

LINKING LEADERSHIP STYLES TO JOB SATISFACTION: PERSPECTIVE OF EMPLOYEES IN THE NIGERIAN BREWERIES INDUSTRY

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Abstract

This study investigated leadership styles and job satisfaction of employees at Nigerian Breweries Industry Plc. The study adopted a cross-sectional survey research design. The population of the study consisted of 736 participants recruited through Survey Monkey online approach. Stratified sampling was used to ensure a representative sample. Two validated instruments- Multifactor Leadership Questionnaire-MLQ and Job satisfaction JSS scale were adopted to evaluate leadership styles and employee job satisfaction, respectively. Three hypotheses were tested using Pearson's correlation and regression analysis, t-test and Analysis of Variance-ANOVA. Findings of the study revealed that the three leadership styles are connected to employee level of job satisfaction, transformational ($r=.006$, $p>0.01$), transactional ($r=.165^$, $p<0.01$), and laissez-faire ($r=.192^*$, $p<0.01$). But do not predict job satisfaction. Results of the analysis also showed that both gender ($t = -.067$, $p= .946$) and age ($F=.113$, $p= .893$) were not significantly related to employee job satisfaction. The study concluded that the adoption of an effective leadership style is fundamental to employee job satisfaction. Based on the findings, the study recommended that the elevation of employee job satisfaction is beneficial to both employee and business organizations. As a result, the issue of low job satisfaction should be handled with utmost care through the adoption of an effective leadership style.*

Keywords: Leadership style, Transformational leadership style, Transactional leadership style, Laissez-faire leadership style, Job satisfaction.

1. Introduction

Over the years, the notion of leadership has been a fascinating area of research interest to scholars and business practitioners. Leadership is very vital towards improving the performance and prosperity of business organizations. However, as the contemporary world experiences complication and uncertainty, businesses are collapsing, necessitating growing desire for adaptive leadership competencies to manage workforce for success. According to Northouse (2016), leadership is a form of influence display in directing subordinate towards a predetermined goal. Leadership is not "one size fits all" practices; it differs between industries and business organizations. Thus, a leader often modifies their style to fit circumstances to lead effectively (Burns, 2003). Leadership styles refer to the behavioural pattern that characterizes how a leader resolve complication in the workplace; therefore, the adoption of a suitable leadership style is vital to numerous outcomes, one of which is employee satisfaction. Leadership style refers to patterns of behaviour and practices used by a leader to coordinate the activities in the workplace. Gina, Maria, and Henry (2018) stated that there are various styles of leadership based on diverse viewpoints; nonetheless, leadership style is contingent on a combination of influences and circumstances which inspire the adoption of some style than others. The three dominant styles of leadership are: transformational, transactional and laissez-faire leadership styles.

According to Abayomi (2020), leaders represent one of the essential factors in job satisfaction; therefore, the leadership task is to reconfigure the workplace to facilitate subordinate engagement towards shared responsibility and accountability by listening and soliciting inputs from employees. The importance of job satisfaction is founded on the fact that if employees are not contented with their job, it directly upsets the

company because no firm can effectively accomplish its objectives unless employees are satisfied with their jobs. Employee job satisfaction relates to what workers anticipated compared to what is obtained. Therefore, all things being equal, higher expectations linked with higher job consequences will result in a positive influence on job satisfaction. In comparison, lesser expectations connected with declining job outcomes will decrease job satisfaction. If the workers cannot fulfil their expectations concerning their jobs, they become displeased, and their dissatisfaction reduces the quality and the output of the organization. Besides employee's job satisfaction is indispensable to rendering better services to customers. Therefore, job satisfaction is a vital job component that has a substantial impact on the individual employee as well as the company. Employees with a high level of job satisfaction are likely to exert more effort in accomplishing allocated tasks enthusiastically; therefore, businesses that nurture high employee job satisfaction is also expected to attract and keep competent workforces. Leadership face complication in ensuring that their subordinates are satisfied with their jobs because a satisfied worker is more productive and committed (Haque & Aston, 2016). According to Saima and Isaiah (2018), growing job satisfaction is connected with minimal job stress, employee engagement, enhanced employee motivation and improved productivity.

