

**Relationship between Leadership and Job Satisfaction: A  
Correlational Study of Staff of the Delta State University  
Teaching Hospital  
Oghara, Delta State, Nigeria**

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**Abstract**

*Previous studies have identified many factors that influence the level and quality of job satisfaction enjoyed by employees. However, the current study was not interested in just identifying general factors that influence job satisfaction of employees but focused specifically on finding out if there is a relationship between leadership behaviour of individual managers and subordinates' job satisfaction of employees. The study population sample was drawn from the staff of one of the fastest growing teaching hospitals in Nigeria, the Delta State University Teaching Hospital, Oghara, Nigeria. A mail in questionnaire was used to collect data from respondents. The results indicated that there was a strong positive relationship between perceived transformational leadership behaviour of the managers/supervisors and employee job satisfaction. It is hoped that findings from this study will provide*

*an enhanced understanding of the nature of the relationship between perception of leadership behaviour and employee job satisfaction. Overall, the findings from this study will help the management of the Teaching Hospital to adequately prepare leaders and workers in the healthcare field with effective skills and knowledge that will enable them to create and foster a work environment that enhances employee satisfaction.*

**Keywords:** *Leadership, job satisfaction, healthcare, and behaviour*

## **Introduction**

The current healthcare environment in Nigeria represents an era of constant change. Transformation of the healthcare system is necessary to decrease cost while at the same time improve quality (Bamum & Neale, 1995; Wolf, Boland, & Aukerman, 1994). This environment is fragile, subject to unreliable change and requires a quick response by management.

The healthcare environment of the twenty-first century will demand leaders who inspire and provide a vision of the future (Medley & Larochelle, 1995). There is an urgent need in the healthcare industry to be responsive to change. Leadership in the healthcare must be prepared to concentrate their efforts and decisively transform their organisations, positioning them for future success. Porter O'Grady (1995) contends that these changes may require a leader who identifies common values with staff, empowers and encourages staff members to do their best, and no longer settles for linear relationships to manage the delivery of care. This variegated characteristic describes what is known as a leader. Early research on leadership gravitated to focusing on leader effectiveness in business and industrial settings, as measured by contribution to organisational performance and profitability, with little attention paid to the effects of leader behaviour on employee attitudes, responses, and outcomes (Packard & Kauppi, 1999). The current study was important from the perspective that it was conducted at the Delta State University Teaching Hospital where little or no research has been done on the variables of leadership behaviour and job satisfaction

(Emery & Barker, 2007). This hospital is located at Oghara Town in Delta State, Nigeria, and provides specialized clinical services to about 12 million inhabitants of Deltans, as well as non-deltans.

Capable leaders are needed to guide the healthcare profession through these perilous times and to ensure that professional contributions meet the healthcare needs of the nation. This new requirement of leaders necessitates a distinction between leadership and management. There is a long-standing controversy regarding the difference between the constructs of leadership and management. According to McCloskey and McClain (1987), leadership is best described as the process of influencing people to accomplish goals, whereas management is directed toward moving an organisation toward achievement of its goals. Furthermore, management implies a vertical set of relationships with which to manage delivery of services. This type of structure limits contributions to quality, reduces empowerment, and fails to recognize a person's work (McCloskey & McClain, 1987). In contrast, the principles of the new paradigm of leadership strongly support leaders with participative and interpersonal competencies. This type of leadership encourages quality improvement efforts of staff and empowers subordinates to make decisions (Porter-O'Grady, 1995). Within this context, individuals with a stronger inclination toward leadership are considered transformational leaders, while those disposed toward management are called transactional leaders.

### **Theoretical Framework**

Bass and Avolio (1985) Transformational and the transactional leadership style formed the theoretical background of this study. Although different theoretical approaches have been applied to the study of leadership (Bass & Avolio, 1985; Burns, 1978; Kouzes & Posner, 2007; Northouse, 2010), transformational and transactional leadership style has been adjudged the most applied in any organisational setting, including public safety (Riggio, 2000; Robbins & Judge, 2006). The theoretical significance of the transformational and transactional leadership theories to the job

satisfaction literature cannot be over-emphasized (Bass & Riggio, 2006; Barnes & Shelley, 2004; Berson & Linton, 2005). Transformational leadership is a style of leadership that describes leaders who are most concerned with their followers needs, and are constantly looking for ways to grow and transform (Northouse, 2010). The leader is seen as someone who shares goals and provides not only the vision, but also the necessary steps to accomplish the vision (Bass, 1996). On the other hand, transactional leadership refers to the exchange role of the leader (Ottu & Nkenchor, 2010). The leader helps the follower identify what must be done to accomplish the desired results, by relying on its components of contingent reward, management - by- exception passive and management by exception what motivates workers (c) the primary goal of the followers is to obey the instructions and commands of the leader (d) expectations are met when subordinates are carefully monitored (Bass, 1996). In transactional leadership, rewards and punishment are based on the performance of the followers, where the leader sees the relationship between managers and followers as an exchange, i.e., “you give me something for something in return”(Van Eden *et al.*, 2008). In other words, subordinates are rewarded when they perform well. However, the reverse is the case when they perform poorly (Bass & Avolio, 1985). Nzuzu (2011) contend that transactional leadership is not effective unless used with other forms of leadership. This view was supported by Patricia (2002) that successful leaders use a combination of multiple leadership methods to accomplish desired results from followers in a given situation.

