

# Administrative leadership styles and their role in improving job satisfaction: An analytical research in Al-Sadr Medical City in Najaf, Iraq

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## ABSTRACT

The purpose of the research is to identify the relationship between managerial leadership styles and job satisfaction in view of the styles stipulated by the Management Network theory. These styles are *Team Management* style, *Club Management* style, *Middle of the Road Management* style, *Authority-Compliance* style and *Impoverished* style, using a set of criteria for measuring job satisfaction, among which are satisfaction with work, wages, promotion, the team, and the leader. The research problem is focused on identifying which type of leadership styles is dominant and their impact on improving job satisfaction. Random sample of 300 employees out of 700 employees working in the hospital, namely Al-Sadr Medical City, were involved in the questionnaire. Only 259 questionnaire forms were collected and analyzed by using (SPSS) program. The results showed a positive relationship between managerial leadership styles and job satisfaction. They showed that the prevalent style is the team management style followed by the Club style. There also appeared an inverse relationship between the Authority-Compliance style and job satisfaction.

**Keywords:** Administrative, leadership styles, job satisfaction.

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## INTRODUCTION

The importance of leadership lies in the fact that it is the process of passing influence from leaders to subordinates as the leader tries to influence subordinates' behavior to achieve organizational goals. The organizational success in achieving the goals and objectives of an organization depends on its leadership and the methods followed by those leaders through adopting appropriate styles or methods, by which leaders can influence staff (Obiwuru et al., 2011: 110).

Leadership is considered one of the determinants that considerably affect the individualistic behavior of staff. The organizational crises that have occurred due to the global economic crises, have emphasized the need for leadership and the development of the organizational culture by decision makers. Many studies have shown that leadership has an impact on ensuring job satisfaction. If a leader follows a trustworthy style, the

staff will follow it in achieving the organization's goals. This will lead to the positive results that will, in turn, affect job satisfaction over time. Throughout time, the staff behavior, that is, their satisfaction and potential performance, will indicate whether the application of plans, policies and strategies were successful (Kranenburg, 2013: 2). The leader's style can reach the greatest dimensions of impact through the challenge and interest s/he creates in their subordinates (Warrick, 1981: 155).

Many administrative management theorists think of leadership as the essence and the *beating heart* of the *administrative process*. In other words, it is the key to successful management. Its importance stems from its role as a basis of all aspects of the administrative process; it makes administration more efficient and acts as a motivating tool to get their goals achieved

(Al-Sakarna, 2010: 114).

## Theoretical framework

### *Concept of leadership*

Leadership is defined, in one sense, as the individual's ability to influence and motivate the group of people in order to gain their cooperation and motivate them with the highest degree of efficiency in order to achieve the set of goals (Chen, 2004: 14). It is also defined as the behavior that guides a certain number of people in the group to accomplish the goals and objectives (Yagambaram, 2012: 13). Or, it is known as the process by which people exercise influence in others to raise morale and create motivation and opportunities to help them accomplish the objectives of the group or organization, and that the person who exercises such an influence is the leader (Gareth et al., 2003: 443). It also refers to the process of influencing subordinates and motivating them to achieve specific goals and objectives (Ahmad et al., 2012: 28). Moreover, Leadership is defined as the process that transforms the organization from what it is to what the leader wants it to become (Gregory et al., 2007: 397).

From the point of view of George and Jones, leadership means an individual ability to influence members of a group or organization to help them achieve goals (George and Jones, 2012: 339). In this respect, the researcher sees the administrative leadership as the set of capabilities available to a particular person to influence others in organizing, directing, motivating and controlling the performance of their work to achieve the legitimate objectives, which are required to be achieved by individuals and organizations.

### *Dimensions of administrative leadership*

The following are dimensions of the administrative leadership to be adopted here in this study (Zafar, 2011: 244):

**Club management style:** The leader is characterized by his/ or her great attention to the workers and lack of interest in work. The principal objective of the manager is to create a comfortable social environment in which s/he feels confident that the individuals will be hard working persons.

**Impoverished management:** The leader is known to lack the due attention to employees and work. The main objective of the manager is to avoid problems. He usually passes orders to employees in a manner that keeps him away from being accountable when mistakes occur, satisfied with the least efforts they make in their work.

**Authority-compliance management:** The efficiency of

operations is maintained through work configurations that ensure the least attention to human elements (social relations).

**Middle of the Road Management:** Work performance is relatively equiponderant through establishing balance between work accomplishment and preserving the morale of the workers at an acceptable level.

**Team Management Style:** The leader depends on the solidarity among workers, aiming that this solidarity will highly create relationships of trust and respect. Accordingly, the attention of the administrative leadership to workers and completion of business is at its highest level.