Organization's success and prosperity cannot be accomplished without support and contribution from its employees. However, leading employees for outstanding success is a complicated task in most business organizations. As expressed by Abayomi (2020), ineffective leadership style is one of the fundamental causes of declining employee satisfaction. Employee job satisfaction is a widely researched phenomenon and plays a major role in the contemporary socio-economic condition of employees and the prosperity of business organizations. Leaders in many organizations have been criticized for adopting leadership styles that favour the top-down, instructive and control practice in leading their workers, which most often causes an adverse reaction from employees and impedes cordial relationship in the workplace (Akinbode & Fagbohunde, 2012). Besides, the growth trajectories in some industries have been dislocated due to the discrepancy in the ability of leadership to adopt the right style in managing the workforce (Lok & Crowford, 2004). The degree of employee job satisfaction is firmly linked to the leadership style. Based on the background above, the study aimed to investigate the relationship between leadership style and job satisfaction among employees' in the Nigerian breweries industry Plc. Specific objectives are: (1) To investigate the relationship between leadership styles (consisting of transformational, transactional and laissez-faire leadership styles and job satisfaction among employees in the Nigerian breweries industry Plc. (2) To determine whether the level of job satisfaction is connected to gender identity (male/female) among employees in the Nigerian breweries industry Plc. and (3) To investigate if age is related to the level of job satisfaction among employees in the Nigerian breweries industry Plc. Based on the above specific objectives, this study addressed three research hypotheses:

Ho1: There is no statistical relationship between leadership styles and job satisfaction among employees in the Nigerian breweries industry Plc.

Ho2: There is no statistical relationship between the level of job satisfaction and gender identity (male/female) among employees in the Nigerian breweries industry Plc.

Ho3: There is no statistical relationship between age and the level of job satisfaction among employees in the Nigerian breweries industry Plc.

2. Literature Review

2.1 The Notion of Leadership

Leadership has gotten the acknowledgement of academics and business practitioners. There is a wide-ranging multiplicity of definition and meaning of leadership. Stogdill (1974) remarked that studies of leadership revealed as many diverse descriptions of leadership, similar to the number of people who have defined it. Leadership refers to the achievement of objective through the direction and guidance of a leader. Burns (2003) said that leadership is a process of influencing an individual or group of people in a planned

way to accomplish goals. According to Avolio and Bass (2004), leadership is a social process through which leaders influence many organizational-wide outcomes which are relevant to and have a remarkable influence on the performance of the company. Hamidifar (2010) defined leadership as the process of fostering the relationship between leaders and subordinates. Leadership, according to Motowidlo and Kell (2012), can be defined as a procedure to influence employees to accomplish desired goals. A leader, according to Westcott (2014), is a person who leads and coordinates the activities of a group of people. Amankwaa and Anku-Tsedde (2015) viewed leadership as a process of persuading others to accomplish a given task effectively. As a process, leadership involves the absence of coercive power. As a property, leadership consist of a set of characteristics credited to someone who is observed to use influence effectively. Leadership is a way of encouraging subordinates and promoting a passionate organizational climate and culture towards the accomplishment of company goals (Alghazo & Al-Anazi, 2016).

