

The Impact of Leadership Practices on Employee Job Satisfaction

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Abstract:

Many corporate environments still heavily rely on leadership, which influences employee degree of work satisfaction. The aim of this study is to explore the ways in which the leadership behaviours are connected to engagement, retention, and motivation as well as to identify the ones that most affect workers' level of happiness. Transformational leadership, transactional leadership, and servant leadership are some of the leadership theories under central focus of the research. Currently, they are looking at the relationships between these ideas and important results in the workplace including trust in management, recognition, and chances for professional development. Data also came from organized interviews with employees and organizational leaders. This was done while gathering data from staff comments and internal performance reports. The results show that employees who value empathy, openness, cooperative decision-making, and consistent recognition in leadership are more likely to be satisfied with their whole experience. This is the contrary of what was before thought. Significant modifiers in this relationship were discovered to be the workforce's demographics, the kind of industry, and the corporate culture. Leadership styles that are inclusive and flexible have shown to have a more major and beneficial influence on employee satisfaction. Considering the results, it is likely that a deliberate strategy to improve leadership conduct can provide higher degrees of work satisfaction and production. Organizational alignment with employee values, opportunities for leadership development, and an emphasis on employee feedback systems are among the several elements that can possibly intensify this effect. This study adds to the current conversation on organizational behaviour by providing evidence-based recommendations meant to improve leadership and human resource management in many kinds of business environments.

1. Introduction

Every firm depends critically on its leaders to set the tone, guide staff members, and eventually propel the organization forward. Among the most essential markers of workforce stability, productivity, and organizational success are workers' degrees of job satisfaction. This is only one among the several results connected with good leadership. Research on

the manner in which different leadership approaches affect employees' mental and emotional states while they are doing their job responsibilities has increased significantly[1]. Part of leadership—a dynamic process—are influence, direction, communication, and the capacity to inspire others. Being a leader entails more than just wielding power. Different leadership philosophies stress on distinct approaches of staff management and cultural development of the

company. These span servant leadership, transactional leadership, and transformative leadership. This is but one of the ways one may lead. Their methods of employee involvement, goal-setting, performance assessment, and building a feeling of community inside the company differ as well. The degree of job happiness, management style, and career development possibilities that employees have depends much on how successfully leaders respond to their expectations. Employee satisfaction in the workplace and leadership effectiveness have a strong correlation[2]. A complicated concept, job satisfaction is influenced by a number of elements, some of which are internal and others of which are outside of the individual. Everybody is aware of the several factors influencing a person's degree of happiness. Among the things listed here are ones related to communication, pride in one's work, and involvement in decision-making, and useful supervision. Conversely, poor performance of leadership could lead to low morale, more workforce turnover, and decreased corporate loyalty. Understanding how leadership behaviours affect job satisfaction is highly helpful as the value of employee engagement and retention increases in the modern company. In this context, work happiness is today more crucial than it has ever been. Companies that wish to be successful over the long run must develop leadership and use management strategies emphasizing the persons under their responsibility. This study is motivated by the question of how leadership behaviours influence employees' level of satisfaction on the workplace. In this regard, how staff attitude is influenced by managerial activities. Those in responsibility of human resources and other organizational operations expect that the results can clarify how strategic leadership may help to raise production and morale in the workplace. These people should come to these conclusions from the results[9].

2. Background of the Study

Leadership is long known as a basic component that greatly affects the efficiency, enthusiasm, and output of employees in many different organizational settings. They have carried with us this wisdom all through the existence. This reality has been realized since the commencement of recorded occurrences. Growing economic globalization and competitiveness assist leaders to be more and more appreciated for their impact on people's working experiences. This is the outcome of the worldwide rising tsunami of economic competitiveness engulfing us. Good leadership is the contrary; it is defined by a mix of strategic and interpersonal