## Job satisfaction

### *The concept of job satisfaction*

The definitions of job satisfaction vary according to the different approaches addressed by scholars. It can be defined as a positive emotional state or pleasure, resulting from the evaluation of past experience. It is an emotional reaction resulting from the employer's comparison of his work to the actual results required (Chifang and Chen, 2006: 32). Moreover, it is defined as a satisfactory or healthy emotional state in relation to the work performed by individuals (Bakotic and Babic, 2013: 207). It is also known as the set of feelings related to work performance. If a worker realizes that his values are achieved through the work, he will have positive attitudes, which will result in job satisfaction (Jolodar, 2012: 98).

For Omidifar (2013: 264), it means the feelings of staff about the different dimensions of staff work; a degree of pleasure in their work. It is also known as an assessment of the person's own work, contexts, work content, supervision, promotion opportunities, benefits, practices, organizational relationships with co-workers (Ibraheem et al., 2011: 33).

Wang points out that the employee's emotional reactions to work are based on a comparison of desired outcomes and actual results (Wang, 2012: 176). Here also, Elizabeth (2012: 7) states that job satisfaction can be defined as the employee's responses resulting from personal satisfaction, feelings, and intellectual and physical attitudes, related to his or her work.

### *Dimensions of job satisfaction*

Job satisfaction is achieved when there is a correspondence between expectation and reality at the workplace where job satisfaction refers to an employee's understanding of the nature of their job. When an employee's satisfaction is high, this means that s/he likes and appreciates their work. Job satisfaction, in terms of Smith et al. (1969) and Loothan (2011), comes from five

sources: Work, Payroll and Rewards, Promotion, Supervision (Leadership), and Working Group (Nur et al., 2013: 137):

**1. Work:** In this aspect, it should be stated to what extent the 43 employees' autonomy and freedom of action are correspondent with working conditions. Since employees spend most of their time in the organization, and they are essential elements of it, they should be provided with the appropriate working conditions. The organization should provide its staff with all the necessary resources of information and help them accomplish their tasks successfully, which will, in turn, contribute to job satisfaction (Tanjeen, 2013: 81).

**2. Salaries and remuneration:** Here is stated the balance between salaries and work and to what extent they are adequate to satisfy the needs of employees, and whether they are fair and just compared to topic for many studies recently. It is concluded that there is a positive relationship between a salary and job satisfaction and found that the salary is the most important factor in job satisfaction (Verret, 2010).

**3. Promotion:** The opportunities available to employees are examined through promotion and the degree of proportionality between promotion and the years of service and their suitability with the material and moral conditions of the employee. Studies show that there is a direct relationship between job satisfaction and promotion opportunities. Vroom (Vroom.164) finds out that the determining factor influencing the chances of promotion of job satisfaction is the ambition or expectations of the individual about promotion opportunities. The higher the ambition or the expectations of the individual than what is already available, the less his or her satisfaction will be about their job. The effect of the actual promotion on the individual's satisfaction depends on the basis of his expectation. If an individual gets promotion s/he has not expected, their pleasure will be greater. On the contrary, failure to get an expected promotion causes them great dissatisfaction (Tayeb, 2008: 50).

**4. Supervision:** This is an indicator of the relationships required to be between employees and supervisors. It shows whether employees receive sufficient attention. Supervision is the most important factor that determines the relationships in the institution. It directs the work groups towards the targeted work.

Supervision is an art of working with a group of individuals, whereby supervisors exercise their authority in a way that maximizes the efficiency of the work performance. Since it is an art dealing with the human element, then it needs to use the principles of human relations (Azion, 2007: 81).

**5. Working group:** Here is described the significance of good relations among employees and the benefits they derive from it (Wang, 2012: 177). The work group affects the satisfaction of the individual as long as it can be a source of benefit to the individual or source of tension.

As long as the interaction of individuals within the group ensures an exchange of benefits, the working group will be a source of job satisfaction for the individual. Yet, the more tension this interaction causes or inconvenience it creates, the more dissatisfied the individual will become.

The impact of the work group on satisfaction depends also on how strong the need to belonging is in individuals. The benefits of interaction with the community are significant, and the tension resulting from this interaction is also significant when the individual's need for belonging is strong (Nabila, 2007: 55).

### **Relationship between managerial leadership styles and job satisfaction**

As long as a leader is in direct contact with the staff, the way s/he behaves towards their subordinates should have a direct impact over them, whether this effect is negative or positive. This view is supported by many researchers (Bass, 1985; Vroom and Jago, 1988). Accordingly, the behavior of the leader can have a profound and consistent effect on job satisfaction in all its aspects. In this respect, Griffin and Bateman (1986), Steers and Rhodes (1978) emphasize that leadership behavior has a huge and consistent impact on the employee's satisfaction. According to Maslow (1954), the manager provides the potential for the employees' satisfaction and his presence is necessary to ensure the achievement of the organizational goals and remove obstacles from satisfaction. Such obstacles may create frustration, negative attitudes, or bad behaviors in the organization (Hukpati, 2009: 16).

