

## Impact of Leadership Styles on Job Satisfaction: Case Study

Amaal M. Alshaar

PhD Student at the World Islamic Sciences & Education University

Email: [amaal.shaar@gmail.com](mailto:amaal.shaar@gmail.com)

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### Abstract

This study aimed to investigate and compare the impact of transformational leadership and the impact of transactional leadership, on job satisfaction among workers in at Istiklal Private Hospital in Amman-Jordan. To fulfill this objective, the researcher developed two hypotheses to be tested using multiple regression analysis as a tool for data analysis. Data for this research was collected using a questionnaire developed for this purpose and distributed to the sample and a response rate of around 80.6% was realized. The data was entered and analyzed using the SPSS version 25 statistical program. Findings indicated that the transformational and transactional leadership styles both have significant impact on the employees' job satisfaction. But the effect of transactional style was more significant than transformational style. The descriptive statistics results showed that the level of job satisfaction has high mean value, which means that most of employees in the private hospital in Amman-Jordan were satisfied with their job. The current study gives some direction to carry out future research for studying different leadership styles, in different context and culture. The results indicated that the leadership style does not alone affect employee satisfaction, and the researcher would like to recommend a further research studies on other factors such as wages, training, job growth, the environment, and others to understand the extent of the impact of these factors on employee satisfaction.

**Keywords:** Leadership Styles, Job Satisfaction, Istiklal Hospital, Transformational Leadership, Transactional Leadership.

### Introduction

Human resources are a critical element in the delivery of health services. Health sectors cannot function effectively without a sufficient number of skilled and motivated workers. The situation has become serious when those experiences and highly skilled staff leave the organization. There are many factors that result in a high turnover of employees; one of the reasons is job satisfaction. This could be more critical in some segments like nursing and other medical specialists. The job satisfaction of health service workers is very important because it determines the employee's performance and leads to a higher level of patient satisfaction (Ahmad et al., 2013).

Employee satisfaction is not only important for achieving goals of organization, but it is also important to reduce the cost that may arise directly or indirectly from losing employees and recruiting new employees. For the best performance, the workforce needs to be continually motivated through either financial or nonfinancial incentives to get satisfied with their work. Organization and the employees usually affected seriously with inefficient management and injurious leadership behavior which usually called destructive or autocratic leadership. The degree of job satisfaction is affected by Leadership style which is an external motivation factor (Geleto et al., 2015).

### **Study Objectives**

The following are the specific objectives for this study:

- To study the impact of transformational leadership style on the level of job satisfaction among health employees in different departments at Istiklal Private Hospital.
- To study the impact of transactional leadership styles on the level of job satisfaction among health employees in different departments at Istiklal Private Hospital.
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### **Study Problem**

Job satisfaction is one of the subjects that have drawn interests among scientist in the field. Many studies have been conducted to examine factors that determine employees' job satisfaction over many decades and a lot of articles have been published. However, most of the studies have been done in the context of developed countries such as United States of America, United Kingdom, Canada and New Zealand but a few studies have been undertaken in the developing countries. According to Shelash et al (2011) despite the huge research that has been carried in this area, a recent web search failed to reveal literature that investigate the link of transformational leadership to a Jordan culture, especially at private hospitals.

The success of the work in the hospital and the patient's satisfaction is not limited to the medical staff but depends on the integration of roles from the guard, receptionist, accountant, public relations officer, clerks, records officer, and others until the doctor who will treat the patient. Therefore, the main problem of this study is to investigate the level of job satisfaction in relation to the effect of two main kinds of leadership styles (transformational leadership style and transactional leadership style) among healthcare workers in different departments in a private hospital in Amman-Jordan.

### **Theoretical Background**

Leadership is a process through which a leader influences a group of people to achieve common goals. Leaders now do not depend upon their legitimate power to induce individuals to do as they are told but they involve in interaction with their subordinates to raise and widen their interest (Saleem, 2015).

