



LEADERSHIP STYLES AND JOB SATISFACTION AMONG THE EMPLOYEES OF MULTIMEDIA UNIVERSITY, NAIROBI COUNTY, KENYA

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Abstract: Job satisfaction has an effective role in employee service delivery and performance. It enhances creativity levels, work experience, and organizational work output among staff. Therefore, Job satisfaction is considered an aggregate of work environment elements that constitute an organization's internal principle on how employees interact with the employer. Different leadership styles have different effects on the level of employee job satisfaction. The public higher education sector in Kenya has over the years been blamed for poor service delivery and employee performance, which may be attributable to the type of leadership styles in higher learning institutions. This study, therefore, examined leadership styles and job satisfaction among the employees of public offices in Kenya to determine the influence of transformational leadership style on job satisfaction among employees. The study involved a sample of 197 employees who were randomly selected from a population of 386 employees. This sample comprised teaching staff and non-teaching staff. After acquiring a research permit from the relevant bodies, two sets of structured questionnaires were used to collect data, the supervised employees' questionnaire, and the supervisors' questionnaire. Data obtained was analyzed using Statistical Package for Social Scientists (SPSS) version 26.0. The study revealed that, in the transformational leadership style, leadership through idealized influence by inspirational motivation significantly influenced job satisfaction. To expand the understanding of the influence of leadership styles on job satisfaction among employees, the researcher recommends further research work based on larger samples across different universities in Kenya and Africa. This will help to explain better the proper pattern of interactions among variables of the study.

IndexTerms - Employee, Job Satisfaction, Laissez-Faire leadership, Leadership Styles, Transactional leadership, Transformational leadership, Leadership

1.0 INTRODUCTION

Effective management of employees has been proven by scholars as achievable through leadership behavior, which promotes employee commitment and productivity (Aziri, 2011; Jung, 2014; Cornelissen, et al., 2011). Employees' performance can be highly affected by many factors arising from within and outside the organizational context (Islam, et al., 2012). One of the main items that improve human resources is job satisfaction (Maharjan, 2012). Job satisfaction has an effective role in successful staff and their performance at public educational organizations (Al-zu'bi, 2010; Islam, et al., 2012). Therefore, it can develop the amount of creativity, work experience; organizational outcomes among staff (Khera & Gulati, 2012; Mohammad, et al., 2011; Sohail & Delin, 2013). Employee job satisfaction comprises both psychological and physiological elements that combine to establish how employees feel about their jobs. Establishing the level of satisfaction of employees involves identifying job role factors that motivate employees both internally and externally to create contentment and fulfillment in their jobs (Chukwura, 2017). Cubay (2020), defines job satisfaction as the enjoyment feeling that emanates from carrying out a job's tasks and the related motivations within the organization. Maslow's hierarchy of needs and Herzberg theories provide a pedestal on which factors of job satisfaction can be identified and improved in the organization.

Individual feelings and related environments created by existing leadership combine together to establish employee satisfaction levels (David & Afnan, 2017). Essentially, job satisfaction is a type of organizational behavior that illustrates several reactions by employees towards a specific job and deposits both positive and negative effects one feels towards a job, and by extension, towards the organization (Fayzhall, 2020). Many organizations across the world now put high emphasis on job satisfaction as a crucial element in achieving their goals and objectives. Due to the increase in technology use and the need to uphold employee interests as much as organizational interests, organizations should develop elaborate social systems that not only provide the needed human capital but ensure that the employees are motivated to perform their best in achieving set goals (Gina & Henry, 2018). Mansoor (2019) underpins this argument when he states that decreasing or enhancing employees' level of satisfaction has a direct impact on organizational performance and thus, organizations must deliberately invest in various tools that motivate

employees. Low levels of employee satisfaction indicate abnormal behavior and may result in some vices such as absenteeism, and high turnover (Jabbar, 2018). Overall, it is a consensus that the style of leadership plays a crucial role in determining the level of employees' job satisfaction, however, the extent of influence depends on each type of leadership. Disregarding the impact of leadership style on employee job satisfaction levels could lead to in-depth problems that may be widespread and difficult to resolve. For this reason, this study aims to establish how the different types of leadership styles influence employees' job satisfaction levels.

2.0 Review of Literature

Researchers and scholars suggest that transformational, transactional, and laissez-faire leadership styles are the three common leadership styles in organizations, with transformational and transactional being the most dominant in organizations (Cornelissen, *et al.*, 2011; Ebrahim, 2018; Sohail & Delin, 2013). According to Mohammad, *et al.*, (2011), transformational leadership refers to leaders that give constructive feedback to their followers, as well as induce additional effort with the aim of reaching organizational goals. It is also considered an effective leadership style where employees and leaders can work together to achieve organizational goals. In transactional leadership, the leaders improve their employees' job satisfaction by promoting individual strengths through the reward (Mohammad, *et al.*, 2011). However, for any organization to be successful, leadership and employee job satisfaction play an important role (Ebrahim, 2018; Ramos, 2014). As effective leaders provide proper direction and lead to followers achieving the desired goals, employees having high job satisfaction are able to perform effectively and pursue organizational interests (Sarwar, *et al.*, 2015).

