

The Impact of Leadership Style on Job Satisfaction: A Study of Iranian Hotels

Soureh Arzi¹, Leyla Farahbod²

¹MBA student, Limkokwing university, Malaysia

²MBA student, Limkokwing university, Malaysia

Abstract

Iran similar to most of the other countries attempts to improve its performance in field of hospitality. From human resource management perspective, in order to increase performance in hotels, there should be improvement of employee job satisfaction. For measuring the employees' job satisfaction, priors researches emphasized on intrinsic and extrinsic job satisfaction. Leadership style is one of the important factors that have the potential to improve the organizational performance. In addition, the relationship between leadership and job satisfaction has been concentrated in past investigation. In this study two types of leadership style are considered including transformational leadership and transactional leadership.

In order to study the role of leadership style, this study used quantitative approach for measuring the impact of components of transformational leadership and transactional leadership on job satisfaction.

Overall, 121 data have been collected from hotels of Iran. The collected data have been analyzed through Multiple Regression analysis. Among components of transformational leadership, intellectual stimulation, vision and supportive leadership had the significant impact and on the other side inspirational communication and personal recognition did not have any significant impact. Moreover, supportive leadership had the most significant impact. Both two dimensions of transactional leadership had significant and positive impact on job satisfaction. The impact of contingent reward was more than management expectation.

Keywords: Job Satisfaction, Leadership, Transformational leadership, Transactional leadership, Iranian Hotels

1. Introduction

Obviously one of the most important organizational resources is human resource of that organization. The human resource in different organizational levels can be employed and each of them requires its own specified planning. Both top managers and middle managers and also workforce in lower organizational levels, all considered as human resource. Therefore, organizations attempt to increase job satisfaction in different organizational levels according to their expectations in order to increase organizational performance (Gelens Dries, Hofmans, and Pepermans, 2013; Hastie and Dawes, 2010). It is clear that influential factors on job satisfaction have different levels as well (Han, Hsu, and Lee, 2009; Hwang, 2005).

Many researches attempted to identify and measure the impact of different factors on job satisfaction. For example, ethics (Ulrich, O'Donnell, Taylor, Farrar, Danis, and Grady, 2007; Schwepker, 2001), cultural values (Lund, 2003; Kirkman and Shapiro, 2001), as well as HRM practices (Manafi, Gheshmi, and Hojabri, 2011) are the important factors that can impact job satisfaction. However, in order to focus on workforce in lower organizational levels, the role of leadership style is remarkably important (Clark and Hartline, 2009).

The job satisfaction of employee and leadership style are the main elements that impact the organization effectiveness (Kennerly 1989). Leadership is known as one of the important aspects of job satisfaction from employees. It can fully impact the dedication and motivation of employees.

One of the important industries in each country is tourism industry that can help the economy of that country by attracting tourists. According to this case, we can assume hotels as one of the crucial needs in tourism industry because the foreign tourists and also local tourists based on the level of quality, prices and other factors will select one of these hotels. They, according to the price that pay to the hotel, desire the proper quality, product and services. Clearly, these hotel employees have a crucial role in increasing these two types of quality that in some extent can result from the employee job satisfaction. Through reviewing previous studies related to influential factors on job satisfaction and also role of leadership style on increasing job satisfaction in hotel industry of Iran, we can recognize some ambiguities. Hence, this study tries to investigate how leadership style affects employee job satisfaction in Iranian Hotels.

2. Literature Review

Having distinct leadership style is a key element that impacts employee's job satisfaction which leads to organizational success. Additionally, job satisfaction is a critical and important outcome of having an effective leadership in an organization (Bass & Avolio, 1994).

The findings from many studies demonstrated significant impact of transformational leadership on job satisfaction of subordinates (Wiratmadja et al., 2008; Griffith, 2004; Avolio and Bass, 2004; Antonakis et al., 2003; Bass and Avolio, 1994). Their researches have demonstrated that job satisfaction has crucial impacts on productivity, organizational efficiency, employee relations, turnover, organizational performance and absenteeism (Oshagbemi, 2003; Schroder, 2008; Chen et al., 2006; Okpara et al., 2005; Oshagbemi, 2003; Koustelios, 2001).

