A Study on the Relationship between Leadership Style and Employee Job Satisfaction

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ABSTRACT

Facing the lack of resources and the increasing competition within the industry, it is an important issue for corporate leaders to enhance employee job satisfaction in order to maximize organization's performance. No matter how largely and quickly the environment is changing, human resource is the most important factor to organization's success. Therefore, how to increase employee job satisfaction and further enhance performance is one of the most important issues that organizations should consider. The purpose of this study was to address the correlation between leadership style and employee job satisfaction. Participants of the study were employees in Dragon Steel Corporation. Based on Situational Leadership Theory, leadership style was classified into four groups: directing, coaching, participating, and delegating. A total of 532 questionnaires were distributed, 485 returned and valid, with a return rate of 91%. After data analysis, it was found that the corporation's leader implemented directing and coaching styles to employees with work experience 9 years and above, while implementing coaching and delegating styles to those with work experience less than 3 years. Study results indicated that employee's perception of leadership styles was inclinded toward coaching and delegating styles. Overall employee job satisfaction and leadership style were correlated. In addition, each of the directing, coaching, and delegating styles is positively correlated with employee job satisfaction.

Keywords : leadership style ; job satisfaction ; situation leadership

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