Laissez-faire leadership style is where leaders employ a non-transformational style and are uninvolved with their subordinates (Wong & Giessner, 2015, Mathieu *et al.*, 2015). Laissez-faire leaders make no policies or decisions but instead relegates the goals, decisions and challenges arising from the organization to the group members. The subordinates of a laissez-faire leader must be able to solve their own problems, work independently and even self-monitor in order to produce good results (Skogstad *et al.*, 2015). The presence of job satisfaction can increase personal efforts, communications, staff abilities, and the amount of personnel tendency toward their job and totally helps to growth of an organization (Aziri, 2011). High levels of employee job satisfaction can also reduce the organizational costs associated with unexpected absenteeism, turnover intention, and actual turnover (Chen, *et al.*, 2011; Jung, 2014). Researchers have examined the association between the two aspects and agreed that leadership creates a significant impact on job satisfaction among the employees.

According to previous international studies, external factors have a direct association with job satisfaction that drives from environmental items. Therefore, satisfaction is linked to many external factors such as leadership styles which effect on staff's feeling and change their attitudes towards job (Al-zu'bi, 2010; Ebrahim, 2018; Khera & Gulati, 2012; Sarwar *et al.*, 2015; Sohail & Delin, 2013). Ramos (2014), in a study that involved Philippines Savings Bank Batangas Branches, found out that, lack of attention to this inner feeling leads to some abnormal reactions such as turnover, absenteeism, dissatisfaction, insufficient behavior with other personnel at the organization. A study by Shafie, *et al.*, (2013) in Singapore explains that leadership in an organization is quite crucial to the employees who are the main drivers of the organization. It is important that employees are provided with the right direction and psychological satisfaction for the purpose of deriving results based on the assigned duties and responsibilities (Ebrahim, 2018). A study conducted in India by Maharjan (2012), on a sample of employees from both private and public sector showed that employee satisfaction is affected by the leadership style. From the findings, it was evident that both transformational and transactional leadership showed a positive effect whereas the negative effect was reported on laissez-faire (Maharjan, 2012).

A study by Rasool *et al.*, (2015) in a health sector in Pakistan found that both transformational and transactional leadership styles affect employee performance but the effect is more pronounced in transformational leadership than in transactional leadership style. Research conducted by Voon, *et al.*, (2011) in Malaysia indicates that the transformational leadership style possesses a stronger relationship with job satisfaction, while the transactional leadership style possesses a negative relationship with job satisfaction among employees. The research suggested that transformational leadership should be considered suitable for managing government organizations. In South Africa, a study conducted by Saleem (2015) aimed to examine the effect of leadership styles on job satisfaction and to understand if supposed organizational politics had an intermediating role or not. The findings of the research revealed that transformational leadership had a positive influence while transactional leadership had a negative influence on job satisfaction. It was also suggested by the researcher that apparent organizational politics moderately mediate the association between both leadership styles and job satisfaction (Saleem, 2015). A study on the work satisfaction of professional nurses in South Africa by Pillay (2016), shows that there is overall dissatisfaction among South African nurses and highlights the disparity between levels of job satisfaction in the public and private sectors in relation to leadership styles applied.

In Morocco, Bhatti (2012) conducted research to determine the effect of leadership styles on job satisfaction in both public and private schools. The study revealed that the leadership styles create a positive impact on job satisfaction among employees. It was also revealed that public school teachers had a high level of job satisfaction as compared to private schools' teachers. It was found that the leadership styles followed by public schools made employees freer in discussing issues with their leaders, which created a sense of responsibility among them. Leadership styles are crucial predictors of satisfaction levels among employees and are a vital role in human resource management among public universities. Bernarto *et al.* (2020) describes leadership as a management subordinate that determines interactions and social communications amongst employees of an organization. Bright (2020) considers leadership as an essential factor that can influence basic human behaviors depending on its style or type. Likewise, Nam and Park (2019), states that leadership is the sum total of interactions between organizational leaders and subordinates in how they work with and through one another.

Previous studies in Kenya have shown that the quality of public services can be improved through increasing employee job satisfaction (Otera, 2018). However, there have been cases of employee dissatisfactions as evident from previous research. For instance, according to Otera (2018), as a result of leadership styles, employees at Airtel Kenya, a telecommunication company, face problems of organizational policies where the organization indulge in unfair application of organizational policies on issues like promotions; line managers engage in unfair treatment of employees like unnecessary victimization. The opportunities for career development are limited because expatriates hold most senior roles. There is also no effort to encourage creativity and innovation, having in mind the dynamic environment upon which the organization operates in. From the background, it is evident that the relationship between leadership styles and job satisfaction has been researched more in the developed countries with various conclusions, many of which may be at variance with what may be obtainable in the developing economies like Kenya due to operational and cultural dispositions to work.