Many research tools have been developed for the measurement of leadership, including many dimensions of leaders' behavior and employees' attitudes. E.g., Multifactor Leadership Questionnaire (MLQ) which consists of nine facets, five dimensions for transformational leadership, three dimensions for transactional leadership, and one scale for Non-leadership (Belias & Koustelios, 2014). The researcher used a modified MLQ.

The term “leadership style” can be explained as leadership behavior with two clear independent dimensions: task and interpersonal relationships. Now transformational and transactional leadership approaches presented by Burns (1978); Bass (1985) cited in Saleem (2015), is the most widely used and tested for leadership studies. Transactional and transformational leadership has been of great interest to many researchers recently. They claimed that adopting either transformational or transactional leadership behavior helps in the success of the organization.

### **Transformational Leadership Style**

Transformational leadership style is when both followers and leaders are involved in shooting out the morale and motivation of each other (Ali et al., 2014). Transformational leadership is able to lead employees to feel intrinsically motivated. This study has measured the transformational leadership style based on the “Four I’s”. Idealized Influence, inspirational motivation, intellectual stimulation, and individual consideration (Ali et al., 2014).

### **Transactional Leadership Style**

When the organization is in a stable position and the learning objectives aim to refine and restore balance, the transactional leadership style is very useful. It is mostly characterized by a desire to preserve the organization's existing such as culture, policies, and procedures, etc. The punishment and reward mechanisms are the tool used by the transactional leaders to motivate employees (Ahmad et al., 2013). Transactional leadership, an independent variable, composed of four dimensions: contingent rewards, active management by exception, passive management by exception and laissez-faire behaviors (Rothfelder et al., 2013).

The transactional leadership style measured in this study based on contingent rewards, management by exception, and laissez-faire leadership.

### **Job Satisfaction**

Job satisfaction is a dependent variable; in 1976 job satisfaction is defined by Locke as “a pleasurable or positive emotional state resulting from one’s job or job experiences”. In (2003) Armstrong defined job satisfaction as the kind of feelings and attitudes of people regarding their job.

There are many methods of measuring job satisfaction. The literature supports two main methods of measuring job satisfaction, Smith et al. (1969) cited in Mishra (2013) developed the job description index (JDI), a specific job satisfaction questionnaire that has been widely used. JGI is a total measure of job satisfaction. It is a new edition with further refinement of the job description index (JDI), as it came to deal with the weaknesses in (JDI); JDI focus on individual factors and relatively overlooking overall job satisfaction (Mishra, 2013).

Other job satisfaction questionnaires include the Minnesota Satisfaction Questionnaire (MSQ). The Job Satisfaction Survey (JSS). The last one is the Faces Scale of job satisfaction, which measured overall job satisfaction with just one dimension in which the candidate responds to by selecting a face (Mishra, 2013).

The overall measure refers to the overall job satisfaction of the employee; it was considered by some researchers that it expresses job satisfaction more than its parts combined, as many individuals express dissatisfaction in certain aspects of the work, but at the same time they are still satisfied with their job in general. Thierry (1998) cited in Azash and Thirupalu (2017); although some researchers criticized it as possible to reflect individual differences rather than focusing on specific aspects; many studies have used this method as being more inclusive (Azash & Thirupalu, 2017).

In this study, the researcher only takes an overall measurement of job satisfaction, the general dimension of job satisfaction without details (overall job satisfaction) which used by (Asghar and Oion, 2018).

### **Leadership Style and Job Satisfaction**

Job satisfaction directly related to the behavior of the supervisor, employees who have negative thinking about their leaders are less motivated to work and are dissatisfied with their jobs. If the leader is friendly and open in exchanging information, the job satisfaction of the employees will increase and he will get positive feedback from them. There was a strong relationship between transformational leadership and job satisfaction transformational leaders were able to exert a positive impact on employee satisfaction. Many scholars have demonstrated that there is a significant and positive relationship between transaction leadership and job satisfaction (Arumugam et al., 2019).