A previous study at the University of Michigan indicates that there is a close relationship between leadership style and job satisfaction. Hereby, a group of researchers at the University of Michigan has identified two dimensions of leadership, namely attention to work (i.e. production) and attention to workers. The first dimension describes the attention of the leader to production and the technical aspects of the work. The second one refers to the leader's attention to workers and their needs.

These studies show that the leader who develops good relationship with the subordinates has a clear effect on improving their level of satisfaction. The leader who cares only about work and production and neglects employees will, apart from the negative look that leader gains, cause the level of job satisfaction to reduce. An organization that adopts high standards of job satisfaction will be able to retain and attract skilled workers.

Moreover, other studies correlate leadership with job satisfaction and found that the leadership has significant implications for organizational satisfaction and commitment (Lok and Crawford, 2004; Williams and Hazer, 1986; Mosadegh Rad and Yarmohammadian, 2006; Voon et al., 2011: 2). Thus, high job satisfaction improves the psychological and physical well-being of

employees and affects their performance.

## METHODOLOGY

### Research problem

The problem addressed by the research has been triggered by the message of the Ministry of Health about the Strategic Plan for the years 2009 to 2013. This message stresses the provision of a leadership capable of building and maintaining an efficient service and management system that supports an integration between the public and private sectors in primary and secondary services" (The annual report of the Ministry of Health, 2011). Here raises another problem of how to provide these leaders and formulate the style that should be adopted for the purpose of promoting those service organizations. In this study, emphasis will be laid on the health sector witnessing deterioration of services in reality as a result of officials' misusing the available resources, whether human or material. The behavior of the officials, responsible for these organizations, and the nature of the relationship those leadership styles are characterized by and the effects of all that on the level of job satisfaction among employees and their loyalty, are all reflected in the employees' performance.

In view of that, here is raised the question, *What is the effect of leadership styles on improving the level of job satisfaction?* from which further questions are derived below:

1. What are the leadership styles practiced by managers in the health institution under study?
2. What is the effect of a leadership style on employees' satisfaction that was achieved for each level?
3. Which level of job satisfaction is achieved for each style?

### Value of the study

The value of the research paper stems from its discussion of the subject of job satisfaction and its relation to the leadership style. The choice of an appropriate leadership style is the most important element that contributes to the achievement of the objectives of the organizations that are now very large in the services and activities they provide. Therefore, the leader or active leadership is necessary to guide the behavior of individuals in order to achieve the set of goals. According to this, the research seeks to help institutions, especially health ones in Iraq by improving job satisfaction, which contributes, to a large extent, in raising the level of performance of individuals. As a matter of fact, it has grown necessary to form or choose the leadership style(s) of management, appropriate to the

reality of services at an institution, and recognize the correlation between the leadership styles and the level of job satisfaction.

Leadership is of great importance in today's world due to its great variety that entails a high degree of efficiency and effectiveness in the methods of leadership, and compatibility between leadership styles and the circumstances and variables surrounding the individuals and organizations that they lead. In order to verify this trend, it was necessary to work on the development of performance by building competent leaders who are capable of adopting the appropriate styles in order to improve job satisfaction on the part of their subordinates.

### Aims of the study

They can be identified as follows:

1. To identify the leadership styles followed at the health institutions in question.
2. To identify the leading theories put forward by researchers and scientists.
3. To clarify the meaning of job satisfaction and how to obtain it.
4. To clarify the relationship between the administrative style and job satisfaction.

### Scope and limitations of the research

1. In this research a quantitative approach is used to offer a holistic understanding of the subject under study.
2. The major field of this study is linked with administrative leadership styles and their role in improving job satisfaction.
3. The research focuses on developing a comprehensive model that supports Iraqi organizations to improve job satisfaction.
4. The respondents of this study consist of managers in Al-Sadr Medical City in Najaf because the managers are primarily involved in improving job satisfaction.

### Hypothetical schema of the study

The hypothetical schema of the study has been made, as in Figure 1, by means of the Administrative Network theory to illustrate the relation between leadership styles and job satisfaction.

As one can see in the figure, a set of leadership styles have been mentioned. They have been quoted from a number of former studies by researchers such as Al-Ghamdi (2006), Jabra (2006), Nouri et al. (2010), Hakan et al. (2013), Gholamisaman (2012), Zafar (2011) and Thrash (2012).