Definition and Meaning of Leadership Styles

The trait approach of leadership highlights the leader's features and qualities. The trait methodology focuses on what traits are demonstrated by leaders and who possess those traits. Some of the critical leadership traits are intellect, attentiveness, vision, understanding, accountability, imaginative, doggedness, and openness (Armstrong, 2012). According to Burns (2003), optimal leadership behaviour can be considered as those who can modify their behavioural style according to the circumstances. The divergence of opinion concerning leadership traits and behaviour has led to the development of research on situational theories of leadership (Mostovicz, Kakabadse, & Kakabadse, 2009). Armstrong (2012), leadership style refers to the approach adopted by a leader to coordinate work activities. Leadership style, according to Ng'ethe, Namusong, and Iravo (2012), refers to specific behaviour exhibited by a leader to motivate employees towards the accomplishment of goals. The most common forms of leadership styles are:

Transformational Leadership Style

Transformational leadership is a practice through which leaders change and transform subordinate towards effective performance (Hall, Johnson, Wysocki, Kepner, Farnsworth, & Clark, 2015). According to Bass (1997), transformational leaders act supportively with subordinates by engaging them and encouraging them to strive towards the accomplishment of firm objectives. Transformational leadership encompasses four dimensions, namely, idealized influence inspirational motivation, intellectual stimulation and individualized consideration (Mavis, Carol, Hsing-Er, & Edward, 2012).

Transactional Leadership Style

Burns (2003) defined transactional leadership as one that promotes the exchange of rewards and sanctions to tasks accomplishment. Transactional leadership style focuses on how the employee meets stipulated targets. Transactional leadership theory is founded on two elements: contingent reward method and management-by-exception-active and passive. The contingent reward is a situation where rewards are offered in exchange for accomplishing desired goals (Kwasi & Emmanuel, 2016). Management-by-exception active occurs in a case where a leader takes a forceful approach to ensure tasks accomplishment (Michael & Alex, 2019). Management by exception-passive is a form of leadership practice that is damaging to the company because the leaders only interfere to correct errors (Breevaart, Bakker, Hetland, Demerouti, Olsen, & Espevik, 2014).

Laissez-faire leadership style

Laissez-faire leadership style is a leadership practice where a leader does not interfere with how subordinates accomplish assigned tasks. This form of leadership style is associated with idleness and ineptitude (Limsila & Ogunlana, 2008). The laissez-faire style of leadership upholds a hands-off tactic and are hardly participate in decision-making. According to Burns (2003), laissez-faire leaders is the least performing and least operational form of leadership style.

2.2 Leadership Styles and Employee Job Satisfaction

There is a general claim that employees may give up their jobs as a result of bad leadership. The above analogy articulates how critical leadership is for an organization to accomplish several important outcomes. Good leadership can develop and sustain an effective workforce. Leadership brings direct and indirect influence on the workers' performance and effectiveness. Riaz and Haider (2010) claimed that good leadership is central to firm effectiveness and some other essential job outcomes, such as job satisfaction and commitment. The concept "job satisfaction" is a topical issue of interest in a diverse field of study. In simple words, job satisfaction refers to the level to which workers derive pleasure from their work. Spector (1997) conceptualized job satisfaction as an employee's emotional perception of the job attributes as either satisfying or not. As expressed by Sledge, Miles, and Copping (2008), high levels of job satisfaction are connected with lessened stress, improve employee performance, firm growth, and improved employee commitment. Job satisfaction, according to Rezvani, Chang, Wiewiora, Ashkanasy, Jordan, and Roxane (2016), increases employee performance. For example, a satisfied employee will likely accomplish their allocated tasks effectively. Kalsoom, Khan, and Zubair (2018) remarked that leadership is a vital issue in an organization and the most significant proficiency for the firm's leaders in the adoption of effective style in managing the workforce. Transformational leadership style has a positive effect on job satisfaction, whereas transactional leadership style has a non-significant influence on job satisfaction (Saima & Isaiah, 2018). A research conducted by Choi, Goh, Adam, and Tan (2016) documented that transformational leaders are primarily focused on how to engage employee positively and in the process, enhance job satisfaction.

