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Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, 2019, Especial N°

19

Revista de Ciencias Humanas y Sociales

ISSN 1012-1587/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



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The Mediating Effect of Job Satisfaction on Leadership Style & Turnover Intention Relationship

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Abstract

This study aims at investigating the relationship between leadership style, job satisfaction and turnover intention. The study also examined the mediating effect of job satisfaction on the relationship between leadership style and turnover intention. Descriptive method was used to answer the hypotheses and questions of the study. The sample of the study consisted of employees at Al Thiqa private bank in Baghdad. A self-administered questionnaire was distributed to (40) respondents who constituted the community of the study. The Statistical Package for Social Sciences (SPSS version 23) was used to analyze the obtained data. The study concluded that a) there is a positive and significant association between leadership style and job satisfaction. B) There is a negative and significant association between job satisfaction and turnover intention. C) There is a negative and significant association between leadership style and turnover intention. D) The effect of leadership style on turnover intention is increased by the mediating of job satisfaction. Also the study concluded that democratic leadership achieved the highest mean which indicated that it is the most dominant style of leadership among sample respondents.

Key words: Leadership style, Job satisfaction, Turnover intention.

El Efecto Mediador De La Satisfacción Laboral En El Estilo De Liderazgo Y La Relación De Intención De Rotación

Resumen

Este estudio tiene como objetivo investigar la relación entre el estilo de liderazgo, la satisfacción laboral y la intención de rotación. El estudio también examinó el efecto mediador de la satisfacción laboral en la relación entre el estilo de liderazgo y la intención de rotación. Se utilizó un método descriptivo para responder a las hipótesis y preguntas del estudio. La muestra del estudio consistió en empleados del banco privado Al Thiqa en Bagdad. Se distribuyó un cuestionario autoadministrado a (40) encuestados que constituyeron la comunidad del estudio. El paquete estadístico para ciencias sociales (SPSS versión 23) se utilizó para analizar los datos obtenidos. El estudio concluyó que a) existe una asociación positiva y significativa entre el estilo de liderazgo y la satisfacción laboral. B) Existe una asociación negativa y significativa entre la satisfacción laboral y la intención de rotación. C) Existe una asociación negativa y significativa entre el estilo de liderazgo y la intención de rotación. D) El efecto del estilo de liderazgo en la intención de rotación se incrementa mediante la mediación de la satisfacción laboral. Además, el estudio concluyó que el liderazgo democrático alcanzó la media más alta, lo que indica que es el estilo de liderazgo más dominante entre los encuestados de la muestra.

Palabras clave: estilo de liderazgo, satisfacción laboral, intención de rotación.

1. Introduction:

Leadership is an important factor in success or failure of each organization. According to House et al. (2004), leadership is the ability of an individual to influence, motivate, and enable other members of organization to contribute toward the effectiveness and success of the organization. Many researchers have studied specific organizational behaviors like job satisfaction and turnover intention. These behaviors are probably affected by many elements like leadership style and demographic features. Leadership style is regarded to influence the relation between subordinates and employers, consequently affecting job satisfaction (Wilderom, Berg & Peter,

2004).

The leadership style used by managers or leaders will have an effect on employee's job satisfaction and their turnover intention. Leadership style is vital for subordinates' job satisfaction and their intention to stay, taking into consideration that lack of subordinates' satisfaction can widen the gap in the rate of turnover intention and manpower deficiency in any organization and that leadership and management are crucial in employee retention, and that leadership style as perceived by employee, is a necessary factor of workers' job satisfaction, commitment, retention and turnover intention. Job satisfaction is a priority crisis for all organizations, whether working in public organizations or private ones or in highly developed countries or underdeveloped ones (Rehman et al., 2013).

Turnover can inflict damage to organizational performance (Glebbeek & Bax, 2004). Therefore, it is necessary that an organization exerts effort to retain its employees due to the high cost of recruiting new ones (Pack & Won, 2017). It is important that more efforts must be exerted to replace the departed employees and understand the causes of turnover intention and what procedures needed to retain talented workers (Bentein, & Vanderberghe, 2005).

The purpose of this study is to investigate 1) whether job satisfaction is positively and significantly associated with leadership style and 2) whether turnover intention is positively and significantly associated with job satisfaction and 3) whether turnover intention is positively and significantly associated with leadership style and 4) Whether job satisfaction will mediate the relationship between leadership style and turnover intention.

