

Measuring manager leadership styles and employees job satisfaction in Eastern Province, KSA – General Study

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Abstract

This research is aiming to study the effect of leadership and managerial styles on employees' job satisfaction; it is aiming to study the extent to which such minor effect as how a manager is treating his employee behind a closed door, can affect an organization's ability of job retention and talent retention. The leadership styles are determined across the three types; democratic, autocratic and Laissez – faire. The study then highlighted the effect of each leadership style on employee job satisfaction. Finally, the study found that there is a strong presence of Democratic leadership style in the Eastern Province in KSA, this was perceived by both managers (55%) and employees (62%), while there is a minimal presence of Laissez-Faire leadership style in the Eastern Province in KSA, which was perceived by both managers (14%) and employees (8%). According to the study there is a high level of satisfaction amongst employees whom identified their manager's leadership styles as democratic, hence there is a positive correlation between Democratic leadership style and job satisfaction and the results were significant. It was also found that there is a high level of dissatisfaction amongst employees whom identified their manager's leadership style as Autocratic. According to employees' responses there is a positive relation between type of organization and democratic leadership style, the results showed that 43% of a democratic perceived leadership style work at an Enterprise and 42% work at an International organization, while only 15% work at a Family Business. When comparing these responses to the percentage of employees satisfied within the organization it is noted that 45% work for an Enterprise, 41% work for an International organization and 14% work for a Family Business. Hence a positive correlation between Organization type and leadership style and job satisfaction seems to be available. However, this was difficult to prove and find a significance since organization type is a non-numerical value. Finally, there is no relationship between type of organization and democratic leadership style according to managers' responses. This study adopted a descriptive method, and a quantitative approach. Two questionnaires were prepared one for employees and team leaders while the other was for managers (middle and top management). The questionnaires were created via Google Doc for Surveys and the links were distributed via WhatsApp and E-mail to a conveniently selected sample. Out of a total of 551 invitations sent out to both Employees and Managers a

total of 100 employee questionnaires were returned and a total of 96 manager questionnaires were returned. The study then highlighted the recommendations for organizations, managers and employees as well as gave a few suggestions for future studies. Finally, the study found that there was a statistically significant difference (0.000) in the employees' responses in terms of their satisfaction vs. their perception of the democratic leadership style used by their managers. Which shows that a democratic leadership style is more effective in creating a harmonious and happy environment where the employees are satisfied.

Keywords: KSA: Kingdom of Saudi Arabia, SPSS: Statistical Package for Social Science.

I. INTRODUCTION

Many corporate leaders and employees have the right intentions, but it can be overwhelming when you consider how everything is affected from leadership styles, to organizational structure, to employee engagement, to customer service and marketplace.

What can differentiate one company or firm from the others? Is it the product, unique services, innovation or maybe using cost leadership structure? Many things contribute to that differentiation, but all this could be imitated on the long run, there is only one thing that can grant the continuity of a firm's success and superiority and long-term strength, and that is the employee. The Management – Employee relationship is critical and should be taken into consideration when any company or firm review their successes and failures to achieve their target, since this relation can affect the employees' satisfaction which leads to a noticed effect on their overall performance and reflects on the main company's performance. The Autonomy of the employees in their work against the hierarchical control by the management should be balanced to achieve the firm goals and objectives. What can make the employees engaged in the work, contribute and innovate rather than just watching, disengaged or working with minimum efforts?

The authors in [1] teamed with MSW Research to study the functional and emotional elements that affect employee engagement. A national representative sample of 1,500 employees was surveyed, which revealed that although there

are many factors that impact employee engagement, there are three key drivers:

- Relationship with immediate supervisor
- Belief in senior leadership
- Pride in working for the company

Employees said that it is the personal relationship with their immediate supervisor that is the key.

The research also illustrated that the attitude and actions of the immediate supervisor can enhance employee engagement or can create an atmosphere where an employee becomes disengaged. In addition, employees said that believing in the ability of senior leadership to take their input, lead the company in the right direction and openly communicate the state of the organization is key in driving engagement. Other factors that drive engagement are that employees are treated with respect, that their personal values are reflected and that the organization cares about how they feel.

This research investigates the job satisfaction and employees' perceptions from different nationalities in relation to managerial attitudes towards employees in the private Sector, and how the managers by using their relation or power can affect the employees to either be creative and engaging, or aggressive and withholding.

II. LITERATURE REVIEW

During the last decade there has been a realized change in the way companies manage their employees. Different leadership styles' theories that were developed over the last century, were reviewed, updated and then used by the companies to improve their work environment and hence improve their overall business, such as Great Man Theory, which developed by the Scottish writer Thomas Carlyle in early of 1840s, believes that leaders are born, not made. Carlyle stated that "The history of the world is but the biography of great men". (*Wikipedia*). Personality Traits Theory [2, 3], this theory focuses on the traits and qualities required for a successful leader, such as integrity, loyalty, assertiveness and likeability. However, these traits alone will not guarantee success. Early trait theories stated that people are born with inherited traits, which means that you may have the leadership quality or not.

The Behavioral Theory states that leadership ability can be acquired and learnt, rather than being born with it. This means that there is a chance for leadership growth and improvement. This theory focuses on how leaders behave, whether they take on a democratic approach or a more dictatorial one.

Philosophical Contingency Theory, this theory basically states that there is no one perfect leadership style, and that the best style depends on the circumstances or situation.

It is also defined as an organizational theory, where there is no optimal way to run a business, lead an organization or make a decision. Instead the best courses of actions or decisions depend on the internal and external situation. (*Wikipedia*, Contingency Theory). Finally, Power and Influence Theory, this theory depends on the way leaders use power to achieve results. According to social psychologists John. R.P. French

and Bertram Raven (1959), (*Wikipedia*) power is divided into five ways that leaders can influence others. The author in [4] notes that these include expert power, referent power, reward power, coercive power, and legitimate power. Throughout an individual's career, different situations make it necessary for a leader to utilize various types of power.

Since we discussed the Leadership theories, which in general communicated the leader-follower relationship, and how a leader's behavior, approach and traits affect the follower, it is important to examine the other side of the relationship. How is the follower actually affected in all this? How does this leader-follower relation affect the work environment, and what is the outcome on the employees in terms of job satisfaction?