### **Previous Study**

The researcher reviews a mix of national and international research studies related to the field of this study. The researcher was addressing more than ten articles, where he was discussing the objectives, sample size, collection, scope, and results.

It is very clear that studies related to the healthcare sector are scarce in the Middle East in general and Jordan in particular. The researcher has tried hard to obtain the largest possible number of studies, but unfortunately, only a little was found.

In a study carried out by Alloubani et al. (2015) in the private healthcare sector in Jordan about the impact of leadership styles on leadership outcome, as a result the transformational leadership style was founded to be the most frequently employed style, but no significant effect for transactional style. In addition, Abdelhafiz et al. (2015) studied the impact of leadership styles on level of job satisfaction among staff nurses in Jordan. The results showed the highest score was gained by transformational leadership, then transactional leadership, and lastly passive-avoidant, it implies that employees are more satisfied with the transformational leadership style of their managers, and the preferred style between employees was transformational. Shelash et al. (2011) carried out another study at Jordanian private hospitals, about the relationship between transformational leadership and employees' satisfaction. The study has shown a significant positive relationship existing between the five dimensions of transformational leadership and the two dimensions of job satisfaction, the intellectual stimulation dimension demonstrated the strongest relationship with internal job satisfaction.

Abualrub and Alghamdi (2012), carried out similar study but among Saudi nurses to see the impact of leadership styles on nurses' satisfaction and intention to stay. The results indicated that Saudi nurses were reasonably satisfied with their jobs. Nurses founded to be more satisfied with transformational leadership styles accordingly they intended to stay at work. In 3 geographic regions, In Uganda, Musinguzi et al (2018), carried out a cross-sectional study. The result was that health workers in Uganda preferred the leaders who transform (62%) compared to the transaction (42%) or laissez-faire (14%). In a Greek NHS Hospital, Konstantinou and Prezerakos (2017) carried out study about the relationship between nurse managers' leadership styles, and staff nurses' job satisfaction. Ahmad et al (2013), in Malaysia, investigate the influence of leadership style on job satisfaction among nurses, the objective mainly to study the effect of transformational and transactional leadership styles on the job satisfaction of nurses. Results indicated that transformational leadership has more impact on job satisfaction compared to transactional leadership style. A pilot study among Filipino's nurses carried out by Lapeña et al (2017), to investigate the impact of transformational and transactional leadership styles of nurse managers on nurses' job satisfaction. Findings point out that transformational and transactional leadership styles of nurse managers were both correlated significantly to nurses' job satisfaction. The results indicate that leadership styles are related to overall job satisfaction among nurses.

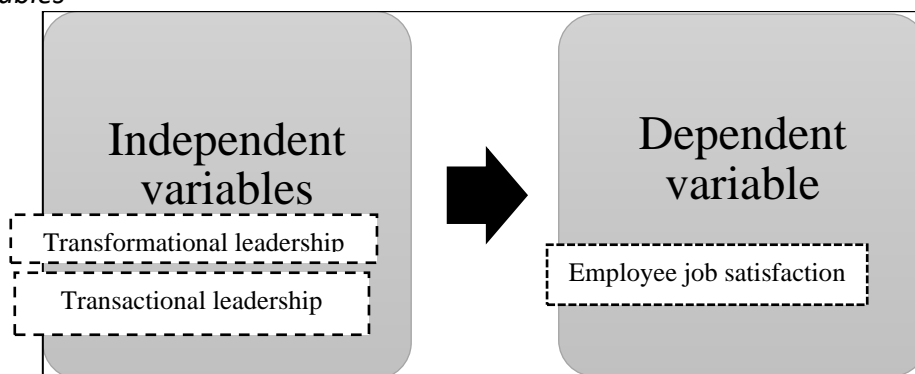
In Malaysian in private organizations, Arumugam et al (2019), was examining the effect of transactional and transformational leadership styles on employee satisfaction in Conglomerate Companies, the purpose was to determine the relationship between leadership styles and job satisfaction among employees. The study results indicate that transformational leadership and transactional leadership were positively linked to employee satisfaction. In the study of "Leadership Styles and Job Satisfaction", Asghar and Oino (2018), scope was retail outlets of Slough, in the United Kingdom, to see the effect of leadership style on job satisfaction. The study outcomes were that the transformational leadership style has a more significant effect on job satisfaction rather than the transactional leadership style which has an insignificant effect. In the German hospitality, industry Rothfelder et al (2013) investigated the impact of transformational, transactional and non-leadership styles on employee job satisfaction. The results of this study suggest that employee job satisfaction is strongly affected by leadership behavior. In conclusion, the influence of transformational leadership on employee job satisfaction differs widely from transactional and non-leadership behavior.