Statement of the problem:

Banks industry is a distinguished job. The role of human resource in Bank industry is very important. Each bank works in its own approach. When a new employee is recruited by the bank, it takes a great deal of time to train this employee. If this employee quits his job, the bank affords financial burden to recruit and train another one.

Study objective:

The objective of this study is to explore the effect of job satisfaction on the relationship between leadership style and turnover intention.

Significance of the Study:

Human resource plays a great role in success of organizations and supports them to achieve goals in the new turbulent environment and make competitive advantage. Organizations should pay a great attention to its employees and exert efforts to retain them. Turnover is one of the problems that

threaten many organizations. One of the important factors that contribute to urge employees to commit to organizations is leadership style. The behavior of leader may affect employee's job satisfaction that subsequently determines employee's intention to stay or leave the organization.

Hypotheses:

H1: There is a negative and significant association between leadership style and job satisfaction.

H2: There is a negative and significant association between job satisfaction and turnover intentions.

H3: There is a negative and significant association between leadership style and turnover intentions.

H4: The effect of leadership style on turnover intention is reduced by the mediator job satisfaction

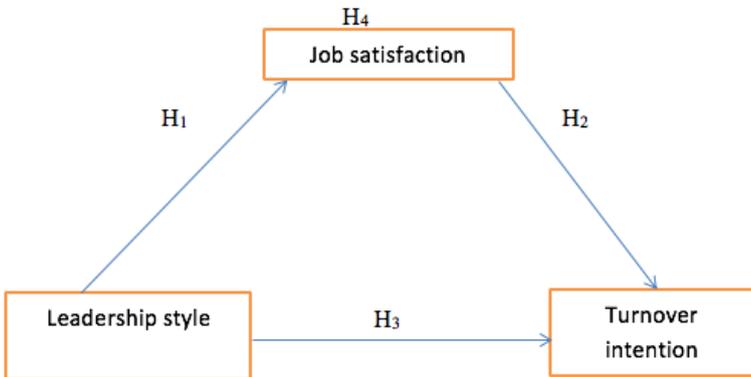


Fig 1: conceptual framework

Research Questions:

- Does job satisfaction mediate the effect of leadership style (autocratic leadership, democratic leadership, laissez- fair) on turnover intention?

Methodology:

Research Design:

This paper examines the relationship between leadership style, job satisfaction and turnover intentions. It is a descriptive and analytical study. Both primary and secondary data were used in this research. Secondary data included books, researches, periodicals, journals, magazines and rel-

evant resources that contributed to conduct the study.

It is A quantitative study which was conducted through survey and a questionnaire was used to collect primary data from (40) participants in Al-Thiqa private bank who constituted the population of the study. The data were collected from every individual of the population as the entire population at the bank was sufficiently small. Then Statistical Package for Social Sciences was used to analyze data. Spearman correlation coefficient was used to discover the relationship between independent and dependent variables. Path analysis was used to test the hypotheses and find out the type of leadership style that affects the most to turnover intention.

The survey instrument consisted of two parts. Part A was about demographic information. Part B consisted of questions about variables of the study. Likert scale with (5) points was used to indicate the participant's s answers (5-Strongly Agree; 4- Agree; 3-neither Disagree nor Agree; 2- Disagree; 1-Strongly Disagree).

Reliability Analysis: Cronbach's Alpha Coefficient was used to determine whether items are greatly connected to each other. As reliability coefficient was (0, 82) which is higher than the least accepted ratio (60%). This determines that the research questionnaire is highly reliable and it could be used in different times for the same persons giving the same results.

Validity: As the value of reliability coefficient extracted by (Croun- bach Alpha) is (0.82), the questionnaire validity is (0.90). It is an excellent ratio which confirms the validity of the used scale.

2. Literature Review:

2.1Leadership: Leadership is the leader's influence on his subordinates to achieve goals of organization. It is a process of social influence in which voluntary participations is sought by the leader from subordinates in order to achieve organizational goals (Omalayo, 2007).

Good leadership can motivates members of organization to go forward in the right way to fulfill organizational goals; a suitable leader can determine job direction for his subordinates to follow (Robbins, 2001). Poor leadership style forms employee commitment to stay or leave the job.

Consequences such as employee turnover intentions coming as a result of poor leadership style have negative implications on leadership's ability to retain and motivate employees (Bruursema, 2004).

Leadership is a corner stone in organizational behaviors and it plays a significant role in the relation between managers and subordinates.

Leadership Style: It is defined as the way of behaviors that leaders act when they work with others (Hersey and Blanchard, 1993). Leadership style is the method of interaction between followers and leaders (Miller et al, 2002).