So, what is job satisfaction? How does it affect the work environment, and what is the impact that it has on an organization's performance?

The author in [5] started the first comprehensive study on job satisfaction, stating that it is "any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say, 'I am satisfied with my job'" (p.47).

According to [6], job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Other definition simply described job satisfaction as how happy (satisfied) an individual is with his/her job or how discontent (dissatisfied) they are. In [7] listed 14 different aspects that he believes affects job satisfaction; appreciation, communication, coworkers, job conditions, fringe benefits, nature of the work, organization, personal growth, policies, promotion opportunities, recognition, security and supervision.

The authors in [8] redefined job satisfaction to include multidimensional psychological responses involving cognitive, emotional and behavioral factors. There are different scales that evaluate the affective (emotional) factors and the cognitive factors. However; evaluating the emotional factors is subjective while measuring the cognitive factors is more rational and objective.

The authors in [9] declared that job satisfaction was "one of the most frequently measured variables in organizational work and therefore appears to be an important variable to study in terms of differentiation" (p. 34). The author in [10] declared that 12,400 thesis and research articles about job satisfaction were published during the 1990s. the authors in [11] said that job satisfaction was "how people feel about their jobs and different aspects of their work" (p.30).

Artificial intelligent applications were used in a many ways to assist in deliver leadership or classify leadership styles and leadership. Various methodologies exist within the Artificial intelligent and many; including robotics, natural language processing, genetic algorithms; artificial neural networks, expert systems and computer vision, and have grown to be prevalent in business applications [12, 13] and these Various methodologies were employed in other domains [14-46] .

III. HYPOTHESIS AND STUDY QUESTIONS

This study explores and evaluates the impact of the different types of management on employees by investigating the following questions:

1. What is the different leadership styles identified in the private sector in the Gulf region? Is there a preferred type? And which is the most effective?
2. What is the role of the management as perceived by the employees?
3. What is the point of view of the different types of managers regarding the employee-management relationship?
4. What are the obstacles that prevent the private sector companies in the Middle East (Gulf Region) from implementing a successful Employee-Management Relationship system?
5. How to go about changing the employees, managers and organizations perception towards this problem?

Our Hypothesis is that the managers' relationship with employees has a direct effect on the employees' satisfaction (whether a good or bad relationship inducing a positive or negative effect respectively).

As well that the democratic manager is the most successful at having the loyalty and trust of his employees, as well as having the organization's best interests at heart, and therefore having the ability to drive them to success.

Null hypothesis: there is no effect on the employees' satisfaction.

IV. SCOPE AND LIMITATIONS OF THE STUDY

1. Scope

This study will investigate the effect of different types of management and leading styles on the employees' job satisfaction, and hence the outcome it has on the organization's overall performance in the Eastern Province. It will explore different methods to improve the manager-employee relationship and how these changes will be perceived by both parties. In addition, the study will attempt to identify the obstacles that impede the proper implementation of successful leadership styles.

2. Limitations

- **Spatial Limitations:** The study was limited to private sector organizations that operate in the Eastern Province of the Kingdom of Saudi Arabia.
- **Temporal Limitations:** The study was conducted during the second and third quarter of 2017.
- **Methodological and Researcher Limitations:**
 - Limited financial resources
 - Researchers will only be physically in Eastern area

- The Arabic culture dominates the researchers, hence limited cultural variety
- Limited access to CEOs and Higher Management
- Limited access to female respondents due to the nature of the country
- Unwillingness of some managers to participate in such a study
- The questionnaire was distributed in the English Language, which is the second language for all the respondents, which in turn might have an effect on the responses.
- Convenience sampling technique, which is a non-probability sampling technique, was applied which might have biased the results.

V. RESEARCH METHODOLOGY

- In light of the nature and purpose of the study, which aims to identify the relationship between leadership styles and employee job satisfaction in private sector of eastern province KSA, a descriptive method with a quantitative approach (questionnaire) was selected as being the most suitable scientific method by which the study objectives could be achieved.
- This study assumed that there is a relationship between leadership styles and job satisfaction and that this relationship affects the employee's performance and productivity. According to the 2016 survey conducted by the Ministry of Labor Force, the total private sector workforce in the Eastern Province is about 2,000,000 workers.

1. Target Population:

The Target population in this study is the total workforce population in the private sector of the Eastern Area which according to the Saudi Arabia General Authority of Statistics, 2010 census is about 1,700,000 ranging between Saudi's, Non-Saudi's, both Females and Males.

Table 1: Eastern Province Workforce Size and Breakdown (2010-Census) Adapted from the KSA General Authorities of Statistics

City	Saudi		Expats		Actual Total 2010
	Male	Female	Male	Female	
Dammam	130360	31309	212203	27937	401809
Al-Ahsa	188940	49002	131708	22667	392317
Hafr Al-Baten	67888	14861	37940	6956	127645
Jubail	49472	7648	167384	8051	232555
Qatif	106005	29207	48352	8630	192194
Khobar	76147	16919	133299	21963	248328
Khafji	13066	3064	14969	1813	32912
Others	31197	6340	40632	3660	81829
Total	663075	158350	786487	101677	1709589

2. Study population

The Study population is the actual population that the researcher has access to and can measure, hence generalizing the findings to this sampled group. It is also called Accessible population.

3. Sample Criteria and Sampling Size

Since our target population is about 1,700,000 employees, it is quite impossible to collect data from the entire population; hence sampling will be more cost and time effective. The representative sample is the group of individuals from which we gathered the information; we can then create an accurate generalization and conclusion regarding the target population.