Job satisfaction was identified as an important element which impacts employee behavior positively. The positive behavior of employee is the context in which staffs have job satisfaction and they have the feeling of more responsibility, commitment and accountability to stay inside the organization for a long time (Santhapparaja & Seyed Shah Alam, 2005).

Job satisfaction is considered as the most familiar work attitude indicator and a reliable feature to assess an individual's judgment regarding her/his job experience in an organization (Dessler, 2004). It can positively impact commitment and performance of the employees and decreases their turnover and absenteeism (Schroder, 2008; Lambert & Paoline, 2008; Okpara et al., 2005). The positive job satisfaction results to goal achievement and organizational effectiveness. Usually, high job satisfaction will help the employees to deal with obstacles for obtaining defined organizational objectives and goals.

According to the presented discussion above, the leadership style is known as a crucial determinant of staff's job satisfaction. Objective response of members to leaders usually is related to the employee's characteristics and also leader's characteristics (Wexley & Yukl 1984). As Seashore and Taber (1975) explained, job satisfaction mostly is impacted by internal organization environment.

This environment contains leadership types, organizational climate and personnel leadership. Scholars such as (Brockner, 1988; Chen & Spector, 1991; DeCremer, 2003) suggested that quality of relationship between employee and leader or its absence has a remarkable impact on self esteem of employees in job satisfaction and workplace. They will be highly satisfied with

those leaders that are more supportive and considerate rather than those who are critical and indifferent with subordinates (Yukl, 1971).

According to Wilkinson and Wagner (1993), the employees will be stressed to work if the leader demonstrates hostile behavior and is not supportive of their needs as the employees. When the subordinates cannot perform the work so they will select a leader who is able to provide sufficient instructions and guidance for doing the job in the best way possible (Wexley & Yukl, 1984).

Also it was mentioned that if the relationship between employee and leader is negative so it will minimize productivity, maximizes turnover and absenteeism in the firm (Ribelin, 2003; Keashly, Trott, & MacLean 1994).

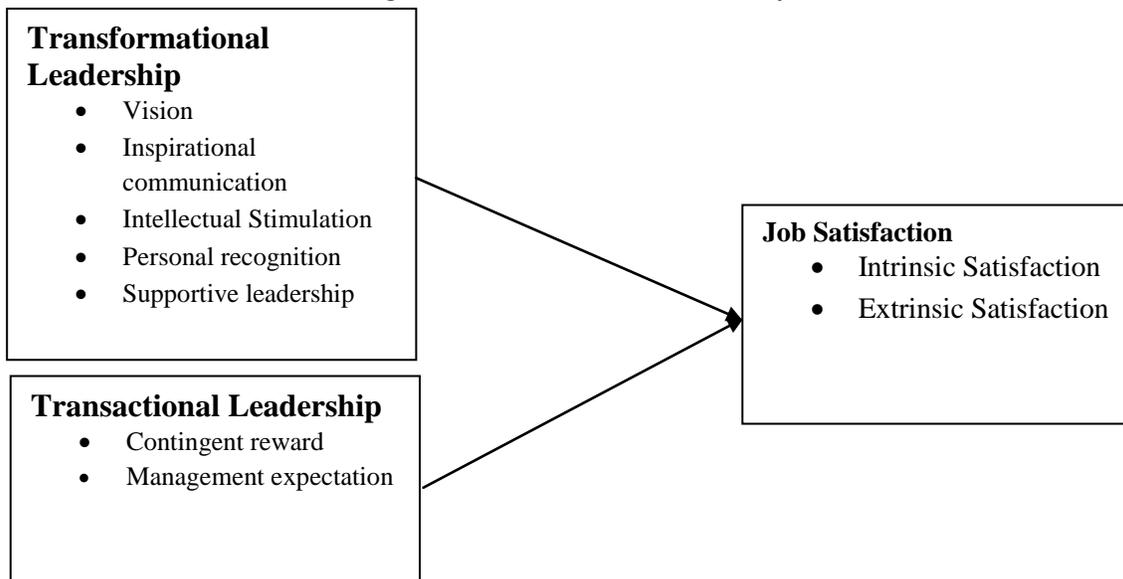
Robbins (2003), stated that rate of employee resign with transformational leadership application is compared less to organizations using transactional leadership among its members. Through improving working context of employees, meeting their expertise needs and also assisting them to perform their jobs better are the positive aspects relevant to transformational leadership as a whole (Liu et al, 2003).

