

# BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT CENTRE

PO Box 77001, Port Elizabeth, 6031, South Africa


18<sup>th</sup> July, 2014

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## Letter of Acceptance

Your paper submitted for publication in the *Journal of Business and Entrepreneurship* refers. The paper entitled: **Impact of Demographic Factors and Leadership Style on Employees' Job Satisfaction** has been subjected to peer review process and was found publishable. I will e-mail you information about volume of publication and other details shortly.

Please accept my congratulations.



Yours faithfully

Bomikazi Zeka, Ph.D

Professor & Editor, JBE

**Impact of Demographic Factors and Leadership Style on Employees' Job Satisfaction**

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*This study investigated the impact of leadership style and demographic variables on employees' job satisfaction in four selected telecommunication companies in Lagos, Nigeria. The study adopted a cross-sectional survey design in which 227 participants were accidentally sampled from a employee population of 1174. Participants comprised of 102 males and 125 females aged between 19 and 59 years with mean age of 33.82 and standard deviation of 8.12. Primary data were generated through structured questionnaire administered on respondents to examine the influence of leadership style on employees' job satisfaction. Three hypotheses were generated and tested. Results showed that there was a significant positive relationship between democratic or employee-centered leadership style and general job satisfaction among employees ( $r=.22$ ). Demographic variables (marital status, gender, work experience and age) jointly predicted general job satisfaction among employees in the telecommunication companies  $\{R=.334; R^2=.112; F(4,222)=6.984; p<.05\}$ . It was revealed that gender had significant influence on general job satisfaction among employees in the telecommunication companies  $[t(225) =3.575; P<.05]$ . The study concluded that democratic leadership style is a positive correlate of employee job satisfaction in the telecommunication companies. Also, some demographic variables determine employee job satisfaction. It was recommended that organizations and managers should be mindful of, and improve on, the leadership styles they adopt. Organizations should also consider employees first in management decisions to enhance satisfaction among employees because a satisfied worker is a productive employee and an asset to the organization. Several implications of findings were discussed*

**Keywords:** Job Satisfaction, Democratic Leadership Style, Autocratic Leadership Style

**Word count:** 242

## **Introduction**

In today's competitive business environment, retaining and motivating employees enable organizations to be successful. Employees are viewed as being among the most important assets for most organizations, in particular service-based organizations, because of the benefits of delivering successful performances (Evans et al., 2003). One of the most important service-based organizations is the telecommunication industry. Job satisfaction among employees is different from place to another, yet the relationship between leadership styles and job satisfactions have not been fully explored.

Within the industrial psychology literature, job satisfaction is defined as a positive emotional state that stems from the appraisal of one's job (Locke, 1976). Thus, an individual's job satisfaction reflects both objective and subjective factors, e.g. the circumstances the individual finds himself in, and his psychological state (Freeman, 1978). Hamermesh (2001) viewed job satisfaction as the worker's mental evaluation of all the objective and subjective attributes of the job into an index of satisfaction. Previous research shows that understanding how workers' perceive their work is important because job satisfaction affects economic outcomes. Indeed, factors influencing job satisfaction cannot be limited to leadership styles. They also include some demographic variables.

Other researchers have however, emerged with definitions reflecting more current underpinnings of job satisfaction. Some of these versions use the terms job attitudes, work satisfaction and job morale in a transposable manner, adding to a lack of a standardised job satisfaction definition. Hulin & Judge (2003) described job satisfaction as multidimensional psychological responses to one's job. These responses are said to have cognitive (evaluative), affective and behavioural components.

The concept and definition of leadership and leadership style may differ from one person, or situation, to the other. The word "Leadership" has been used in various aspects of human endeavour such as politics, business, and academics, social works etc. Previous views about leadership show it as personal ability. Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself.

Leadership is best defined in behavioural terms as any act of influence on a matter of organizational relevance Porter (1974); Triandis, (1994). This definition includes many routine acts of supervision, but the essence of leadership has to do with influential increment, which goes beyond routine, and taps bases of power beyond those that are organizationally decreed. These include referent power also called charisma which comes into play when one's personality becomes the

reason for compliance and expert power which depends on the knowledge and skills.