Since the beginning of the previous century, many theories have been developed to classify leader's behaviors. Great efforts have been exerted by many researchers to identify various leadership types. Early studies made by Lewin, Lippit and White (1939) identified three types of leaders: autocratic, democratic and laissez-faire.

Autocratic leadership: An autocratic leadership adopts X theory in dealing with employees. It assumes that employees are lazy, hate work and prefer to follow instructions and supervised by others.

Autocratic leaders prefer to put strict regulations, control work and keep formal, relationships with their followers (Maloş 2012). They set clear and accurate instructions for their subordinates that explain their duties and how to complete it. This helps to achieve tasks effectively, solve certain problems, and meet goals or deadlines, especially when time is an important factor (Sauer 2011; Cunningham, Salomone, Wielgus 2015, p. 34).

It is an authoritarian style which concerns with productivity, on the idea of a good day's work, on the problems of restriction of production, on profits for performance (Tim Hindle 2003). An authoritarian leader make orders and expect that subordinates obey his orders, he makes decision without consulting with employees and doesn't delegate authorities to others. He adopts the principle of reward and punishment in dealing with employees. This kind of leadership is suitable for situations that require quick decision and when the followers have low education. This kind of leadership style is also recommended for situations that need urgent decisions like in war time and during surgical operations where mistakes are forbidden.

Democratic Leadership: It refers to a style where decision making is decentralized and shared by employees (Tannenbanum & Schmidt 1958). A democratic leader encourages his followers to participate, but he has the final say on decision-making process. They feel involved in the process and they are more creative and motivated. The democratic leader's subordinates are less productive than autocratic subordinates but they have high

quality contributions (Lewin, K., Lippit, R., & White, R.K, 1939).

Democratic leader believe in his subordinates abilities and skills. Accordingly he asks them to participate in the process of decision making, he discusses things with them, but he takes the final decision.

According to democratic leadership style, the leader concerns with the desires and subordinates in addition to the leader wishes (Hackman and Johnson, 1996).

This kind of leadership doesn't only increase employees' job satisfaction by involving them, but it also contribute to develop their skills and motivate teamwork.

The democratic leadership does not only increase job satisfaction by involving team members, but it also helps to develop people's skills and promotes teamwork. Mullins (1999) adopts the view that democratic leadership style focuses more on people and there is greater interaction within the group.

Laissez – Faire Leadership:

Laissez – Faire Leadership is the responsibilities that abdicated and decisions that avoided by leader (Osborn, 2008). A laissez-faire leader is a person who gives up his responsibilities, postpones decisions and exerts little effort to understand and meet followers' needs (Bennet, 2009).

This style of leadership is characterized by a high degree of avoidance, indifference and indecisiveness (McCull-Kennedy and Anderson).Laissez- Fair leaders are uninvolved in the work of the unit. According to this style of leadership, employees should be expert and specialists. Leaders let subordinates make all decisions (Mondy& Premeaux, 1995).

Laissez-faire leader gives no direction to subordinates on how to set goals, make decisions or treat with problems (Northouse, 2004).

There were two researchers concluded that behaviors of laissez-faire leader is characterized by avoiding scheduled meetings, practicing hands-off approach, keeping little contact with subordinates and displaying ignorance to the needs of employees (Northouse, 2013; Schilling, 2009).

Other two researchers agreed on the behaviors and administrative practices of laissez-faire leader (Northouse, 2013; Schilling, 2009). First, a leader's behavior of keeping a distance from the leadership role occurs when there are no regular meetings. Secondly, leaders exercise the hands-off approach when avoiding decision-making. Third, a leader shows the behavior of giving up responsibilities when they have little contact with followers. Fourth, a leader shows the behavior of displaying indifference

to the needs of followers, when he doesn't exert an effort to help followers satisfy their needs.

Interestingly, studies confirmed that there is an association between laissez-fair and dissatisfaction (Koech & Namusonge, 2012). This is the leader that provides no direction to employees on how to determine goals, make decisions, or resolve problems (Northouse, 2004).

Laissez-Faire is a style of leadership that grants followers a great deal of independence. It is recommended at virtual organizations when there is a separated distance in time and place between members of organization.

Leadership style and job satisfaction: The effect of leadership style on job satisfaction has been well determined (Breckenridge, 2000).

Gender may moderate the effect of leadership style on job satisfaction. Researches that have handled this matter showed that men are more satisfied with autocratic leaders than women (Kushell & Newton, 1986), and the difference in satisfaction between a democratic leader and an autocratic leader is smaller for men than for women (Stitt, schmid, Price, & Kipnis, 1983).