3. Method and Results

According to all of the conducted researches above, it can be concluded that there is a significant relationship between job satisfaction and leadership style. On the other hand, the conducted researches by Yeh et al. (2013) and Weiss et al. (1967) emphasize on two vital dimensions for job satisfaction. First dimension is intrinsic satisfaction which includes achievement, ability utilization, authority and activity. The second dimension is extrinsic satisfaction including compensation, advancement, company practices and policies and recognition. However, this research developed the following framework as an appropriate framework for scope of the study which is hotel industry of Iran (Figure 1).

Based on the previous studies there were three variables in this study including, transactional leadership, transformational leadership and job satisfaction.

Figure 1: Framework of the Study



This study has considered vision, inspirational communication, intellectual stimulation, personal recognition, and supportive leadership as 5 components of transformational leadership (Weberg, 2010). Transactional leadership’s components are contingent reward and management expectation (Pieterse et al., 2010). The developed hypotheses of this study are as follow:

H1: Transformational leadership has a positive and significant impact on job satisfaction

H1a: Vision influence has a positive and significant impact on job satisfaction

H1b: Inspirational communication has a positive and significant impact on job satisfaction

H1c: Intellectual Stimulation has a positive and significant impact on job satisfaction

H1d: Personal recognition has a positive and significant impact on job satisfaction

H1e: Supportive leadership has a positive and significant impact on job satisfaction

H2: Transactional leadership has a significant and positive impact on job satisfaction

H2a: Contingent reward has a positive and significant impact on job satisfaction

H2b: Management expectation has a significant and positive impact on job satisfaction

In following, Table 1 shows all adapted items with their references.

Table 1: Questionnaire’s Items

Transformational Leadership	Source
Vision	
1. The top executive has a clear understanding of where we are going	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)
2. The top executive has a clear sense of where he/she wants our unit to be in 5 years	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)
3. The top executive can clearly articulate our organization’s strategic vision and objectives	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)
4. I feel my company is moving in the right direction toward achieving its goals	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)
Inspirational communication	
1. The top executive says things that make employees proud to be a part of this organization	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)
2. The top executive says positive things about the work unit	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)
3. The top executive encourages people to see changing environments as situations full of opportunities	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)
4. The top executive helps others find meaning in their work	Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001)

Intellectual stimulation

- | | |
|---|---|
| 1. The top executive challenges me to think about old problems in new ways | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 2. The top executive has ideas that have forced me to rethink some things that I have never questioned before | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 3. The top executive has challenged me to rethink some of my basic assumptions about my work | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 4. I am provided with new ways of looking at puzzling things. | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |

Supportive leadership

- | | |
|---|---|
| 1. The top executive considers my personal feelings before acting | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 2. The top executive behaves in a manner which is thoughtful of my personal needs | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 3. The top executive sees that the interests of employees are given due consideration | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 4. The top executive facilitates consensus building in work group sessions | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |

Personal recognition

- | | |
|---|---|
| 1. The top executive commends me when I do a better than average job | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 2. The top executive acknowledges improvement in my quality of work | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 3. The top executive personally compliments me when I do outstanding work | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |
| 4. The top executive listens to me when I have problem | Weberg (2010); Hussain Haidar (2010); Tejada et al.(2001) |

Transactional Leadership

Contingent reward

- | | |
|---|------------------------|
| 1. Compensation offered by our organization matches the expectancy of employees. | Pieterse et al. (2010) |
| 2. In our organization, salary and other benefits are comparable to the market. | Pieterse et al. (2010) |
| 3. In our organization compensation is decided on the basis of competence of the employee | Pieterse et al. (2010) |
| 4. The compensation for all employees is directly linked to their performance. | Pieterse et al. (2010) |

Management Expectation

- | | |
|--|------------------------|
| 1. I fail to interfere until problems become serious | Pieterse et al. (2010) |
| 2. I wait for things to go wrong before taking action. | Pieterse et al. (2010) |
| 3. I seek various and differing perspectives when solving problems | Pieterse et al. (2010) |
| 4. Problems must become chronic before I will take action | Pieterse et al. (2010) |

