

ORGANIZATIONAL LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEES' JOB SATISFACTION: EVIDENCE FROM THE MOBILE TELECOMMUNICATIONS SECTOR OF GHANA

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ABSTRACT: *This paper seeks to investigate the impact different styles of leadership have on employees' satisfaction with their jobs. The research was a cross-sectional study of employees in the mobile telecommunications sector of Ghana. A total of 400 usable questionnaires were obtained. The multiple regression technique was the main statistical tool employed to test the formulated hypotheses. It is identified that three dimensions of transformational leadership style - individualized consideration, inspirational motivation and intellectual stimulation have positive effect and correlation with extrinsic satisfaction except idealized influence that has an insignificant relationship. In terms of transactional leadership style, two of the dimensions – contingent rewards and passive management by exception show positive effect and correlation with extrinsic satisfaction, except active management by exception that has an insignificant relationship. Also three dimensions of transformational leadership style - inspirational motivation, intellectual stimulation and idealized influence show positive and significant relationship with intrinsic satisfaction, except individualized consideration that showed an insignificant relationship whilst the three dimensions of transactional leadership style have an insignificant relationship with job satisfaction. On the whole, leadership style is found to be a significant predictor of job satisfaction.*

KEYWORDS: Transactional Leadership Style, Transformational Leadership Style, Intrinsic Satisfaction, Extrinsic Satisfaction.

INTRODUCTION

An appropriate style of leadership and employee satisfaction with job are two important factors that are essential and fundamental to organizational success (Lok & Crawford, 2001: 594). An effective leader provides direction for the organization and guides organizational members or followers towards achieving desired goals and organizational outcomes (Drucker, 1992). In a similar vein, highly satisfied workers put in much effort in the execution of tasks and are more able to pursue organizational objectives than less satisfied workers. Any organization that implements mechanisms to ensure employees' satisfaction at work is therefore more likely to attract and retain employees with the skills and relevant expertise it needs (Mosadegh-Rad & Yarmohammadian, 2006: 11).

The importance of employee job satisfaction at work in contemporary times cannot be overemphasized, especially in this highly dynamic and complex business environment where the human beings are regarded as the organization's most valued asset and a major tool for competitive advantage (Mosadegh-Rad & Yarmohammadian, 2006). This is because organizations rely greatly on their talents to achieve organizational success and when job satisfaction is lacking, these valued employees are tempted to quit; negatively affecting the

organization's effectiveness. Many researchers in the past have studied the relation between employee satisfaction and the style of leadership among different industries including health, military, education and manufacturing organizations (Cook, Wall, Hepworth, & Warr, 1989; Bass, 1998; Chen & Silversthorne, 2005). Unfortunately, not much research efforts have been geared towards the telecommunication sector of Ghana which is a major force that drives the economy and contributes a great deal to the development of the economy (Manu, Gariba & Budu, 2007).

Again, one limitation of previous research is that organisational leadership has been classified into two broad categories (transformational and transactional leadership) and very little attempt have been made to distinguish between the specific dimensions of each of these two broad categories.

Previous studies generally indicate that employee job satisfaction is very important irrespective of the type of sector (either private or public) individuals find themselves (Lee & Ahmad (2009; Spector, 1985) and it is in this vein that the present study investigates the relationship between the different styles of leadership and employees' satisfaction at work in the telecommunication sector of Ghana. Specifically, this study seeks to:

- measure the effects of transactional leadership style and its dimensions (contingent reward, active management by exception and passive management by exception) on work satisfaction among employees in the Ghanaian telecommunication industry.
- examine the effects of transformational leadership style and its dimensions (idealized influence, intellectual stimulation, individual consideration and inspirational motivation) on work satisfaction among the workers in the Ghanaian telecommunication industry.

