Effectiveness of Leadership Styles towards Group Assignment Satisfaction among University Students

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Abstract
A satisfied member is more productive and successful in an associated group. Subordinates will be more fulfilled if they are dealt with well. leadership styles can enormously affect associated group members from various angles and aspects, yet it is hard to tell what kind of leadership style is appropriate when and where. To further study this problem, the present research aims to identify which types of leadership style most preferred towards group assignment satisfaction among university students. Using convenience sampling technique, a total of 323 responses were collected from both diploma and degree levels of FSR students in UiTM Seremban, Negeri Sembilan. The result showed that there is no significance difference (p-value = .188) regarding autocratic style but have significance differences on democratic styles (p-value = .001) and laisser-faire (p-value = .001) between gender. Correlation analysis was used to analyze the data collected and identify the relationship between leadership styles and group assignment satisfaction. Correlation coefficient showed that there was high relationship (.713), p=.001<.05 between the leadership style and satisfaction construct. Therefore, the null hypothesis was rejected. Future research should focus on different ventures either in private or government employees to get more precise information assortment about their manager's leadership styles.
Keyword: Leadership Styles, Democratic, Autocratic, Laisser-faire, Satisfaction, Group Assignments

Introduction

Leadership is a series of structuring activities in the form of the ability to influence the behaviour of others in certain situations that occurs between a leader and a follower, groups of followers, or institutions to achieve a common, shared objective Meydita et al (2020); Oc et al (2023) so that, they are willing to work together to achieve the stated goals. The existence of a leader in the organization is extremely important because the leader is the one who moves, regulates, and directs the organization to achieve its goals (Meydita et al., 2020). Leaders may encourage their employees to use their strengths in various ways, and that strengths use fosters task performance such as the effectiveness employees achieve in performing activities for the organization's technical core. Perhaps the most significant capacities performed by leaders is settling on and executing decisions. According to Oc et al (2023) recently, however, appreciation has grown for the role of followers in organizations. Consensus is emerging that followers are a particularly critical actor in influencing leaders and shaping leadership outcomes.

Globally, leaders assume and play a significant part in making a culture and atmosphere of excitement and efficiency among the group members that assist them with doing what they need to do (Wang, 2023). If the students are not happy with their tasks and not spurred to take a stab at the satisfaction of their assignments, the association would not ever be as successful. Everyone has diverse blend and strength of necessities like somebody is driven by power while others' inspiration comes from accomplishments. In addition, if their leaders are equipped for comprehension, expecting, improve knowledge-sharing, controlling the members' needs from the work, by learning and applying appropriate improvements and innovation, their group is on the way to achieve success (Chemin, 2021; Piwowar-Sulej & Iqbal, 2023). So that, it is basic for leaders to realize what is empowering their group members' inspirations, not simply an assuming straightforwardly.

Leadership style is the entire of the impressive number of characteristics, conduct inclinations, and traits of a person. The leadership style is the principle deciding component in accomplishing the satisfaction level in which leaders impact the conduct of groups of individuals they lead to accomplish the ideal vision and mission. According Gemeda and Lee (2020), fundamental component of leadership style is how much he/she will relegate commitment and empower commitment from his/her group association. However, leadership in Malaysia has long been linked with preference for hierarchy and relationship. Malaysia is best known as a place where leaders have the most authority and power, laws and regulations are set by the leaders, and leaders' control and they are the decision maker (Abdul et al., 2017). As indicated by the previous researcher, ideal leadership perspectives have been discussed since 1939 by renowned strategist Kurt Lewin and his colleagues through experiments that culminate on three common points of leadership style: Autocratic, Democratic, and Laissez-Faire (Abdul et al., 2017; Mohammad et al., 2020).