2.1 Trait Leadership Theory

Thomas Carlyle's developed trait leadership theory in 1849 on the premise that various traits including sociability, intelligence, determination, integrity and self-confidence, among others make up a leader (Kotter, 1990). The theory propagates that leaders are made of particular inborn characteristics and qualities that define their nature and style of leadership. According to the theory, a leader's traits are crucial to the overall organizational performance and therefore, participation in various leadership tests by candidates is vital in assessing the strengths and weaknesses of one's leadership skills (Northouse, 2018). The theory has helped in development of different leadership appraisal tools such as the Leadership Trait Questionnaires and Myers Briggs tests. Critics of the theory argue that the theory focuses only on the leader and not the follower and as such, is skewed in its analysis (Cherry, 2018).

Proponents of other theories such as the process leadership theory opine that the output of leadership is dependent on the interaction between the follower and the leaders and that it is not limited to persons with special qualities only but can be obtained through training, learning, and observation (Northouse, 2018). Further, research has proven that not all that possess innate leadership characteristics become leaders and nothing prevents followers from possessing the traits of leadership. The theory avails constructive leadership information that is crucial in understanding how the various leadership styles influence employees' job satisfaction levels. This theory is therefore important in the improvement and development of better leadership skills by managers, which will in turn improve their effectiveness resulting in improved job satisfaction among their subordinates.

2.2 Contingency Leadership Theory

The contingency leadership theory was first advanced by Fred Edward Fielder in 1964 and emphasizes the inter-relationship between a person's leadership personality and the situation under which the person operates. According to the theory, effective leadership depends on both the leader's tasks and the nature of the situation (Santos, 2021). The workplace environment can be affected by several factors such as team size, employee morale, project scope, organizational policies, tight work schedules, delivery deadlines, standards of behavior, expected quality output, and limited resources, among other situational factors. Contingency leadership theory opines that the more a leader's personal traits match with situational needs in their place of work, the more effective the leader is (Heli, 2021). As per this theory, therefore, leadership effectiveness is not constant but dependent on the situation and as such, a leader can be effective in one task and be non-effective in another. The theory emphasizes that for one to maximize the probability of being an effective leader, they have to critically examine the situation and determine the relevance and applicability of their leadership styles to be effective (Santos, 2021). Leaders are thus, people who are constantly aware of their environment, adaptable, and particularly objective depending on the situation. The theory is made up of two factors: the leadership style measured using the Least Preferred Coworker Scale (LPC) and situational favorableness which describes how favorable a situation is (Owusu-Agyeman, 2021).

On one hand, relationship-oriented persons will rate their co-workers highly (high LPC) while task-oriented persons will rate their co-workers low (low LPC). On the other hand, situational favorableness is dependent on the leader-team relationship, task structures, and the leader's power position in rewarding or punishing subordinates (Heli, 2021). The theory has been criticized for its lack of flexibility based on the belief that a person's natural leadership style is fixed. Some critics of the LPC model opine that the model can fail to portray personality traits as expected because there is no clear comparison between the high-LPC and low-LPC leaders (Owusu-Agyeman, 2021). However, the theory will be crucial in understanding the situational adaptability influence of various leadership styles on employees' level of job satisfaction.

2.3 Situational Leadership Theory

Hersey, P., & Blanchard, K. H. advanced the situational leadership theory in 1969. They further propagate that leaders adapt a leadership style according to the subordinates' maturity levels (Graeff, 1983). The theory argues that the followers' characteristics determine the behavior of leaders. Hersey and Blanchard's situational leadership model comprises four styles namely; telling or directing, coaching or selling, supporting or participating, and delegating (Wuryani, et al., 2021). Telling and directing applies where individuals lack the requisite skills but are willing to work. The style emphasizes on directive behaviors with a mild focus on supportive behavior. Coaching and selling style strongly emphasizes on supportive and directive behaviors and applies where individuals are unwilling to work but can work (Cuaresma-Escobar, 2021). The supporting or participating style emphasizes highly on supportive behavior and applies where employees are experienced, and can work, but lack the willingness to take responsibility (Mustofa & Muafi, 2021). The delegating style puts low emphasis on both supportive and directive behaviors and applies where individuals can work well, are experienced, willing to work, and are ready to take responsibility for their work (Wuryani, et al., 2021). In all of these leadership styles, effective leadership depends on both the followers being led and maturity level is an individual's willingness and ability to execute a task successfully.

