum Distribution Company in Qazvin. Autocratic management style doesn't play any significant role in staffs' job satisfaction. in the case of the relation between leadership style and job satisfaction, our findings also indicate that sympathetic management, corporative management and advisory management have positive correlation with staffs' job satisfaction. These findings are consistent with the findings of many other studies. Recommendations drawn from research on the optimal management style and greater employee satisfaction are, providing research facilities for managers and employees and accepting research costs as investment, elimination of autocratic behavior, Increasing support for creative ideas, using different patterns of interaction, establishing training course for creative problem solving, Increasing the mutual understanding and cooperating atmosphere with manager based on relationship-oriented approach.

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