According to Awuor et al (2020); Khan and Waraich (2019), satisfaction of group members is basic to any group work such as in completing an assignment or completing work task. Among determinants of group members' satisfaction, leadership is seen as a significant indicator and assumes a focal part. Leadership styles as applied by different groups assume a crucial part in advancing a working environment among students, responsibility, and group members' satisfaction. By utilizing suitable leadership styles, leaders can influence the group members' satisfaction level to achieve task completion. The satisfaction level is shown as an enthusiastic express that is pleasant or unpleasant for a specific task and level mirrors the students' affection for his/her task (Hanh & Nooy, 2020; Martin & Good, 2015). This is apparent in the

student's inspirational perspective towards his/her work and all that is looked in his working environment among other students. The satisfaction level is a significant issue that is considered corresponding to students' efficiency in task completion.

According to Al-Khaled and Chung (2020), leaders should be equipped for knowing whether their leadership abilities influence their subordinates whether it supports or does not help them. Leaders must be capable of knowing whether their leadership skills affect their followers as it supports or does not help the followers (Al-Khaled & Chung, 2020; Saleem, 2015). This may influence the actions of members to follow their leaders. Followers or members who do not have respect towards the leaders may be susceptible to disappointment, which may give rise to a member's dissatisfaction.

A few analysts have inferred that styles of leadership can impact the level of satisfaction. It demonstrates that style or direct conduct of leadership affects satisfaction level and the readiness and motivation behind a student in the task completion. It is significant that the correct leadership style rehearsed in each point on schedule could in any case rouse a student to offer his/her best in the group assignment.

Satisfaction level is impacted by the individual's inspirational perspective with his/her work and the leadership style that the leaders show in the working environment. Leaders who are demonstrated to be compelling with their leadership style urge group members to perform better and are happier with their positions. In this manner, it is essential to connect satisfaction level with the nature of leadership style that leaders ought to have in the group association. Subsequently, various leaders utilize distinctive leadership styles (Al-Khaled & Chung, 2020; Eliyana et al., 2019; Oc et al., 2023). This research will explore three essential leadership styles: democratic leadership style, autocratic leadership style and Laissez-faire leadership style towards the satisfaction level in group assignments in a more local, Malaysian community, as students are required to form their own groups for task requirements. Hence, this research is focused to identify the effects of leadership style towards satisfaction level in group assignments amongst FSR students in UiTM Seremban 3.

Methods

The targeted population sample will examine the effects of leadership styles towards satisfaction level in group assignments by using a questionnaire that will be distributed to get the data. Up to this date, the total number of FSR students retrieved from the UiTM Cawangan Negeri Sembilan website was (n=900). According to Baumgartner and Hensley (2004), the sample size of target population will be (n=269) students. To avoid the unreturned rate, 20% of the original number of students will be added. And alas, the number of respondents will be 323 respondents. This study was used the non-probability sampling technique where the respondents were selected through convenience sampling approach in view that the respondents from both Diploma and Degree levels are involved. Independent T-test was used to test the differences between gender meanwhile Pearson's Correlation used to test the relationships between a dependent variable and one or more independent variables.

In this study there was two types of variables that the researcher will measure which is the types of leadership styles and group members satisfaction. To add to that fact, the researcher adopted and adapted two types of questionnaire models. To be aligned with the objectives of the study, both questionnaire models will be carefully modified and customized. These questionnaires will be distributed to 323 respondents to interpret the quantitative data. Each data will be evaluated using a Likert Scale method with the scoring of 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

The Multifactor Leadership Questionnaire (MLQ), developed by Bass and Avolio (1995) was used to identifies the leadership styles. This questionnaire will only focus on three leadership styles which were Autocratic, Democratic and Laissez-faire. The Cronbach's Alpha coefficient was calculated to measure the reliability of the scale. In this case the Cronbach's Alpha is 0.765. The Job Satisfaction Survey (JSS) will be used as to which it is used to evaluate and analyse the level of satisfaction in group assignments. This JSS questionnaire is relatable with the research due to the fact it investigates the satisfaction in group assignments. This questionnaire model is developed by (Ramirez et al., 1996).. This modified questionnaire will be focused on three factors of satisfaction: Work, Communication and Management. A five-point Likert scale is used to obtain the respondent's opinion based on the satisfaction 20 items of the three factors. This instrument is well grounded among the other job satisfaction scales. For this model, its Cronbach's Alpha is 0.760

