

Effects of Project Manager Leadership Style on Employees' Job Satisfaction in Construction Projects in Pakistan KP Region

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Abstract

An effective leadership style is a prerequisite for job satisfaction of employee and organizational performance. Countless research studies have been conducted for determining the Impact of transformational and transactional leadership style on the job satisfaction but are few in construction sector projects in Pakistan KP region. Therefore, the present also aims the impact of transformational and transactional leadership style on job satisfaction in construction sector projects in Pakistan KP region.

Data was collected from a sample of 183 respondents through an adopted questionnaire. The collected data was subjected to reliability test, descriptive calculation, correlation, and regression analysis.

The findings of the study show that both leadership styles have a positive and significant relationship with job satisfaction. But transformational leadership has a more significant impact on job satisfaction of employees in construction sector Pakistan KP region.

Keywords: Leadership style, Transformational Leadership, Transactional Leadership, Job satisfaction, KP, Pakistan.

Introduction

Human resources are considered as the most important resources for every organization. Most of the organizations are putting focuses on deeply studying the leadership. Leadership is an important concept that plays an important role in both the organizational development as well as in making and maintaining high performing teams. But in today's era due to environmental complexities and due to the diverse nature of organizations leaders face many challenges. It is leaders who motivate and encourage their followers to accomplish the organizational goals. Both leaders and employees are the most important resources for every organization. Motivated and satisfied employees bring increase in the performance of the organization. Leaders have the ability to change the behavior of their followers and to keep them satisfied and motivated towards the achievement of organizational goals. The mutual understanding between leaders and employees can give birth to the innovations. Leadership is one of those factors that have positive and negative impacts on the employees' job satisfaction. This research is also based upon examining the impact of leadership styles on the employees' job satisfaction

According to Hui, Jenatabadi, Ismail, & Mohamed (2013), the teacher job satisfaction can be made higher by employing the decision making style by the principals to be adopted. The studies conducted by Sadeghi & Pihie (2013) describe that by adopting transformational leadership behavior administrators and heads of departments may increase the level of job satisfaction of lecturers.

The higher the quality of leadership, the higher effective and efficient will be management of the people (Albion & Gagliardi, 2007). With help of leadership organizational human resources are well connected with each other and work together. Most of the organizations are busy now a day in familiarizing themselves with leadership and to improve leadership. In this era, transformational leadership play a vital role in the organization and this style is considered as a modern leadership style. A researcher argues that transformational leadership is an effective and systematic process which move moves the behaviors of people towards the organizational goal achievement (Hall et al., 2008). Leaders may have positive or negative impacts on the employees. The leaders have to change their rigid autocratic style and bring a friendly environment in the organization if they want to have positive impacts on employees (Dess et al., 1998).

Job satisfaction talks about the feelings of satisfaction of an employee in the organization that he/she has about their jobs. Most of the organizations are considered as successful when the level of employees' satisfaction is higher. The more the employees of the organizations are satisfied the more the organizations will be productive and profitable (Saari & Judge, 2004).

Expert and skillful human resources help the organizations to achieve its goals and objectives. Employees and managers both play very important role in the accomplishment of organizational goals, if they are well committed and loyal to the organization. Now a day strong competition is found in the organization is because of human resources who have strong competences who worked hard for the organizational success. The world has become a global village, because human resources are grouped in the organizations from different cultures which make the organizations difficult to manage creatively. Human resources bring their own psychological, cultural, physical and ethical concepts to the organizations which make it difficult for leaders to manage them and control them.

Effective leaders play a vital role to divert the behavior of employees toward accomplishment of organizational goals and keep them satisfied with their jobs as well. Most of the organizations are enjoying benefits of retaining employees just because of keeping them highly satisfied and motivated with great performance. Thus it is imperative to explore the prevailing leadership style of manager and its influence on the on the level of employee job satisfaction in Afghanistan investment support agency. The aims to examining the prevailing leadership style of project manager and its influence on the on the level of job satisfaction of employee in construction sector projects. The findings of the study will add a new knowledge to existing body of academic and professional knowledge regarding leadership styles and job satisfaction.