Job Satisfaction

Intrinsic

- 3. Employees receive adequate training to do their job well Yeh et al. (2013)
- 4. Employees have good feeling that their efforts will be appreciated Yeh et al. (2013)
- 5. Using compensation system increases motivation of employees Yeh et al. (2013)
- 6. Performance evaluation induces employees' justice perceptions Yeh et al. (2013)

Extrinsic

- 1. The payment of salary is very close to our expectations Yeh et al. (2013)
- 2. We use a new technology to facilitate our works Yeh et al. (2013)
- 3. The relationship between supervisors and us is very friendly Yeh et al. (2013)
- 4. We have family-friendly policies to support our families Yeh et al. (2013)

All of the staffs are operating in different hotels and resorts in Tehran, Mashhad, Isfahan and Shiraz in Iran are considered as the population of the research. They have been selected due to they have sufficient experience to collaborate with this study to assess the casual relationships.

Through survey answers the sufficiency and acceptability of sample size will be defined. Since there is limitation in time and cost so it is not possible to have bigger sample, so total 150 respondents have been selected for sample of this study. It was considered as being sufficient and adequate in order to represent the population and give us an appropriate view of this study. According to Caokes and Steed (2006), for regression analysis the lowest level of needed respondents should be at least minimum and also five times more than independent factors. The number of independent factors overall for this models is equal to 3 with 150 data. Thus, the required amount has been satisfied.

From 150 total distributed questionnaires among participants 126 of them have been gathered and 5 of them were not appropriate for conducting analytical and statistical tests. Table2 shows the number and percentage of any group related to the demographic factors.

Table 2: Demographics

	No.	Percentage
Age		
less than 20	2	1.7
21-30	6	5.0
31-40	45	37.2
41-50	50	41.3
51 and above	18	14.9
Total	121	100.0
Degree	2	1.7
Diploma	23	19.0
Bachelor	40	33.1
Master	45	37.2
Doctorate	13	10.7
Total	121	100.0
Experience	23	19.0
less than 5	29	24.0
6-10	34	28.1
11-15	36	29.8
16-20	17	14.0
more than 21	5	4.1

Based on the reliability test, all Cronbach's Alpha' values were greater than .7. These values show acceptable internal consistency (Nunally, 1978). Table 3 shows the results of Pearson correlation test.

Table 3: Correlations

		1	2	3	4	5	6	7	8
Vision	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	121							
Inspirational communication	Pearson Correlation	.507**	1						
	Sig. (2-tailed)	.000							
	N	121	121						
Intellectual stimulation	Pearson Correlation	.401**	.466**	1					
	Sig. (2-tailed)	.000	.000						
	N	121	121	121					
Personal recognition	Pearson Correlation	.178	.162	.196*	1				
	Sig. (2-tailed)	.051	.075	.031					
	N	121	121	121	121				
Supportive leadership	Pearson Correlation	.747**	.672**	.405**	.174	1			
	Sig. (2-tailed)	.000	.000	.000	.056				
	N	121	121	121	121	121			
Job satisfaction	Pearson Correlation	.858**	.641**	.494**	.230	.887**	1		
	Sig. (2-tailed)	.000	.000	.000	.011	.000			
	N	121	121	121	121	121	121		
Contingent reward	Pearson Correlation	.523**	.306**	.188*	.282**	.476**	.596**	1	
	Sig. (2-tailed)	.000	.001	.039	.002	.000	.000		
	N	121	121	121	121	121	121	121	
Management expectation	Pearson Correlation	.155	.007	.103	.246**	.140	.220	.048	1
	Sig. (2-tailed)	.089	.942	.262	.006	.125	.016	.603	
	N	121	121	121	121	121	121	121	121

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

By referring to the formulated framework and hypotheses of the study, this research is going to conduct two different Regression Analyses and each of them will be separately discussed.

Table 4: Impact of transformational leadership on job satisfaction

	Hypotheses	Expected Sign	Unstandardized Coefficient	Std. Error	t-value	P-value	VIF
Constant				.132	-1.144	.255	
Independent variable							
Vision	H1a	+	.387	.045	8.688	.000	2.331
Inspirational communication	H1b	+	.044	.047	.926	.356	1.992
Intellectual stimulation	H1c	+	.097	.037	2.602	.010	1.359
Personal recognition	H1d	+	.036	.027	1.310	.193	1.055
Supportive Leadership	H1e	+	.387	.058	9.101	.000	3.067
Contingent Reward Management	H2a	+					
Expectation	H2b	+					
R Square	.886						
Adjusted R Square	.802						
F Ratio	179.025						
Significance of F	0.00						
N	121						

Based on Table 4, results, the R square would be .886 that shows 88.6 percent of job satisfaction variation will be explained by components of transformational leadership. ANOVA Table shows that at least one of the highlighted variables here, can impact significantly the job satisfaction because p-value is 0.00. Also, VIF value is less than 5 so there cannot be the multicollinearity among independent elements.