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Leadership is very vital to the survival and effectiveness of any organization, which is why an organization spends a lot of resources and finance to train her leaders. As an organization grows and expectations about its performance increase, demand for effective leadership multiplies and the effectiveness of the leadership style of any organisation influences the employees and determines their job loyalty, involvement, commitment and consequently their job satisfaction.

Furthermore, no organization can compete favourably in the current financial and economic settings and globally unless its employees are completely in their favour and are satisfied in their jobs. In this regard, the leader is a central figure in the work group where he or she provides the leadership and consequently the efficiency and effectiveness of the work group. Employees at all level tend to evaluate their jobs and organization based on the kind of leadership concept or behaviour their managers exhibit. Leadership research has shown different leadership styles by individuals in varying work situations. Leadership style is a pattern of behaviours engaged in by the leader when dealing with employees. Fiedler (1969) has postulated that leadership style refers to a situation where

someone uses his ways and methods to make many people work together for a common task.

In modern leadership theories, five leadership styles have been presented, including (i) Charismatic leadership, (ii) Transactional leadership, (iii) Transformational leadership, (iv) Visionary leadership, and (v) Culture-based leadership. Yukl, (1994); Bass, (1990); Sashkin, (1996); Sergiovanni, (1987). Tannenbanum and Schmidt (1958) also identify four different types of leaders which have been most widely accepted and used. These leadership styles, which center around McGregor's Theory 'X and Y' assumptions, are democratic, autocratic, dictatorial, and laissez faire leadership styles.

Charismatic leaders have a vision, as well as a personality that motivates followers to execute that vision. As a result, this leadership type has traditionally been one of the most valued. Charismatic leadership provides fertile ground for creativity and innovation, and is often highly motivational. With charismatic leaders at the helm, the organization's members simply want to follow. It sounds like a best case scenario. There is however, one significant problem that potentially undercuts the value of charismatic leaders: they can leave. Once gone, an organization can appear rudderless and without direction. The floundering can last for years, because charismatic leaders rarely develop replacements. Their leadership is based upon strength of personality. As a result, charismatic

leadership usually eliminates other competing, strong personalities. The result of weeding out the competition is a legion of happy followers, but few future leaders Michael, (2010).

Transactional leaders are always willing to give followers something in return for following them. It can be any number of things including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties. The problem with transactional leaders is expectations. Transactional leadership style is defined as the exchange of rewards and targets between employees and management (Howell & Avolio, 1993). Transactional leaders fulfill employee needs of rewards when targets are met (Bass, 1990; Howell & Avolio, 1993; Humphreys, 2002).

Transformational leadership style focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills. Transformational leadership acts as a bridge between leaders and followers to develop clear understanding of follower's interests, values and motivational level. It basically helps follower's achieve their goals working in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Bass, 1994).



Autocratic leaders are classic “do as I say” types. These leaders retain for themselves the decision-making rights. They can damage an organization irreparably as they force their ‘followers’ to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as bidding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows (Michael, 2010).

On their part, bureaucratic leaders create, and rely on, policy to meet organizational goals. Policies drive execution, strategy, objectives and outcomes. Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. In doing so they send a very direct message that policy dictates direction. The specific problem or problems associated with using policies to lead are not always obvious until the damage is done. The danger here is that leadership’s greatest benefits, motivating and developing people, are ignored by bureaucratic leaders Michael, (2010).

Tannenbaum and Schmidt, (1958) describe democratic leadership as one where decision-making is decentralized and shared by subordinates. The potential for poor decision-making and weak execution is, however, significant here. The

biggest problem with democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That is rarely the case. While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.

Increasing interest has been shown in recent years in the concept of employee job satisfaction. Indeed, employee commitment, as well as the employer's reciprocal obligations to its employees' are sometimes regarded as a special feature of well-managed companies. Generally, employers try to promote feelings of commitment among employees, or win high level of staff commitment to employing organization because:

- 1) Satisfied employees will be prepared to devote most of their energies to their work or to the employer rather than to their private affairs.
- 2) Employees will favour the organization in which they work rather than others, even if this involves some financial loss.
- 3) Employees will give additional time and effort to the organization when these are needed.
- 4) Employees will give priority to the employer when values and interests seem to be in conflict with others.