Moreover, other sources have been consulted for the

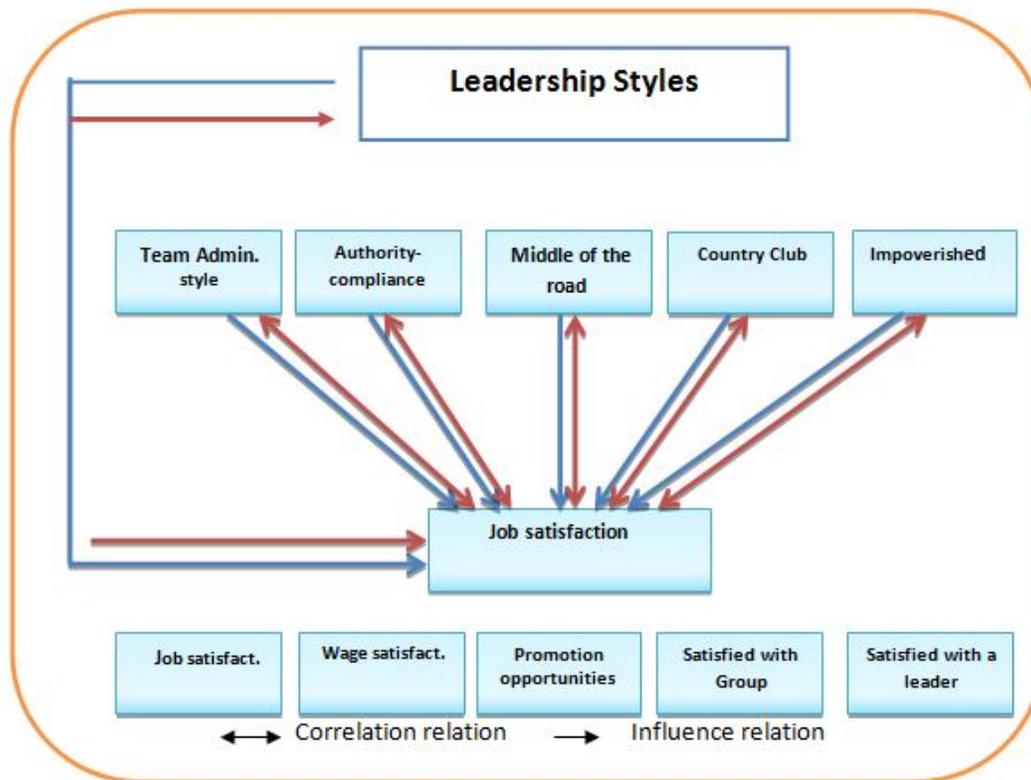


Figure 1. Hypothetical schema.

criteria adopted to measure job satisfaction (Nur et al., 2013; Al-Dosari, 2013; Al-Wannas, 2011; Kaarna, 2007; Castillo and Cano, 2004).

## Hypotheses

In view of Figure 1 aforementioned, two main hypotheses have been determined:

1. There is significant statistical correlation between the elements of administrative leadership styles and the standards of job satisfaction.
2. There is statistically significant relationship between the elements of managerial leadership and job satisfaction.

## Data of the study

In view of relevant studies that the researcher has come across, a form of a questionnaire has been developed to identify leadership styles and their impact on job satisfaction. The questionnaire has been designed in its independent variable in line with (Hukpati, 2009). The elements of the dependent variable (job satisfaction) depend on the scale (Oyler, 2007). So, the following is an

explanation of the questionnaire:

Part I includes personal information about the persons targeted by the study. They cover: *job title, academic achievement, age, service period, and sex.*

Part II consists of two parts consisting of (50) items; 25 items for measuring the administrative leadership styles, and 25 ones for the dimensions of job satisfaction.

## Questionnaire authenticity

According to Hirsjärvi et al. (1997), the validity of the scale implies that the answers of the targeted persons will be the same when the questionnaire is presented again. The research authenticity is also measured by the capacity of the questionnaire to give well-thought answers. It refers to the validity of the research to measure exactly what is required (Salanova and Kirmanen, 2010: 76). Considering the content validity, face validity and the statistical reliability, the research goes by as follows:

### 1. Content validity and face validity

An arbitration form was designed and distributed to a number of specialists in business management. They

were consulted about the items of the questionnaire, whether the items belonged to the secondary or primary variables, or whether they are or not obvious to the respondents. The notes of the specialists have been considered and the questionnaire forms have been adjusted to fit the research environment and in line with the health institutions.

## 2. Reliability of the questionnaire

The researcher has used the Cronbach Alpha coefficient to measure the stability of the scale and the internal consistency. According to Sekaran (2010), the tool is good when the alpha coefficient is 80%, and acceptable when 70%, and poor when it is 60%. By this, all search variables are true and appear to be in Table 1.