2.3 Theoretical Background

The theoretical framework that guides this study is transformational leadership theory proposed by Burns in 1978. Transformational leadership is vital in coping with changes and difficulties in the workplace (Burns, 2003). According to Chandra and Priyono (2016), transformational leadership stimulate a work climate that advances employee self-confidence, energy, competence to cope with sudden changes and by extension improvement of overall firm performance. According to Bass and Avolio (2004), transformational leaders stimulate subordinates by paying concerted attention to their concerns and offer the needed support to overcome both personal and work complications. Transformational leadership, according to Bass (1985), is a leadership practice that initiates and incorporates mechanisms through which employees can cope with organizational change. Transformational leadership is founded on four major dimensions, namely, charismatic, inspirational, intellectual and individualized leadership styles. Charismatic leaders demonstrate leadership drive-in way and manner that places him or her as a competent person for the coworkers to emulate. With such drive, such a leader becomes cherished and respected (Reid & Dold, 2018). Inspirational motivation denotes the level to which a leader demonstrates behaviour that encourages subordinates to work effectively (Bass & Bass, 2008). Intellectual stimulation is a way through which the leader inspires their subordinate and encourages them to be imaginative (Bass, 1985). Individualized consideration is the fourth elements of transformational leadership. According to Bass and Avolio (2004), individualized consideration denotes to the level to which the leader demonstrates concern towards subordinate desires and provide the required support. The rationale for using transformational leadership theory is founded on the fact that its underlying notions are based on need accomplishment, skills development, autonomy, and self-recognition, all of which are vital to employee job satisfaction. Therefore, when leaders offer the necessary encouragement and motivation to their subordinates, they inspire them to accomplish personal and organizational objectives.

3. Methodology

This study adopted a correlational research design, using a quantitative approach. The target population for this study consisted of 736 employees who are a manager at Nigerian Breweries-NB Plc. Yemane formula (1967) was used to obtain a sample size for this study, arrived at 400 sample size. The formula is: $n = N / 1 + N(e)^2 = 736 / 1 + 736(0.05)^2 = 399.45$. The participants were selected through stratified random sampling

technique across 12 breweries plants, 12 regional business units and headquarter of NB Plc in Nigeria. These strategic business units spread across states in Nigeria. An online survey method, known as Survey Monkey, was used to obtain information from the respondents who are managers at NB Plc. The survey instrument (questionnaire) was designed off-line and uploaded to the Survey Monkey site. The benefits of online data collection approach compared to paper-based survey includes the speed of data collection, relatively cheaper to conduct and the inability of the researcher(s) to excessively interfere with the opinions of the respondents. The opening page of the questionnaire presents comprehensive information such as the nature of the study, informed consent, privacy concerns and how to seek clarification concerning the questions stated on the questionnaire. The official email address of the participants was obtained from the Human Resources Department of the company and the Web link to access the survey was sent to all the participants electronically. Questionnaire items were adopted from validated instruments, namely the Multifactor Leadership Questionnaire (MLQ) developed by Bass in 1985 and the Job Satisfaction Survey (JSS) scale developed by Spector (2011). The reliability and validity of both instruments have been documented in many studies and found satisfactory (Burns, 2003; Spector, 2011; Musenze, 2016). Descriptive statistics were run to provide a snap view of how the participants responded to the questions on gender, and age. Hypotheses were tested using Pearson correlation analysis, t-test and analysis of variance.

4. Results and Discussion

Hypothesis One

There is no statistical relationship between leadership styles and job satisfaction among employees in the Nigerian breweries industry Plc.

Table 1: Correlation Matrix of Leadership styles and Employee Job satisfaction

	Mean	SD	1	2	3	4
Transformational Leadership	3.19	.616	1			
Transactional Leadership	2.20	.765	.269**	1		
Laisses-faire Leadership	1.29	1.406	.077	.726**	1	
Employee satisfaction	3.48	.364	.006	.165*	.192**	1

Source: Field Survey, 2019

As shown in Table 1, the mean values for the transactional and laisses-faire leadership styles are comparatively low compare to the transformational leadership style. However, employee satisfaction is relatively higher. As depicted in Table 4, the correlation matrix revealed low, to moderate and high positive correlations (the correlation ranged from .006 to .726). The dimensions of leadership styles exhibited low to a moderate and high positive relationship with one another. From Table 1, the association among leadership styles and employee satisfaction show that, transformational leadership style and employee satisfaction ($r=.006$, $p>0.01$), transactional leadership style and employee satisfaction ($r=.165^*$, $p<0.01$), and laisses-faire leadership style and employee satisfaction ($r=.192^*$, $p<0.01$).

