

The impact of leadership model on job satisfaction within SMES in Ndola, Zambia

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Abstract

This study investigated the impact of leadership models with a view to determine if they have a significant relationship on job satisfaction of employees in Small and Medium Enterprises of Ndola, Zambia. A total number of 100 male and female respondents took part in the study. Structured questionnaire format was used for data collection with scales that were developed and designed to measure perceived leadership models on job satisfaction. The study utilized the statistics for data analysis. Specifically, the STATA version 11, computer software was employed for data analysis.

From human resource management perspective, in order to increase performance in businesses, there should be improvement of employee job satisfaction. For measuring the employees' job satisfaction, prior researches emphasized on intrinsic and extrinsic job satisfaction. Leadership model is one of the important factors that have the potential to improve the organizational performance. In this study, four types of leadership models are considered including Autocratic, Supportive, Custodial, and Collegial leadership.

It is therefore concluded that there is no one best way to leadership but as situation arises. The study revealed that high consideration and initiating Leadership model will lead to achieving Job satisfaction. However, insufficient education, inability to select qualified workers for the job, low income and job status all affect job satisfaction. It is suggested that mentoring should be used as a means to develop and motivate employees towards entrepreneurship and intrapreneurship in order to achieve organizational sustainability and employee job satisfaction. So the findings of research prove that leadership is an important element which highly influences the organisational performance and in turn affects job satisfaction. Based on the results of this research, it has been recommended which leadership model should be practiced in SMEs to gain satisfied employees. Leaders need to state their views clearly; they need to consider employee capabilities and needs. This could ultimately lead to a better performance and a competitive advantage for the organization.

Keywords: Supportive leadership, Autocratic leadership, Custodial leadership, collegial leadership, Job satisfaction, Small-Medium Enterprises (SMEs)

1. Introduction

Leaders are facing greater challenges than in the past because of the elevated environment complexity and also the altering character from the organization. When we hint back to history, it might be apparent that leaders should be capable of implementing changes With regards to environmental demands. Organizations around the globe are deeply worried about thoughtful, examining and evolving leadership. No matter the kind of organization, leadership is discovered to play an important role in creating an effective organization for the success of the organization.

Leaders are convened the chance to guide, not since they're hired by senior managers they lead since they're professed and recognized by fans as leaders (Bosman & Nalla, 2009) ^[7]. Actually an innovator needs to supply the fans precisely what it takes to ensure that they're prolific and advance on the way to the common vision. But when the leaders neglect to provide that which was guaranteed before, it flourishes a feeling of disbelief and de-motivation.

Thus leaders must be centered on his followers' needs both within and outdoors of the organization to ensure that they are stirring ahead consistently. Another primary quality of the leader is "anticipation". Leaders can anticipate the near future prospects and plan substitute method to satisfy challenges. Such traits are typical in historic leaders. This feeling of

anticipation is thought to become innate and cannot be created in managers.

Organizations attempt to increase job satisfaction in different organizational levels according to their expectations in order to increase organizational performance (Eslami, 2012) ^[12]. It is clear that influential factors on job satisfaction have different levels as well (Janssen, 2004) ^[16]. Many researches attempted to identify and measure the impact of different factors on job satisfaction. For example, ethics (Avtgis, 2006) ^[3], (Cranny, 1992) ^[11]; (Lok P., 1999) ^[21], cultural values (Galup, 2008) ^[13], as well as HRM practices (Hilgerman, 1998) ^[14] 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 (Bogler, R, 2002) ^[6].

High job satisfaction enhances employees' psychological and physical wellbeing and positively affects employee performance. According to (Sergeant, 2000) ^[27], employee job satisfaction refers to the attitude of employees towards their jobs and the organization which employs them. The researchers pointed out that job satisfaction is influenced by many organizational contextual factors, ranging from salaries, job autonomy, job security, workplace flexibility, to leadership. In particular, leaders within organizations can

adopt appropriate leadership styles to affect employee job satisfaction, commitment and productivity.

1.2 Statement of the Problem

Leadership and job satisfaction are recognized as fundamental components influencing the overall effectiveness of an organization (Allen, 2002) ^[2]. In addition, (Bushra, 2011) ^[9] mentioned that a leader's style has a definite influence on an employee's job satisfaction. However, employees are no longer satisfied with traditional leadership practices (Chen, 2008) ^[10]. Therefore recognizing, adopting and practicing the appropriate leadership styles are vital for future leaders as it effects on employees job satisfaction.

Thus, for SMEs in Zambia to continue as an important contributor to the country's economy, the most significant leadership model which has the highest impact on the job satisfaction of employees in SMEs has to be identified.