It is important to choose a sample size that can represent the target population, this representative sample can be calculated using the z distribution cumulative tables (according to some parameters), or by using a certain equation where the standard deviation should be set as well as the confidence level and the target population used to determine the sample size (z-distribution). There are several equations used this is one of them [7, 47].

$$n = \frac{(Zscore)^2 \times StdDev \times (1 - StdDev)}{(margin\ of\ error)^2}$$

Where n is the sample size, $Zscore$ is the confidence level (where a 95% z score is equivalent to 1.96), and $Margin\ of\ Error$ (Confidence interval)

4. Reliability and Validity Tests

Validity is an important issue in research. There are two types of validity; internal and external validity. Internal validity is affected by flaws within the study itself, there are several factors affecting it is including:

- Subject variability
- Size of subject population
- Data collection time frame
- Instrument/ task sensitivity

External validity is the degree to which you can generalize your findings to a larger group. It is affected by several factors including:

- Population characteristics
- Research environment
- Data collection methodology
- Time effect
- Subject selection

Reliability on the other hand refers to the repeatability and consistency of your measures [48]. According to [49]

Cronbach's α measures the consistency with which participants answer items within a scale. They stated that a high α score (≥ 0.7) designates that the items within a scale are measuring the same construct. Cronbach α can be measured using SPSS.

In this study we approached validity by analyzing other researches and literature and adapting questionnaires used by previous researchers. The leadership styles questionnaire was adapted from Donald Clark's 1998 survey, which was developed as part of the Leadership Training and Development Program and was recently reviewed and updated in 2015. Several researchers have applied this questionnaire as a tool to measure leadership styles. In addition, a pilot study was conducted to assess the validity and reliability of the questionnaire on 5 conveniently selected managerial level participants. The results of the pilot study are illustrated in *Tables 2, 3*:

Table 2: Managers' pilot Case Processing Summary

		N	%
Cases	Valid	5	100.0
	Excluded ^a	0	.0
	Total	5	100.0

Table 3: Managers' Pilot Reliability Statistics (Cronbach's Alpha)

Cronbach's Alpha	N of Items
0.806	30

To check the validity and reliability of the employee satisfaction questionnaire a pilot study was conducted on 5 conveniently selected employees and the results are illustrated in the following *Tables 4, 5*:

Table 4: Employees' Pilot Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Table 5: Employees' Pilot Reliability Statistics
 (Cronbach's Alpha)

Cronbach's Alpha	N of Items
0.821	24

VI. DATA ANALYSIS

Two types of questionnaires were distributed, one specified for managers sent out to 157 participants and the other for employees and team leaders sent out to 394 participants. Out of the 157 questionnaires distributed to managers electronically a total of 96 valid responses were returned, representing 61%. While out of the 394 questionnaires distributed to employees 100 valid responses were returned representing 25%. This figure represented the study population sample with some degree of accuracy and was deemed to be suitable for the study objectives. *Figure 1* and *Figure 2* demonstrate the study population sample distribution by city for both employees and managers respectively.

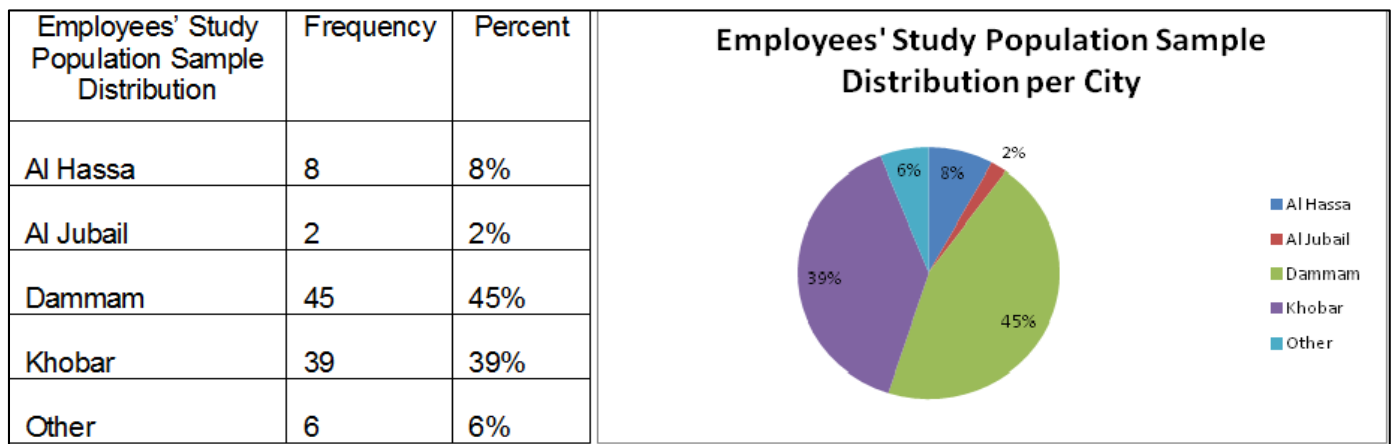


Figure 1: Employees' Study Population Sample Distribution per City

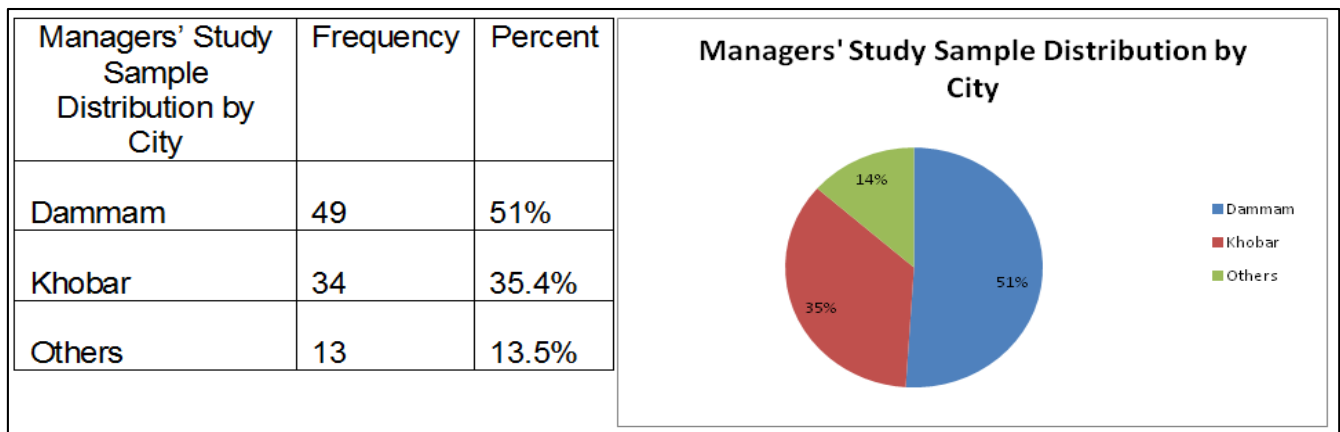


Figure 2: Managers' Study Sample Distribution by City

The Demographic information for the Managers was evaluated and interpreted and the results were recorded in the following Table 6:

Table 6: The Demographic information for the Managers

Managers Demographic Information			
Category		Frequency	Percent
Age	30-40	70	1.0
	41-50	25	72.9
	Less than 30	1	26.0
Nationality	Arab (except GCC)	82	85.4
	Asian	1	1.0
	(GCC except Saudi)	2	2.1
	Indian	2	2.1
	Saudi	9	9.4
Education	Bachelor	66	68.8
	Master	30	31.1
Years at Company	5-10	57	59.4
	Less than 5	33	34.4
	More than 10	36	6.3
Total years of Experience	6-10	28.1	28.1
	11-20	60	62.5
	21-30	9	28.1
Position	Area Manager	32	33.3
	Customer Services Manager	13	13.5
	Department Manager/Director	19	19.8
	Project Manager/ Director	26	27.1
	Other	6	6.3
Type of Industry	Construction	17	17.7
	Oil & Gas	6	6.3
	Pharmaceutical	43	44.8
	Telecom & IT	18	18.8
	Other	12	12.5

The Demographic information for the Employees was evaluated and interpreted and the results were recorded in the following table 7:

Table 7: The Demographic information for the Employees

Employees Demographic Information			
Category		Frequency	Percent
Age	20-340	30	30.0
	30-40	66	66.0
	41-50	4	4.0
Nationality	Arab (except GCC)	82	82.0
	Asian	8	8.0
	Indian	2	2.0
	Saudi	8	8.0
Education	Bachelor	82	82.0
	Master	16	16.0
	Other	2	2.0
	Less than 5	33	34.4
	More than 10	36	6.3
Total years of Experience	0-5	45	45.0
	6-10	30	30.0
	11-20	25	25.0
Position	Employee	72	72.0
	Team Leader	28	28.0
Type of Organization	Enterprise	40	40.0
	Family Business	15	15.0
	International	45	45.0
Type of Industry	Oil & Gas	6	6.0
	Pharmaceutical	54	54.0
	Telecom & IT	22	22.0
	Other	18	18.0

1. The Independent Variable:

• **The Independent variable According to Managers:**

The main independent variable here is the dimensions of the leadership styles as determined by the managers themselves, whether this leadership style is Autocratic, Democratic or Laissez-Faire. The first questionnaire was designed specifically for managers to find and analyze the most

dominant leadership style available in the Eastern Area of Saudi Arabia. *Figure 3* demonstrates the percentage of the leadership styles as analyzed from the collected responses. Showing that the most dominant leadership style is Democratic with a rate of 55%, while next in line is Autocratic leadership style with a rate of 31%, and last is Laissez-Faire with a rate of 14%.

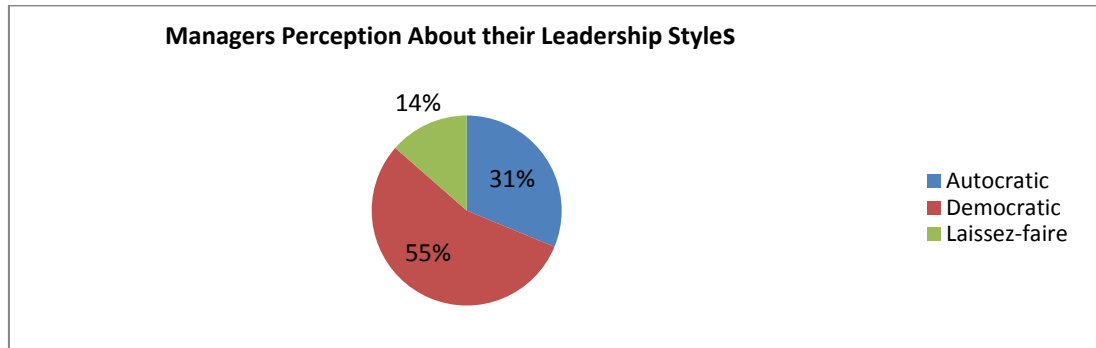


Figure 3: Managers' Perception About Their Leadership Styles

Since the questionnaire is divided into three different dimensions Democratic, Autocratic and Laissez-Faire the analysis of variance and standard deviation was calculated for each aspect and detailed in the following *tables 8, 9*.

Table 8: Managers' Analysis of Variance for Democratic Leadership Style Questions

Democratic Style Questions	N	Mean	Std. Deviation	Variance
I always try to include one or more employees in determining what to do and how to do it. However, I maintain the final decision-making authority	96	3.45	1.329	1.766
I ask for employee ideas and input upcoming plans and projects	96	4.05	1.089	1.187
When things go wrong and I need to create a strategy to keep a project or process on schedule, I call a meeting to get my employees' advice.	96	3.08	1.167	1.361
I want to create an environment where the employees take ownership of the project. I allow them to participate in the decision-making process.	96	3.68	1.235	1.526
I ask employees for their vision, of where they see their jobs going and then use their vision where appropriate	96	3.80	.829	.687
I allow my employees to set priorities with my guidance	96	4.04	.695	.482
When there are references in role expectations I work with them to solve the differences	96	4.15	.696	.484
I like to use my leadership power to help subordinates grow	96	4.15	.754	.568
Employees will exercise self-direction if they are committed to the objectives	96	3.36	1.258	1.581
Employees know how to use creativity and ingenuity to solve organizational problems	96	3.11	.939	.881
Valid N (list wise)	96			

Table 9: Managers' Analysis of Variance for Autocratic Leadership Style Questions