According to the theory, skill level, job knowledge, and experience are matched with an individual's motivation to learn a task and confidence in their learning ability (Mustofa & Muafi, 2021). However, critics of the theory argue that it does not clearly explain how subordinates transit from low to high development levels and that it does not explain how employees' leadership preferences are affected by demographic characteristics (Cuaresma-Escobar, 2021). Nonetheless, the theory is quite practical in that it does not only focus on the leader but more so, on the follower when evaluating leadership style influence on employee level of job satisfaction. Therefore, the theory is vital in understanding the effect of leadership style on employees' levels of job satisfaction.

2.4 Herzberg's Two Factor Theory

Psychologist Frederick Herzberg (Herzberg, 1965) proposed this theory, also called Motivation-Hygiene. Herzberg approached the question of motivation and satisfaction in a different way. By asking individuals what satisfies them on the job and what dissatisfies them, Herzberg came to the conclusion that aspects of the work environment that satisfy employees are very different from aspects that dissatisfy them. Herzberg labeled factors causing dissatisfaction among workers as "hygiene" factors because these factors were part of the context in which the job was performed, as opposed to the job itself (Herzberg, 1965). Hygiene factors included company policies, supervision, working conditions, salary, safety, and security on the job. Motivators are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities. According to Herzberg (1965), motivators and satisfiers are the conditions that truly encourage employees to try harder, a job should have sufficient challenge to utilize the full ability of the employee and if a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task of replacing the employee with one who has a lower level of skill (Herzberg, 1965).

If a person cannot be fully utilized, then there will be a motivation and satisfaction problem. Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Despite Herzberg's theory's weaknesses, its enduring value is that it recognizes that true motivation and satisfaction come from within a person and not from hygiene factors (Ahmed, 2012). This theory is relevant to this study in that it recognizes that employees have needs that operate in them which should be addressed by leaders in their organization. The leadership style adopted and in operation within an organization will determine whether employee needs are addressed. Hence, on this premise, the current study will determine the link between leadership styles namely, transformational, transactional, and laissez-faire, and job satisfaction.

2.5 Transformational Leadership Style

Cahyono, et al. (2020) analyzed how organizational commitment and job satisfaction are affected by transformational leadership among lecturers in private universities in Tangerang, Indonesia. Random sampling was employed to collect data from 151 lecturers out of whom 102 formed the study's samples. Data analysis was conducted through the SmartPLS 3.0 software. The results of the analysis showed that the intellectual stimulation, individualized consideration, and idealized effect dimensions of transformational leadership style were positively and significantly correlated to job satisfaction. Except for intellectual stimulation, other dimensions of transformational leadership mentioned above had no significant effect on organizational commitment. The research paper recommended that the institutions of higher learning enhance transformational leadership style to achieve the best possible outcome for their employees.

In India, Gyanchandani, (2017) assessed the transformational leadership style's effect on team performance among employees in the IT sector in Pune, India. A descriptive research design was employed and stratified sampling was adopted in arriving at the sample. The study's sample was 262 employees and structured questionnaires were used in data collection whereas the analysis was done using SPSS. The paper established that the transformational leadership style was positively connected to employee performance and job satisfaction. The researcher emphasized the fact that this type of leadership inspires creativity and innovation among employees, which highly increases organizational growth and productivity. Abouria & Othman (2017) investigated the relationship between transformational leadership style, organizational commitment, job satisfaction, and turnover intentions and the direct effects among bank representatives in Saudi Arabia. The study adopted a descriptive research design and a five-point Likert-scale questionnaire was used in data collection. Out of 300 questionnaires administered, 181 were returned representing a 60 percent response rate. SPSS was employed in data analysis. The outcome of the research revealed a significant and positive connection between transformational leadership style, organizational commitment, job satisfaction, and the representatives of banks. The results suggest a reverse relationship between the personnel's level of job satisfaction.

Musa, Y., et al. (2018) assessed the impact of transformational leadership on the level of employee performance among employees of the Federal College of Education in Zaria, Nigeria. The paper adopted a survey research design and primary data were collected using a structured questionnaire. The data was complemented using secondary data and analyzed using the SPSS software version 20. To establish the relationship between the study variables, the study used regression analysis to test the hypotheses. The study revealed a significant relationship between transformational leadership style and employee performance and job satisfaction. The researchers conclude by noting that viable and proper leadership is one that considers employees' feelings, spurs employees' innovation, and encourages employees' creativity. Further, the research paper recommended that top leadership in the organization should fully embrace the transformational leadership style and practice its underlying principles such as pragmatism, employee coaching, rewards and employee recognition, employee role modeling, visionary stewardship, innovation, as well as employee empathy. Taylor-Pearce (2015) sought to determine the correlational relationship between leadership styles and job satisfaction among employees of two large telecommunication corporations in Sierra Leone. The study analyzed both intrinsic and extrinsic employee job satisfaction against various leadership styles including the laissez-faire, transformational, and transactional leadership styles. Data collection was done using multi-factor and Minnesota satisfaction Questionnaires with a total of 47 workers positively giving feedback.