In spite of the positive association between leadership types and job satisfaction (Chi & Gurosoy, 2009), not all leadership style have a positive influence on job satisfaction.

Many studies revealed that leadership style have a negative or positive effect on job satisfaction. For example the two researchers Kompas and Sridevi determined that employee involvement has an association with job satisfaction (Kompaso & Sridevi, 2010).

It has been found that abusive supervision is correlated with (hostile behavior both verbal and non-verbal) a decreased job satisfaction and increased psychological hurt (Tepper, 2000).

2.3 Job Satisfaction: Job Satisfaction refers to the degree that work environment satisfies the needs of employees and their response to that environment (Lambert, 2004; Tewksbury & Higgins, 2006). It is a positive sense about one's job as a result of evaluating its characteristics (Robbins & Judge, 2007). Job satisfaction is defined as an exciting feeling that results from the consciousness that one's job accomplishes or allows for the accomplishment of one's significant job values (Noe, Hollenbeck, Gerhart & Wright, 2008). According to (Robbins & Coulter, 2007) job satisfaction is the general attitude of an employee toward her or his job. Job satisfaction used as a mediator variable according to Wells & Peachy (2011)

between leadership types and turnover intentions, and suggested organizational commitment to be investigated as a mediating variable in the future. Job satisfaction refers to employee belief that the working environment meets his needs and values as well as the employee's response to that working environment (Tewksbury and Higgins, 2006). Lambert (2004) defines job satisfaction as the extent to which an individual likes his or her job.

2.4 Job Satisfaction and Employee Turnover: Job satisfaction is the main cause of turnover (McShane & Von Glinow, 2005). As compared with satisfied employees, dissatisfied ones have a high intention to leave (Buitendach & Rothmann, 2009).

Managers must pay a great attention to association between job satisfaction and employee turnover because job satisfaction increase employee tendency to remain in the organization (Ahmad, 2009)

According to (Robbins & Judge, 2007) Researchers indicated that job satisfaction is negatively associated with turnover intentions. When job satisfaction is high, employee turnover is low. As mentioned by Lambert et al. (2001), scholars thought that job satisfaction could be a measure for employee turnover. Many studies sustain the opinion that turnover is highly connected with job satisfaction (Spector, 2008).

Turnover is considered as a termination from the subordinate's side without any pressure or involvement from the supervisor's side. Regarding employee turnover, job satisfaction contributes independently to be a predictor of turnover intention (Wagner, 2007).

2.2 Turnover Intentions:

Turnover intention is defined as the permanent withdrawal from an organization voluntarily and involuntarily (Robbins & Judge, 2007). It is also defined as an employees' intent to leave organization in the near future (Branham, 2005). It causes a problem for an organization because of additional costs resulting from new processes of recruiting, selection as well as training (Robbins & Coulter, 2007).

Turnover intention refers to the degree to which employees plan to leave the organization or stay with (Bothma & Roodt, 2013.) The mental ability of knowledgeable employees who are highly skilled plays a vital role in the success of an organization. When knowledgeable employees leave and take their knowledge with them, the organization loses the knowledge and cannot support its competitive advantage (Ramsey & Barkhuizen, 2011). Many factors make employees have turnover intention such as envi-

ronment, organizational commitment and job satisfaction. Griffeth et al., (2000) stressed that actual turnover is best predicted by Intent to turnover. It is difficult for organizations to allocate time and resources in order to train and develop its employees. This means that recruiting other employees to substitute those who left organization incurring more expenditure on organization (Zenyucel, 2009).

Employee turnover means transfer of workers to other organizations, occupations and jobs; and between situations of employment and unemployment through their rotation around work market (Abassi and Hollman, 2000).

Research Results

Sample Characteristics

Tables below shows demographic variables of the research sample which consisted of (40) employees according to their responses to questionnaire items. Each table explains distribution of research sample according to gender, age, education and job tenure.

1- Distribution of Sample according to Gender:

Table (2) shows that the research sample consisted of (15) males who represented 37% and (25) females who represented 62% of the total sample which consisted of (40) respondents.