Based on the obtained results provided in Table 4, vision has significant influence on job satisfaction due to p-value is equal to zero. Column of unstandardized coefficient demonstrates .387 which shows there is a positive impact. For each unit increase in case of vision, job satisfaction also rises to .387. Thus, first formulated hypothesis (H1a) will be accepted by the study.

Based on the results from Table 4, the effect of inspirational communication on the job satisfaction cannot be significant since p-value is more than .05 and equal to .356. Therefore, second developed hypothesis of the study (H1b) is rejected.

Based on the obtained results from Table 4, intellectual stimulation has a significant impact on job satisfaction since p-value here is equal to .010. Also column of unstandardized coefficient reveals .097 which shows there is a positive impact. If each unit increases for intellectual stimulation then job satisfaction will rises to .097 units. Hence, third generated hypothesis (H1c) will be accepted in this study.

Based on the results from Table 4, the influence of personal recognition on the job satisfaction cannot be significant since p-value is more than .05 and equal to .193. Therefore, fourth developed hypothesis of the study (H1d) is rejected.

Based on the gathered results from Table 4, supportive leadership has a significant impact on job satisfaction since p-value here is equal to .000. Also column of unstandardized coefficient reveals .526 which shows there is a positive impact. If each unit increases for supportive leadership then job satisfaction will rises to .526 units. Hence, fifth generated hypothesis (H1e) will be accepted in this study.

According to the presented results above, the Regression equation can be suggested as following:

$$\text{Job Satisfaction} = -.151 + .387 (\text{Vision}) + .044 (\text{Inspirational Communication}) + .097 (\text{Intellectual Stimulation}) + (.036) \text{Personal Recognition} + (.526) \text{Supportive Leadership}$$

Table 5: Impact of Transactional Leadership on Job Satisfaction

	Hypotheses	Expected Sign	Unstandardized Coefficient	Std. Error	t-value	P-value	VIF
Constant			.680	.292	.022		
Contingent Reward Management	H2a	+	.559	.068	.000	.998	1.002
Expectation	H2b	+	.174	.065	.009	.998	1.002
R Square	.392						
Adjusted R Square	.381						
F Ratio	37.989						
Significance of F	0.00						
N	121						

Based on Table 5 results, the R square would be .392 that shows 39.2 percent of job satisfaction variation will be explained by components of transformational leadership. ANOVA Table shows that at least one of the highlighted variables here, can effect significantly the job satisfaction because p-value is 0.00. Also, VIF value is less than 5 thus there cannot be the multicollinearity among independent variables.

Based on the obtained results provided in Table 5 the contingent reward has a significant influence on job satisfaction due to p-value is equal to .009. The column of unstandardized coefficient demonstrates .559 which means the influence is positive. For each unit increase for contingent reward, job satisfaction rises to .599 units. Hence, sixth formulated hypothesis (H2a) will be accepted in this study.

Based on the obtained results from Table 5, management expectation has a significant impact on job satisfaction since p-value here is equal to .000. Also column of unstandardized coefficient reveals .174 which shows there is a positive impact. If each unit increases for management expectation then job satisfaction will rises to .174 units. Thus, seventh hypothesis (H2b) will be accepted in this current study.

In addition, we can develop the Regression equation as follows:

$$\text{Job Satisfaction} = .680 + .559 (\text{Contingent Reward}) + .174 (\text{Management Expectation})$$

5. Recommendation and Managerial Implication

Based on the achieved results, all of the components of transformational leadership style excluding inspirational communication and personal recognition have significant impact on job satisfaction. Hence, any improvement in vision, supportive leadership and intellectual stimulation can improve job satisfaction as well. In addition, both 2 dimensions of transactional leadership (management expectation and contingent reward), have significant impact on employee's job satisfaction in hotels of Iran. Thus, hotel industry in Iran can focus on reward system in order to increase job satisfaction.