Most of the previous studies emphasized similar important points: There is a clear relationship between transformational and transactional leadership styles with job satisfaction. In addition, nearly in all cases, employees have a significant job satisfaction because of receiving the two styles together at the same time or one of them. In addition, the dominant pattern is contextual because it depends on the nature of the organization, the nature of its function, as well as the economic, political, and other environmental conditions that surround the institution

### **Study Variables**

The researcher drew the following figure to express and show the main dependent and independent study variables.

Figure 1

*Study variables*

The researcher drew the following table to express the dimensions of dependent and independent variables.

**Table 1***Dimensions of dependent and independent variables*

Transformational leadership	Transactional leadership	Job satisfaction
Dimension 1 Idealized influence	Dimension 1 Contingent reward	Dimension 1 work satisfaction in general
Dimension 2 Inspirational motivation	Dimension 2 Active management by exception	
Dimension 3 Intellectual stimulation	Dimension 3 Passive management by exception	
Dimension 4 Individualized consideration	Dimension 4 Laissez-fair	

**Study Model**

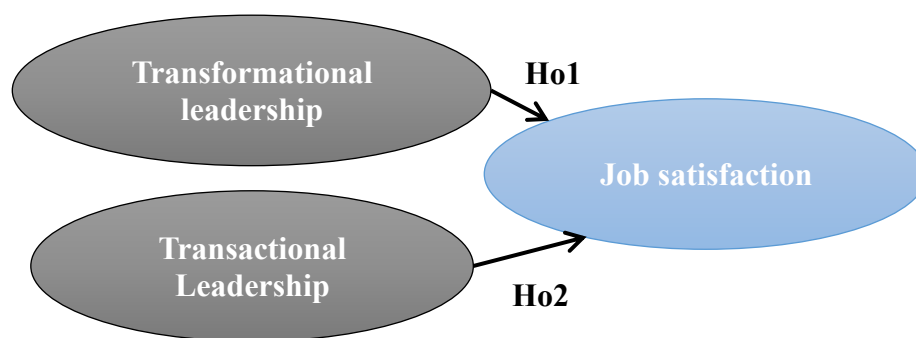
A scientific hypothesis must meet two conditions. The first one is that the hypothesis can be tested. The second condition is that it must be possible to disprove it (Sekaran & Bougie, 2016).

The researcher was looking to answer the research questions mentioned by testing the following hypotheses:

Ho1: There is no significant impact of transformational leadership style on job satisfaction at Istiklal Private Hospital.

Ho2: There is no significant impact of transactional leadership style on job satisfaction at Istiklal Private Hospital.

The researcher drew figure 2 to express and show the study model.



## Methodology

### *Study Design*

The study design was cross-sectional, descriptive, and correlational, with the model providing a prediction as to which variables moved up and down in parallel with the chances of satisfaction.

### **Population and Sample**

The primary data was collected through a questionnaire distributed among employees working in Istiklal Private Hospital in Amman-Jordan. All employees in a different department who were working at the private hospital and fulfilled the three criteria have been included in the study, (more than one-year working experience, non-supervisory management position, working under the direct supervision of a head).

Based on the data obtained from the Hospital's Human Resource Office, there were 594 employees working in the hospital at the time where the study carried out. The sample size, which will be chosen randomly according to Sekaran and Bougie (2016), is nearly 217. Research takes place within the employees' natural working environment, without disturbing normal workflow. Questionnaires were manually filled by employees in their offices within 5 minutes.