The study demonstrated that whereas a negative relationship existed between employee intrinsic and extrinsic job satisfaction and laissez-faire leadership style, transformational leadership was positively related to employee intrinsic and extrinsic levels of job satisfaction. Further, the study established that while no relationship exists between extrinsic employee job satisfaction and transactional leadership style, there was a positive relationship between the transactional leadership style and intrinsic employee job satisfaction. Mohamed (2021) investigated the role of the transformational leadership style in the intra-organizational knowledge transfer process among telecommunication organizations in Algeria. A quantitative survey method was applied in the research and a population of 204 employees from three corporations was targeted. Data collection was done using structured multi-factor questionnaires, which were administered randomly across the target population. SPSS version 21 was adopted in data analysis and regression analysis was used to explain the relationship between the study variables. The results demonstrated that the transformational leadership style was positively and significantly related to intra-organizational knowledge transfer in the organizations. Further, the researcher opined that the transformational leadership style is a progressive style of stewarding an organization to achieve higher employee performance and satisfaction levels.

In Kenya, Barasa & Kariuki (2020) sought to determine the nature of the relationship existing between transformational leadership and the level of job satisfaction among employees in the county government of Kakamega, Kenya. The descriptive study design paper targeted a population of 188 employees of the county and achieved an 81 percent response rate with 174 respondents successfully responding to the questionnaires. Chi-square was used to analyze the collected data. The outcome of the investigation revealed that transformational leadership was positively related to job satisfaction with the study recommending that more research should be done on the effect of other forms of leadership styles within the same settings to realize comparability among the styles.

Aondo, Ngui, & Okeyo (2020) analyzed staff loyalty as an intervening variable in the relationship between job performance and leadership style among employees in chartered Universities in Kenya. The paper adopted a positivist philosophy approach and a cross-sectional survey design. The target population was 49 Universities and respondents included employees in both the teaching and the non-teaching categories. A sample size of 362 was arrived at using the Yamane formula and questionnaires were distributed equally to all participating institutions. SPSS was employed in data coding and analysis. The research established that staff job performance increased with an increase in staff loyalty. Hence, the researchers noted that staff loyalty positively influenced the relationship between transformational leadership and employee job performance and satisfaction. The study recommended

transformational leadership style as a formidable way to be employed by managers to attain and sustain staff loyalty and reduce employee turnover in the organization.

Njiinu (2018) investigated how transformational leadership style influenced job satisfaction among commercial bank employees in Kenya. The study had a population of 10,310 managerial employees, out of which a sample of 424 was obtained using stratified sampling. Questionnaires were employed in data collection and a response rate of 82 percent was achieved. Both inferential (Chi-square, ANOVA, linear regression, and Pearson's correlation) and descriptive statistics (standard deviation and mean) were used in data coding and analysis. SPSS was the analysis tool. The study established that transformational leadership significantly influenced employee job satisfaction. The paper recommends that the transformational leadership style should be employed where higher employee job satisfaction levels are desired. Among the factors noted to enhance job satisfaction by the study were delegation, support, and mentoring of employees. The study recommends that more research should be done to establish how transformational leadership influences employee job satisfaction levels in other sectors.

3.0 Methodology

The study used a descriptive survey research design when collecting respondents' data. This method was found suitable for describing the influence of leadership styles on the level of job satisfaction among the employees of Multimedia University of Kenya in their natural setting, as it exists at present. The total sample population was 386 which comprised 258 non-teaching members and 128 teaching members of staff. The study used two sets of questionnaires when collecting respondents' data. The two sets of questionnaires used were, supervised employees' and supervisors' questionnaires. The Respondent's data collected was pre-processed before analysis to detect and correct errors and omissions that might have been identified in the raw data. Editing was done to ensure that the data is consistent with other gathered facts, accurate, as complete as possible, uniformly entered, well tabulated, and arranged to facilitate coding (Birley & Moreland, 2014). Descriptive statistics that were used in this study provided a description of the data using frequencies and percentages for quantitative data. Content analysis was used to analyze data obtained from the open-ended questions. Multiple linear regression analysis was used to establish the relationship between variables. Specifically, to determine the influence of leadership styles on job satisfaction. The Pearson correlation coefficient was used for testing the strength of associations among variables.