Nevertheless, employee commitment according to Martin and Nicholls (1987) has its limitations, for it can turn into fanaticism or unquestioning compliance,

with undesirable consequences for the employer. However, employee job satisfaction depends upon other things, which are happening in the work context. Issues such as range of personal characteristics, job characteristics, group-leader relations; organizational characteristics and role status can all influence the commitment and satisfaction of a work force. Mathieu and Zajac,(1990).

### **Statement of problem and justification for study**

The inability of employees to achieve their needs will amount to dissatisfaction. Robin (1989) defined conceptualizes job satisfaction as a general attitude towards an individual's job and the difference between the amount of reward workers receive and the amount they believe they should receive. It is Robin's opinion that a person with a high level of job satisfaction holds positive attitude toward the job while the person who is dissatisfied with the job holds negative attitude about the job. Dissatisfaction at the work place can lead to a massive employee turnover rate with some significant effect on the organisation. Many researchers argue that high turnover rates might have negative effects on the profitability of organisation if not properly managed. Asides from economic effect, uncontrolled employee turnover can actually have social and psychological effects. Gustafson (2002) argue that turnover include other costs, such as lost productivity, lost sales and management's time.

This research investigated the impact of demographic factors and leadership on employees' job satisfaction. The study focused on telecommunication industry, presently one of the most vibrant industries in Nigeria. Hitherto, there is dearth of research on leadership style and job satisfaction in this sector in Nigeria, hence the need for this study. The study promises to help in enriching literature in the investigated subject matter, especially as it relates to the Nigerian telecommunication industry.

### **Literature and conceptual review**

#### *Leadership and job satisfaction*

Job satisfaction can be a contentious one, most researchers share the understanding that job satisfaction is a work-related positive affective reaction. A consensus on the causes of job satisfaction however, is yet to be reached. Hodgetts (1991) considers equitable pay and benefits, and acceptability of the system in operation to be strong determinants of job satisfaction. Personality-job fit is a factor which is also believed to influence job satisfaction. This arises when there is congruence between personality type and the demands of the job (McKenna, 2006). The personality-job fit theory suggests that by assessing an individual's personality, this will give insight into their suitability in an organization. High job satisfaction is highly desirable for employers as it has been connected to greater organizational

commitment, performance, motivation and lower intentions for turnover (McKenna, 2006).

Hertzberg (1959) stated that hygiene factors which include supervision, salary, company policy and administration, relationship with peers, working conditions, personal life and security as well as motivation factors which include recognition, responsibility, achievement and the work itself affect job satisfaction. When attitudes are examined in a work context, we often make reference to job satisfaction and organisational commitment. Job satisfaction is associated with how well our personal expectations at work are in line with outcomes. For example, if our expectations indicated that hard work generated equitable rewards, and that was the case, job satisfaction could ensue. But the opposite could lead to job dissatisfaction.

Adler (1991) stated that Leadership involves the ability to inspire and influence the thinking, attitudes and behaviour of other people. There are various approaches to the study of leadership and these include: i) The Trait Approach; ii) The Behavioural Approach; iii) Contingency or situational Approach and iv) More recent approaches to leadership.

Concerning the trait approach, Galton (1860) believed that leader qualities were genetic characteristics of a family. Leadership research, in accordance with this view, placed considerable emphasis on characteristics, which might distinguish leaders from followers. Kirk and Locke (1991) suggested that characteristics such

as self confidence, cognitive ability, drive, honesty and integrity, creativity, flexibility, job relevant knowledge and leadership motivation contribute to leader's success in the business setting and such factors were considered characteristics of effective leadership.

The lack of success of the early Trait approach to leadership gave rise to this behavioral approach to leadership. It was based on the view that leadership processes did not reside solely on the person (individual), but could be cultivated as distinctive patterns of behavior. Unfortunately, the hopefulness that leaders tend to exhibit two types of behaviour, task-oriented and relationship-oriented, was soon dashed by the reality that these behavioural factors were not consistently related to important organisational outcomes.