### ANALYTICAL FRAMEWORK

#### Analysis of the correlation relationship

This section deals with the correlation relationship between the independent variable (administrative leadership styles) and the dependent variable (job satisfaction), which is the coefficient of correlation ( $r$ ) and its value ranges between  $(-1)$  and  $(+1)$ . If its value is positive, it means that correlation is positive (direct). If the value is equal to  $(+1)$ , it is called a perfectly positive correlation. But if the coefficient value is negative, it means that the correlation is reverse. If its value is  $-1$ , it is called a perfect reverse correlation. But if the correlation coefficient value is equal to  $(0)$  this means there is no correlation. If the correlation value is between  $(0)$  and  $(0.50^{+})$ , it is a weak relationship. If it is between  $(0.51^{+})$  and  $(0.75^{+})$ , it is an average relationship. The value ranging from  $(0.76^{+})$  and  $(1^{+})$  is a strong related value.

The researcher has used the Kendal correlation coefficient to measure the relationship between the variables. The following is a detailed presentation and discussion of the results of the correlation test between the research variables:

The first main hypothesis is that there is a statistically significant correlation between the styles of administrative leadership and job satisfaction at the macro level. Five sub-hypotheses have been derived from this hypothesis, which will be tested as in Table 2:

**First hypothesis:** This hypothesis suggests a statistically significant correlation between the Authority-compliance style and job satisfaction at the macro level. After linking the two variables and applying the correlation coefficient, the following markers appeared, as in Table 3.

It is clear from Table 3 that the correlation between the two variables has reached  $0.09$  and that it is negative. This is a weak relationship. In order to verify the

**Table 1.** Cronbach alpha coefficient.

No.	Variables alpha	Cronbach coefficient
1	X	X 0.79
2	Y	Y 0.87
3	Total	0.83

significance of the relationship between these two variables, the calculated T Value was used to test the correlation significance greater and it appeared that the T value is greater than the tabular value at a significant level of  $(0.05)$  and confidence intervals of  $(0.95)$ . This confirms the weak correlation between the two variables in terms of this research. Hence, the results have matched the hypothesis.

**Second hypothesis:** This hypothesis suggests a statistically significant correlation between social style and job satisfaction at the macro level. After linking the two variables and applying a correlation coefficient, the results appeared as in Table 4.

It appears in Table 4, that the correlation between the two variables has reached  $0.55$  and it is a positive, medium relationship. In order to verify the significance of the relation between these two variables, the correlation coefficient was tested on the t-scale and the value of  $(t)$  was calculated to be greater than its tabulated value at a significant level of  $0.05$  and a confidence interval of  $0.09$ . This confirms the significance of the relation between the two variables within the scope of this research. Thus, this hypothesis is accepted.

**Third hypothesis:** This hypothesis has a statistically significant correlation between the Middle of the road style and functional satisfaction at the macro level. After linking the two variables and applying the correlation coefficient, the following markers appeared, as in Table 5.

It is clear from Table 5 that correlation between the two variables has reached  $0.49$  and that it is positive, and also weak. In order to verify the significance of the relationship between these two variables, the correlation coefficient has been tested with T scale. It appears that the calculated T value is greater than its tabulated one at a significant level of  $0.05$ , and a confidence interval of  $0.95$ . This confirms the significance of the relation between the two variables within the scope of this research, and thus, this hypothesis is not rejected.

**Fourth hypothesis:** This hypothesis has a statistically significant correlation between Team Management and Job Satisfaction at the macro level. After linking the two variables and applying the correlation coefficient, the results appeared as in Table 6.

It is clear from Table 6 that correlation between the two variables is  $0.55$ . It is a positive, and an intermediate

**Table 2.** Kendall correlation matrix.

No.	Affiliated dimension	Coefficient of correlation	Job satisfaction
	Independent dimensions		Moral level
1	Authority-compliance style	-0.09	1.52
2	Club style	0.55	13.19
3	Middle-of-the-road style	0.49	11.04
4	Team management style	0.55	13.19
5	The Impoverished style	-0.2	3.6
6	Management Leadership Styles in gross	0.5	11.38

**Table 3.** Relationship matrix between authority-compliance style and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Correlation coefficient	Degree of freedom	Calculated T-value	Tabular T-value	Significant level
Authority-Compliance style	0.09	258	7.11	1.645	0.150

Source: The computer outputs; n = 259.

**Table 4.** Relationship matrix between the club style and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Correlation coefficient	Degree of freedom	Calculated T-value	Tabular T-value	Significant level
Club style	0.55	258	8.47	1.645	0.000

n = 259.

**Table 5.** Correlation matrix for the relationship between Middle of the Road style and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Correlation coefficient	Degree of freedom	Calculated T-value	Tabular T-value	Significant level
Middle of the Road style	0.49	258	7.54	1.645	0.000

n=259.