3.1 Ethical Considerations

Before the commencement of this study, the researcher acquired authorization from Tangaza University College Ethics and Research Committee was sought, a license from NACOSTI as well as an authorization letter to collect data from the Deputy Vice-Chancellor in charge of Academic Affairs, Research, and Innovation (DVC, AA, R & I), Multimedia University of Kenya. The researcher ensured that the data collected was used solely for research purposes and that the participants were not subjected to any harm in any way whatsoever. Respect for the dignity of research participants was prioritized. The researcher sought full informed consent from the participants prior to the study and protected their privacy and confidentiality. Participants had the right to withdraw from participating in the study at any time if they so wished. Communication-related to the research was carried out with honesty and utmost transparency. Offensive, discriminatory, and other unacceptable language were avoided in the research instruments. All the guide principles concerning data collection, processing, storage, and dissemination were adhered to in accordance with The Kenya Data Protection act 2019 regarding data subjects (Data Protection Act 2019). The respondents were assured of anonymity and confidentiality by requiring them not to indicate their names or personal numbers in the questionnaires.

4.0 Findings and Discussions

This section presents findings and discussion of leadership styles and job satisfaction among the employees of multimedia university, Nairobi county, Kenya in details.

4.1 Influence of Transformational Leadership Style on Job Satisfaction Level

To determine the influence of transformational leadership style on job satisfaction, the results in Table 1 was used. This result shows descriptive statistics of responses of staff with work supervisors on variables of transformational leadership style. Descriptive statistics show that the supervised respondents generally had the opinion that their supervisors sometimes exhibit transformational leadership. This is evidenced by variables that had a mode rating of 3 and a median and mean of between 3.04 and 3.40. However, the respondents also had an opinion that their supervisors showed idealized influence on them by making them feel good to be around them fairly often. The mode rating for this influence was 4 and the median was 3.43 while the mean and standard deviation (s.d.) were 3.27 and 1.34, respectively. The respondents also felt that their supervisors helped them to find meaning in their work (mode=4, median=3.54, mean=3.39, and s.d.= 1.31). The variable "I am proud to be associated with my supervisor" had the lowest mode rating of 2, a median of 2.89, and a mean of 3.00 meaning that most respondents felt that they were proud to be associated with their supervisors once in a while.

Table 1: Descriptive statistics of responses on transformational leadership style

Transformational leadership style variables (Supervised respondents)	Percentage of respondents who rated:					Central tendency statistics				
	1	2	3	4	5	Mode	Median	Mean	s.d.	
Idealized Influence										
My supervisor makes me feel good being around him/her (TRF1)	16.3	10.2	25.2	27.2	21.1	4	3.43	3.27	1.34	
I am proud to be associated with my supervisor (TRF2)	13.6	29.3	18.4	21.1	17.7	2	2.89	3.00	1.32	

Inspirational Motivation									
My supervisor expresses with a few words what we could and should do (TRF3)	15.0	15.6	27.2	23.8	18.4	3	3.21	3.15	1.31
My supervisor helps me find meaning in my work (TRF4)	12.2	12.2	24.5	26.5	24.5	4	3.54	3.39	1.31
My supervisor inspires me in what I do (TRF5)	12.2	18.4	26.5	19.0	23.8	3	3.23	3.24	1.33
Intellectual Stimulation									
My supervisor provides me with new ways on working at puzzling things (TRF6)	10.9	20.4	34.7	21.8	12.2	3	3.04	3.04	1.16
My supervisor gets me to rethink ideas that I had never questioned before (TRF7)	12.2	16.3	30.6	22.4	18.4	3	3.20	3.18	1.26
Individual Consideration									
My supervisor lets me know how she/he thinks I am doing (TRF8)	10.2	12.2	30.6	29.9	17.0	3	3.40	3.31	1.19
My supervisor gives personal attention to others who seem rejected (TRF9)	8.8	17.0	29.9	23.1	21.1	3	3.31	3.31	1.23

Results in Table 2 illustrate descriptive statistics of the responses of supervisors on how they practice transformational leadership style. Generally, the supervisors agreed that they often practice inspirational motivation by helping others to find meaning in their work (TRF4) and expressing with a few words what should be done (TRF3). The supervisors generally had an opinion that they sometimes showed individual consideration, gave intellectual stimulation, and showed idealized influence.

4.2 Findings on Responses on Variables of Job Satisfaction

Results in Table 2 are descriptive statistics of responses on variables of job satisfaction. The supervised respondents generally strongly agreed that communication seemed good within the studied organization (mode= 4, median=4.22, mean=3.71, and s.d. = 1.21). They agreed that they enjoy their co-workers; they were being paid a fair amount for the work they did, and that they enjoyed working with their co-workers.

The respondents, however, had an opinion that they were not satisfied with the benefits they received and that there was too little chance for promotion in their work. The respondents were generally neutral or disagreed with the rest of the job satisfaction variables. They gave a mode rating of 3, the median varied between 2.61 and 3.26 while the mean varied between 2.56 and 3.29. The lowest rated variable was “When I do a good job, I receive the recognition for it” which had a mode of 2, median of 2.42, mean of 2.51, and low standard deviation of 0.99, showing less variability of responses. This means that the respondents disagreed with the statement and indicates that they did not receive recognition for the good job they did. The respondents also disagreed that there was too much bickering and fighting at work and that they found it hard to work harder at their jobs because of the incompetence of the people they work with.