The trait theories suggest that effective leadership is largely a function of traits a leader possesses; the behavioural theories suggest that leadership effectiveness depends on the pattern of behaviour a leader demonstrates. The practical implication of these two theories lies in their assumptions. According to trait theories, leadership is largely inborn; a person either has it or does not. Therefore, the 'right' person must be selected into a leadership position. In contrast, the behavioural suggest that there are critical behavioural determinants of leadership, and as such people could be trained to become leaders.

One of the criticisms of the trait and behavioural approaches to leadership is the absence of the consideration of situational factors that influence the success or

failure of a leader's behaviour or personality. Consequently, research has not been able to identify consistent association between style of leadership and group performance across situations. This is because situations change, and an effective leader in one situation may not be effective in another. The situational approach to leadership believes that leaders are product of a given situation. Some situational variables like age and experience of the present and previous incumbent, the setting of the organisation, the size of the group, the psychological climate of the group, personality, cultural expectations of subordinate and the kind of jobs the leader holds were identified by Filly and House (1969) as having importance to leadership. These situational variables have become almost universally accepted as having significant influence on the way a leader behaves. But Halpin (1966) in his presentation said to view leaders' behaviour as determined exclusively by situational factors is to deny the leaders' freedom of choice and determination and that could affect common sense and experience. He further stated that the personality of the group is of paramount importance in determining the leadership behaviour exhibited.

As situational contingency theories became more elaborate, researchers began to develop a more specific interest in the interpersonal in the interpersonal outcomes of relationships between leaders and followers. During this period, the "transformational" approach to leadership was developed. Burns (1978) suggested that in contrast to previous approaches, transformational leadership involves shifts

in the beliefs, needs, and the values of followers. Based on this proposition, Bass (1985), Schein (1985), and Khunert and Lewis (1987) investigated the interactions between leaders and followers to determine whether a transformational leadership approach influenced organisational effectiveness. Results indicates that transformational leadership was often empirically associated with a leaders' effectiveness; emphasis is on people of vision, who are creative, innovative, and capable of getting others to share their dreams while playing down self-interest, and who are able to cooperate with others in reshaping the strategies and tactics of the organisation(e.g. orchestrating a merger, creating a team, or shaping the culture of the organisation) in response to a fast changing world, Tichy & Devenna,(1986) ; Yammarino & Dublinsky, 1994).

According to Fiedler's Contingency Approach, leaders' effectiveness depends on the proper match between the leader's style and the features of his or her group. Fiedler's contingency theory is one of the most discussed theories of the situational leadership in the last three decade; the contingency model of leadership effectiveness was postulated by Fiedler (1967). This theory attempts to predict how style of leadership, leader-member relations, the power vested in the position of the leaders and the structure of the job or task harmonize to determine the leader's ability to achieve productive output. Fiedler (1967) asserted that the qualities needed for successful leadership depends on certain variables found in different situations. There are three (3) major variables in the work situation that can impede



or facilitate a leader's attempt to influence group members. The variables are: i) The structure of jobs or tasks (Task Structure); ii) The power in the position of the Leader e.g. the authority in the leadership position, the power to hire or fire (Position power) and iii) The Leader-Member relations, that is, the relationship between the leader and members of the group (Leader-Member relations).

### *Hertzberg's Theory of Job Satisfaction*

Hertzberg (1967) developed a two-dimensional theory of job satisfaction – the two dimensions being motivation and hygiene. Hygiene issues, according to Hertzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene variables include company policies, supervision, salary, interpersonal relations and working conditions, they are issues related to the employee's work environment. Motivators on the hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth. They are variables such as achievement, recognition, the work itself, responsibility and advancement. Once the hygiene factors are addressed, said Hertzberg, the motivators will promote job satisfaction and encourage production.

Although hygiene factors are not the source of job satisfaction, these issues must be dealt with first to create an environment in which employee satisfaction and motivation are even possible. Thus an organization's policies can be a great source

of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Although employees will never feel a great sense of motivation or satisfaction due to company policies, but the company can decrease dissatisfaction in this area by making sure the policies are fair and apply equally to all.