Purpose and objective of the study

The main aim and focus of this research study is to find out the effect of transformational and transactional leadership styles on the level of job satisfaction of employees in construction sector projects in Pakistan KP region. The following research objectives were developed for this study;

- To determine the prevailing leadership style in construction sector projects in Pakistan KP region.
- To examine the effect of transformational and transactional leadership styles on the level of job satisfaction in the construction sector projects in Pakistan KP region.
- To identify the leadership style that is most desired by the employees of construction sector projects in Pakistan KP region.

Literature Review

In these days, the most important issues that managers face are job satisfaction and motivation of employees. This issue attracted many researchers' attention to work on and conduct study about this issue. It is understood that employee job satisfaction is directly related with that of motivation in the organization. According to Karanja, Mugwe, & Wanderi, (2013), in various situations various types of leadership styles were effective so the contribution to the ministry of education and school management was to give them help in selecting the best strategy in leadership style to get maximum level of job satisfaction from their teachers. Nadarasa & Thuraisingam, (2014), describe that autocratic leadership style of principals has negative impacts on job satisfaction and democratic leadership style has positive impacts on job satisfaction. Fajana, (2002) stated in his book Human Resource Management that job satisfaction and motivation both are combined issues of management. He argued that these two issues are different from each other but they are closely related with each other. The main benefits of these two factors to the organization are that increases the level of productivity and turnover ratio is diminished.

Frederick, (2008) gave his own viewpoint on motivation after he conducted a research that job satisfaction is based on two important features hygiene and motivation. Afterwards, Harvard Business School also conducted a research on the same phenomena. Herzberg also discovered that if management does not give proper attention to the hygiene factor in the organization, it can lead to job dissatisfaction. He stated that if the organizations do not keep the policies clear for their employees it obviously create negative impacts on employee job satisfaction. Employees are not only motivated with monetary benefits in the organization while they consider that there should be some other factors as well to motivate them.

Job satisfaction an influential factor for organizational performance and an extensive research work has been done to increase job satisfaction of employees. In many business organizations to know about impacts of transformational and transactional leadership styles on employee performance has always remain area of focus in research (Bass, 1985; Northouse, 1997; Awamleh & Gardner, 1999). Some important outcomes of the organization are the results of these two leadership styles (Kirkpatrick and Locke, 1996). It is also gained from the study that transformational leadership styles have impacts on both motivation and effectiveness of project team (Bass & Avolio, 1990; Shahid, Amin, & Sohail, 2016).

To achieve the organizational objectives and use the organizational resources effectively and efficiently is the primary job of a qualified leader. Organizations usually fail to have qualitative leadership in the organization. This issue can be resolved by implementing transformational leadership style. Transformational leadership helps the employees to meet their objectives by using the characteristics of this leadership style. Al-Ababneh, (2013) stated that job satisfaction is determined by the leadership style. Cumming et al., (2010) urged that those organizations where leaders do not take care of the feelings of their followers they lose the best of efforts of their followers.

Transformational leadership develop a sense of common interest among the leaders and their followers that is why they work both lead the organization towards the success. Leithwood (1991) stated that transformational leadership create an innovative environment to rework on mission and vision statements of the organization and bring innovations in the organizational system and refresh the commitment concept of followers in order to accomplish organizational goals. He claims that transformational leadership mainly focuses on the followers' capacity

building and their level of commitment to be developed in order to increase the organizational productivity.

Transactional leadership style is an exchange process where followers are not motivated for their best performance they show in the organization. The end results of this type of leadership the followers' performance is not improved as well as they are not satisfied with their jobs (Bass, 1985; Bryman, 1992). Most of the researches have proven that transactional leadership has negative relations with that of employee performances and employee job satisfaction. Burns (1978) explains that both transactional and transformational leadership concepts are separate from each other, while Bass (1985) viewed them as closely relating to each other. Bass believes that all those leaders will be considered as effective if they have both features together transactional and transformational. While Bass, shared his views as the only effective leadership is transformational leadership which discusses the impacts on the followers and meet all the desired needs of followers (Bass & Avolio, 1990), but on the other hand, transactional leadership can only meet the basic needs of the followers.