### **Literature Review**

One of the issues to be addressed in a study of the relationship between leadership behaviour and employees' job satisfaction pertains to how the latter perceive their managers' leadership behaviour. What do subordinates consider and look for in a leader? How do they arrive at the perception that one type of leadership behaviour is helpful to job satisfaction while another type is not? Available literature seems to suggest that subordinates perceive leadership behaviour from diverse

perspectives and that the perspective helped the employee's assessment of how a particular leadership behaviour affects his or her job satisfaction and other work-related outcomes. One school of thought obvious from previous research is whether employees under a given manager perceive the leader's behaviour from a group or individual viewpoint (Sarros & Santora, 2001).

The relationships of transformational leadership style, job satisfaction, and employee performance have been further demonstrated and documented in various work environments (Bass, 1990a; Collins & Porras, 1996; Manz & Sims, 2001). In a study conducted by (Ottu & Nkenchor, 2010) that corroborated previous findings, it was established that there was a positive relationship between job satisfaction and co-workers transformational/transactional leadership style that described leaders who were most concerned with employee performance and job satisfaction. Riaz and Haider (2010) conducted a study to determine the impact of transformational and transactional leadership style on job success and career satisfaction in the context of Pakistan. The results of their study showed that transformational leadership style was positively related to job satisfaction and career success. This study is consistent with other studies (Berson & Linton, 2005; Morreale, 2002).

A study conducted by Emery and Barker (2007) supports the notion that transformational and transactional leadership style is closely associated with job satisfaction and organisational commitment of workers. The study population consisted of 77 branch managers, drawn from three regional banking sectors, and 47 store managers from one national food chain. Two instruments, the Multi Factor Leadership Questionnaire (MLQ5X) and the Job Descriptive Index (JDI) were used for the data analysis. Findings from the study supported those of other researchers (Hinduan, Wilson Evered, Moss, & Scannell, 2009) that a correlation exists between transformational and transactional leadership, job satisfaction, and organisational commitment of employees. Other findings from Emery and Barker (2007) study found that employees

who were managed under a leaders exhibiting transformational leadership had a higher level of job satisfaction.

In contrast, transactional leadership refers to the exchange role of the leader (Kanungo, 1998). The leader helps the follower identify what must be done to accomplish the desired results, by relying on its components of contingent reward, management by exception passive and management by exception active (Van Eden et al., 2008). According to Bass and Avolio (1985) when contingent reinforcement is used, followers exhibit an increase in performance and satisfaction; followers believe that accomplishing objectives will result in them receiving desired reward. Burns (1978) agreed that transactional leadership style have some basic assumptions: (a) people perform their best when the chain of command is clear and definite (b) rewards and punishment is what motivates workers (c) the central objectives of the followers is to obey the instructions and commands of the leader (d) expectations are met when subordinates are carefully monitored. In transactional leadership, rewards and punishment are based on the performance of the followers, where the leader sees the relationship between managers and followers as an exchange, i.e., “you give me something for something in return”(Van Eden et al., 2008). In other words, subordinates are rewarded when they perform well. However, the reverse is the case when they perform poorly (Bass & Avolio, 1985).

Riaz and Haider (2010) contend that transactional leadership is not effective unless used with other forms of leadership. This view is supported by (Patricia, 2002) that successful leaders use a combination of multiple leadership styles to bring about desired results from followers in a given situation. According to Manz and Sims (2001) transactional leaders are reactive, meeting the problems as they appear, as opposed to being proactive and utilizing strategy in anticipating and planning future needs. In supporting this view, Burns (1978) stated that a greater number of leaders and followers have a transactional relationship, adding that “leaders approach followers with an eye to exchange one thing for another: jobs for votes, or subsidies for campaign contributions” (p.4).

Burns (1978), however, accepted transforming leaders as being more powerful than transactional leaders and that transformational leaders recognize and use transactional leadership.

Job satisfaction is defined as “the favourableness or unfavourableness with which employees view their work” (Kanungo, 1998). Some recent research would suggest that job satisfaction of employees within an organisation is related to an organisation’s ability to change (Sarros & Santora, 2001). Since a consistent theme in the literature for the past 20 years has been the inability of some nursing homes to change in a meaningful way, especially in the area of quality of care (Collins & Poras, 1996), in this context improving job satisfaction may be important in improving some aspects of the industry. Job satisfaction of employees in healthcare may be especially important, because administrators can have a pervasive influence on facility performance and quality of care.