To decrease employees' dissatisfaction with supervision, managers must begin by making wise decisions when they appoint someone to the role of supervisor. Managers should be aware that good employees do not always make supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. Therefore supervisors should be taught to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out.

#### *Demographic Factors and Job Satisfaction*

Eze (2008) investigated the socio-demographic determinants of job satisfaction among employees in the banking industry and he found that gender, age, work experience and marital status were predictors of employees' job satisfaction using multiple regression analysis. In another study conducted by Bass (1996), he found gender difference in job satisfaction among shifting work schedules employees and the results indicated that males were more satisfaction with work shift than females.

Similarly, Sanford (2010) suggested that “work experience and age could significantly influence level of employee job satisfaction due the knowledge functions, the task performance become easier and faster in meeting target. In contrast to this report, Hollander (2011) has consistently argued that job position, family size and marital status jointly predicted indices of job satisfaction and not general job satisfaction.

Liden (1985); Neil & Kirby (1985); Stinson & Robertson (1973) in their studies found demographic factors of gender, age, marital status and job status as predictors of job satisfaction among employees. Most often, however, workers are asked to evaluate the effectiveness of their current leaders and report their degree of satisfaction with their leaders’ style. Only men rated their satisfaction with leaders above 50% (e.g., Carliss, 1998; Lewis & Fagenson-Eland, 1998).

Based on the foregoing literature and empirical review, it was hypothesized inn this present study as follows:

- 1) There will be significant positive relationship between democratic or employee centered leadership and general job satisfaction among employees in telecommunication companies.
- 2) Hypothesis two stated that demographic variables (marital status, home language, work experience and age) will have significant joint and independent

influence on general job satisfaction among employees in the telecommunication companies.

- 3) Male participants will score significantly higher on general job satisfaction than female participants.

## **Methods**

*Research design:* The study adopted a cross-sectional survey design in which 227 participants were accidentally sampled from an employee population of 1174.

*Population and sample:* The target population consisted of all middle and lower cadre employees of four telecommunications companies in Lagos, namely, ETISALAT, MTN, GLO and AIRTEL. The total number of employees in the middle and lower cadre in all the aforementioned companies within their Lagos offices was estimated to be 1174. Respondents were two hundred and twenty-seven (227) employees selected from the four major telecommunication companies through an accidental sampling technique. The sample comprised of 102 males and 125 females. The age range of the respondents was 19-59 years with a mean age of 33.82 ; SD=8.12. The distribution by marital status indicated that singles were 139 (61.2%), married were 80 (35.2%) and others were 8(3.5%). Respondents with 0-5 years work experience were 95 (41.9%), 6-10 years were 91 (40.1%), while those with 10 years and above work experience were 41(18.1%). The frequency distribution of respondents by home language showed

that 128(56.4%) were Yoruba, 97(42.7%) were Igbo while only 2 claimed Hausa/Fulani.

### *Instrument*

The Minnesota Satisfaction Questionnaire (MSQ) was adopted for the use of professionals in Nigeria after several years of research at re-standardizing it in order to enhance its suitability and relevance for Nigerians. This short version of the MSQ manual reflects the outcomes of the adaptation. MSQ had 20 Likert type items in the domains of intrinsic satisfaction, extrinsic satisfaction, and general satisfaction. The response pattern ranged from very dissatisfied (1) to very satisfied (5). A sample MSQ item is “The way my boss handles his/her workers.”

The Supervisory Behaviour Descriptive Questionnaire (SBDQ) was adapted for the use of professional in Nigeria after several years of research and standardizing it in order to enhance its suitability in Nigeria. The adapted version is a 48-item inventory with 5-point response pattern ranging from “Never” (0) to “Always” (4). Its sample item is “He/she refuses to give in when people disagree with him/her.”

### *Scoring*

The MSQ scores are obtained directly by adding together the values of the numbers shaded in the relevant items that constitute each of the three components.

For example, if in items 7, 8, 9, 10, 11, 12, the numbers shaded are: 3, 2, and 4,5,1,2 respectively, the score for the six items would be  $3+2+4+5+1+2= 17$  .