Autocratic Style Questions	N	Mean	Std. Deviation	Variance
I always retain the final decision-making authority within my department or team	96	3.79	1.205	1.451
I do not consider suggestions made by my employees as I do not have the time for them	96	1.93	1.098	1.205
I tell my employees what has to be done and how to do it	96	3.95	.786	.618
When someone makes a mistake, I tell them not to ever do that again and make a note of it	96	3.99	1.010	1.021
New employees are not allowed to make any decisions unless it is approved by me first	96	3.65	1.265	1.600
When something goes wrong I tell my employees that a procedure is not working correctly, and I establish a new one	96	3.72	.891	.794
I closely monitor my employees to ensure they are performing correctly	96	3.57	1.112	1.237
I like the power that my leadership decision holds over subordinates	96	3.17	1.130	1.277
Employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives	96	2.41	1.120	1.254
Employees seek mainly security	96	3.76	1.122	1.258
Valid N (list wise)	96			

Table 10: Managers' Analysis of variance for Laissez-Faire Leadership Style Questions

Laissez-Faire Style Questions	N	Mean	Std. Deviation	Variance
I and my employees always vote whenever a major decision has to be made.	96	2.72	1.073	1.152
For a major decision to be approved in my team, it must have the approval of each individual or the majority	96	2.25	1.036	1.074
To get information out, I send it by email, memos, or voice mail; very rarely is a meeting called. My employees are then expected to act upon the information	96	2.84	.977	.954
I allow my employees to determine what needs to be done and how to do it	96	3.66	1.238	1.533
My workers know more about their jobs than me, so I allow them to carry out the decisions to do their job	96	3.03	1.252	1.567
I delegate tasks in order to implement a new procedure or process	96	3.38	1.267	1.605
Each individual is responsible for defining their job	96	2.70	1.067	1.139
I like to share my leadership power with my subordinates	96	3.13	1.332	1.774
Employees have the right to determine their own organizational objectives	96	3.00	1.306	1.705
My employees can lead themselves just as well as I can	96	2.77	1.183	1.400
Valid N (list wise)	96			

• **The Independent Variable According to Employees:**

The independent variable here is the dimensions of leadership styles as determined by the employees, whether this leadership style is Autocratic, Democratic or Laissez-Faire. The second questionnaire was designed specifically for employees and team leaders to find and analyze the most

dominant leadership style available in the Eastern Area of Saudi Arabia. The Employees' perception about leadership styles within the organization was found to be as follows; Democratic 62%, Autocratic 30% and Laissez-Faire 8% (Figure 4). This also shows that Democratic leadership style is the most dominant within organizations in the Eastern Area of KSA.

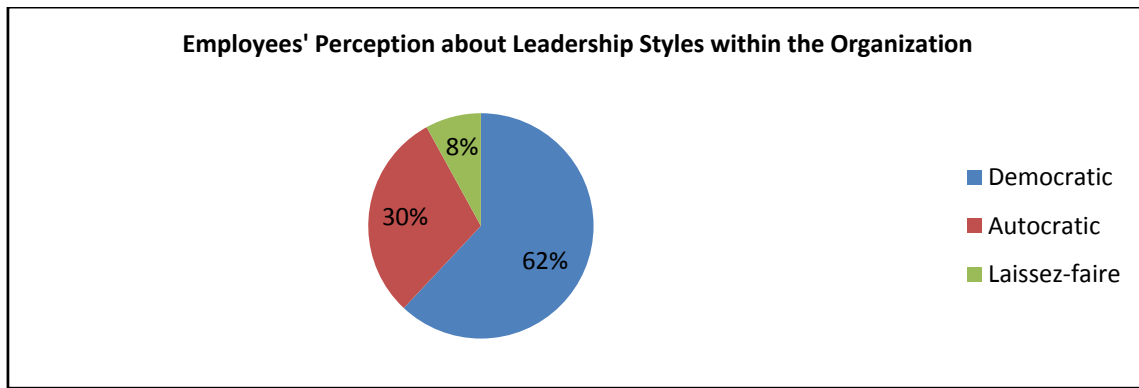


Figure 4: Employees' Perception About Leadership Styles within the Organization

Since the questionnaire is divided into four different dimensions Job Satisfaction and Democratic, Autocratic and Laissez-Faire leadership styles the analysis of variance and

standard deviation was calculated for each leadership style and detailed in the following *Tables* (11, 12, 13).

Table 11: Employees' Analysis of variance for Democratic leadership Style

Democratic Leadership Style	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
I have the opportunity to contribute to decisions that affect my career	100	1	5	3.39	.083	.827	.685
My Manager doesn't take the credit for my achievements and contributions for himself	100	1	5	3.33	.123	1.231	1.516
Supervisors encourage me to be my best	100	1	5	3.63	.101	1.012	1.023
I am rewarded for the quality of my efforts	100	1	4	2.86	.090	.899	.808
I am valued by my supervisor	100	1	5	3.58	.085	.855	.731
Valid N (listwise)	100						

Table 12: Employees' Analysis of Variance for Autocratic Leadership Style

Autocratic Leadership Style	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
My Manager embarrasses me in front of others	100	1	5	2.83	.137	1.371	1.880
My Manager puts corporational benefits above personal benefits	100	2	5	3.52	.077	.772	.596
My Manager's model subordinates must always follow his advice	100	1	5	3.36	.088	.882	.778
My Manager never reveals information to us	100	1	5	2.76	.100	.996	.992
My Manager belittles our working contributions	100	1	5	2.86	.085	.853	.728
Valid N (listwise)	100						

Table 12: Employees' Analysis of variance for Laissez-Faire Leadership Style

Laissez-Faire Leadership Style	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
My manager gives me the freedom to take decisions related to my task	100	1	5	3.42	.110	1.103	1.216
Management looks to me for suggestions and leadership	100	1	5	3.34	.092	.924	.853
Valid N (listwise)	100						

2. The Main Dependent Variable:

The first main dependent variable in this study is Job Satisfaction; it was measured and evaluated using the Employee Questionnaire. The questionnaire took into consideration job-satisfaction factors as well as leadership

styles in order to properly evaluate employee satisfaction. The percentage of satisfied employees was 51%, while the percentage of dissatisfied employees was found to be 37%, only 12% were neutral neither satisfied nor dissatisfied. *Figure 5* shows the percentage of employee job satisfaction.