### **Data Collection**

The primary data was collected using one questionnaire, consisted of items referring to the three main topics; demographic data, leadership styles and job satisfaction.

Regarding leadership style, the researcher has adapted the questionnaire used by Asghar and Oino (2018) which adapted from Bass and Riggio (2006) cited in Asghar and Oino (2018). For job satisfaction, the researcher used overall job satisfaction. The questionnaire contains 10 elements (items) related to transformational leadership, seven elements related to transactional leadership and three elements related to job satisfaction.

### **Data Analysis**

The computer program (Statistical Package for Social Sciences - SPSS) 25 version was used. After the collected data was encoded and entered into the computer for analysis two methods were used; descriptive statistical tools and multiple linear regression.



### Variables Measurement

For job satisfaction and leadership style, the Likert Scale consists of rating options ranging from 1 to 5 (1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4= disagree, 5= strongly disagree). For personal information the nominal and interval scales used.

### Ethical Consideration

The researcher used four main ethical principles; this included avoiding harm, respect privacy, the principle of respect confidentiality and anonymity of participants, and the voluntary nature of participation and the right to withdraw.

### Statistical Methods

The multiple regression analysis was used as the statistical method. The correlation matrix for the independent variables will be checked to detect multicollinearity in addition to VIF, and condition indices. Cronbach's Alpha is used in order to ensure reliability and validity of the questionnaire. Pearson correlation coefficient suggested the direction, strength, and significance of the two- dimensional relationships among all the variables that were measured.

### Descriptive Statistics for Dependent and Independent Variables

The main aim of the study is to investigate the impact of transformational and transactional leadership styles on employees' job satisfaction.

Table 2

*Summary of Descriptive Statistics of the Study Variables.*

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
transformational	169	1.00	10.00	3.8730	0.97222
transactional	169	1.00	5.00	3.5711	0.76731
satisfaction	169	1.00	5.00	3.7160	1.01030

The mean believed positive if its score was 3.1 to 5, and considered negative if its score was 1 to 2.5, but if the mean was between 2.51 and 3.0, it was considered neutral (Nidadhavolu, 2018).

### Data Analysis

217 questionnaires were distributed, 175 were returned, return rate around 80.6%. The researcher ended with 169 valid questionnaires.

### Reliability

As Cronbach's alpha be closer to 1, the higher the internal consistency reliability (Sekaran & Bougie 2016). The Cronbach's alpha for the whole Leadership style is 0.878. Since these values are greater than 0.80, therefore, they have acceptable and strong internal consistency.



Table 3

*Reliability Statistics*

Test	Cronbach's Alpha	N of Items
Job satisfaction	0.924	3
Transactional leadership	0.859	7
Transformational leadership	0.799	10
Leadership style (total)	0.878	17

**Correlation Test**

Table 4

*Pearson Correlations for Main Variables*

		satisfaction	transformational	transactional
Pearson Correlation	Satisfaction	1.000	0.498	0.512
	Transformational	0.498	1.000	0.691
	Transactional	0.512	0.691	1.000
Sig. (1-tailed)	Satisfaction	.	0.000	0.000
	Transformational	0.000	.	0.000
	Transactional	0.000	0.000	.
N	Satisfaction	169	169	169
	Transformational	169	169	169
	Transactional	169	169	169

The coefficient between transformational leadership and job satisfaction is ( $r=0.498$ ;  $p<0.05$ ), and between transactional leadership and job satisfaction ( $r=0.512$ ;  $p<0.05$ ). The simplest and most evident way to detect multicollinearity is to check the correlation matrix for the independent variables. The presence of high correlations (most people consider correlations of 0.70 and above high) is the first sign of sizeable multicollinearity (Sekaran & Bougie, 2016).

**Multicollinearity**

VIF measures indicate the degree to which one independent variable is explained by the other independent variables. A common cutoff value is a tolerance value of 0.10, which corresponds to a VIF of 10 (Sekaran & Bougie, 2016). VIF less than 2, which means no multicollinearity.