LITERATURE REVIEW

Organizational Leadership

Leadership in general may be defined as a process whereby leaders interact with their followers and influence the followers to achieve most desired organizational outcomes (Northouse, 2010). Leadership can thus be viewed as a process of influencing other people to act in ways that are in line with set organizational goals. Different styles of leadership have been identified in previous studies (House, Hanges, Javidan, Dorfman & Gupta, 2004; Hirtz, Murray & Riordam, 2007). These different leadership styles could be adopted by different leaders in different situations to effectively manage their organizational members to positive outcome. One of the most prominent styles of leadership is Bass and Avolio's (1995) transactional and transformational styles of leadership. Bass and Avolio (1995) view transformational leadership as a kind of leadership that emphasizes on the followers' intrinsic satisfaction and personal growth. Transformational leaders seek to match followers' interests and needs with the most desired organizational outcomes and foster followers' commitment to the organization by inspiring them to go beyond their expected level of performance (Miia, Nichole, Karlos, Jaakko & Ali, 2006; Bass & Riggio, 2006; Bass, 1998). In the context of this contemporary business environment which is highly complex and dynamic, transformational leaders are viewed as individuals who initiate change and inspire their followers during periods of environmental uncertainties.

Transactional style of leadership, on the other hand, is the kind of leadership that gains acceptance through the use of rewards, praises, promises and by giving other forms on incentives and remunerations that would satisfy followers' immediate needs and enhance immediate performance (Northouse, 2010). Although existing literature agree that transformational style of leadership is generally more desirable than transactional style (Bass & Avolio, 1995; Bass & Riggio, 2006), Locke, Kirkpatrick, Wheeler, Schneider, Niles, Goldstein, Welsh, & Chah, (1999) assert that this perception could be misleading. According to them, all leadership styles are transactional, although such transactions may not be confined to only immediate performance and rewards. They further added that effective leaders must influence and/or inspire their followers by using a mixture of both immediate and long-term rewards in order to enhance followers' satisfaction towards stated organizational outcomes.

Dimensions of Transformational Leadership

Avolio, Bass and Jung (1997) identified four different aspects of transformational leadership style as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. According to Avolio *et al.* (1997), idealized influence is more concerned with formulating and articulating clear vision and establishing challenging goals and inspiring followers to perform beyond their expected standards to enable them accomplish organizational objectives. The leaders act as models to followers who are admired, respected and trusted and are willing to take risks and demonstrate high standards moral conduct.

Inspirational motivation is concerned with the ways and manner in which managers inspire their subordinates to commit and share in the vision and mission of the organization within which they work. Leaders with inspirational motivation are able to create a strong sense of team spirit among followers as a means of inspiring team members towards the realization of stated organizational outcomes (Bass & Riggio, 2006).

Intellectual stimulation is also concerned with the managers' role in creating a high sense of innovation and creativity in their subordinates by questioning assumptions and by creating new ways of addressing old situations (Nicholson, 2007).

Finally, individualized consideration is focused on the managers' ability to pay special attention to each subordinate's need to encourage them and build high sense of accomplishments and career growth by guiding them and acting as a coach or mentor in the process (Bass & Riggio, 2006; Nicholson, 2007).

The Various Dimensions of Transactional Leadership

Like transformational leadership, Bass and Avolio (1995) identified three main aspects of transactional leadership. These are contingent rewards, active management by exception and passive management by exception. Contingent rewards refer to the ability of leaders to clearly define the work that must be done and by using rewards to ensure positive performance. Passive management by exception refers to the ability of the leader to intervene only in situations where problems occur whilst active management by exception refers to the ability of the leaders to actively monitor the work of followers in an ongoing manner and making sure that subordinates are working up to the set standards (Antonakis *et al.*, 2003).

Job Satisfaction

Robbins (2005) defines satisfaction at work as a pleasing emotional state from the appraisal of one's job. This indicates therefore that people develop attitudes toward their jobs by considering their emotions. Spector (1985: 693) found that people who find fulfillment in their jobs exhibit high satisfaction than those who perceive their jobs not fulfilling and rewarding to them. Satisfaction at work is seen as an important factor that contributes greatly to organizational growth. Successful organizations mostly have employees who are highly satisfied while poor job satisfaction can cripple an organization (Galup, Klein & Jiang, 2008). Job satisfaction is influenced by several factors including supervisors' displays of nonverbal immediacy (Richmond & McCroskey, 2000), humour (Avtgis & Taber, 2006), communication satisfaction (Hilgerman, 1998) and gender effects (Madlock, 2006). Lee and Ahmad (2009) established that job satisfaction results in frequent absenteeism, grievances, tardiness, high turnover and poor morale and motivation at work. These factors tend to have repercussions on the overall performance of the organization (Scroggins, 2008).