Table (1)

Variable	Respondents Characteristics	Frequency	Percentage
Gender	Male	15	37.50%
	Female	25	62%
Total		40	100%

Source: Questionnaire statistical analysis by SPSS v.23

2- Distribution of Sample according to age:

Table (3) shows that the largest percentage of the sample consists of the age group (18-29) years, where the number of respondents was (18) by a percentage of (45%). The second age group (30-39) years, where the

number of respondents was (15) by a percentage of (37%). The third age group (40-49) years was represented by (5) individuals and by percentage of (12.5%). The last age group (50 and over) years, where the number of respondents was (2) by a percentage of (5%) of the total sample that consists of (40) respondents by percentage of (100%).

According to above results, we conclude that the company attracts young employees in order to invest their capacities that enable them to play a vital role in the field of the company's work.

Table (2)

Variables	Respondents Characteristics	Frequency	Percentage
Age	18 – 29	18	45%
	30 – 39	15	38%
	40 – 49	5	13%
	≥ 50	2	5%
Total		40	100%

Source: Questionnaire statistical analysis by SPSS v.23

3- Distribution of sample according to education:

Table (4) shows that the largest percentage of sample hold a bachelor's degree, where the number was (30) respondents with a percentage of (75%). The second group with a high school degree consisted of (5) respondents with a percentage of (12.5%). The number of respondents with a doctorate degree reached (2) with a percentage of (5%). The number of respondents who hold master's degree reached (2) with a percentage of (5%). The smallest percentage of sample with other degrees consisted of (1) with a percentage of (2.5%) of the total sample.

These findings indicate that the respondents have the cognitive abilities that enable them to understand the paragraphs of the questionnaire, which reflects positively on the final results of the research.

Table (3)

Variables	Respondents Characteristics	Frequency	Percentage
Education	High School	5	12.5%
	Bachelor	30	75%
	Master	2	5%
	Doctoral	1	2.5%
	Other	2	5%

Source: Questionnaire statistical analysis by SPSS v.23

4- Distribution of sample according to job tenure:

Table (5) shows that category (1-3) is the most frequent category. The number of respondents who constituted it was (16) and it represents the highest percentage (40%). The second category (≥ 7) represented (27.5%). The third category (4-6) represented (20%). The least frequent category (< 1) represented (12.5%) which consisted of (5) respondents.

These findings indicate that Al-Thiqa bank was newly established.

Table (4)

Variables	Respondents Characteristics	Frequency	Percentage
Job Tenure	< 1	5	12.50%
	1 – 3	16	40%
	4 – 6	8	20%
	≥ 7	11	27.5%
Total		40	100%

Source: Questionnaire statistical analysis by SPSS v.23

Research Findings & Discussions

Variables of research will be described according to the results of field research (Al-Thiqa private bank) and as follows: Description of job satisfaction terms (mediator) as shown by the following table (6).

Table (5) mean, standard deviation for job satisfaction

Seq.	Job Satisfaction	Mean	Standard Deviation
1.	I have the resources and tools that I need in my work.	4.02	0.65
2.	There is good communication between managers and employees.	4.17	0.74
3.	I Get the training that enables me to do my job.	3.32	1.07
4.	My manager encourages team work	4.20	0.88
5.	It is easy to get along with my colleagues at work.	4.22	0.73
6.	The volume of tasks assigned to me is acceptable.	3.92	0.79
7.	The organization has high professional morals	4.05	1.03
Average		3.98	0.84

Source: Questionnaire statistical analysis by SPSS v.23

1- This variable is measured by questions (1-7). The table refers to mean and standard deviation related to the point of view of the surveyed sample on job satisfaction. The table shows that arithmetic mean is 3.98 and standard deviation is (0.84). This indicates that employees' responses are compatible and they are highly satisfied with their job.

As for questions related to this variable, question (5) which stated that (It is easy to get along with my colleagues at work) reached the highest mean (4.22) and a standard deviation (0.73), while question (3) which stated that (I Get the training that enables me to do my job) reached the lowest mean (3.32) and a standard deviation (1.07).

2- Description of leadership style terms as shown by the following table (7).