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.369	.136	-.067	.376

Source: Field Survey, 2019

Table 3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.379	4	.095	.671	.621
Residual	2.400	17	.141		
Total	2.779	21			

Source: Field Survey, 2019

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients B	T	Sig.
	B	Std. Error			
Constant	2.902	.592		4.904	.000
TRL	-.019	.141	-.032	-.136	.893
TRC	.024	.164	.052	.149	.883
LZF	.039	.086	.152	.456	.654

N.B.- TRL = Transformational leadership style, TRC= Transactional leadership style and LZF= laisses-faire leadership style.

Source: Field Survey, 2019

As shown in Table 2, the correlation coefficient $R=.369$ indicates that there is a moderate positive non-significant correlation between leadership and employee job satisfaction. Table 3 shown that leadership accounted for 13.6% of the variation of employee job satisfaction. From Table 4, transformational leadership ($-.032$, $p>.05$), transactional leadership ($.052$, $p>.05$) and laisses-faire leadership style ($-.052$, $p>.05$). The adjusted R^2 is $-.067$. From Table 3, the computed F-ratio is $.671$ at $p>.05$ which is non-significant. Based on all the previous results, the findings of this study do not support the statistical relationship between leadership and job satisfaction. Thus, it is hypothesized that there is a statistical relationship between leadership and employee job satisfaction. Findings of several empirical research have reported a significant positive association between transformational leadership and job satisfaction. For instance, a study was done by Sulieman, Hussain, and Ayat (2011) and Bateh and Heyliger (2014) demonstrated a positive relationship between transformational leadership and job satisfaction. Research carried out by Hongnou, Tesaputa, and Sri-Ampai (2014) reported a significant and positive association between transactional leadership and job satisfaction. On the contrary, Voon, Lo, Ngui, & ve Ayob (2011) and Ali, Zhong-Bin, Jiang-Ping, Ali, and Sultan (2018) said that employee job satisfaction is not dependent on the transactional leadership style. Overall, several scholars have expressed that laisses-faire leadership represents a situation of no leadership and therefore, may not be connected to employee level of job satisfaction (Abayomi, 2020). The company, where leaders failed to adopt an effective style, job satisfaction and emotional feelings of their subordinates, will be very low and there is a high tendency that employees will exert little efforts in achieving the objectives of the firm (Cumming, McGregor, Davey, Lee, Wong, Lo, et al., 2010).

Hypothesis Two

There is no statistical relationship between the level of job satisfaction and gender identity (male/female) among employees in the Nigerian breweries industry Plc.

Table 5: Descriptive statistics

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	159	3.48	.361	.029
Female	63	3.48	.375	.047
Total	222			

Source: Field Survey, 2019

Table 6: Independent Samples Test

	Levene's Test for Equality of Variances				
	F	Sig.	T	Df	Sig. (2-tailed)
Equal variances assumed	.694	.406	-.067	220	.946
Equal variances not assumed			-.066	110.090	.947

Source: Field Survey, 2019

As shown in Table 5, the descriptive statistics, as indicated by mean values, suggest that the level of job satisfaction of male and female employees at the Nigerian Breweries Plc is somewhat similar. As indicated in Table 6, F-value is .694, $t = -.067$, p-value was equal to .946, which indicates that $p > .05$. The above result shows that the level of job satisfaction is not related to the gender identity of employees at the Nigerian Breweries Plc. Based on the above findings, hypothesis two, which states that gender identity has no statistical association with employee job satisfaction, is supported by the finding of this study. The major rationale argued in numerous literature concerning gender difference in connection to job satisfaction is that females have diverse expectations about their job compare to males. According to Salami (2001), some roles in the workplace is connected with masculinity and femininity that influence job satisfaction. The finding of this study corroborated the results of studies carried out by Oladosu and Adeniji (2015), and Marasinghe and Anusha (2018) which reported that gender identity is related to employee degree of job satisfaction. On the other hand, it contradicts the outcome of research done by Mesh'al Kh and Adnan (2018) that documented an association between employee job satisfaction and gender identity significantly.