elements that affect employees' engagement, motivation, and job satisfaction that mix to influence their performance. Not his ability to wield influence or hold positions of power defines a competent leader most of the time[15]. Everyone agrees that pleased employees are essentially what make productive businesses possible. One of the most crucial elements in determining job happiness is learning how much workers value, enjoy, and are happy with their current situation. Improved performance, less staff turnover-related costs, more degrees of devotion, and more organizational citizenship behaviours are directly associated with high levels of work satisfaction. On the other hand, usually connected to dissatisfaction are lower production, more staff turnover, and absenteeism. These are all bad results. This is the reason corporate leaders and academics struggle to agree on what makes staff members happy or unhappy at work. This is thus as these components might either raise or lower the degree of job satisfaction. Researchers of them as well as corporate executives worry about this. It is well recognized that in many fields of life good leadership techniques are essential. Workers' mental and emotional reactions to their working environment vary depending on their different leadership styles: transformational, transactional, democratic, authoritarian. Different leadership styles change employee reaction in different ways. Giving their team members direction, encouragement, and compliments to motivate them is what defines a transformative leader. Here one might discover a model of their identification. On the other hand, it might inspire fairly favourable sentiments of purpose and belonging inside the business. On the other hand, executives whose strategies are insufficient or inconsistent might lead to staff low morale, uncertainty, and conflict. Under such a leadership approach, results could not come about. More than ever before, inclusive, moral, participative leadership is what shapes a happy and involved society[5]. This is so because workplace relationships are always evolving and so following these techniques is more and more crucial. Rising complexity of employee expectations created by several generations and technology advancements demands flexible, transparent, emotionally sensitive leadership approaches. This is so because employee expectations' complexity obviously displays rising trend. This is so resulting from more people of different ages starting to work together. This study aims to investigate the correlation between leadership styles and workers' claimed degrees of job satisfaction. The study seeks, for example, the leadership styles most likely to inspire employee contentment. The study aims especially at this. The major objective of the research is to clarify how to

properly manage human resources so as to assist the growth of established businesses. This work aims to provide understanding. Examining numerous strategies can yield several unique points of view[6].

3. Purpose of the Research

The main objective of this study is to find how workers' views of intrinsic job satisfaction in organisational environments change with transactional leadership approaches. Transactional leadership, with its highly regimented and systematic approach, has lately gained popularity. These strategies point to a leadership style based on dependent compensation and management by exception. Nevertheless, the critical relevance of the problem demands more empirical research on the subject of how these policies influence employees' psychological reactions, particularly with their degree of job satisfaction. More precisely, this study intends to investigate how particular aspects of transactional leadership—such as the development of standards and norms, the application of corrective actions, and the attainment of performance-based awards—affect workers' degrees of job satisfaction. Find out if various forms of leadership increase stress, bad morale, and less organisational commitment or if they provide a useful and motivating surroundings. This is the main concentration of the research. Moreover, the study intends to add to the previously existing knowledge by highlighting the prospective effects of transactional leadership approaches in contemporary corporate environments. Emphasising the several results can help to accomplish this. This study aims to clarify the issue so that human resource projects and leadership development programs could be more coordinated to increase employee happiness and the company's bottom line. These results can be presented following careful study of this leadership style.

4. Literature Review

The leadership of a company affects employee conduct, workplace environment, and company performance as well. Work satisfaction has attracted substantial scientific interest as a component of organizational success since its direct influence on productivity, dedication, and employee retention. Much study has gone undertaken on leadership styles and work happiness. Studies imply that good leadership might raise job satisfaction and morale. Transformational leadership has been found in several studies to improve employee outcomes including job satisfaction. Transformational leaders inspire and excite their colleagues by attending to