Findings
According to the table below, Table 1 showed that the descriptive analysis used to evaluate and analysed the data for the leadership styles that is mostly applied and preferred in group assignments among FSR students in UiTM Seremban 3. It is seen that Democratic Leadership Style has the highest mean (4.48±.295) followed by Laissez-faire (4.20±.386) and Autocratic (3.43±.293). Cronbach's alpha value for the overall internal consistency of the Attitude construct indicated a high level of suggested Cronbach's alpha value of .882.

Table 1
Descriptive Analysis for Leadership Styles Constructs

Leadership styles	Mean	SD
Democratic	4.48	.295
Laisser-faire	4.20	.386
Autocratic	3.43	.293

As we refer to the Table 2 below, it showed the result of independent T-test to identify the differences between genders regarding leadership styles approach in group assignment satisfaction among UiTM Seremban 3 students. The results of the analysis showed that there is no significance difference (p-value = .188) regarding autocratic style but have significance differences on democratic styles (p-value = .001) and laisser-faire (p-value = .001) between males and females.

Table 2
Independent T-test for Leadership Styles Constructs

Leadership Style	Male			Female			t	df	P value
	N	Mean	SD	N	Mean	SD			
Democratic	167	4.42	.226	156	4.54	.344	-3.9	321	.001
Autocratic	167	4.36	.347	156	4.45	.257	-1.32	321	.188
Laisser-faire	167	4.41	.323	156	4.53	.407	-4.0	321	.001

Based on Table 3 below, showed that the value of correlation coefficient is .713. We can make conclusion that leadership style direct related to the group assignment satisfaction because the significance level is .001 (<.05). In addition, Table 3 showed that there is moderate significant relationship between autocratic (.543), democratic (.631), laisser-faire (.466) constructs and group assignment satisfaction. To decide a high, moderate, or low relationship between two factors, the Rule of Thumb introduced by Guilford and Fruchter (1973) was taken on for deciphering the relationship strength. Based on this data, there was high relationship between the two variables (.713), suggesting that a high relationship between leadership styles and group assignment satisfaction implementation a success. Therefore, the result was to reject the null hypothesis.

Table 3
Pearson Correlation Analysis for Relationship between Leadership Style Constructs and Group Assignment Satisfaction

		Autocratic	Democratic	Laisser-faire	Leadership Style
Group Assignment Satisfaction	Pearson Correlation	.547	.631	.466	.713
	Sig. (2 tailed)	.001	.001	.001	.001
	N	323	323	323	323

Discussion
The findings of this study showed that with the highest mean of 4.48, the democratic leadership style was proven to be the most preferred and applied leadership style in group assignments. Studies directed by (Abib et al., 2017; Alshehhi et al., 2023) support past research that a positive relationship exists between democratic leadership style and satisfaction level. When affected by the democratic leadership style somewhat has optional ability to take care of work that prompts a superior exhibition. Along these lines, democratic leadership style creates more inspired group members that ultimately prompts an expanded exhibition in terms of communication and management. In addition, leaders with a

democratic leadership style were more aware of and responded positively towards their group members in giving the task equally (Hoque & Raya, 2023). With these findings, given direction on a decent leadership style will give an effect towards factors of satisfaction.

Furthermore, the Laissez-faire style with the mean score 4.20 showed the second highest mean was clearly less preferable and less applied by leaders in group assignments. This leadership style minor influence the satisfaction level in work, communication, or management. Laissez-faire leaders are at a constant of absence, fails to be responsible of work and is not great at times of decision making This leadership style indeed fails to be the preferred leadership style and associated with unhappiness, unproductiveness, and inefficiency (Al-Khaled & Chung, 2020). But that was debatable because under this leadership style, decision making was carried out by whoever was willing to accepted it.