Hypothesis Three

There is no statistical relationship between age and the level of job satisfaction among employees in the Nigerian breweries industry Plc.

Table 7: Descriptive statistics

Age groups	N	Mean	Std. Deviation	Std. Error Mean
26 – 35 years	78	3.48	.383	.043
36 – 45 years	102	3.47	.356	.035
46 – 55 years	42	3.50	.354	.055

Source: Field Survey, 2019

Table 8: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.030	2	.015	.113	.893
Within Groups	29.214	219	.133		
Total	29.244	221			

Source: Field Survey, 2019

Table 7, reveals slight dissimilarities in employee job satisfaction. Across the three age clusters, those within the age brackets of 46 – 55 years demonstrate slightly higher job satisfaction, while those within the age brackets of 36 – 45 years exhibited slightly lower job satisfaction compared to the other two age clusters. As shown in Table 8, $F(2, 221) = .113$, p-value equal to .893, which indicates that $p > .05$. From the above results, hypothesis three, which states that age has no statistical association with employee job satisfaction, is supported by the finding of this study. Studies carried out by Andrzej, Marzena, Aleksandra, and Aleksandra (2019) and Shrestha (2019) corroborated the findings of this study. On the other hand, the finding of this study contradicts the outcomes of research carried out by Mocheche, Pamela, and Bosire (2018), who reported that is significantly connected to job satisfaction.

5. Conclusion and Recommendations

This study examined leadership styles and job satisfaction of employees at NB Plc. Findings of the study demonstrated that the three leadership styles are connected to employee level of job satisfaction, but do not predict job satisfaction. Also, both gender and age differences were not significantly correlated to employee job satisfaction. Leadership is a vital issue in the management of workers and has been widely recognized

as the primary factor determining whether a company succeeds or fails. The primary role of a leader is to enhance organizational effectiveness, inspire positive relationships, facilitate effective teamwork, and boost morale and satisfaction of the workforce, among others. To reinforce the above responsibilities, the adoption of an effective leadership style is very fundamental. Leaders that adopt effective leadership style have greater opportunity to succeed because they are in a better position to motivate, inspire and foster subordinate job satisfaction. The adoption of effective leadership style also, enable leaders to engenders enthusiasm, promotes shared vision, identifies outstanding undertakings, and encourages creativity that is prerequisite to employee job satisfaction. Thus, if organizational leaders can adapt and teach effective leadership style, they can control their expectations from subordinates and on that basis, instil that behaviour or seek someone who possesses them. Managers across business sector may need to understand the significance of multidimensional and contextual features of leadership styles to establish effective work tactics actively and processes which may influence the quality of job output and by extension employee job satisfaction. Therefore, leaders should develop exceptional competences based on company settings, followership and job demand to adopt the most effective leadership style in encouraging employees towards the desired behaviour. Besides, training and development programs for leaders regarding the development and adoption of an effective leadership style will go a long way to satisfactorily develop them to offer effective leadership that will foster job satisfaction in the workplace.

6. Limitations of the Study and Suggestion for Further Research

The population of this study is limited to participants at Nigerian Breweries Industry Plc. The results from the data cannot accurately establish the relationship between leadership styles and job satisfaction in the entire brewery industry. It is suggested that future researchers incorporate other breweries firms to enlarge the generalization of the findings. In this research, the focus was only on leadership styles and employee job satisfaction. However, there are countless other variables such as company reward system, organizational climate and team support, to mention a few that may mediate the association between leadership styles and job satisfaction. Other researchers could focus on the variables above to come up with a more robust finding.

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