their unique requirements, state. Transactional leadership—which is weaker but yet useful—is linked to job happiness. Dependent incentives and management by exception define Tran's active leadership. Transformational leaders get inspiration from something different than transactional leaders. Transactional leaders give organizational objectives and actions top priority. Conversely, discovered that employees may feel more at ease and content when transactional processes are open, consistent, and fair. Rising in popularity recently, servant leadership gives employees' development and welfare top priority[7]. Contends that this strategy fosters among staff members a culture of trust, empathy, and empowerment. Research by indicates that by prioritizing employees' needs, creating a good work environment, and building trust, servant leadership can raise job satisfaction. Leaders that really care about their staff can find it simpler to inspire them to perform their best and enjoy their employment. Honesty in leadership raises workplace morale. Making judgments in an ethical, honest, and fair way defines real leadership. Leaders that are real help to raise employee morale. Those staff workers who feel like they belong in their jobs show more loyalty and contentment. The leader-member exchange (LMX) theory holds that leadership affects work satisfaction. Higher degrees of job satisfaction follow from observation of leaders and managers acting in ways marked by mutual respect, trust, and duty. An increase in the resources and help made possible by high-LMX connectivity raises staff morale and production as well. Using emotional intelligence in leadership helps employees to be more satisfied. Claims that highly emotional intelligent executives might find it simpler to manage relationships, resolve problems, and engage staff members. Emotional savvy CEOs, according to Cavazotte et al., foster happier workplaces and more positive interactions among their staff. Opinions among employees are shaped by the interpersonal interactions and communication methods of their bosses. Persons who experience autocratic or unclear communication may find their workplace enjoyment suffers. Conversely, respectful, honest, and open communication builds confidence and trust. Leaders that pay close attention, offer helpful feedback, and promote cooperation can help to establish a friendly and healthy workplace. The relationship between work satisfaction and leadership might have moderating influences from environmental and cultural elements. Hofstede suggests that depending on ideas like power distance, individualism, and uncertainty avoidance, leadership effectiveness could vary between countries. In increasingly individualistic societies, leadership that exhorts people to take responsibility of their own life and

make their own decisions may be more successful. Conversely, collectivist environments would gain from hierarchical and directive approaches. Organizational environment and support shape work satisfaction as well as leadership. According to Eisenberger et al., employees indicate more happiness when their leaders show helpful conduct when organizational support is considered. Practices of leadership consistent with the values of the business are more likely to inspire staff unity and happiness. Although several studies have shown a relationship between good leadership and satisfied workers, professionals warn against assuming this is always true everywhere. Research by suggests that people's impressions and feelings about leadership might be influenced by personality qualities, work duties, and expectations among other things. When CEOs act dominantly or manipulatively, employee morale and satisfaction might suffer. Leadership styles greatly affect employee satisfaction. Transformational, servant-oriented, honest, emotionally sensitive leadership always yields amazing results. Strong personal relationships, honest and open communication, and business-assisting policies help to magnify this impact. Nonetheless, the quality of a leader is determined by cultural, organizational, and personal elements. Two topics that want more research are how flexible leadership may be to fit the demands of the workforce going forward and the long-lasting effects of leadership techniques[11].

5. Research Questions

What is the nature of the relationship between transactional leadership behaviours and employee job satisfaction in organisational settings?

6. Research Methodology

6.1 Research Design

The quantitative data analysis was conducted using SPSS version 25. The odds ratio and 95% confidence interval were used to ascertain the strength and direction of the statistical link. The researchers developed a statistically significant criterion at $p < 0.05$. A descriptive analysis was performed to determine the key characteristics of the data. Quantitative approaches are often used to evaluate data obtained from surveys, polls, and questionnaires, as well as data modified by computational tools for statistical analysis.

6.2 Sampling

Research participants filled out questionnaires to provide information for the research. Using the Rao-software programme, researchers determined that there were 630 people in the research population, so researchers sent out 730 questionnaires. The researchers got 700 back, and they excluded 30 due to incompleteness, so researchers ended up with a sample size of 670.

6.3 Data and Measurement:

A questionnaire survey served as the principal tool for data gathering in the study. The survey had two sections: (A) General demographic information and (B) Responses on online and offline channel variables assessed using a 5-point Likert scale. Secondary data was obtained from many sources, mostly on internet databases.

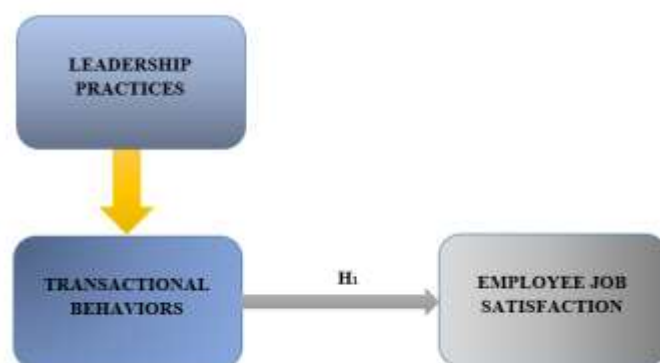
6.4 Statistical Software:

The statistical analysis was conducted using SPSS 25 and MS-Excel.