Dimensions of Employee Job Satisfaction

Kalleberg (2007: 124) proposed that satisfaction at work consists of two main dimensions – intrinsic satisfaction and extrinsic satisfaction. Hirschfield (2000) posits that intrinsic job satisfaction relates to the feelings and emotional attachments people have about the nature of the task itself (special assignments or projects being undertaken, activities carried out for its own sake). Conversely, extrinsic satisfaction relates to the feelings people have about the aspects of the job situation that are external to their task such as working conditions, management practices, policies and procedures, rules and regulations; but have the potential to affect it in one way or the other (Shim, Lusch & O'Brien, 2002). In this study, both intrinsic and extrinsic dimensions of job satisfaction are considered.

Although extrinsic satisfaction is not directly linked to the task, it affects the overall satisfaction derived in performing the task (Banaszak-Holl & Hines, 1996; Eaton, 2000). Therefore, extrinsic satisfaction is essential for workers to improve performance at work and enhance staff retention.

The Relationship between Leadership Styles and Employees' Satisfaction

Lashbrook (1997) posits that the style of leadership managers adopt significantly affects employees' satisfaction at work. Previous studies have established that different styles of leadership directly or indirectly impact on the satisfaction level of individuals at work (Bogler, 2002; Heller, 1993; Timothy & Ronald, 2004). Bass and Avolio (1995) proposed that transformational style of leadership creates intrinsic satisfaction within individuals, given its ability to impact their intellectual stimulation. Transformational leaders inspire their followers to take up more responsibilities (Emery & Barker, 2007) and this instills in employees a high sense of achievement, satisfaction and commitment with their jobs.

Transactional and transformational leadership initiatives are highly related to positive individual and organizational outcomes (Bass, 1998). These leadership styles relate positively with how employees perceive their jobs as well as their overall satisfaction at work (Bycio, Hackett & Allen, 1995; Niehoff, Enz & Grover, 1990). Castaneda and Nahavandi (1991) assert that workers are highly satisfied when they perceive their superiors as individuals who exhibit both interpersonal (extrinsic) and task oriented (intrinsic) behaviours and attitudes.

In view of the above, the following hypotheses were postulated:

H1: There will be a positive and significant relationship of the dimensions of transformational leadership style such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration on extrinsic satisfaction.

H2: There will be a positive and significant effect of the dimensions of transformational leadership style such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration on intrinsic satisfaction.

H3: There will be a positive and significant effect of the dimensions of transactional leadership style such as contingent rewards, management by exception (active and passive) on extrinsic satisfaction.

H4: There will be a positive and significant influence of the dimensions of transactional leadership style - contingent rewards, management by exception (active and passive) on intrinsic satisfaction.

METHODOLOGY

Research Design

The study adopted the correlational cross sectional survey design. Data were collected through the use of closed ended survey questionnaires from employees working in the six mobile telecommunication organizations in Accra, Ghana – Scancon Ghana Limited (Operators of MTN), Vodafone Ghana Limited, Globacom Ghana Limited, Airtel Ghana Limited, Espresso Telecom Limited and Millicom Ghana Limited (Operators of Tigo) between July, 2013 and June, 2014. Since these organizations have branches in dispersed areas of the country, employees from selected branches of the various organizations were used for data collection.

Research Population

The study population included employees at different levels in the various companies. However, the category of employees in the sanitation and grounds department of the various companies was excluded from the study. This is because the researchers believed that such category of employees would lack the level of literacy required to comprehend the issues raised on the questionnaires and as such would not be able to make meaningful contributions to the study.

Sample Size and Sampling Technique

A sample size of 400 respondents was chosen from selected branches of the various mobile telecommunication companies in Accra, Ghana using the multistage sampling technique. First of all, the various branches of the organizations under study were selected by the use of the convenience method of sampling. Secondly, the proportional random sampling technique was employed to select the respondents from the selected organizations. This technique was used in order to ensure that approximately an equal number of respondents are selected.

Research Instruments Used

The research instrument was divided into four different parts. Part 1 consisted of 4 items to measure the demographic data of the respondents. Parts 2, 3 and 4 consisted of 31 items used to measure the different dimensions of leadership styles as well as intrinsic and extrinsic job satisfaction respectively. All items were measured on a 5 - point likert scale (ranging from 1 – strongly disagreed to 5 –strongly agreed).