In view of the research gap concerning leaders and leadership models and job satisfaction in SMEs more studies are needed to determine the types of leadership styles adopted in these organizations in the Zambian context. Following the views presented, this study strived to examine the correlation between leadership styles and job satisfaction among employees in small and medium enterprises and to determine the leadership styles that are commonly used by the leaders in the organization.

1.3 Significance of the study

This study is significant because it contributes to an expansion of the knowledge base related to the relationships between job satisfaction and perceived leadership styles within the SMEs in Zambia. More specifically, this study has the potential to identify which leadership style has an impact on employees' satisfaction in relation to their job. Consequently, if employees are satisfied, it reduces absenteeism, excessive employment turnover, lack of initiative and lack of support. Therefore, it encourages motivation, innovative culture, productivity and ultimately growth and profitability. This research also contributes towards understanding, that type of leadership model plays an important role towards organizational performance via-a-via job satisfaction. This study will contribute to a better understanding of the leadership styles currently being used by leaders with specific information provided on what leaders are doing well so these practices can be reinforced. Furthermore, this study could identify the gaps which may produce opportunities for future improvements.

1.4 Study Site

Participants of this research paper were the employees of different organizations. My targets were the employees of different SMEs on the Copperbelt part of Zambia.

1.5 Literature Review

1.5.1 Autocratic Model

This model depends on power the manager has the power to demand "you do this or else" – and an employee who does not follow orders is punished. The manager has formal, official, authority over employees.

This model assumes that employees have to be directed and pushed into doing the work. In this model, management does the thinking; employees obey orders and depend on the

manager. Employees are tightly controlled. Employees may obey managers but employees may not respect management. Typically, employees receive minimum pay for minimum expected performance. Employees may have lower skills. Often, employees work in the authority model because they have to provide subsistence for themselves and their families (Hilgerman, 1998) ^[14].

Its weakness is that it leads to "micro management". With micro management, managers control all details of daily operations. Managers control time and processes, they put their needs above those of employees; they insist on complicated approval processes for even the smallest things and closely monitor all results (Bushra, 2011) ^[9]. The problem with the autocratic model and micro management is that it leads to low employee morale, poor decision-making (no one will make a decision because he/ she is afraid of the decision being over turned) and high turnover. As well, employees kept quiet about hating the workplace, they certainly made their feelings known at home and in the community (Lee. H. Y., 2009) ^[20].

This model can get things done but it has high human costs. It can be useful in crisis situations, within armies or with short-term employees. The autocratic model was acceptable 100 years ago. However, today's understanding of people's needs as well as changing society values show better ways to organize behavior.

1.5.2 Custodial Model

The custodial approach depends on economic resources – money for wages and benefits - to motivate employees. The company has to have enough money to cover these costs. By the 1930's most employers were offering welfare programs...for example, housing, medical care and insurance, fewer working hours, sick pay, pensions and paid vacation time off (Yukl, 2002) ^[31].

The problem with the custodial model is that it leads to dependence on the organization by the employee because of the security offered. Employees do not want to leave the organization, not so much because they like the job, but because they like or depend on the benefits that go with it. (Yeh, 2013) ^[30]. They cannot afford to quit. In this model, employees may focus on economic rewards. They may be reasonable content, but may not be highly motivated – just passively cooperative. Companies that adopt the custodial approach normally have a lower staff turnover. However, employees do not produce their best work and are not motivated to grow to their full potential. The custodial model is a good foundation for organizations to grow to the next approach.

1.5.3 Supportive Model

The supportive model came from research done in the 1920's and 1930's. It depends on leadership, not authority or money. Through leadership, managers provide a work situation in which employees can develop. The supportive model assumes that employees want to work and will take responsibility. Employees are encouraged to be involved in the organization. Employees are more strongly motivated because their status and recognition needs are better met than with earlier models. The supportive approach is not about money, but about the way people are treated at work. A supportive manager helps employees solve problems and accomplish their work.

However, some managers may agree with the model but not actually practice it at work (Awamleh, 1999) ^[4]. This model is followed widely, especially in the West, because it responds to employee drives for complex needs. It is especially useful in production work places. Employees in developing countries are aware of management practices around the world and are demanding more modern approaches.

Management orientation, therefore, is to support the employee's job performance rather than to simply support employee benefit payments as in the custodial approach. Since management supports employees in their work, the psychological result is a feeling of participation and task involvement in the organization. Employees may say "we", instead of "they" when referring to their organization. Employees are more strongly motivated than by earlier models because their status and recognition needs are better met (Lund, 2003) ^[23]. Thus they have awakened drives for work.

1.5.4 Collegial Model

The term "collegial" relates to a body of people working together cooperatively. The collegial model depends on management's building a feeling of partnership with employees. The result is that employees feel needed and useful. They feel that managers are contributing also, so it is easy to accept and respect their roles in their organization. Managers are seen as joint contributors rather than as bosses.