Table (6) Mean, Standard Deviation for leadership style

Leadership Style		Mean	Standard Deviation
A- Autocratic Leadership			
8.	Employees should be closely watched or they will not probably do their jobs.	3.77	0.94
9.	2. It is true said that most employees are lazy.	2.65	1.02
10.	3 - Most employees feel insecure about their job and they need guidance.	3.37	0.86
11.	4. In order to motivate employees to achieve organization's goals, the principle of reward and punishment must be followed.	3.97	0.83
12.	5. Leader is the main evaluator of the achievements of employees.	4.25	0.70
13.	6. Effective leaders are those who issue orders and explain procedures.	4.12	0.99
Average		3.68	0.89
B- Democratic Leadership			
14.	Employees want to take part in decision-making process.	4.07	0.85
15.	A good leader is the one who guides people without pressure.	4.40	0.74
16.	Most employees seek continuous communication and support by their leaders.	4.37	0.70
17.	Leaders should help employees to take responsibility to accomplish their tasks.	4.47	0.67
18.	The main mission of leaders is assisting employees to achieve their tasks.	4.40	0.81
19.	Employees are usually competent and they accomplish the tasks perfectly if they assigned to.	3.47	1.10
Average		4.19	0.81
C- Laissez-Faire Leadership			
20.	It is better to leave employees do their job alone.	2.40	0.90
21.	Employees should be given freedom to make decisions.	3.22	0.99
22.	Leadership requires moving away from employees during their work.	3.07	0.91
23.	In most situations, employees prefer little interference from their leaders.	3.67	0.76
24.	In difficult situations, leaders should give	3.22	0.91
	employees opportunities to solve their problems by themselves		
25.	Leaders should allow employees to evaluate their own work.	3.52	0.98
Average		3.1	0.90
Leadership Style		3.65	0.86

Source: Questionnaire statistical analysis by SPSS v.23.

A- Autocratic leadership: This variable is measured through questions (8-13). The table (7) refers to mean and standard deviation related to the point of view of the surveyed sample on autocratic leadership. The table shows that arithmetic mean is (3.68) and standard deviation is (0.89). As for questions related to this variable, question (12) which stated that (Leader is the main evaluator of the achievements of employees) reached the highest mean (4.25) and a standard deviation (0.70), while question (9) which stated that (It is true said that most employees are lazy) reached the lowest mean (2.65) and a standard deviation (1.02).

B- Democratic Leadership: This variable is measured through questions (14-19). The table refers to mean and standard deviation related to the point of view of the surveyed sample on democratic leadership. The table shows that arithmetic mean is (4.19) and standard deviation is (0.81). As for questions related to this variable, question (17) which stated that (Leaders should help employees to take responsibility to accomplish their tasks) reached the highest mean (4.47) and a standard deviation (0.67), while question (19) which stated that (Employees are usually competent and they accomplish the tasks perfectly if they assigned to) reached the lowest mean (3.47) and a standard deviation (1.07).

C- Laissez-faire: This variable is measured through questions (20-25). The table refers to mean and standard deviation related to the point of view of the surveyed sample on laissez-faire leadership. The table shows that arithmetic mean is (3.1) and standard deviation is (0.90). As for questions related to this variable, question (23) which stated that (In most situations, employees prefer little interference from their leaders) reached the highest mean (3.67) and a standard deviation (0.76), while question (20) which stated that (It is better to leave employees do their job alone) reached the lowest mean (2.40) and a standard deviation (0.90).

3- Description of independent variable leadership style as a whole as shown by the table (7).

- According to values of arithmetic mean of each one of the three leadership style (autocratic, democratic and laissez-faire), the average mean of leadership style variable as a whole reached (3.65) and a standard deviation (0.86). This refers to the agreement of sample respondents and indicates that they are compatible to the questions of leadership style questions.
- Democratic leadership achieved the highest mean which indicates that

it is the most dominant style of leadership in (Al-Thiqa private bank) according to the views of research sample.

4- Description of Turnover intentions (dependent variable) terms as shown by the following table (8):

Table (7) Mean, Standard Deviation for turnover intention

	Turnover Intentions	Mean	Standard Deviation
26.	I will not fulfill my ambition if I continue my current job	2.82	1.03
27.	I will leave this organization as soon as I find a similar job with a better salary	2.70	1.09
28.	I sometimes think about leaving my job.	2.42	1.08
29.	I might look for a job outside this organization within three years.	2.82	1.00
30.	It doesn't come to my mind the idea of leaving this organization.	3.37	0.95
31.	I would prefer not to keep working in this organization.	2.27	0.93
32.	I would be happy if I spent all my life working in this organization	3.25	1.08
Average		2.80	1.02

Source: Questionnaire statistical analysis by SPSS v.23.

This variable is measured through questions (26-32). The table refers to mean and standard deviation related to the point of view of the surveyed sample on Turnover intentions. The table shows that arithmetic mean is (2.80) and standard deviation is (1.02). As for questions related to this variable, question (30) which stated that (It doesn't come to my mind the idea of leaving this organization) reached the highest mean (3.37) and a standard deviation (0.95), while question (31) which stated that (I would prefer not to keep working in this organization) reached the lowest mean (2.27) and a standard deviation (0.93).