RESULTS

Using the SPSS, the Standard Multiple Regression was used to analyse data obtained from the field. The descriptive statistics of the major constructs are presented in Table 1 below. The means as shown in table 1 range between 1.83 and 2.13. Comparing the means, it is shown that respondents are more satisfied with the intellectual stimulation dimension of transformational leadership. Standard deviations are at an acceptable level since they are close to 1.

Table 1: Descriptive Statistics of Major Constructs

	N	Minimum	Maximum	Mean	Std. Deviation
Idealized Influence	400	1.00	4.00	1.9331	.61344
Individualized Consideration	400	1.00	4.00	1.8250	.58730
Inspirational Motivation	400	1.00	4.00	1.8681	.61105
Intellectual Stimulation	400	1.00	4.75	2.1388	.80809
Contingent Rewards	400	1.00	5.00	1.9625	.68965
Active Mgt. by Exception	400	1.00	5.00	2.0050	.74328
Passive Mgt. by Exception	400	1.00	4.67	2.0333	.75408

Table 2 below is the correlations matrix showing the intercorrelations among the predictor variables. The results show that the correlations between independent variables do not exceed 0.9; hence there is no issue of multicollinearity (Hair, Black, Babin & Anderson, 2010; Gaur & Gaur, 2009).

Table 2: Correlations matrix showing the nonexistent of multicollinearity among variables

	Passive Mgt. by Exception	Idealised influence	Inspirational Motivation	Active Mgt. by Exception	Intellectual stimulation	Individualised consideration	Contingent rewards
Passive Mgt. by exception	1.000						
Idealised influence	.158	1.000					
Inspirational motivation	-.247	.020	1.000				
Active Mgt. by exception	-.095	-.040	.042	1.000			
Intellectual stimulation	-.215	-.257	-.200	-.015	1.000		
Individualised consideration	.231	-.257	-.468	-.091	-.160	1.000	
Contingent rewards	-.296	-.109	.180	-.516	-.208	-.066	1.000

Table 3: Multiple regression model showing the effect of leadership style dimensions on employees' extrinsic satisfaction

	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	p.
(Constant)	.915	.104		8.830	.000
Idealised influence	.001	.040	.002	.036	.972
Individualised consideration	.106	.047	.121	2.286	.023
Inspirational motivation	.089	.043	.105	2.080	.038
Intellectual stimulation	.126	.033	.197	3.772	.000
Contingent rewards	.083	.043	.189	1.916	.005
Active Mgt. by Exception	.131	.037	.111	3.600	.056
Passive Mgt. by Exception	.138	.033	.201	4.125	.000

Dependent Variable: Extrinsic Satisfaction

R = .607 R Square = .369 Adjusted R Square = .358 F = 32.729
 Durbin-Watson = 1.696 P ≤ 0.05

DISCUSSION

Multiple regression analyses carried out to test the hypothesized effects of the dimensions of leadership styles on job satisfaction components are recorded in tables 4 and 5 below. Table 4 shows that three of the dimensions of transformational leadership style - Individualized consideration ($\beta = .121$; $p < .05$), Inspirational motivation ($\beta = .105$; $p < .05$) and Intellectual stimulation ($\beta = .197$; $p < .05$) have positive effect and correlation with extrinsic satisfaction except idealized influence ($\beta = .002$; $p > .05$), that has an insignificant relationship; hence not supported. This is consistent with Bass (1998), who proposed that leaders who formulate clear goals and inspire followers to achieve these goals will enhance followers' satisfaction of their jobs and the organisation within which they work. Also, the dimensions of transactional leadership style - Contingent rewards ($\beta = .189$; $p < .05$) and Passive management by exception ($\beta = .201$; $p < .05$) show positive effect and correlation with extrinsic satisfaction, except Active management by exception ($\beta = .111$; $p > .05$) that show an insignificant relationship and therefore not supported. The results are consistent with the findings of Judge and Piccolo (2004: 755) which affirmed contingent rewards positively influence employee satisfaction at work. In a similar vein, findings by Avolio, Waldman and Einstein (1998: 59); and Waldman, Bass and Yammarino (1990) found that contingent reward leadership behaviour is positively related to follower attitude and job performance.