Table 2: Descriptive statistics of job satisfaction variables

Job satisfaction variables	Percentage of respondents who rated:					Central tendency statistics			
	1	2	3	4	5	Mode	Median	Mean	s.d.
I enjoy my co-workers (JS01)	8.8	6.1	20.4	34.0	30.6	4	4.22	3.71	1.21
I am not satisfied with the benefits I receive (JS02)	12.2	8.8	25.7	27.0	26.4	4	3.63	3.47	1.30
I feel I am being paid a fair amount for the work I do (JS03)	15.4	9.8	26.6	28.7	19.6	4	3.43	3.27	1.31
There is really too little chance for promotion on my work (JS04)	8.2	23.8	23.1	24.5	20.4	4	3.28	3.25	1.25
I like the people I work with (JS05)	9.5	19.7	27.2	19.7	23.8	3	3.26	3.29	1.28
I do not feel that the work I do is appreciated (JS06)	12.2	19.0	27.9	23.8	17.0	3	3.17	3.14	1.26
I am not satisfied with the benefits I receive (JS07)	4.8	21.8	36.7	29.9	6.8	3	3.14	3.12	0.98
The benefits package we have is equitable (JS08)	13.6	32.0	40.1	13.6	0.7	3	2.61	2.56	0.91
I find it hard to work harder at my job because of the incompetence of the people I work with (JS09)	15.6	33.3	30.6	16.3	4.1	2	2.53	2.60	1.06
When I do a good job, I receive the recognition for it (JS10)	15.6	36.7	30.6	15.0	2.0	2	2.42	2.51	0.99

The results of the regression of variables of job satisfaction with mode rating are illustrated in Table 3. F-statistics of the model show that it is significant and the adjusted R-square value of 0.468 indicates that the model predicted only 46.8% of data points. All the studied variables of job satisfaction were found significant except the variables “I like the people I work with” (JS05) and “I find it hard to work harder at my job because of the incompetence of the people I work with” (JS09).

Table 3: Regression of variables of job satisfaction

ANOVA					Regression Statistics			
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	Multiple R		0.710
	10	80.799	8.080	13.86	1.255E-16			0.505
Regression				0		R Square		
Residual	136	79.283	0.583			Adjusted R Square	0.468	
Total	146	160.08				Standard Error	0.764	
						Observations	147	
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	-2.181	0.483	-4.515	0.000	-3.136	-1.226	-3.136	-1.226
JS01	0.221	0.047	4.666	0.000	0.127	0.314	0.127	0.314
JS02	0.194	0.050	3.874	0.000	0.095	0.293	0.095	0.293
JS03	0.191	0.055	3.464	0.001	0.082	0.300	0.082	0.300
JS04	0.243	0.056	4.361	0.000	0.133	0.353	0.133	0.353
JS05	0.087	0.052	1.663	0.099	-0.016	0.191	-0.016	0.191
JS06	0.267	0.055	4.848	0.000	0.158	0.376	0.158	0.376
JS07	0.139	0.066	2.100	0.038	0.008	0.271	0.008	0.271
JS08	0.152	0.074	2.047	0.043	0.005	0.299	0.005	0.299
JS09	0.092	0.061	1.508	0.134	-0.029	0.212	-0.029	0.212
JS10	0.135	0.068	1.989	0.049	0.001	0.270	0.001	0.270

Results of regression of variables of transformational leadership drawn from data by supervised staff are presented in Table 4.16. The results show that all the variables of transformational leadership were significant at a significance level of 0.05, apart from TRF6, TR7, and TRF9. It means that the supervisors provide intellectual stimulation by providing others with new ways of working at puzzling things (TRF6) and getting others to rethink ideas that they had never questioned before (TRF7) does not significantly relate to job satisfaction. In addition, individual consideration by supervisors giving personal attention to others who seem rejected (TRF9) was found to have no significant relationship with job satisfaction.

4.3 Pearson correlation coefficients results

Pearson correlation coefficients of significant variables of transformational leadership styles (TRF1, TRF2, TRF3, TRF5, and TRF8) and those of job satisfaction were as illustrated in Table 4. The results show very weak correlations between variables of transformational leadership style as practiced in the institution and those of job satisfaction.