The managerial orientation is toward teamwork. Management is the coach that builds a better team. The employee's response to this situation is responsibility. For example employees produce quality work not because management tells them to do so or because the inspector will catch them if they do not, but because they feel inside themselves an obligation to provide others with high quality. They also feel an obligation to uphold quality standards that will bring credit to their jobs and company. The psychological result of the collegial approach for the employee is self-discipline. Feeling responsible, employees discipline themselves for performance on the team in the same way that the members of a football team discipline themselves to training standards and the rules of the game (Lok, 2001) ^[22].

This model began about 50 years ago. Many employees feel satisfied that they are making a worthwhile contribution. This leads to self-actualization and moderate enthusiasm in the way they perform. The collegial model is especially useful for creative work, like marketing or communications or in thinking environments, like education or planning. In this kind of environment employees normally feel some degree of fulfillment, worthwhile contribution, and self-actualization, even though the amount may be modest in some situations. This self-actualization will lead to moderate enthusiasm in performance.

1.5.5 Job Satisfaction

(Janssen, 2004) ^[16] defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say, "I am satisfied with my job". (Hilgerman, 1998) ^[14] stated that job satisfaction is "the feelings a worker has about his or her job experiences in relation to previous experiences, current expectation, or available alternatives".

Job satisfaction has been defined as a self-reported, positive emotional state resulting from the appraisal of one's job or from job experiences (Chen, 2008) ^[10]. Judge (2001) described job satisfaction as the "overall affective orientation on the part of individuals toward work roles which they are presently occupying". Lok P., (1999) ^[21] defined job satisfaction as a positive or pleasing emotional state from the appraisal of one's job or experience. This definition suggests that employees form their attitude towards their jobs by taking into account their feelings, beliefs and behaviors.

Satisfaction on the job reflects important employee attitude towards their job (Spector, 1997) ^[28], indicating what makes a job enjoyable and a satisfying working environment (Robbins, 2009) ^[26].

Thus, job satisfaction is often considered to be an indicator of employee emotional well-being or psychological health leading to indicate behavior that could affect organizational functioning. Job satisfaction is often considered to be the most interesting variable in industrial and organizational psychology research (Akehurst, 2009) ^[1].

In the past, some researchers approached the study of job satisfaction from the perspective of needs fulfillment, meaning if the job meets the subordinates physical and psychological needs for the things provided by job, such as pay, employees were satisfied (Avtgis, 2006) ^[3]. Spector, (1997) ^[28] found that if the employees find their job fulfilling and rewarding, they tend to be more satisfied with their jobs. Voon, (2011) ^[29].

believed that job satisfaction generally refers to the feeling or emotional reaction associated with a role in an organization (Hwang, 2005) ^[15].

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 (Sergeant, 2000) ^[27].

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 (Janssen, 2004) ^[16]. It can positively impact commitment and performance of the employees and decreases their turnover and absenteeism (Chen, 2008) ^[10]. 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.

2. Research Methodology

The nature of this research can be categorized as positivism. In this type of research a theory is developed, data is collected which either supports or contests the theory, necessary revision is done and the theory is tested again. Positivism is when the researcher adopts the position of a philosopher, works with available data and the observable reality (de Bono, 2012).

2.1 Research Design

A descriptive and quantitative research approach was deemed appropriate to gather the primary data and attend to the research questions. Descriptive research determines and reports the way things are. This choice was made because this

research involves investigating possible relationships among two or more variables and collecting data to test hypotheses. The variables are measured once through a survey where the opinions of the respondents will be illustrated.

2.2 Target Population

Participants of this research paper were the employees of different organizations. The target population was the employees of different SMEs on the Copperbelt part of Zambia

2.3 Sample Size

The Sample size of research was 100 respondents from which we collected data.

2.4 Sampling Procedure

Random sampling design to select sample from population was used. The researcher visited all these organizations and first of all, informed the respondents that all their information will keep confidential and then got the feedback directly from the respondents.

2.5 Data Collection Instruments

The measuring instrument for data collection from the employees is in the form of questionnaires which consists of close-ended questions. The questionnaires were preferred because they were convenient to most respondents as they responded to the questions at their own suitable time and the interview provided the best means of getting detailed data for the study from individuals.

2.6 Data Analysis Techniques

The data was collected and edited for incompleteness and inconsistency to ensure correctness of the information given by the respondents. Variables were coded in Microsoft excel, and a statistical package (STATA Version 11.0) was used for data entry and analysis. Pearson's correlation coefficient was used to establish the relationships between leadership models and job satisfaction. Multiple regression analysis was used to determine how the predictor variable explains the dependent variable.