Luthans (2007, p.141) states that satisfaction as it is the positive feelings of an individual about his/her job that he gains from his/her experience in the organization. Satisfied employees will show positive and good performance and will be more highly committed to the organization which makes the organizational success sure (Spector, 2003). To understand the characteristics of job satisfaction completely, it is needed to consider the personal characteristics of employees as well (Staw and Ross, 1985; Ferris, 1987). Sadeghi, & Lope (2013) added much and more knowledge to the understandings of job satisfaction and contributed five main dimensions to job satisfaction: pay, promotion, supervision, work itself and co-workers. These five features are the basic factors which help the employees to be satisfied with their job and become more committed to the organization.

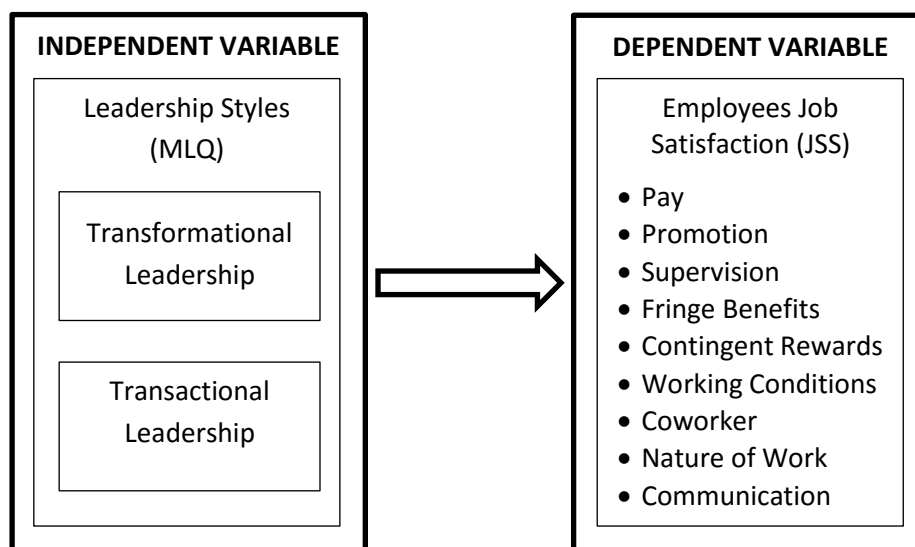


Figure 1. Proposed Model: Effects of Leadership Style on Employees' Job Satisfaction

Source: Khan, 016.

Nelson and Quick (2009) elaborates job satisfaction as a positive and favor able attitude about his job because of valuing his job. Job satisfaction is state when an employee enjoys his job and work, from previous empirical literature it can be trace that job satisfaction always results in

developing organization commitment, organizational, higher employee performance, organizational citizen ship behavior, low turnover intents and less absenteeism. While a low level of job satisfaction or dissatisfaction always causes low productivity, lack of organizational commitment, more absenteeism and more jobs turn over (Saari & Judge, 2004).

Lowe,(1996) claims that manger with transformational leadership style have more satisfied employee as compared to all other leadership styles adopted by management. He also asserts that transactional leadership style also correlated to employee job satisfaction but to less extent as compared to transformational leadership style. Ahmad, (2013) who conduct an empirical study in same area argues that transformational leadership has a high influence on job satisfaction of employees as the manager with transactional style does. Hamidifar (2009) conducted study on investigating effect of different leadership style on job satisfaction and he concluded that employee feels more satisfied and compatible transformational leadership style over all other leadership style. The findings of his empirical studies were consistent with subsequent studies like, Amin (2016) asserting that transformational leadership has a positive impact on the overall level of job satisfaction of employees.

Hypothesis

H₁: There is a significant relationship between transformational leadership and level of job satisfaction.

H₂: There is a significant relationship between transactional leadership and level of job satisfaction.

Methodology

Multifactor Leadership Questionnaire (MLQ) of Bass et al., (1990) used to collect the employees perception of leadership styles of project managers working at different managerial level and level of job satisfaction of employees in construction projects in Pakistan KP region.