## **Methods**

**Design:** The study utilized the non-experimental correlational design. The dependent variable was job satisfaction of the staff of the Delta State University Teaching Hospital while the independent variables were the transformational and transactional leadership styles of the management of the teaching hospital. The study assessed if a relationship existed between perceived leadership styles of managers and job satisfaction of employees in a hospital setting. The Multifactor Leadership Questionnaire (MLQ) was used to measure perceived leadership behaviours of the managers by staff and the Index of Work Satisfaction (IWS) was used to measure the job satisfaction of the healthcare workers.

## **Research Hypotheses**

The following research hypotheses were addressed in this study:

1. No significant relationship exists between perceived managers’ transformational leadership style and subordinates’ staff job satisfaction.
2. No significant relationship exists between perceived managers’ transactional leadership style and subordinates’ staff job satisfaction

### **Setting and Sample**

The study was conducted at the Delta State University Teaching Hospital, Oghara, Delta State, Nigeria. The subjects of this study included a randomly selected sample of 187 staff of the teaching hospital working in different departments that met the inclusion criteria. In order to protect the identity of respondents, questionnaires were sent by mail after obtaining permission from the authorities. A packet containing a self-addressed, stamped envelope, a cover letter, a demographics sheet, the instruments, and a pen were provided to the respondents. The study participants were asked to complete the questionnaires in their home environment and return the questionnaire via self-addressed envelope within sixty days of receipt. The participants' names were not placed on the survey; therefore, the researcher did not know who participated in the study. The researcher respected the participants' rights to privacy and confidentiality. There were no risks or side effects involved in this study.

### **Instruments**

The Multi-factor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995) provided a mechanism to systematically measure, explain, and demonstrate to leaders the key factors that differentiate leaders' transformational and transactional characteristics. The instrument was refined over a ten-year period. There are five transformational leadership factors, two transactional leadership factors, one non-leadership factor, and three outcome factors. The transformational scales are: charisma, idealized influence, individual consideration, intellectual stimulation and inspirational motivation. The two transactional leadership scales include: contingent reward and active and passive management-by-exception. The non-leadership scale has three outcomes scales. To use the MLQ, the rater determines how frequently the leader fits the description and ranks them on a five point Likert scale. The content validity of the MLQ was evaluated through a principle components analysis with varimax rotation. Reliability coefficients of .86 (Cronbach's alpha) were calculated for



transformational and .80 for transactional leadership as reported by Bass (1995).

The Index of Work Satisfaction (IWS) was used to measure the teaching hospital staff job satisfaction (Stamps & Piedmonte, 1986). This instrument is based on Maslow's and Herzberg's theories of work satisfaction. The instrument was developed in 1972 using the classic Likert scale. Six components of work were identified and defined: (a) pay, (b) autonomy, (c) task requirements, (d) organisational requirements, (e) interaction, and (f) job prestige. Attitude items relating to each component were designed and examined by a panel of nursing experts who determined whether the item was related in content to the particular component. The procedure resulted in ten items per work component for a total of 60 items. The measurement instrument itself has two parts. Part A consists of 15 sets of paired comparisons of the six work components which measure the relative importance of each of the six components to the respondent. Part B is the Likert Scale that measures the current level of satisfaction for each of the six components. Several revisions of the instrument have been made resulting in a total of 72 items. Cronbach's alpha coefficient for each of the components ranged from .696 to .900. The instrument validity was assessed using factor analytic methods; specifically principal component analysis with varimax rotation.

## **Results and Discussion**

### **Descriptive Statistics**

Survey data were sent out to 187 participants. However, only 47 of the 187 contacted, representing 25% of the survey participants responded within the 60 days deadline. Regarding the highest level of education completed (50%) had High School Diplomas; (25%) had Ordinary National Diplomas; and (25%) had Higher National Diplomas. More than half of the subordinate employees (60.0%) were single; while (40.0%) were married. Regarding duration of employment; (32.7%) had 0-1 year as junior staff of the teaching hospital; (42.3%) had 2-3

years; and (25%) had 3 years and above of service with the teaching hospital.

Demographic variables (N=45) are presented in Table I.