6.5 Statistical Tools:

To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

7. Conceptual Framework



8. Result

Factor Analysis

One typical use of Factor Analysis (FA) is to verify the existence of latent components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the

Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69
Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89. They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin .870

The results of Bartlett's test of sphericity are as follows: approx. chi-square

DF=190

sig. =.000

Table: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.870
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

This substantiates that assertions on the execution of a sample are valid. Researchers used Bartlett's Test of Sphericity to evaluate the importance of the correlation matrices. The Kaiser-Meyer-Olkin metric deems the sample satisfactory when the value is 0.870. The p-value obtained from Bartlett's sphericity test is 0.00. The statistically significant findings of Bartlett's sphericity test indicate that the correlation matrix differs from an identity matrix.

Independent Variable

Leadership Practices

Leaders are people in management or supervisory roles who, by offering direction, motivation, and responsibility, enable their teams to attain their objectives by their actions, techniques, and procedures. They invest the time and energy to ensure the business can meet its goals. The process of realizing these ideas involves leaders of

transformational, transactional, democratic, autocratic, and servant leadership among others[17]. Every style offers a different approach to staff development, communication, and motivation in the workplace as well as a means of addressing decisions. Regarding employee work satisfaction and leadership style, the relationship is really strong. Leadership styles greatly influence employees' impressions of their work, their sense of belonging on the workplace, and their commitment to their task. Strong leadership in many different forms may help to create a more positive workplace by fostering trust, clear expectations, engagement encouragement, and professional progress support. On the other hand, bad leadership might lead to poor morale, less drive, and increased intentions of leaving the organization. Employees' experiences and degrees of satisfaction are much influenced by the degree to which their leaders behave in line with the corporate culture and workforce demands. More research on leadership behaviors as an independent variable can help one better grasp their influence on many organizational results, including job satisfaction of employees. This makes it helpful to consider leadership styles as a separate variable[10].

Factor

Transactional Behaviors

Designed exchanges between managers and employees characterise transactional behaviours, a type of leadership. The phrase "transactional behaviours" defines any one of several types of interactions. This sort of leadership can help to control organisational performance by means of well-defined expectations, conditional rewards, and corrective actions. Management-by-exception is one of the elements of this strategy; it can be active—involving proactive monitoring and intervention—or passive—involving involvement only after problems have already occurred—and contingent reward, in which employees get recognition or incentives depending on task completion. This method calls for both of these elements[16]. The degree to which the activities connected to transactional leadership affect employees' degree of job satisfaction might depend on their opinions of certain practices of management. While transactional leadership guarantees the accomplishment of goals and increases production, their impact on employee happiness on the workplace might vary. Still, people who are too regulated or have their liberty substantially restricted may find their psychological participation and drive drop. Clear and fair performance criteria are among the most crucial elements that determines satisfaction in different

environments. Conversely, in other situations the same circumstances might result in a decline in enjoyment[18].

Dependent Variable

Employee Job Satisfaction

When they refer to how content employees are with their employment, their responsibilities, and the corporate culture taken as a whole, say "employee job satisfaction". It addresses a wide range of responses connected to events occurring in the workplace, including psychological, emotional, and pragmatic ones. A fair pay, chances for growth, top management's support, a healthy work environment, and a decent work-life balance might all help to define these responses—not only one thing. Usually as a dependent variable, research looks at how organizational practices—such as leadership styles, communication patterns, and efforts at employee engagement—might affect morale and retention rates using job satisfaction. This allows one to investigate how various approaches affect worker retention and morale[13]. When employees are really happy with their jobs, there is less employee turnover, more devotion to the firm, more productivity, and greater working harmony. Usually leading to lesser motivation, absenteeism, and poor performance, contentment is the opposite of discontent. The complete opposite of contentment is unhappiness. In the framework of research, gauging job satisfaction clarifies how effectively management strategies are doing and helps identify areas where human resource approaches might need development. One must have a strong awareness of this quality if one is to design a good and motivating workplace that combines personal aspirations with the more general institutional goals[14].