Table 4: Multiple regression model showing the effect of the leadership style dimensions on employees' intrinsic satisfaction

	Unstandardised Coefficients		Standardised Coefficients	T	P
	B	Std. Error	Beta		
(Constant)	.839	.088		9.563	.000
Idealised Influence	.330	.034	.441	9.807	.000
Individualised Consideration	-.045	.039	-.057	-1.140	.255
Inspirational Motivation	.262	.036	.350	7.284	.000
Intellectual Stimulation	.069	.028	.122	2.466	.014
Contingent Rewards	-.007	.037	-.011	-.193	.847
Active Mgt. by Exception	-.015	.031	-.025	-.497	.620
Passive Mgt. by Exception	.021	.028	.034	.741	.459
Dependent Variable = Intrinsic Satisfaction Adjusted			R = .653	R Square = .427	

R Square = .417

F = 41.739

Durbin Watson = 1.672

$P \leq 0.05$

Three dimensions of transformational leadership show positive and significant relationship with intrinsic satisfaction. These are inspirational motivation ($\beta = .350$, $p < .01$), intellectual

stimulation ($\beta = .122$, $p < .05$) and idealized influence ($\beta = .441$, $p < .05$) except individualized consideration ($\beta = -.057$; $p > .05$) that showed insignificant relationship. These findings are consistent with Hindua, Wilson-Evered, Moss and Scannell (2009), Clabaugh, Monrao and Sountar (2000). These researchers found significant and positive relationships between inspirational motivation, intellectual stimulation and idealized influence with the perceptions individuals have about the work they do in the organisation.

The study therefore provides evidence to support the fact that transformational leadership increases job satisfaction more than transactional leadership (Bass, 1998; Bass & Avolio, 1995, Avolio *et al.*, 1998).

IMPLICATIONS OF RESEARCH

Based on the findings of the study, the following conclusions and recommendations were made:

- The style of leadership in the mobile telecommunication sector of Ghana plays an important role in enhancing the satisfaction levels of employees at work; hence managers need to develop desired styles of leadership that facilitates employees' satisfaction and commitment at work.
- The study affirms the fact that transformational style of leadership is more important in an organization, especially mobile telecommunication organizations than transactional leadership; hence managers need to adopt more of transformational leadership than transactional.
- The dimensions of transformational leadership style are positively related to employees' satisfaction at work with Individualized Consideration, Inspirational Motivation and Intellectual Stimulation dimensions influencing satisfaction extrinsically whilst Inspirational Motivation, Idealized Influence and Intellectual Stimulation influences satisfaction intrinsically. Therefore managers and leaders of the Ghanaian telecommunications sector need to apply the different dimensions of transformational leadership style to be able to influence employees towards achieving set goals and objectives.
- Two of the dimensions of transactional leadership – Contingent Rewards and Passive Management by Exception have an insignificant relationship with employees' intrinsic satisfaction. However, their relationship with employees' extrinsic satisfaction is positive and significant. Therefore these leadership styles can be applied in order to enhance the satisfaction employees derive from being members of their organisation, though this may not be directly related to the work they do.
- Active Management by Exception dimension of transactional leadership showed an insignificant relationship with satisfaction both intrinsically and extrinsically, hence should not be considered as one of the key leadership styles that facilitate satisfaction among staff in the mobile telecommunication sector of Ghana.

CONCLUSION

The following conclusions were made from the research findings:

- The style of leadership in the telecommunications sector of Ghana significantly influences the job satisfaction levels of their employees.
- Employees in the telecommunications sector of Ghana are more satisfied with transformational leadership than transactional.

FUTURE RESEARCHERS

Under this section, the researchers have given few suggestions to guide other researchers who may be motivated to conduct further studies on the subject matter:

- Future researchers may extend the issue beyond the borders of Ghana to find out whether economic conditions in other countries may also influence the findings in one way or the other..
- Future studies may be directed to other sectors of the economy such as the banking sector, education sector, manufacturing sector, etc. to enable researchers find out whether the organizational environment would influence employees' preferences of the styles of leadership.
- The study serves as a significant addition to the existing literature on the subject matter as well as a reference point to other researchers who wish to conduct further research on the subject matter.

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