Lastly, with the lowest mean of 3.43, the autocratic leadership style falls far behind the preferred leadership style. This indicates that autocratic leaders overwhelm all activities and choices meanwhile limiting the imaginativeness and innovativeness of group members (Abdul et al., 2017; Moosa et al., 2023). In this manner, autocratic leaders will often limit the satisfaction of group members. According to Al-Khaled and Chung (2020) an autocratic leader is frequently seen as somebody that is very much aware of his status, in nature is bossy and has little trust or confidence in their subordinates. Those leaders need their subordinates to work as they direct. The study conducted Abib et al (2017) also demonstrates that the administrators who embrace autocratic leadership style, their educators are not happy with the ongoing jobs.

In terms of gender, for the autocratic styles it showed that there is no significance difference (p-value = .188) between genders regarding the leadership styles for group assignment satisfaction. Table 2 showed that female (M=4.45, SD= 0.257) had significantly higher satisfaction when the leader used autocratic styles when doing a group assignment rather than male (M=4.41, SD= 0.323). This study was aligned with the previous studied by the Al-Khaled and Chung (2020), where male less satisfaction when the leader used autocratic styles in group assignment. This was due to the nature, male did not like when someone give a direction unified force, takes choices himself and the leader only accepts full obligation just as power not as a responsibility.

In addition, there was significant differences between on democratic styles (p-value = .001) and laisser-faire (p-value = .001) between males and females. This result showed that, there is a gender gap between male and females' students on leadership styles preferred regarding group assignment satisfaction. Democratic leaders like to remember their colleagues for the process of decision making. They support innovativeness, sharing contemplations inside group and group members are typically profoundly occupied with their common objectives. Meanwhile, laisser-faire leader Its primary benefit is that the subordinates have more opportunity to concoct the best choices if the individuals are serious with their duties and make them more become independent to took great care of themselves (Sajjad et al., 2019). In addition, Laissez-Faire leadership style ordinarily prompts expanded chaos in the group association as each individual trust that person as their own leaders.

There was a significant relationship between leadership style and factors of satisfaction in group assignments amongst FSR students in UiTM Seremban 3. Based on the data collected, it was proven that democratic leadership style is the most preferred and applied leadership style amongst FSR students in UiTM Seremban 3. This indicates that when a leader performs or applies a democratic leadership style, there will be a positive effect towards the factors of satisfaction in group assignment. Several studies link positively the leadership style and

satisfaction level. According to Zhang (2018), the researcher discovered that the democratic leadership style has a moderate positive relationship with the job satisfaction in the retail business. That implies democratic leaders will in general upgrade the job fulfilment in certain expands. Democratic leadership style has the highest affects the variety of continuance commitment and it shows that when the leaders perform democratic leadership style, there will be a positive effect toward continuance commitment.

Conclusion

Based on the author's finding, the are several studies that connects the relationship between leadership styles: autocratic, democratic and Laissez-fare towards the satisfaction level. However, there is no such study that implies this research among the university students. Most studies of leadership styles focus on its impacts towards job satisfaction and performance in organizations amongst employees and their group managers. So that, this research showed that the styles of leadership as well as the effects on the satisfaction among members in group assignment on university students.

It is important, leaders that embrace the initiative style ought to add to the prosperity of the group members as well as give amazing opportunities and permit them to be associated with decision-making. In this unique circumstance, leadership styles assume a huge part in the satisfaction among group members when doing an assignment together and it is just dependent upon the leaders to embrace the right one. Based on the results, leadership styles have a significant effect towards satisfaction level in group assignment.

According to the analysed data showed on the Table 4 below, democratic leadership style has been proven to have the highest effect towards factors of satisfaction. The democratic leadership style considers best contrasted with the other two styles as it will support upgrading the exhibition of the students all in all. The autocratic leadership style and Laissez-faire is the most un-viable as it would demotivate students and lessen the satisfaction levels of the group association. Autocratic leaders will quite often give guidance, prudently, yet without leaving any uncertainty concerning what is generally anticipated or who has the power and settles on a conclusion. These types of leaders seldom permit them to take an interest in the decision-making process.