For the SBDQ Questionnaire, a direct scoring and reverse scoring method was used for the items.

### **Procedure**

The questionnaire was administered to the respondents following the accidental method because the participants were not located in a particular place. The issue of shifting work hours inherent in Telecommunication industries made this method suitable as the participants had different work schedules.

### **Results**

In hypothesis one, it was stated that there will be significant positive relationship between democratic or employee centered leadership and general job satisfaction among employees in telecommunication companies. This hypothesis was tested using Zero-order correlation and the results are presented in Table 1.

**Table 1 : Summary of Zero-Order Correlation showing the relationship between Leadership styles and job satisfaction.**

Variables	$\bar{X}$	SD	1	2	3	4	5
1) Democratic/ employee-centered	60.35	14.09	1	-.053	.221**	-.064	-.049
2)autocratic / task centered	40.21	4.78		1	.081	.010	-.004
3)general satisfaction	40.93	4.87			1	.312**	.356**
4)extrinsic	23.04	3.07				1	.252**
5)intrinsic	11.86	2.22					1

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

Table 1 indicates that there is a significant positive relationship between democratic or employee centered leadership and general job satisfaction among employees in telecommunication companies ( $r=.221^{**}$ ). This implies that the more democratic the organizational leadership style, the higher the general job satisfaction among employees, even though the strength of the relationship is weak. In addition, the results showed that there is no significant relationship between autocratic /task centered leadership styles and general job satisfaction among employees ( $r=.081;p>.05$ ). Hence, these results fully support the stated hypothesis and it is accepted.

Hypothesis two stated that demographic variables (marital status, home language, work experience and age) will have significant joint and independent influence on general job satisfaction among employees in the telecommunication companies.

This was tested using multiple regression and the results are presented in Table 2.

**Table 2: Summary of Multiple Regressions showing the demographic predictors of employee job satisfaction**

Predictors	R	R <sup>2</sup>	F	sig	(β)Beta	t	P
Age					-.115	-1.650	.100
Home language	.334	.112	6.984	<.05	-.136	-2.133	.034
Work experience					.215	3.309	.001
Marital status					.195	2.799	.006

Table 2 indicates that demographic variables (marital status, home language, work experience and age) jointly predicted general job satisfaction among employees in the telecommunication companies { $R=.334$ ;  $R^2=.112$ ;  $F(4,222)=6.984$ ;  $p<.05$ }. This implies that (marital status, home language, work experience and age) jointly accounted for 11.2% variance in job satisfaction among employees; however, the remaining 88.8% could be statistically attributed to other factors not considered in this study. Further, independent results showed that (marital status, home language, work experience) had significant independent influence on general satisfaction about the job except the age of employees. Therefore, the results largely support the tested hypothesis and the hypothesis is accepted. In hypothesis 3, it was stated that male participants would score significantly higher on general job satisfaction than female participants

This was tested using t-test for independent samples and the result is presented in Table 3.



**Table 3: Summary of t-test For the Independent Samples Showing the Influence of Sex on general job satisfaction.**

	Sex	N	$\bar{X}$	Std.	df	t	sig
General satisfaction	Male	102	40.30	4.66	225	3.575	<.05
	Female	125	37.02	8.25			

Table 3 shows that sex had significant influence on general job satisfaction among employees in the telecommunication companies [t (225) =3.575; P<.05]. This implies that male scored significantly higher ( $\bar{X}$  =40.30) than their female counterpart ( $\bar{X}$  =37.02) on general job satisfaction. Therefore, the hypothesis has been confirmed and accepted.

### **Discussion and conclusion**

Hypothesis one stated there will be significant positive relationship between democratic or employee centered leadership and general job satisfaction among employees in telecommunication companies. This was tested using Zero-order correlation and the results indicate that there is a significant positive relationship between democratic consideration, person or employee-centered leadership style and general job satisfaction among employee. This implies that the more democratic the organizational leadership style, the higher the general job satisfaction among employees, even though the strength of the relationship is weak. In addition, the results showed that there is no significant relationship

between autocratic /task centered leadership styles and general job satisfaction among employees.