**Table 6.** Correlation matrix for the relationship between Team Management style and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Correlation coefficient	Degree of freedom	Calculated T-value	Tabular T-value	Significant level
Middle of the Road style	0.55	258	7.54	1.645	0.000

n = 259.

correlation relationship. In order to verify the significance of the relationship between these two variables, (t) scale has been used and it appeared that the calculated (t) value is greater than its tabulated value at a significant level of 0.05 and a confidence interval of 0.95. This

confirms the significance of the relationship between the two variables in the scope of this research, and according to these results this hypothesis is accepted.

**Fifth: Sub-hypothesis 5:** This hypothesis has a

statistically significant correlation between the impoverished style and the job satisfaction at the macro level. After linking the two variables and applying the correlation coefficient, the results appeared as shown in Table 7.

It is clear from Table 7 that correlation between the two variables is 0.20 - and that it is a negative, and weak correlation. In order to verify the significance of the relationship between these two variables, (t) scale has been used, and it appeared that the calculated (t) value is greater than its tabulated value at a significant level of 0.05 and a confidence interval of 0.95. This confirms the weakness of the relationship between the two variables in the scope of this research. According to these results, this hypothesis is rejected.

**Sixth:** The first main hypothesis: After the hypotheses were tested sub-hypothesis will be tested the main variables of the main research, where this hypothesis reported the existence of a relationship of statistical significance between the styles of administrative leadership and job satisfaction at the macro level. After linking the two variables and applying the correlation coefficient, the results are shown in Table 8.

It is clear from Table 8 that the correlation coefficient between the two variables is 0.50 and that it is positive. This is an intermediate relationship. In order to verify the significance of the relationship between these two variables, (t) scale has been used and it appeared that the calculated (t) value is greater than its tabulated value at a significant level of 0.05 and a confidence interval of 0.95. This confirms the significance of the relationship between the two variables within the scope of this research, and according to these results this hypothesis is accepted.

### Results influence relationships among research variables

As it has been stated above, the correlation relationships among research variables have been realized, and it is found that four ones are positive and statistically significant, but two are reserve. However, the influence of these correlations has not been determined.

So, there will be discussed the results tests that made for influence relations. They will be analyzed in accordance with the main hypothesis which states that there is a statistically significant influence relationship between the administrative leadership styles and job satisfaction at the macro level. The sub-hypotheses emanating from it will be tested respectively.

#### 1. The main hypothesis results test of the influence relationship

As shown in Table 10, the results of the tests on the

influence relationship between the leadership styles and job satisfaction are stated in accordance with the identification results of the simple regression, assuming that there is a function relation between the real value of the administrative leadership styles (X) and job satisfaction (Y), as in the following formula:

$$Y = a + \beta X$$

Where Y = job satisfaction.

X = Administrative leadership styles.

B = the slope of the equation (the amount of change in y that occurs as a result of the change of x unit).

A = Statistical constant.

This equation shows that job satisfaction is a function of the real value of the administrative leadership styles. The estimates of this equation and its statistical indicators were calculated for the research sample, that is, 259 persons. The simple regression equation between the variables of the managerial leadership styles and job satisfaction is as follows:

$$\text{Job Satisfaction} = (0.637) + (0.50) \text{ Administrative Leadership Styles}$$

ANOVA was analyzed for the two variables and the results were as shown in Table 9.

Table 10 shows the analysis of variance and the table of transactions for the relationship between the administrative leadership styles (X), job satisfaction for the research community of 259 individuals. The value of (f) is significant when compared with the tabulated value of (3.91) at the statistical level of (0.05) and a degree of freedom of (1,257). This indicates that the regression slope is sufficient to describe the relationship between (X, Y) at a confidence interval of (0.95). This is confirmed by the statistical value of (X) according to (t) test, which has reached (t = 9.336).

In view of the regression equation, the constant gives (a = 0.637), which means that job satisfaction is present at a level of 0.637 when the value of the administrative leadership styles is zero.

The value of the marginal slope is ( $\beta = 0.50$ ), associated with X. It indicates that a change of (1) in the administrative leadership styles (X) will result in a change of (0.50) in the job satisfaction.

The value of the coefficient of determination ( $R^2$ ) gives an amount of 0.25, which means that the value of the administrative leadership styles (X) explains only (0.25) of job satisfaction variance whereas an unexplained variance of (0.75) refers to variables not included in the regression model. This is acceptable when comparing the value of (f) calculated as (87.169), which is greater than the tabular value of (3.91) within a confidence interval of (0.05). In view of these findings, the hypothesis is accepted.

**Table 7.** Correlation matrix for the relationship between the leadership style lacking management and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Correlation coefficient	Degree of freedom	Calculated T-value	Tabular T-value	Significant level
Impoverished style	0.20	258	7.54	1.645	0.000

n = 259.

**Table 8.** Correlation matrix between the styles of administrative leadership and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Correlation coefficient	Degree of freedom	Calculated T-value	Tabular T-value	Significant level
Administrative leadership style	0.49	258	7.54	1.645	0.000

n=259.