3. Findings and Discussion

In order to establish whether Leadership models have an impact on job satisfaction, respondents were asked to give their views of the matter and below is the table showing respondents views.

Table 1: The impact of leadership models on job satisfaction.

S. No	Variable	No. of Measures	Mean	STD. Deviation
1	Autocratic	6	3.18	0.69
2	Custodial	6	3.14	0.57
3	Supportive	6	2.94	0.86
4	Collegial	6	3.09	0.83
5	Job Satisfaction	20	3.07	0.33

Source: Field Data (2015)

Table 1 represents the mean values of autocratic, custodial, supportive, and collegial leadership, overall job satisfaction.

The 3.07 mean value for overall job satisfaction describes the satisfaction of employees with different dimensions of their job. The results show positive attitudes of employees towards their work which means employees are to some extent satisfied with their job. Aggregate mean value of 3.18 for autocratic leadership explains the employees' views about the leadership style of the supervisor. Autocratic leadership style has a higher mean value over the other leadership styles. Results show that employees are not happy with their supervisors or leaders. According to employees' responses, managers don't encourage their innovative thinking, and don't consider their personal feelings before acting or implementing a decision.

Table 2: Correlations

	1	2	3	4
Autocratic	1			
Custodial	.4586	1		
Supportive	-.5103	-.2043	1	
Collegial	-.4604	-.2034	.8313	1
Job Satisfaction	-.1265	.0015	.2991	.2754

Source: Field Data (2015)

According to the above table we can easily describe the relationship among our variables. As we know that correlation exists between +1 to -1. These two extreme points shows positive and negative correlation. According to the above table our significant level for correlation is 1% (0.01). While according to the given table, significant value of Job Satisfaction (Dependent Variable) is 0.0015 with Custodial Leadership, 0.2991 with Supportive, and 0.2754 with collegial leadership. So this shows there is positive relationship between job Satisfaction and its dependent variables. However, Autocratic leadership ($\beta = -.01265, < .05$) was negatively related to job satisfaction.

The objective of this research was to survey if leadership models have a relationship with employee's job satisfaction in a small and medium scale enterprise in Zambia. Based on previous research, many factors have been identified as potential factors that fostering a relationship with employee job satisfaction, such as sex, age, competence race and variety of skills used (Madlock, 2006) [24]. Though, specific scholars advocate that even all the same other factors are intricate, satisfaction of the employee in the organization is possibly most thoughtful of how employees feel about leaders and the performances they exhibit.

Investigation in these areas has involved top management (Richmond, 2000) [25]. This study offers additional insight into how leadership models correlate with employee's job satisfaction in small and medium scale enterprises. From the result of correlation analysis in table 2 above, revealed all the leadership models sub-scales are statistically significant at the 0.01 level of significance.

The result indicated that supportive and collegial leadership behaviors are important factors that contribute to employees' job satisfaction because they are positive relationship among the variables.

4. Conclusion and Recommendations

Leadership models (Autocratic, Custodial, Supportive, and Collegial) are known and practiced by leaders/managements as a means of achievement motivation and job satisfaction of

employees in the selected SMEs covered in this study. Employees were motivated through promotion, mutual trust, respect for subordinates' ideas and their feelings.

Overall, the purpose of this research was to determine the relationship between leadership model and employee's job satisfaction in small and medium scale enterprises in Zambia. The results showed that Supportive leadership model and collegial leadership models have a positive relationship with employee job satisfaction with the organization. Therefore based on this study, leadership model that is commonly used by the leaders in the organization under study is the autocratic leadership model.

The outcome of the study also buttressed earlier investigation conducted by (Sergeant, 2000) ^[27], (Chen, 2008) ^[10], (Lok P., 1999) ^[21], (Lok, 2001) ^[22] which revealed employee job satisfaction correlate positively with leadership styles displayed by the leader. However, based on this study, supportive and collegial leadership model dimension of inspiration motivation had greater impact and backing than autocratic and custodial leadership model management by exception. However, this doesn't mean autocratic and custodial leadership models are not an important contributor to job satisfaction, the combinations of the two styles are important given circumstances and situations leaders operate. Even though the result of the study is in line with previous researches on leadership styles and employee job satisfaction, however the need to re-emphasize supportive and collegial leadership especially in Zambian small and medium scale enterprises becomes inevitable. Furthermore, Organizations that have leadership capability to change their management approach using leadership skills will further improve their organizational performance and employees' job satisfaction. It was also suggested that the adoption of both supportive and collegial leadership styles may increase the level of job satisfaction among the employees in small and medium-sized enterprises in Zambia. Majority of the manager in SMEs context are also the owners of the companies. The owners/managers should not only deal directly with their employees, but also help them to create a better reinforcement system in order to motivate their employees in the SMEs situations.

5. References

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