Table 5

*VIF*

Coefficients <sup>a</sup>					
Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
transformational	0.498	0.232	0.199	0.522	1.916
transactional	0.512	0.268	0.232	0.522	1.916

a. Dependent Variable: satisfaction

Table 6

*Collinearity Diagnostics*

Collinearity Diagnostics <sup>a</sup>						
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	transformational	transactional
1	1	2.954	1.000	0.00	0.00	0.00
	2	0.031	9.811	0.83	0.36	0.02
	3	0.015	14.085	0.17	0.64	0.97

a. Dependent Variable: satisfaction

Multicollinearity is present when the condition indices are higher than 10 to 30. The condition index is the square root of the ratio of the maximum eigenvalue to each eigenvalue from the correlation matrix of standardized explanatory variables (Kim, 2019). From the results, there is no condition index greater than 15. In addition, when two or more variance decomposition proportion "VDPs", which correspond to a common condition index higher than 10 to 30, is higher than 0.8 to 0.9, then their associated explanatory variables are multicollinear (Kim, 2019). The results clearly show that there are no two VDPs at the same time more than 0.8 or 0.9.

**Results**

Multiple regression analysis was used to test the model.

Table 7

*Model Summary*

Model Summary <sup>b</sup>				
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	0.549 <sup>a</sup>	0.302	0.293	0.84921

a. Predictors: (Constant), transactional, transformational

b. Dependent Variable: Satisfaction

R<sup>2</sup> is a statistical measure of how close the data are to the fitted regression line. Usually, any field that attempts to predict human behavior, such as psychology, typically has according to Kim (2019) R<sup>2</sup> values lower than 50%, because human's behavior is simply harder to predict than, physical process. R<sup>2</sup> indicates the model goodness of fit and can be used to test the study hypotheses. The analysis mentioned in table 4.15, 4.16 & 4.17, indicates that the variables in the model of this study reached a statistical significance of  $p < 0.002$ . In total, the variables showed 30.2% of the variance in job satisfaction.

The results suggest that the predictor variables (i.e., transactional and transformational leadership) have  $R^2 = 0.302$ , the adjusted  $R^2 = 0.293$  and  $F = 35.892$ ,  $p < 0.05$ . While transformational leadership coefficient ( $\beta = 0.276$ ,  $p < 0.05$ ), the coefficient of transactional leadership was ( $\beta = 0.321$ ,  $p > 0.05$ ).

Table 8

*ANOVA for Regression*

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.767	2	25.883	35.892	0.000 <sup>b</sup>
	Residual	119.711	166	0.721		
	Total	171.478	168			

- a. Dependent Variable: satisfaction  
 b. Predictors: (Constant), transactional, transformational

ANOVA table shows the goodness of fit of the model, as shown on tables (4.15) and (4.16), the model goodness of fit is supported by the value of  $R^2$  (0.302) and F- value of (35.892) at (0.000) significance. Therefore, the model is fit for testing the research hypotheses.

Table 9  
*Results of Coefficient Test*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.095	0.319		3.427	0.001
	transformational	0.286	0.093	0.276	3.072	0.002
	transactional	0.423	0.118	0.321	3.582	0.000

- a. Dependent Variable: satisfaction

Since "B", represents the relationship between the dependent variable and independent variables. So, for every unit increase in transactional, a 0.423-unit increase in job satisfaction is predicted, holding all other variables constant. In addition, for every unit increase in transformational, a 0.286 increase in job satisfaction is predicted.

$$Y = a + b_1X_1 + b_2X_2$$

Y is the dependent variable (Job satisfaction)

$$a = 1.095$$

$$b_1 = 0.286$$

$$b_2 = 0.423$$

$$Y \text{ (Job satisfaction)} = 1.095 + 0.286(\text{transformational}) + 0.423(\text{transactional})$$

Table 9 show that the standardized coefficient beta, for transformational leadership ( $\beta = 0.276$ , Sig=0.002,  $p < 0.05$ ) has a positive and statistically significant impact on job satisfaction, but the coefficient of transactional leadership was more significant ( $\beta = 0.321$ , Sig= 0.000,  $p < 0.05$ ).