Table 4: Correlation coefficients of significant variables of transformational leadership style and job satisfaction

	<i>TRF1</i>	<i>TRF2</i>	<i>TRF3</i>	<i>TRF5</i>	<i>TRF8</i>
TRF1	1				
TRF2	0.371	1			
TRF3	0.039	0.027	1		
TRF5	0.221	0.314	0.115	1	
TRF8	0.251	0.233	0.029	0.272	1
JS01	0.178	-0.138	0.013	-0.025	0.133
JS02	0.078	0.220	0.076	0.048	-0.219
JS03	-0.109	0.131	-0.115	0.095	-0.012
JS04	-0.089	-0.008	-0.150	-0.003	-0.065
JS06	0.073	0.025	0.009	0.000	0.057
JS07	-0.107	0.089	0.098	-0.012	-0.097
JS08	-0.076	-0.056	0.028	-0.194	-0.061
JS10	0.057	0.052	-0.014	0.058	0.049

4.4 Summary of the Results

Results of descriptive statistics showed that supervised respondents generally felt that their supervisors sometimes used a transformational leadership style. Supervised respondents also had an opinion that their supervisors showed idealized influence on them by making them feel good to be around them fairly often. They also felt that their supervisors fairly often gave them inspirational motivation by helping them to find meaning in their work. The supervised respondents however felt that the supervisors sometimes intellectually stimulated them and sometimes gave them individual consideration. Supervisors agreed that they often practice inspirational motivation by helping others to find meaning in their work and by expressing with a few words what should be done.

The supervisors generally had an opinion that they sometimes showed individual consideration, gave intellectual stimulation, and showed idealized influence. Regression results showed that idealized influence variables, inspirational motivation by expressing with a few words what to be done, and individual consideration through letting others know how the supervisors think they are doing positively and significantly influenced job satisfaction. Pearson correlation results show very weak correlations between variables of transformational leadership style as practiced in the institution and those of job satisfaction.

Supervised respondents had an opinion that the leadership of the University sometimes practiced transactional leadership through contingent reward and management by exception. Supervisors felt that they frequently managed by exception when they were satisfied when others met agreed standards and also content to let others work in the same way as always. They also fairly often provide recognition/rewards when others reach their goals but rarely tell others what they are to do if they are to be rewarded for their work. Supervisors sometimes give contingent rewards by calling attention to what one gets for what they accomplish.

The supervisors achieved this by being out of the way as they allowed others to do their work, giving room for them to appreciate their own work and letting them be free to solve their own problems. They also indicated that they sometimes addressed conflict and clarified exceptions by giving others little input in most situations and sometimes asked no more of others than what is absolutely essential. Regression results showed that all variables of laissez-faire leadership had a significant influence on job satisfaction. However, Pearson correlation coefficients showed very weak correlations between variables of laissez-faire leadership style as practiced in the institution and those of job satisfaction.

5.0 The Conclusion

Concerning transformational leadership style, the study revealed that leadership through idealized influence by inspirational motivation significantly influenced job satisfaction. Specifically, the expression of what should be done with a few words and individual consideration through letting others know how the supervisors think they are doing positively has a significant influence on job satisfaction. The current research found very weak correlations between variables of transformational leadership style and job satisfaction. On transactional leadership style, the current research found that supervised staff felt that supervisors sometimes practiced transactional leadership through contingent reward and management by exception. However, the supervisors felt that they frequently managed by exception and fairly often provided recognition/rewards when others reached their goals but rarely told others what they were to do if they were to be rewarded for their work.

The results indicate a difference in perception between supervisors and the supervised where the supervised perceive a lower frequency of use of transactional leadership styles. It was also found that leaders sometimes practiced transactional leadership through contingent reward and management by exception. Supervisors felt that they frequently managed by exception. Supervisors indicated that they were satisfied when others met agreed standards and contented to let others work in the same way as always. They also fairly often provide recognition/rewards when others reach their goals but rarely tell others what they are to do if they are to be rewarded for their work. They sometimes give contingent rewards by calling attention to what one gets for what they accomplish.

The results of the laissez-faire leadership style showed that supervised respondents had the opinion that their supervisors practiced laissez-faire leadership. Supervisors generally fairly often gave freedom to their subordinates to make decisions. Regression results showed that all variables of laissez-faire leadership had a significant influence on job satisfaction. The results that a laissez-faire leadership style positively and significantly influences job satisfaction. Pearson correlation coefficients showed very weak correlations between variables of laissez-faire leadership style as practiced in the institution and those of job satisfaction.

5.1 Future Orientations

It is recommended that Trait Leadership Theory can be improved by tailoring the Leadership Trait Questionnaires and Myers Briggs tests to focus on both the leaders and the followers. This can address the issue of skewed analysis through a balanced tool since perceptions of followers and leaders have variances. Multi-dimensional perspectives to the understanding of whether or not the interactions between the followers and the leaders influence the kinds of leadership styles used and if the same influence job satisfaction can be introduced to improve the theory. Finally, the effects of the third-factor variable problem in this research that is related to the likelihood of other unmeasured variables that could be possible moderators of relationships and should not be ignored. The researcher recommends further research work based on larger samples across different universities in Kenya and Africa. This will expand the understanding of the influence of leadership styles on job satisfaction among university staff. This will help to explain better the proper pattern of interactions among variables of the study.

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