**Table 9.** ANOVA analysis of the relationship between administrative leadership styles and job satisfaction.

Source of variance	The degree of freedom	Total sum of squares	Average squares	R <sup>2</sup>	Calculated F value	Statistical level
Regression	1	26.372	26.372	0.25	87.169	0.000
Error	257	77.751	.303			
Total	258	104.123				

**Table 10.** Analysis of Variance.

Sample	Non-standard transactions		Standard transactions	T	Statistical level
	Beta coefficient	Standard Error	B		
Constant	0.637	0.266	0.50	2.393	.017
Leadership style	0.742	0.079		9.336	.00

**2. Testing sub-hypotheses**

Examining the effect of administrative leadership styles influences on job satisfaction

According to this hypothesis, the multiple regression equation for the variables of administrative leadership styles (X1, X2, X3, X4, X5) at job satisfaction (y) in terms of the equation of the multiple regression:  $Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5$  is:

$$Y = (0.972) + (0.08-) + (0.37) + (0.07) + (0.30) + (0.04).$$

Thus, the table of the variance analysis results in findings that helped in analyzing variance among these relations. They will be tested as they appear in the hypothetical research schema.

**II. First sub-hypothesis:** It serves that there is a

statistically significant relationship of influence of the authority-compliance style onto job satisfaction at the macro level.

After linking the two variables and applying the influence coefficient, the results are shown as in Table 11.

In view of the regression equation, the constant (a = 0.060) is indicated, meaning that job satisfaction of (0.060) is available when the Authority-compliance style value is zero.

Table 11 shows that the marginal slope of the dominant type ( $\beta_1 = 0.08$ ) accompanying X1 indicates that a change of (1) in the dominant style (X1) will result in a negative change of (- 0.08) in the job satisfaction.

In order to verify the significance of the correlation between these two variables, the significance of the influence coefficient has been measured on (t), and it has appeared that the calculated value of (t) is less than its tabular value at a significant level of (0.05) and a confidence interval of (0.95). This proves there is a weak

**Table 11.** Results of the relationship test between the dominant style and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Constant	B	Calculated T-value	Tabular (t) value	Significant level
Authority-compliance	0.060	-0.08	1.405	1.645	0.161

**Table 12.** Results relationship test between social style and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Constant	B	Calculated T-value	Tabular (t) value	Significant level
Club style	0.236	0.37	4.795	1.645	0.000

significant correlation between the two variables within the scope of this research, and thus, this hypothesis is rejected.

**III. Second sub-hypothesis:** This hypothesis suggests that there is a statistically significant correlation of the Social Style onto job satisfaction at the macro level.

After linking the two variables and applying the influence coefficient, the results are shown as in Table 12.

In view of the regression equation, the constant appears to be ( $a = 0.236$ ), which indicates that there is a job satisfaction of (0.236) when the value of the Club style is zero.

It is clear from Table 12 that the marginal slope of the Club Style ( $\beta_2 = 0.37$ ) accompanying  $X_1$  indicates that a change of (1) in the Club style ( $X_2$ ) will result in a positive change of (0.37) in the job satisfaction. In order to verify the significance of the correlation between the variables, the influence relation coefficient has been measured by (t) and it appears that the calculated T value is greater than the tabular one at a significant level of (0.05) and a confidence interval of (0.95). According to these results, this hypothesis is accepted.

**IV. Third sub-hypothesis:** This hypothesis is reported to have a statistically significant influence relation of the Middle of the road style on job satisfaction at the macro level.

After linking the items of the two variables and applying the Influence coefficient, the results appeared, as in Table 13.

In view of the regression equation, the constant is indicated as ( $a = 0.053$ ), meaning that there is a job satisfaction of (0.053) when the value of the Middle of the road style is 0.

Table 13 shows that the marginal slope of the Middle of the road style is ( $\beta_3 = 0.07$ ) associated with ( $X_3$ ). It indicates that a change of (1) in the Middle of the road style ( $X_3$ ) will result in a positive change of (0.07) in the

job satisfaction. In order to verify the significance of the relation between these two variables, the significance of the influence coefficient has been measured with (t). The calculated T value appears to be less than the tabular one within the limits of this research, and thus, this hypothesis is rejected.

**V. Fourth sub-hypothesis:** This hypothesis supposes that there is a statistically significant influence relation between the Team Management style and job satisfaction at the macro level.

Linking items of the two variables and applying the influence coefficient, the results appeared as in Table 14.

In view of the regression equation, the constant ( $a = 0.237$ ) indicates that there is a job satisfaction of (0.237) when the value of the Team Management mode is zero.