### Study Hypotheses Results

Ho1: Stated that there is no statistically significant impact of transformational leadership style on employees' job satisfaction. The results shown on the table 9 indicated that the transformational leadership style has a significant impact on employees' job satisfaction since ( $t = 3.072$ ), and Sig. value is less than (0.05) significance level where (Sig= 0.002), (Ho1-null hypothesis rejected).

Ho2: Stated that there is no statistically significant impact of the transactional leadership style on employees' job satisfaction. The results shown on the table 9 indicated that the transactional leadership style has a significant impact on the employees' job satisfaction since ( $t = 3.582$ ), and Sig. value is less than (0.05) significance level where (Sig= 0.000), (Ho2- null hypothesis rejected).

The alternative hypothesis is supported because the result shows that leadership style has an impact on employee satisfaction.

## Discussions

Most of previous studies mentioned earlier emphasized similar important points; there is a clear relationship between transformational and transactional leadership styles with job satisfaction. Also, in almost all studies, staff felt job satisfaction as a result of dealing with these two styles together at the same time or one of them. By referring to table 4.9, the results showed that the level of job satisfaction has a high mean value of 3.72 with the highest value of the standard deviation of 1.01. This means that most of the employees in the private hospital in Amman-Jordan were satisfied with their job and satisfied with the leadership style of their immediate managers.

A Pearson correlation matrix indicates the direction, strength, and significance of the bivariate relationships through all the 3 variables that were measured. If the "r" coefficient value lies between  $\pm 0.50$  and  $\pm 1$ , then it is said to be a strong or significant correlation. If the value lies between  $\pm 0.30$  and  $\pm 0.49$ , then it is said to be a medium or moderate correlation (Pearson's Correlation Coefficient, 2020). Accordingly, there is a statistically moderate relationship between transformational leadership and job satisfaction ( $r=0.498$ ;  $p<0.05$ ). Moreover, a significant and strong relationship between transactional leadership and job satisfaction ( $r=0.512$ ;  $p<0.05$ ). The result showed that both transactional and transformational leadership are factors that can affect employees' job satisfaction but transactional has a more significant effect. The same results obtained by (Abdelhafiz et al., 2015), who has also carried out the study in Jordan in three private hospitals, where a better relationship between job satisfaction and transactional leadership ( $r= .391$ ) than job satisfaction and transformational leadership ( $r=.371$ ) but both styles have a moderate effect on job satisfaction. According to Alloubani et al (2015), transformational style gives significant results where the correlation was more than 0.585, but not significant for transactional where the correlation was 0.068.

This is also similar to the results obtained by (Paracha et al., 2012), in Private School (Educator) in Pakistan, their result shows that transactional ( $r=0.27$ ) and transformational ( $r=0.18$ ) both are significantly positively associated with employee performance and job satisfaction however transactional leadership was more significant than transformational.

In a study carried out by Lapena et al (2017) to investigate the effect of Transformational and Transactional Leadership Styles of Nurse Managers and Job Satisfaction among Filipino Nurses, the findings state that transformational ( $r=0.558$ ,  $p<0.000$ ) and transactional ( $r=0.528$ ,  $p< 0.000$ ) leadership styles of nurse directors were significantly correlated to nurses' job satisfaction. There are many recent studies such as the one carried out by Arumugam et al (2019); Rahmat et al (2019) which provided evidence of the impact of leadership styles on job satisfaction, and of course, this supports the findings of this study.

Referring to table 4.15,  $R^2$  is equal to "0.302", this value indicates that 30.2% of the variance in job satisfaction scores can be predicted from the independent variables. This does not reflect the size to which any specific independent variable is associated with the dependent variable, it just an overall measure of the strength of association. Adjusted  $R^2$  suggests that the predictor variables (i.e., transactional and transformational leadership) explain 29.3% of the variance in job satisfaction.