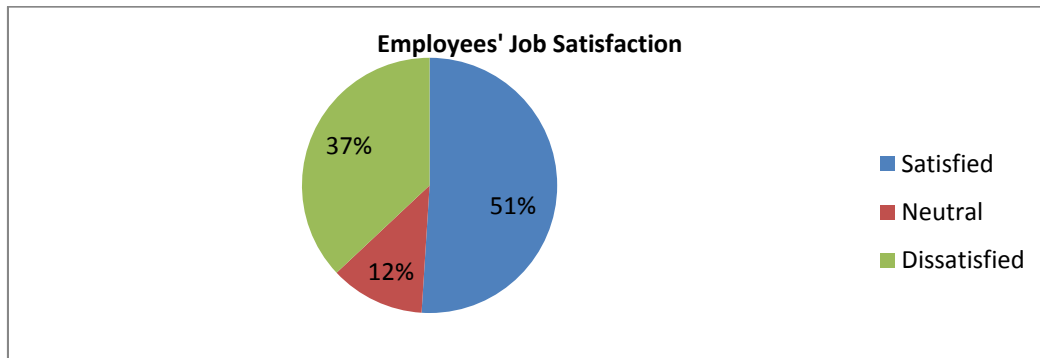


Figure 5: Employees' Job Satisfaction Percentages

The analysis of variance and standard deviation was calculated for Employee Job Satisfaction and detailed in the following *Table 6*:

Table 6: Employees' Analysis of Variance for Employee Job Satisfaction

JOB SATISFACTION	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
I feel valued as an employee	100	1	5	3.23	.113	1.127	1.270
My job requirements are clear	100	1	5	3.46	.081	.809	.655
My job makes good use of my skills and abilities	100	1	5	3.27	.107	1.072	1.149
I have the tools and resources to do my job well.	100	1	5	3.47	.096	.958	.918
I have a clear path for career advancement.	100	1	5	3.03	.104	1.039	1.080
The Company cares about the safety of its employees.	100	1	5	3.16	.125	1.253	1.570
I am satisfied with my current work schedule	100	1	5	3.20	.110	1.101	1.212
The Company clearly communicates its goals and strategies to me	100	1	5	3.29	.092	.924	.854
I am satisfied with the information I receive from management on what's going on in the company	100	1	5	2.93	.115	1.148	1.318
I experience personal growth such as updating skills and learning different jobs	100	1	5	3.39	.098	.984	.968
I believe that my Salary reflects my experience and my efforts	100	0	5	2.51	.125	1.251	1.566
I would advise a friend to apply for a job at this Company	100	1	5	2.93	.117	1.166	1.359

3. The Mediator Variable:

The mediator variable here is the type of organization, since it might directly affect the leadership styles and hence affect the employee job satisfaction. With regards to the employees' responses it was found that 45% of satisfied employees work for an Enterprise type of organization, while 41% of satisfied employees work for an International type of organization and finally only 14% of satisfied employees work for a Family business, shown in *Figure 6*. Furthermore, while analyzing the data it was found that 43% of a democratic perceived

leadership style as reported by employees, works at an Enterprise, while 42% work at an International organization, while only 15% work at a Family business, shown in *Figure 7*. When evaluating these results, it seems that the type of organization to some extent does affect the leadership styles and employee job satisfaction. Since the highest percent of satisfied employees work for an International or Enterprise organization were the most dominant leadership style is Democratic.

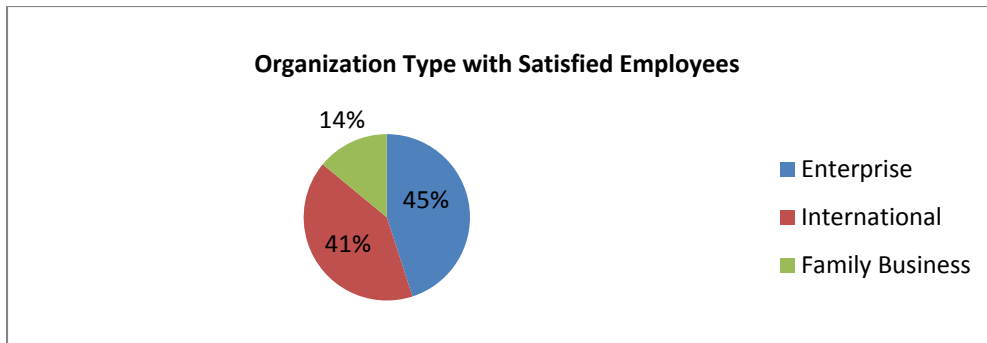


Figure 6: Employees' Organization Type with Satisfied Employees

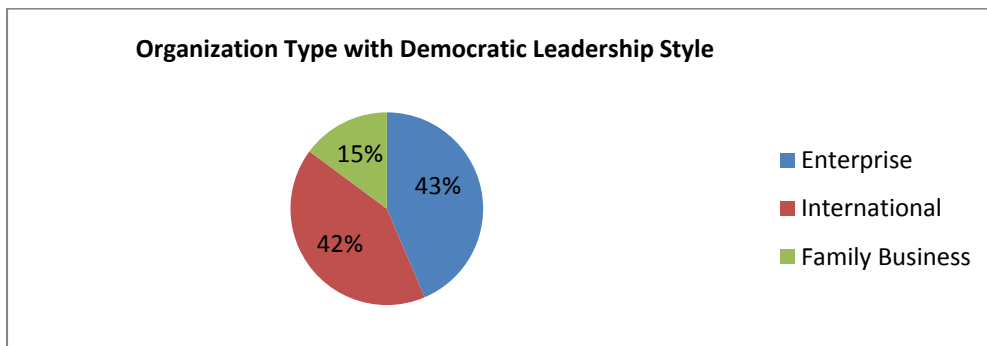


Figure 7: Employees' Organization Type with Democratic Leadership Style

With regards to the managers' responses it was found that 43% of a democratic perceived leadership style works at a Family business, while 34% work at an Enterprise, while only 23% work at an International organization, shown in *Figure 8*. While it was recorded from the responses that 50% of an Autocratic perceived leadership style work at a Family business, while 37% work at an Enterprise, and only 13% work at an International organization, shown in *Figure 9*.

Furthermore, according to the Managers' responses 69% of Laissez-Faire reported leadership style work at an Enterprise, while 16% and 15% work at an International organization and Family business respectively, shown in *Figure 10*.

When evaluating these results, it seems that the type of organization does not influence or affect the type of leadership style and that managers have the freedom to choose their own leadership style regardless of the type of organization.