Second: Testing hypotheses

Research hypotheses will be tested:

1- Testing hypotheses of correlation between research variables.

The correlation hypotheses will be tested in order to identify the relationship between the variables (job satisfaction, leadership style, and turnover intention) by using one of the statistical methods, Spearman's rank correlation coefficient.

In order to analyze the nature of relationships between these variables, the Spearman's rank correlation coefficient was calculated to examine the

existence of the relationship, as in the following table (9):

Table (8) Spearman's rank correlation coefficients matrix For research variables
Correlations

		Job satisfaction	leadership style	turnover intentions
Spearman's rho Job satisfaction	Correlation Coefficient	1.000	.362*	-.508**
	Sig. (2-tailed)	.	.022	.001
	N	40	40	40
leadership style	Correlation Coefficient	.362*	1.000	-.419**
	Sig. (2-tailed)	.022	.	.007
	N	40	40	40
turnover intentions	Correlation Coefficient	-.508**	-.419**	1.000
	Sig. (2-tailed)	.001	.007	.
	N	40	40	40

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Questionnaire statistical analysis by SPSS v.22.

1-1- Analysis of the relationship between leadership style and job satisfaction (H1: There is a negative and significant association between leadership style and job satisfaction).

With reference to table (9), we find that the correlation coefficient between leadership style and job satisfaction was (0.362); it is a positive statistically significant correlation at sig. (2-tailed), (0.02). This result indicates that there is a positive association between leadership style and job satisfaction, which means rejecting the hypothesis (H1) and accepting the alternative hypothesis (there is a positive and significant association between leadership style and job satisfaction).

1-2- Analysis of the relationship between job satisfaction and Turnover intentions (H2: There is a negative and significant association between job satisfaction and turnover intentions).

With reference to table (9), we find that the correlation coefficient between job satisfaction and turnover intention was (0.508-); it is a negative statistically significant correlation at sig. (2-tailed) (0.001). This result indicates that the greater the feeling of job satisfaction, the lower the turnover, which means accepting the hypothesis (H2: there is a negative and significant association between job satisfaction and turnover intention).

1-3- Analysis of the relationship between leadership style and turnover in-

tention (H3: There is a negative and significant association between leadership style and turnover intentions).

With reference to table (9), we find that the correlation coefficient between leadership style and turnover intention was (-0.419); it is a negative statistically significant correlation at sig. (2-tailed) (0.007). This result indicates that there is a negative statistically significant correlation between leadership style and turnover intention, which means accepting the hypothesis (H3: there is a negative and significant association between leadership style and turnover intention).

2- Testing hypothesis of effect (H4: The effect of leadership style on turnover intention is reduced by the mediator job satisfaction).

This hypothesis will be tested in order to identify the effect of job satisfaction as a mediator and leadership style as independent variables on turnover intention as a dependent variable by using one of the statistical methods (Path Analysis).

The figure (2) shows the direct and indirect effect of leadership style on turnover intention through the mediator variable job satisfaction.

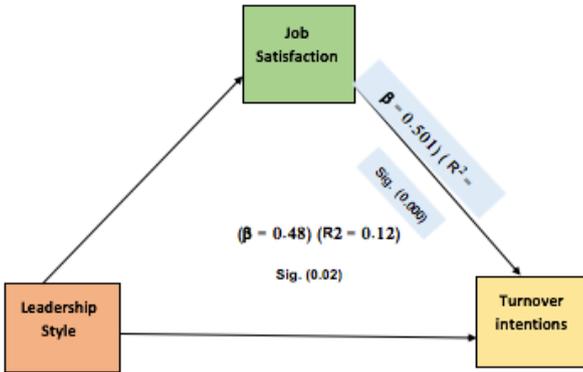


Figure (2) Direct & indirect effect of leadership style on turnover intention
 Source: Developed by the scholar using statistical system (Amos)

2-1- Analysis of direct & indirect effect of leadership style on turnover intention.

Table (9)

Type of effect	β	R ²	Adjusted R Square	F	Sig.
Direct effect	0.48	0.122	0.098	5.256	0.02
Indirect effect	0.501	0.360	0.326	10.425	0.000

A- Analysis of direct effect of leadership style on turnover intention:

The table (10) shows that F-test value for leadership style on turnover intention was (5.256) which means that there is a direct significant effect of leadership style on turnover intention at significance level (2-tailed), (0.02) and confidence limit (98%), which means that increasing the value of leadership style variable by one unit would result in a change of (0.48) in turnover intention, the value of explanatory factor (R²) was (12%), which represents the explanatory power of leadership style for changes in turnover intention .