Likert (2003) stresses that employees will work harder for supervisors who employ a given style of supervision than they would for supervisors who use other styles.

Miner et al (2004) in support of Likert discerned between task and relationship that is autocratic and democratic respectively. They contended that task is the way the leader organizes and defines the roles of the members of his group by opening up channels of communication, delegating responsibilities and allowing subordinates the opportunity to use their potentials. Interpersonal relationship at different levels in an organizational hierarchy can be described and conceptualized in various ways; one of the commonest dimensions is what is termed democratic versus authoritarian mode of supervision. This refers to the extent to which the activities of a group is governed by the group as a whole in joint participative effort as compared with those activities which are directed unilaterally by the single individual who is in charge of the group. The way a group is governed is related to its structure in the organization.

Authoritarian organisations are where responsibilities are clearly delineated and detailed functions are allocated to each individual. On the other hand, organisations that operate the democratic style of leadership are more fluid and therefore very likely to be well specified.

In a typical Nigerian situation, Kayode (1990) enumerated technical conditional factors as the three factors influencing productivity. According to him, most of the findings on factors of job satisfaction seemed to have ignored psychological factors, most especially the needs of the workers in explaining productive levels. In his conclusion, he pointed out that the psychological factors form a part of the motivational group factors and determining the actual satisfaction given the other two groups –capacity and technical. Therefore, this study accept that democratic leadership styles had significant positive relationship with employee job satisfaction.

Hypothesis two Demographic variables (marital status, work experience and age) will have significant joint and independent influence on general job satisfaction among employees in the telecommunication companies. This was tested using multiple regression and the results showed that demographic variables (marital status, home language, work experience and age) jointly predicted general job satisfaction among employees in the telecommunication companies. This implies that (marital status, home language, work experience and age) jointly accounted for 11.2% variance in job satisfaction among employees; however, the remaining 88.8% could be statistically attributed to other factors not considered in this study. Further, independent results showed that (marital status, home language, work experience) had significant independent influence on general satisfaction about the job except the age of employees.

Therefore, the results largely support the tested hypothesis and the hypothesis is accepted.

Eze (2008) investigated the socio-demographic determinants of job satisfaction among employees in the banking industry and he found that gender, age, work experience and marital status were predictors of employees' job satisfaction using multiple regression analysis. Similarly, Sanford (2010) suggested that "work experience and age could significantly influence level of employee job satisfaction due the knowledge functions, the task performance become easier and faster in meeting target. In contrast to this report, Hollander (2011) has consistently argued that job position, family size and marital status jointly predicted indices of job satisfaction and not general job satisfaction.

Hypothesis three stated that male participants will score significantly higher on general job satisfaction than female participants. This was tested using t-test for independent samples and the result shows that sex had significant influence on general job satisfaction among employees in the telecommunication companies. This implies that male scored significantly higher than their female counterpart on general job satisfaction. Therefore, the hypothesis has been confirmed and accepted.

In another study conducted by Bass (1996), he found gender difference in job satisfaction among shifting work schedules employees and the results indicated that males were more satisfaction with work shift than females.

## **Conclusion and recommendations**

The traditional view of leadership holds that the success or failure of a group is largely determined by the effectiveness of its leader. When a business or a military campaign is successful, it is the top manager or general who often receives the credit. When baseball or football teams have a losing season the manager or coach is the first to go. Most organization recognize the importance of leadership and have, therefore devoted a great deal of time and energy to the ask of identifying and developing good leaders.

This study concluded from its findings that democratic leadership style in the workplace places job satisfaction at the high side while there is no significant relationship between autocratic or task centered leadership type and employees job satisfaction . Also it was concluded that demographic variables, age, gender, marital status and work experience jointly predicted job satisfaction and that males were more satisfied in this study than female.

Based on the foregoing, this notes that people differ widely in the characteristics, skills and attitudes they bring to the job. Therefore, the study recommends that people should be placed in positions that would maximize their potentials.

Rather than changing people to fit the situation, people should be trained to change the situation. Managers should be trained on the kind of leadership styles to adopt in order to enhance the employees' job satisfaction.

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