The relationship between Transactional Behaviors and Employee Job Satisfaction:

Many individuals think that the explanation of how transactional activities influence workers's pleasure on the workplace depends mostly on the interaction between organised leadership and the necessity of outcomes. Most usually, people can give this link top priority in the two entities' relationship. Transactional leaders apply management-by-exception and dependent incentives among other techniques to assure compliance and increase performance. This approach encourages a situation in which accomplishing goals takes front stage. Clear communication, consistency, and compliments for performance are all elements that, when done right, could increase work happiness[12].

Conversely, if these tactics are too micromanaged or given too much attention, they might restrict workers' freedom, lower their motivation, and result in negative customer satisfaction ratings. Claims that the organisational setting, employee expectations, and the seeming justice and support given by leadership acts in the workplace usually define the elements influencing how transactional activities effect job satisfaction[8].

On the basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Transactional Behaviours and Employee Job Satisfaction.

“H₀₁: There is no significant relationship between Transactional Behaviours and Employee Job Satisfaction.”

“H₁: There is a significant relationship between Transactional Behaviours and Employee Job Satisfaction.”

Table 2: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	137	5652.517	1055.954	.000
Within Groups	492.770	532	5.353		
Total	40081.390	669			

This investigation yields remarkable results. The F value is 1055.954, attaining significance with a p-value of .000, which is below the .05 alpha threshold. This signifies the “H₁: There is a significant relationship between Transactional Behaviours and Employee Job Satisfaction.” is accepted and the null hypothesis is rejected.”

9. Discussion

The data concerning the link between transactional activities and the degree of work satisfaction reported by workers demonstrate a complex dynamic. This dynamic results from the location, impression, and culture of the company as well as from other factors. Transactional leadership approaches—which are defined by an emphasis on contingent remuneration and management-by-exception—can either favourably or adversely affect workers' happiness. Fair and regular contingent incentives help workers to feel successful and to offer their best effort. This therefore makes employees happier in their employment. These types of results stand out even more in environments with well-defined performance measures and reward systems reflecting employee expectations. On the

other hand, employee involvement and morale may suffer if the company depends too heavily on transactional processes, particularly passive kinds of management-by-exception. Under these circumstances, employees might believe that management is more focused on reacting to issues than on aggressively addressing them. This point of view might lead to undervaluation feelings and disappointment with the goals of the company. Job happiness depends on having space to be creative and autonomous, which might be hampered by excessively strict performance monitoring and rule enforcing. This is particularly true in fields requiring emotional or creative work. Especially in fields needing emotional labour, this is true. The concept that rule-driven, task-oriented, extremely stable/performance consistent workplaces may fit transactional leadership styles was also discussed at the conference. Conversely, in highly dynamic or people-centered companies, these kinds of behaviours might not be sufficient for the emotional and developmental needs of staff members. Therefore, even although transactional leadership is excellent for maintaining control and ensuring that everyone is keeping each other to their word, if need the staff members to be happy generally, this may have to add additional relational or transformational techniques. Reason being, the success of a firm depends on the satisfaction of its employees. All things considered, the data points to transactional behaviour really influencing people's level of job satisfaction. But the main factor influencing their effectiveness is how these behaviours are seen and evaluated against other leadership styles. By implying that a blended strategy incorporating transactional and transformational components may be superior in keeping workers' interest in and devotion to their employment over the long run, the study seeks to add to the corpus on leadership development.

10. Conclusion

Transactional behaviours are, all things considered, a methodical approach to leadership that, depending on their application and reception, can significantly affect employees' reported job satisfaction. Either management-by-exception or contingent incentives can help one to become happier. This is so because in both situations workers are kept in the loop, given gratitude, and held responsible. On the other hand, strict and unduly harsh conduct may inspire individuals to lose interest, have less agency, and have less moral behaviour. This might thus generate issues for the business. The degree of job happiness of employees depends on their expectations, the effectiveness of the leadership, and the corporate

culture as well as on transactional leadership. These findings emphasise the requirement of a well-rounded leadership style including more supportive and transformative components along with transactional techniques. The goal is to establish a working environment more fulfilling and efficient.

Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
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