Based on the Table 4 below Laissez-faire leadership style construct was the second highest choice among group members toward leadership styles applied by the leader in a group assignment. This construct was known by leaders who are hands off and permit bunch individuals to settle on the choices. With such style of leadership, the group is inadequately coordinated as their leadership limit isn't regarded by the leader himself. Laissez-faire leadership style is related with misery, ineffectiveness, and failure. However, that is disputable. Under this leadership style, decision making is completed by any individual who is prepared to acknowledge it. In addition, leader who applied laissez-faire style had prompted expanded satisfaction and better performance of subordinates yet could be harming if group does not deal with their time well or then again on the off chance that they are not self-motivated to carry out their tasks productively.

From the outcomes displayed in the previous chapter that autocratic leadership style has the lowest score refer to Table 4 below, among democratic and laisser-faire styles, it affects the group members' satisfaction, it showed that when the leader performs autocratic leadership style, there will be an adverse effect toward commitments on the assignments. Furthermore, an autocratic leader generally makes choice based on their own decisions and thoughts that occasionally incorporate subordinates' recommendation, and these leaders have supreme

command over the group. Autocratic leadership also limits the potentials of other group members to dominate and hence, debilitate subordinate cooperation and adds to low level of satisfaction and confidence within the group association.

This research will show the viewpoint of the group members of the small group association with respect to different leadership styles and their effects towards the satisfaction levels in group assignments amongst university students in Malaysia. It will additionally recognize when and where to utilize this kind of leadership style to get satisfactory group inspiration, profitability, and effectiveness. Indeed, the aftereffects of the examination can be used not just in creating, developing, and nourishing the future leaders of the individuals, yet in addition in fostering an undeniable leadership methodology with other groups.

This research can also be one of the most efficient ways to maximize the benefits of employees of Universiti Teknologi MARA (UiTM) Malaysia, either the among the lecturers or administrators to achieve successful task completion in group tasks. With the importance of teamwork, the group members get to achieve their satisfaction level through the type of leadership shown by their respective group leaders. The research is gainful in fitting the styles of leadership as indicated by existing circumstance and help leader relationship under preferred leadership styles. It is important to determine how leadership styles related to group members' satisfaction level or, how autocratic, democratic, or Laissez-fair leadership styles related to satisfaction level. Lastly, this study was significant to other future researchers that will pursue their research on leadership styles towards satisfaction level. This study can develop their ideas and strategies to improve for the better pictures about leadership styles.

Table 4:
Ranking for Leadership Styles Constructs

Leadership styles	Mean	SD	Ranking
Democratic	4.48	.295	1
Laisser-faire	4.20	.386	2
Autocratic	3.43	.293	3

Contribution of the research
The present study empirically explored several leadership styles constructs (democratic, autocratic and laisser-faire) as independent variables. All the constructs that involved in the current study were found to be pertinent factors in influencing the satisfaction among group members towards leadership styles of the leader. These constructs provided us better understanding about the factors that influence satisfaction level among group members towards leadership styles applied by the leader.

The contribution of the current study that leaders who need to be more viable should be more helpful, steady, ingenious, and attempt to foster their subordinate's capacities. Further research is expected to the review discoveries with the comparable firms in the area. This study has huge implications for policy making in the space of human resources for many sorts of areas particularly in administration and management. An imaginative policy intervention is in this manner expected to upgrade compelling leadership in management to address the

issue of low work satisfaction and performance amongst not only employees but students as well.

Furthermore, the contribution of the research in the view in any group associations that leadership style of a leader will generally impact satisfaction for subordinates to be motivated in completed their task. The leaders ought to apply the right leadership style so that satisfaction among members can be achieved within the association. A high satisfaction level for subordinates is relied upon to have the option to further develop its task completion altogether with the goal that it is relied upon to work on achieving success in completing the group assignment. From these findings, it is hoped that strategies can be planned, developed, and implemented in facilitating successful implication of leadership to increase satisfaction level amongst subordinates in future.

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