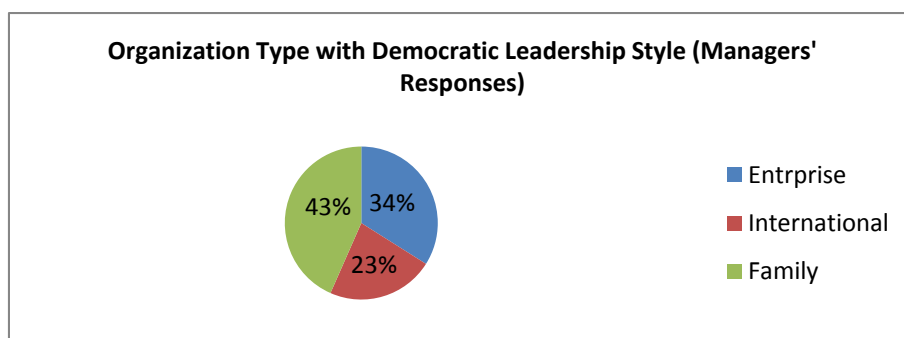


Figure 8: Managers' Organization Type with Democratic Leadership Style

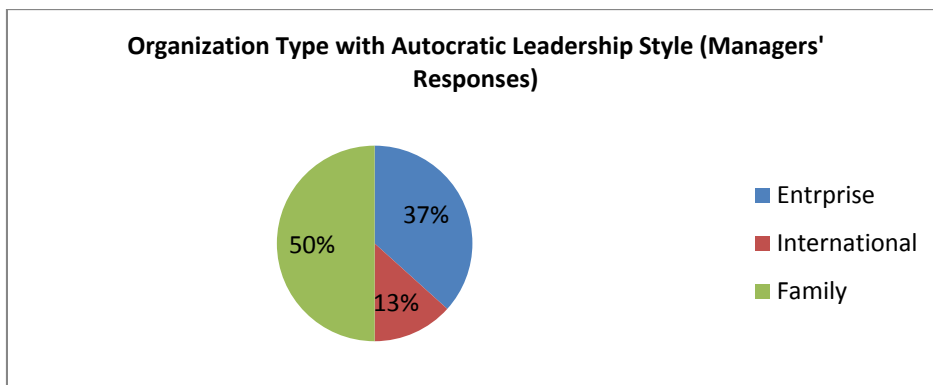


Figure 9: Managers' Organization type with Autocratic Leadership Style

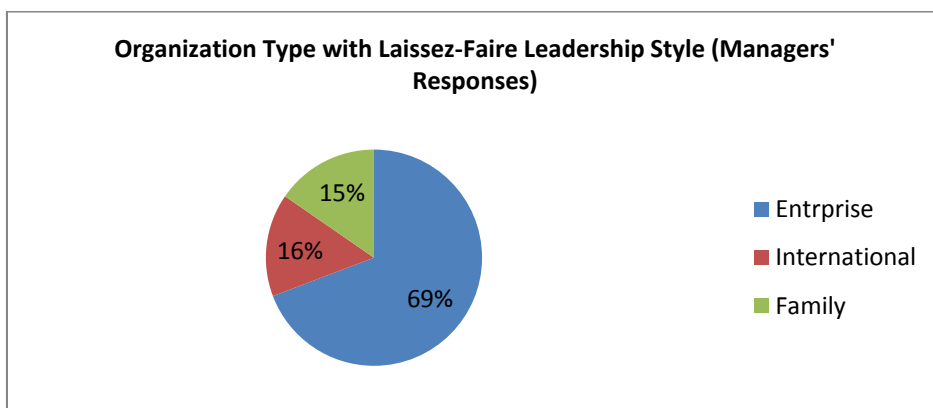


Figure 10: Managers' Organization Type with Laissez-Faire Leadership Style

VII. DISCUSSION AND INTERPRETATION OF FINDINGS

The main research findings that were of significance to this study were as follows (based on the responses of the 96 Managers and 100 Employees):

1. There is a strong presence of Democratic leadership style in the Eastern Province in KSA this was perceived by both managers (55%) and employees (62%) as follows (*Figure 11*):

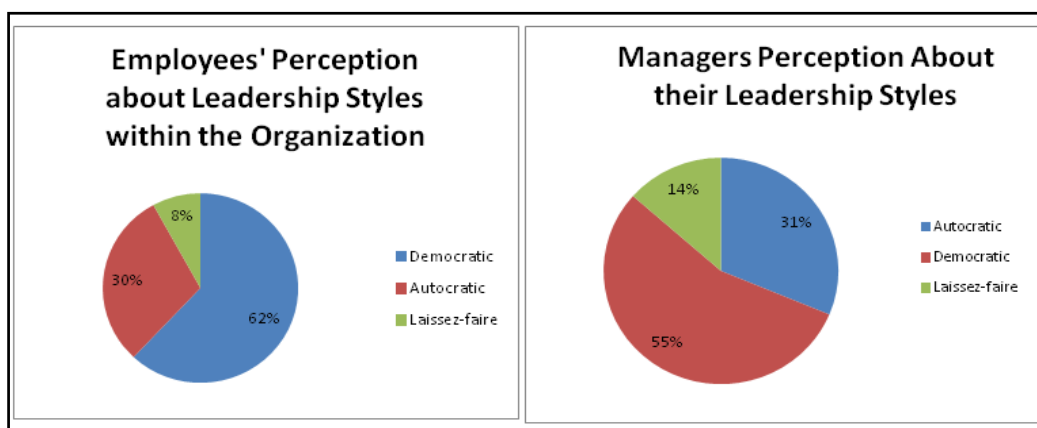


Figure 11: Employees' perception about Leadership Styles within the Organization vs. Managers' Perception About their Leadership Styles

2. There is a minimal presence of Laissez-Faire leadership style in the Eastern Province in KSA. This was perceived by both managers (14%) and employees (8%) (Figure 12).

3. There is a high level of satisfaction amongst employees whom identified their manager's leadership styles as democratic. There is a positive correlation between Democratic leadership style and job satisfaction and the results were significant (Figure 12).

