

# A Study of the Relationship among Manager Leadership Styles, Employee Personality Characteristics and Employee Job-Satis

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## ABSTRACT

Under the internal and external big changes and pressure of the newspaper industry, the sales people in every levels of the Classified Advertisement Department do their best to strive for their career development and job performance appraisal. From my opinion of view, we have to coach and improve the management leadership styles and skills, to enhance the analysis of the employees' personal characteristics and to apply the result from above to employees' job satisfaction. All the job satisfaction adjustments will result in the changes of all employees' behaviors and psychologies in Classified Advertisement Department directly. The main purpose of this research is to discuss the relationship among leadership styles of managers, the personal characteristics and job satisfaction of the sales people of the Classified Advertisement Department. The results of this research are based on the 362 questionnaires. This research applies a lot of statistic analysis methods, such as : factor analysis、reliability analysis、ANOVA and regression analysis, etc. We hope that this research can help those people who worked in the Classified Advertisement Department enhance their employees' selection skills, job performance appraisal methods and improve the management leadership styles, the results of this research as followed : 1、Job satisfaction (work, leader, colleague, compensation, promotion) is significant difference caused by employees' individual backgrounds (sex, age, marriage, educational level, working years, job grade, working experience, educational specialty). 2、Job satisfaction (work, leader, colleague, compensation, promotion) is significant difference caused by consideration-oriented or task-oriented leadership style of managers. 3、Job satisfaction (work, leader, colleague, compensation, promotion) is significant difference caused by inner or outer control personal characteristics of employees. 4、Job satisfaction (work, leader, colleague, compensation, promotion) is significant difference caused by type A or B personal characteristics of employees. 5、Job satisfaction (work, leader, colleague, compensation, promotion) is significant difference caused by interaction between leadership styles of managers and personal characteristics of employees.

Keywords : Leadership styles ; Personality characteristics ; Job Satisfaction

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