According to literature presented in chapter 2, it is clear that if the job satisfaction increases then turnover intention among employees will be decreased. Also, it can result in increase of employee performance.

Conclusion

The job satisfaction of employee and leadership style are the main elements that impact the organization effectiveness (Kennerly 1989). Leadership is known as one of the important aspects of job satisfaction from employees. It can fully impact the dedication and motivation of employees.

One of the important industries in each country is tourism industry that can help the economy of that country by attracting tourists. According to this case, we can assume hotels as one of the crucial needs in tourism industry because the foreign tourists and also local tourists based on the level of quality, prices and other factors will select one of these hotels. They, according to the price that pay to the hotel, desire the proper quality, product and services. Clearly, these hotel employees have a crucial role in increasing these two types of quality that in some extent can result from the employee job satisfaction. Through reviewing previous studies related to influential factors on job satisfaction and also role of leadership style on increasing job satisfaction in hotel industry of Iran, we can recognize some ambiguities. Hence, this study tried to investigate how leadership style affects employee job satisfaction in Iranian Hotels.

In this regard, two types of leadership style have been highlighted including transactional leadership and transformational leadership. In addition, transformational leadership has 5 components which are inspirational communication, vision, intellectual stimulation, supportive leadership and personal recognition. On the other side, transactional leadership has 2 components which are management expectation and contingent reward.

As the first suggestion, the framework of this study can be used in hotel industries of other countries. Moreover, this framework can be utilized in other industries such as manufacturing or ICT as well. Previous studies conducted by Manafi (2012) and Kooji et al. (2010) emphasized on the fact that HRM, human resource management practices also can impact job satisfaction. Among well known HRM practices are training, effective staffing and team working that can have a complementary role for leadership style. Hence, future studies can use the below framework (Figure 2).

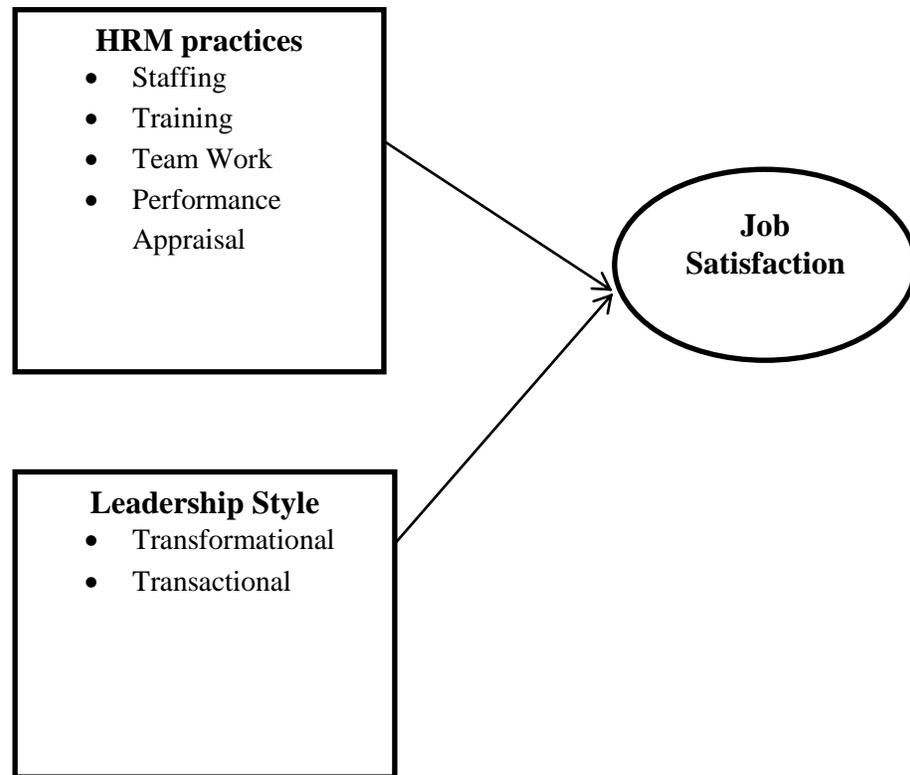


Figure 2: Proposed Framework for Future Research

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