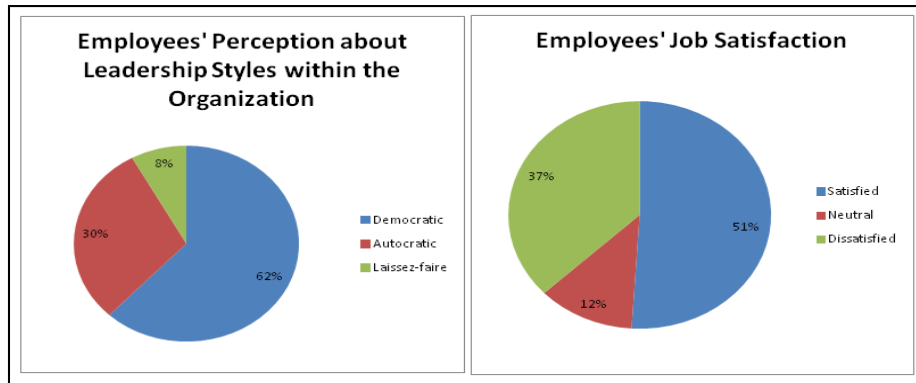


Figure 12: Employees' Perception about Leadership Styles within the Organization vs. Employees' Job Satisfaction

4. There is a high level of dissatisfaction (68% dissatisfied employees) amongst employees whom identified their manager's leadership styles as Autocratic (Figure 13).

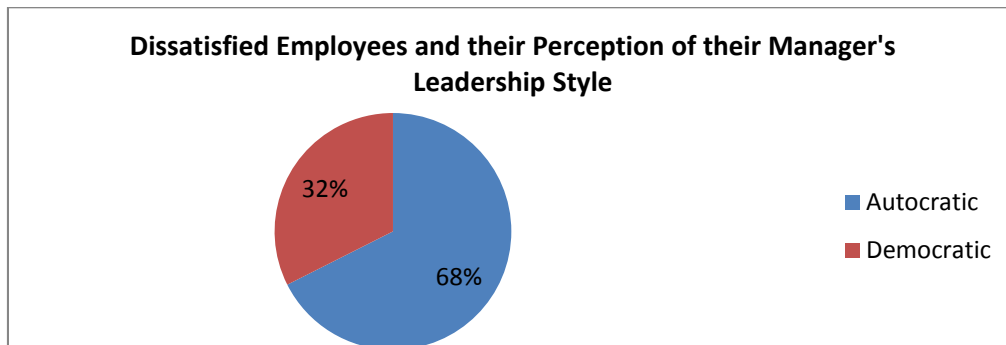


Figure 12: Dissatisfied Employees and their Perception of their Manager's Leadership Style

5. There is a positive relation between type of organization and democratic leadership style according to employees' responses. The results showed that 43% of a democratic perceived leadership style, work at an Enterprise and 42% work at an International organization, while only 15% work at a Family business. When comparing these responses to the percentage of employees satisfied within the organizations it is noted that 45% work for an Enterprise, 41% work for an International organization and 14% work for a Family Business (Figure 5.5.2). Hence a positive correlation between Organization type and leadership style and job satisfaction seems to be available. However, this was difficult to prove and find a significance since organization type is a non-numerical value.

6. There is no relationship between type of organization and democratic leadership style according to managers' responses.

VIII. CONCLUSION

This study explored and evaluated the impact of the different types of management on employees by investigating the following questions:

1. What is the different leadership styles identified in the private sector in the Gulf region? Is there a preferred type? And which is the most effective?

The different leadership styles identified within the private sector were Democratic, Autocratic and Laissez-Faire. The most preferred type amongst managers and the most recognized type according to the employees were Democratic

with a 55% and a 62% respectively. While Laissez-Faire leadership style was found to be the least preferred by managers and the least recognized by employees with a 14% and 8% respectively.

The most effective type of leadership was found to be Democratic since a positive relation was found between both Democratic leadership style and job satisfaction. The results were significant.

2. What is the role of the management as perceived by the employees?

The role of management involves the following:

- Providing the required tools and resources for employees to properly perform.
- To utilize the employees' skills and abilities in the appropriate situations
- Providing a suitable work schedule
- Providing a space for personal growth and presenting appropriate training for updating the employees' skills
- Promoting a job rotation program
- Allowing employees to contribute in the decision-making process
- Giving credit to the employees whenever possible.
- Encouraging employees to perform better
- Rewarding employees for the quality of their efforts to promote a healthier working environment.

3. What is the point of view of the different types of managers regarding the employee-management relationship and how do they plan on improving it?

55% of managers assume a democratic leadership style. According to them the employee-management relationship is affected by the following factors:

- Permitting employees to contribute in the decision-making process, however the final decision remains with the manager
- Providing space for brainstorming and creative ideas from employees, as well as utilizing their visions whenever appropriate
- Involving employees in problem solving
- Allow employees to take ownership of the tasks and projects and provide priorities for their tasks

4. How to go about changing the employees, managers and organizations perception towards this problem?

We believe that employees should show initiative towards taking responsibility whenever required, as well as have passion towards personal improvement and growth. This will

encourage managers to trust the employees and give them more responsibilities and allow them to have personal room for growth.

Managers should permit employees to participate in important decisions and encourage them to express their ideas and utilize them in order to help gain their loyalty and improve their performance. They should also credit their employees for their successful contribution and provide a reward system to encourage the employees to perform their best.

Organizations should promote democratic leadership style amongst their managers and give the appropriate training to enhance their management and leadership skills. They should implement a competence development program to enhance the employees' personal and work skills. They should provide a clear mission and vision for their employees and managers in order to help them understand their goals to contribute towards the organization's success.

5. Our Hypothesis is that the managers' relationship with employees has a direct effect on the employees' satisfaction (whether a good or bad relationship inducing a positive or negative effect respectively). As well that the democratic manager is the most successful at having the loyalty and trust of his employees, as well as having the organization's best interests at heart, and therefore having the ability to drive them to success.

Our hypothesis was proved to be correct, since there is a positive relationship between Democratic leadership style and job satisfaction and a negative relationship between Autocratic leadership style and job satisfaction. Hence a Democratic leadership style was proved to be the most successful leadership style in gaining the employees' trust and loyalty.

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