The ANOVA table 4.16 shows that the regression models are highly significant indicating that they have explanatory power where  $F = 35.892$ ,  $\text{Sig} = 0.000$   $p < 0.05$ . The p-value connected with this F value is very small (0.0000). Accordingly, the answer to the question "Do the independent variables reliably predict the dependent variable?" is "Yes, the independent variables surely and reliably predict the dependent variable". This means that they do improve prediction, and reject the H01 null hypothesis and accept alternate, where  $F \geq 2$  and  $\text{Sig} < 0.05$ . Significant F-value (Sig. value less than 0.05, in case hypothesis, is tested at 5% significance level) leads to conclude that null hypothesis H01 & H02 is rejected, means the proposed study model has a good fit.

### **Conclusions**

The findings showed that the Transactional leadership style, best encourages employee job satisfaction among private hospital employees and in Amman-Jordan. This means that the exchange process between managers and employees influences more on their satisfaction. In Jordanian culture where seriousness and accuracy, conducting transactions is more appropriate to achieve goals. According to Memon (2014), most private organizations prefer motivating their employees using transactional style through promotion, rewards, penalties, etc.

Transactional leadership still wished up to current time, especially in light of the financial and other different crises that ravage the Middle East. Since cash and rewards are commonly powerful motivators, many people need a job to pay their bills, payments, and obligations, in particular in poor developing nations like Jordan. This pushes them to fully realize what is wanted and vital and the manner to do their activity in order to maintain it and thus gain rewards.

### **Study Significance**

Actually, the effectiveness of transactional and transformational leadership styles differs according to context (Asghar & Oino, 2018). Faraway from Western context, this study looked at the relationship between leadership styles and job satisfaction of employees in a developing country, in Jordan; in a private hospital, including all employees not only nurses. The importance of this study lies in its conduct in Jordan, which means new conditions and a new culture may contribute to enrich this area.

At the hospital level, the results of the study may contribute to its effectiveness, and thus add to its competitive advantage. The results of this study may add new knowledge to the existing ones. It will be useful to the hospital, its staff, and other researchers. Moreover, the results will allow the hospital to become more effective by understanding the factors associated with job satisfaction. Other researchers who have conducted similar studies in hospitals and other healthcare institutions will be able to compare their results with this study, and in addition to what is already known in this field.

Healthcare leaders can take advantage of this study to refine their leadership style commensurate with the nature of work in private hospitals to achieve the greatest extent of employee satisfaction and thus use the maximum of their potential to achieve the distinctive success of their institutions. The study provides an assessment of management publications on transformational and transactional leadership styles, which may be useful to those

interested. The information and findings presented in this study may also increase awareness, discussion, and further research.

### **Study Limitations and Recommendations for Future**

In this study researcher just tests the effect of the sum of all dimensions for each independent variable (leadership style) on the dependent variable (job satisfaction), therefore, future research may also explore how each dimension of each leadership style affects job satisfaction.

The results indicated that the leadership style does not alone affect employee satisfaction, since only 30.2% of variance in job satisfaction justified by leadership styles; according to Bakotić (2016) this is may be due to the complex nature of job satisfaction which has a major role in limiting study, as there are many personal and professional factors that influence satisfaction, and thus neutralizing leadership can be difficult to obtain. Accordingly, the researcher would like to recommend a further research study on other factors such as wages, training, job growth, the environment, and others to understand the extent of the impact of these factors on employee satisfaction.

The study only covers and focuses on one private hospital although there are many private and governmental hospitals that may demonstrate different results due to the difference in their environment. In addition, the study can be carried out in cities other than Amman and in another area such as in government organizations, hotel, banking sector, and other sectors and organizations in order to further investigate this relationship styles.

This study was conducted to establish job satisfaction levels with varying leadership styles among salaried employees within all departments in the private hospital. The results can, therefore, be generalized throughout the organization only.

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