The population of the current study includes those employees who are working in construction projects in Pakistan KP region. Two hundred and fifty respondents from the total population have been selected as sample size for the current study. Random sampling techniques of probability sampling were uses to collect data from 50 construction projects in KP region. Seven employees were random selected from each projects. A MLQ questionnaire with a cover letter was sent of each respondent of study on his organizational address.

Data Analysis

Sample distribution

All surveys were received by mid- February 2015 with the response rate of 78 percent and the collected data were analyzed. Among these 183 valid questionnaires 151 were male and 32 were female. Regarding age 55.70 percent respondents of sample have age between 25 to 35 years, while 38 percentage have age between 36- 45. Percentage of respondents have age greater than 46 year are just 5 percent of sample. Regarding to qualification 35.52 percent holds master degree; bachelor degree holders are 52.45 percent and undergraduate are only 2.5 percent. Respondents of having 4-5 year experience in their relevant field of construction sector projects are covers 53 percent.

Leadership style and job satisfaction

Level of job satisfaction has a highest mean value of 3.96 with lowest value of standard deviation. Which means that most of employee in the construction sector project s is satisfied from their job and they are feeling happy and satisfied from the leadership style of their immediate managers, supervisor and leaders? The mean value for the transformational leadership is 2.9 with the standard deviation of 0.647 while mean value for the Transactional leadership in construction sector project is 2.87 with having 0.68 value of standard deviation. The above analyses describe that that transformational leadership has a highest mean as compared to transactional leadership. It implies that employees in construction sector projects are more satisfied with transformational leadership style of their managers.

Relationship between leadership style and job satisfaction

The table 1 shows Pearson correlation between the transformational leadership and level of job satisfaction of employees. It indicates that there is a positive and significant relationship between transformational leadership and level of job satisfaction. The numerical value of Pearson correlation coefficient is .758 and level of significant is .000. It means that there a significant relationship between job satisfaction and transformation leadership style of project manager. It can also concluded that leadership style of a project manager have a significant effect on the level of job satisfaction of his followers. Thus on the basis of above correlation analysis we accept hypothesis **H₁**.

Table 1. Correlation between the Variables

Variables		1	2
1.	Transformational Leadership		
2.	Transactional leadership	.689**	
3.	Job satisfaction	.758**	.674**

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

Source: Khan, 2016.

Furthermore Table 1 shows significant level between the Transactional leadership and level of job satisfaction of employees through Pearson correlation valve. It shows there is a positive and significant relationship between transactional leadership style and level of job satisfaction for which value of Pearson correlation coefficient is .674 and level of significant is .000. It can also conclude that transactional leadership style of the project manager has a significant effect on the level of job satisfaction of his followers. On the basis of above correlation analysis hypothesis **H₂** supported.

Table 2. Regression Analysis

Model	R	R ²	Adjusted R ²	Change Statistics				
				R ² Change	F Change	Df1	Df2	Sig. F Change
1	.758 ^a	.575	.573	.575	245.045	1	182	.000
2	.674 ^b	.443	.441	.443	146.097	1	182	.000

a. Predictors: (Constant), Transformational Leadership

b. Predictors: (Constant), Transactional Leadership

Source: Saif, 2016.

The table 2 is about regression which shows the dependence of job satisfaction on leadership style. R^2 in given regression modal refers to co-efficient of regression and is used for interpretation in data analysis, value of the R^2 is 57.5 which explains that both that leadership style and total job satisfaction both moves in in same direction and have a direct relationship with each other approx. 58%. It is worth to mention that if Adjusted R^2 is .573 and has small difference with R^2 and it also predicts that transformational leadership style is an important determinant for the employee job satisfaction. While consider transactional leadership style, the regression coefficient is 0.443 which explains that both that transactional leadership style and total job satisfaction both moves in in same direction and have a direct relationship with each other. The value of R^2 suggests that approx. 44 % job satisfaction can be attributed.

Discussion and Conclusion

An effective leadership style has a significant impact on project organization performance, goal achievement and job satisfaction, various type of leadership can identified from literature review but transformational and transactional leadership style. It is of immense importance for project manager to identify that which leadership style is most effective for employee job satisfaction and goal achievement. On the basis of these findings the research concluded that is there is a significant and positive relation between leadership style and job satisfaction. Result of this paper is in consistence with finding of previous studies (e.g. Nawar, 2014); Omar 2011).