Table 14 shows that the marginal value of the Team Management mode has reached ( $\beta_4 = 0.30$ ) associated with  $X_4$ . This indicates that a change of (1) in the Team Management mode ( $X_4$ ) will result in a positive change of (0.30) in job satisfaction. In order to verify the significance of the relation between these two variables, the significance of the influence coefficient has been measured with (t) scale. The calculated T value appears to be more than the tabular one within the limits of this research, and thus, this hypothesis is accepted.

**VI: Fifth sub-hypothesis:** This hypothesis serves that there is a statistically significant influence relation between the Impoverished management style on job satisfaction at the macro level.

After linking the items of the two variables and applying the influence coefficient, there appeared the results as in Table 15.

In view of the regression equation, the constant ( $a = 0.022$ ) is indicated, meaning that job satisfaction is available at an amount of (0.022) when the value of the Impoverished style is zero.

**Table 13.** Results relationship test between moderate and functional satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Constant	B	Calculated T-value	Tabular (t) value	Significant level
Middle of the road style	0.053	0.07	0.882	1.645	0.379

**Table 14.** Relationships of influence between the team management style and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Constant	B	Calculated T-value	Tabular (t) value	Significant level
Team management style	0.237	0.03	4.264	1.645	0.000

**Table 15.** Relations of influence between the impoverished leadership style t and job satisfaction.

Response variable Explanatory variable	Job satisfaction				
	Constant	B	Calculated T-value	Tabular (t) value	Significant level
Management-deficient style	0.022	0.04	0.623	1.645	0.534

Table 15 shows that the value of the marginal slope of the Impoverished style is ( $\beta_5 = 0.04$ ) associated with  $X_5$ , which indicates that a change of (1) in the Impoverished style ( $X_5$ ) will lead to a positive change in job satisfaction at an amount of (0.04). In order to verify the significance of the relation between these two variables, the influence coefficient was tested by T scale. The calculated T value was found to be smaller than its tabular value at a significant level of (0.05) and with confidence interval of (0.95). This proves the Weakness of the significant relation between the two variables within the limits of this research; hence, the hypothesis was rejected.

In consequence, the sub-hypotheses of the Club style and the Team Management style are accepted whereas the Authority-compliance style, the Middle of the Road style, and the Impoverished management styles are rejected. This shows that the research community adopts only two modes: the Club style and Team Management style.

**DISCUSSION**

It has been proved through analysis that there is, generally, an influence relation between leadership styles and job satisfaction. This means that the employees in the health institutions contribute, in a measure, to improving the services provided and that they provide their services with desire and care. They are subject to evaluation that enjoys a kind of justice. This will definitely have a positive effect on their level of satisfaction and then their performance.

**Conclusions**

1. There is an inverse relationship between the Authority-compliance style and job satisfaction at an average level. Accordingly, the instructions of the administration are debatable. It does not force the execution of work. Employees are allowed to participate in decision making. This results in a weak correlation between the variables. The Authority-compliance mode of job satisfaction is rejected.
2. The existence of a positive correlation between the Club style and job satisfaction. The manager maintains good relations with the staff through sharing with them decision-making, as well as authorizing and encouraging them to put ideas for use in the development of the organization. This confirms the significant correlation between the variables within the scope of the research.
3. It has been found that there is a positive correlation between the Middle of the Road style and job satisfaction at an average level, where the manager encourages cooperation, within limits, among staff. In addition, s/he provides some space for his staff to work freely, authorizing them, at the same time, some terms of reference to exchange ideas and views concerning work. this confirms the significance of the relationship between the two variables within the limits of the study.
4. There is a positive correlation between the Team Management style and job satisfaction. This relationship is very impressive, indicating that the powers given to the staff should come in line with their capacities

The administration, generally, encourages teamwork inside the health institution. Leaders usually allocate time

to discuss the problems of work. Their absence does not cause any confusion in the performance of work, and this confirms the significance of the relationship between the two variables within the limits of this research.

5. There is a negative correlation between the Impoverished style and job satisfaction. The results have showed that that the manager does not often hesitate to take a decision. Moreover, s/he is not of the type that evades the problems resulting from work.

6. It has been proved through analysis that there is, generally, an influence relation between leadership styles and job satisfaction. This means that the employees in the health institutions contribute, in a measure, to improving the services provided and that they provide their services with desire and care. They are subject to evaluation that enjoys a kind of justice. This will definitely, has a positive effect on their level of satisfaction and then their performance.

Based on the findings of the present research, the researcher presents a set of proposals that may contribute to raising the level of job satisfaction. They are:

1. The need for paying a lot of attention to leaders and managers, especially in the health sector. They should be selected with all care among qualified persons to fill these positions.
2. Paying more attention to the material and moral incentives, granting the authorities the appropriate powers, and providing the appropriate financial allocations.
3. The researcher recommends that the current study be a base for future research studies aiming at solving the complexity of the relationship between leadership styles and job satisfaction.

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