Table I: **Demographic Variables**

<b>Description</b>	
<b>Education Level</b>	<b>Percentages</b>
High School Diploma	50.0%
Ordinary National Diploma	25.0%
Higher National Diploma	25.0%
<b>Marital Status</b>	
Single	60.0%
Married	40.0%
<b>Duration of Employment at the Hospital</b>	
0-1 year	32.7%
2-3 years	42.3%
3 years and above	25.0%

#### **Reliability Analysis for MLQ and IWS (Cronbach's Alpha)**

The reliability of the variables of interest for the sample was examined with Cronbach's alpha (Brace *et al.*, 2009). For the transformational leadership variables; the reliability coefficients ranged from 0.827 for "intellectual stimulation", 0.842 for "individual consideration", 0.894 for "inspirational motivation", 0.855 for "charisma" and 0.851 for "idealized influence" reliability analyses (Brace *et al.*, 2009). For transactional leadership variables, the reliability coefficients ranged from 0.845 for "contingent reward", 0.717 for "Active (MBE)", and 0.773 for "Passive (MBE)". The minimum acceptable reliability is .70 (Brace *et al.*, 2009). Therefore, the MLQ was reliable for the sample. For the IWS, the reliability coefficients ranged from "autonomy" 0.760, "organisational

requirements” 0.522, and “Interactions” 0.694. Reliability coefficients are presented in Table 2.

**Table. 2: Reliability Coefficients**

<b>Variables</b>	<b>No of Items</b>	<b>Ronbach’s alpha</b>
<b>Transformation Leadership</b>		
Intellectual Stimulation	4	0.827
Individual Consideration	4	0.842
Idealized Influence	4	0.851
Inspirational Motivation	4	0.894
Charisma	4	0.855
<b>Transactional Leadership</b>		
Contingent Reward	4	0.845
Active (MBE)	4	0.717
Passive (MBE)	4	0.773
<b>Index Working Scale (IWS)</b>		
Autonomy	8	0.760
Organisational Requirements	6	0.522
Interactions	9	0.694

### **Analysis of Research Hypotheses**

Research hypothesis one stated “no significant relationship exists between perceived managers’ transformational leadership style and subordinates’ staff job satisfaction. The second research hypothesis stated “no significant relationship exists between perceived managers’ transactional leadership style and subordinates’ staff job satisfaction.

To test these hypotheses, the researcher ran the Pearson correlation between the eight subscales of both transformational and transactional leadership and the three IWS subscale scores as shown in table 3. The results showed that significant positive relationships were found between

autonomy satisfaction and charisma, individual considerations, intellectual stimulation, and contingent reward. Satisfaction with the organisation was positively correlated with all the transformation and transactional leadership variables except MBE-passive. However, interaction satisfaction was not significantly correlated with any of the transformational/transactional leadership variables.

**Table. 3: Pearson's Correlation with MLQ Variables with IWS Variables**

MLQ Variables	IWS Variables		
	Autonomy	Interactions	Organisation
Idealized Influence	.165	-.203	.342*
Charisma	-.436**	.117	.700**
Intellectual Stimulation	.344**	-.037	.534**
Individual Consideration	.352*	.047	.608**
Inspirational Motivation	.142	-.018	.495**
Contingent Reward	.378*	.061	.501**
MBE-Passive	-.092	-.143	-.119
MBE-Active	-.275	-.012	-.456**

### **Implications for the Health Profession**

The results of this study indicated that subordinate workers at the teaching hospital preferred managers who are transformational leaders. The findings also suggests that managers who want to increase job satisfaction should practice Individual Consideration because this is the preferred transformational leadership characteristic of the managers working in hospital. This study supports the views of other studies conducted by Medley and LaRochelle (1995) that transformational leadership is linked to job satisfaction. Additionally, findings of the study indicate that transformational leadership decreases turnover and increases promotion and retention among the staff of the nascent teaching hospital. Therefore, the management of the teaching hospital must find new ways to retain staff, enhance the workplace environment,

and begin promoting the medical profession through transformational leadership.

### **Recommendations and Conclusions**

Several aspects of leadership and their impact on job satisfaction continue to provide endless opportunities for research (Medley & Larochelle, 1995; Sparks & Schenk, 2001; Masi & Cooke, 2000). This study investigated the relationship between leadership and subordinates staff job satisfaction at the Delta State University Teaching Hospital, Oghara, Nigeria. Transformational and transactional leadership theories formed the theoretical framework of the study (Bass & Avolio, 1985). The result of the current study suggests additional opportunities for leadership and job satisfaction research within other healthcare organisations and teaching hospitals in Nigeria. The implementation of the transformational leadership styles requires time and energy. Further studies must evaluate the benefits, challenges, and financial constraints of developing innovative leadership styles in meeting today's changing health care environment. The results of this study can be used as an education tool for those wanting to influence and address the problem health care profession staff shortage in Nigeria, as well as in other part of the world.

Employees want to work in an environment where they are valued and appreciated. Motivating individuals and going beyond self-interests for the good of the group are important characteristics of effective leaders. Therefore, leaders must be transformational to raise others to higher levels of motivation and morality (Burns, 1978).

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