Data analysis on basis of collected data shows the there is a positive significant correlation between transactional style and job satisfaction of employee. Regression analysis also shows a positive and significant impact of leadership style on employee job satisfaction. From research finding it can be concluded that in construction sector projects of Pakistan KP region, style has a significant impact on level of employee job satisfaction. The study also reveals that transformational leadership style as compared to transactional leadership style is more effective for managers of construction sector projects in KP region; by adopting transformational leadership style project managers can increase level of job satisfaction of their employee in project base organization.

Job satisfaction is a potential determinant of organizational effectiveness and employee performance. Dissatisfaction among employees caused by unsatisfactory working condition and inappropriate leadership style can decrease organizational effectiveness, employee performance and increase job turnover intentions. Previous empirical studies show that leadership style of a manager has a significant impact on employee job satisfaction. The main aim of the study was to examine the influence transformational and transactional leadership style on the job satisfaction of employee in construction sector of Pakistan KP region.

The study was guided by the following question:

- What is the relationship between Leadership style (transformational and transactional) of project manager and job satisfaction of employee in construction sector projects of Pakistan KP region?

The finds of the study shows that both of leadership style (transformational and Transactional Leadership) has a significant and positive relationship with job satisfaction. It was also found that transformational leadership style has more strong and significant impact on the job satisfaction of employee as compared to transactional leadership style. So it can be suggested on the basis of findings of this study that in construction sector projects the project managers should adopt and promote transformational leadership style because it can result in a higher

level job satisfaction of employee and can increase the project organizational effectiveness and employee performance.

Implication and Suggestions

This study can help them in to identify and adopting an appropriate leadership style for project managers that can enhance performance and job satisfaction of employee and organizational performance. On the basis of finding of study, construction sector projects management should implement both prominent leadership styles because both have a positive and significant impact of job satisfaction of employees. As the findings of the study shows that transformation leadership style has a higher correlation with job satisfaction as compared to the transactional leadership style and is most desirable leadership style in constructions sector projects in KP region of Pakistan. It is suggested that the organization should promote and support transformation leadership while managing a project in construction sector in KP region for enhancing employee job satisfaction and achieving organizational goals effectively.

Limitation and Future Research Recommendation

Despite of several limitation of present study, it has several contribution and practical implication for researcher and practitioner. Although this research study is a first systemic research by its nature in construction sector projects in Pakistan KP region. There were a lot of obstacles and difficulties in research but unavailability of previous empirical research work on topic, hesitance and reluctance of educational institutions for allow their employee to fill questionnaire and lack of a research culture in academic circles were the major obstacle that the author faced during this research. The other limitations of the present study were as follow:

1. Most important limitation of this study is a small sample size as compared to the total population of the study, which can increase the probability of sampling error. There for, repetition of study with same variables but with a larger sample size is recommended for further research.
2. Due small sample size and less number of female respondents it is hard to make the findings generalized for all construction sector projects in Pakistan KP region.
3. In present study the author has limited only two prominent leadership styles – Transformational and transactional leadership styles. Future research study with same nature can be conducted with implying other leadership styles.
4. This study may not be completely representative for exploring level of employee job satisfaction because only overall job satisfaction has been consider in the study. It is recommended to repeat the study with same variable by encompassing the concept of extrinsic and intrinsic job satisfaction.
5. This study only quantitative techniques and methods were used to analyze viewpoints of respondents. It is recommended to replicate present study with same variable but with implying both qualitative and quantitative techniques for data collection and data analysis.
6. This study does not examine the relationship between contextual variable , leadership styles of project manager and job satisfaction, it is recommended to expand this study to include the demographic data such as age , gender , experience , marital status to investigate the impact on the relationship between leadership style (Transformational and transactional) job satisfaction of employee. It has proven in various educational

- researches that age, gender and experience of teaching can influence other variable, so adding demographic variables to existing research variables will be beneficial.
7. Unit of the analysis for present study is an individual; a multi-level approach can be applied.
 8. Structural variables can also be encompassed.

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