B- Analysis of indirect effect of leadership style on turnover intention by the mediator job satisfaction:

The table (10) shows that F- test value of leadership style on turnover intention by the mediator job satisfaction was (10.425), which means there is a significant effect of leadership style on turnover intention by the mediation of job satisfaction at significance level (2-tailed), (0.000), which is significant at level less than (0.01) and a confidence level reached (100%); □ coefficient (0.501) indicating that increasing the value of leadership style variable by the mediation of job satisfaction by one unit would result in a change of (0.501) in turnover intention; the value of (R²) reached (36%) indicating that leadership style by the mediation of job satisfaction explain (36%) of changed in turnover intentions.

This indicated that the effect of leadership style on turnover intention is increased by the mediation of job satisfaction.

This result means rejecting the hypothesis (H₄: the effect of leadership style on turnover intention is reduced by the mediator job satisfaction), and accepting the alternative hypothesis (the effect of leadership style on turnover intention is increased by the mediator job satisfaction).

Conclusion

The study concluded that employees at Al-thiqa private bank are highly satisfied with their job. As for leadership styles, the means of the three styles of leadership (autocratic, democratic and laissez-faire) were 3.68, 4.19 and 3.1 respectively. The research statistically revealed that democratic leadership style is dominant in the bank, while autocratic and laissez-faire still exist. However, the study found that the three leadership styles (autocratic, democratic and laissez-faire) are significantly and

positively associated with job satisfaction, but democratic style indicates stronger association with job satisfaction. This result agreed with the study conducted by Jerorme, Idiegbeyanose (2018). As for the relationship between job satisfaction and turnover intention, the study proved that job satisfaction is significantly and negatively associated with turnover intention. Also, the study indicated that leadership style is significantly and negatively associated with turnover intention. The study indicated that employee's turnover intention was low.

As for the effect of the independent variable (leadership style) on the dependent variable (turnover intentions) through the mediator (job satisfaction), the study concluded that there is a direct and significant effect of leadership style on turnover intention which means that leadership styles are responsible for changes in turnover intention. Other study has found the same effect of leadership styles on turnover intention (Kim, 2002; Yousef, 2017). Also, the study revealed that there is an indirect effect of leadership style on turnover intention by the mediation of job satisfaction, indicating that the effect of leadership style on turnover intention is increased by the mediation of job satisfaction.

The study revealed that the higher level of leadership could result in lowering turnover intention accompanied with increases in job satisfaction. Also, the study found that democratic style was prevalent in the bank accompanied with low level of employee turnover intention. This style of leadership may be an explanatory factor for employees' job satisfaction, whereas employees participate in making decisions and get their manager's support to implement their tasks. Also, they have the guidance that they need to achieve their tasks. Accordingly a high level of job satisfaction urges employees to stay and decrease the level of turnover intention.

Recommendation

According to the results and conclusion of the study, some suggestions can be given as follows:

Job satisfaction is an important factor in lowering turnover intention and its role in mediating the relationship between leadership style and turnover intention is vital. Accordingly all elements that contribute to improve job satisfaction should be taken into consideration. Employees should be enrolled in training courses that build their capacities and improve their skills. Also, they must get the required resources that enable them to achieve their tasks. Good communication should be available between employees and their managers.

As for leadership styles, according to the results of the study, the three styles were available in the bank. This suggests that depending on contingency theory could be adopted by the managers in the bank. According to the theory, situation determines the style of leadership that should be followed. Employees may need guidance, they accept orders and they seek rewards. In other situation leaders motivate employees to take responsibility of achieving their tasks; and if employees are highly specialized, they achieve their tasks without any interference by their leaders.

Depending on the results of the research, as democratic style was the prevalent style in the bank and it indicated stronger relationship with turnover intention, it must be encouraged and supported by increasing employee's participation in decision making and keep good communication with them. Based on the results of the study, to lower turnover intention, managers must adopt the leadership style that suits the situation. They have to give guidance, rewards and motivate employees especially the new ones who need supervision as they lack the experience. Also, they have to allow high specialized employees to achieve their tasks without interference. As the democratic style was prevalent and preferable by most employees in the bank, managers have to support employees and help them to solve work problems and participate in decision making and enable them to take responsibility of their achievements.

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**UNIVERSIDAD
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Revista de Ciencias Humanas y Sociales

Año 35, Especial N° 19, 2019

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.
Maracaibo - Venezuela

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