

Investigation of Leadership Style Correlates Affecting Jihad-e-Keshavarzi Staffs Job Satisfaction in Yazd

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ABSTRACT

Staff job satisfaction is very important for assessments leading to organizational development. Job satisfaction is a general attitude of workers towards with their job and it depends on the sum of all factors in organizational relations. The correlates of organizational leadership style such as process of leadership, motivating factors, communication, process of decision making, and characteristics of the control process all directly affect job satisfaction. This study was conducted to determine the correlates of leadership style that affect the job satisfaction of Jihad-e-Keshavarzi staff working in Yazd Province. The population consisted of all the Jihad-e-Keshavarzi staff in Yazd (N=298). The sample was obtained through simple random sampling technique (n=100) and 91 questionnaires were completed and returned. Data was analyzed by SPSS. There was a positive and significant relationship between job satisfaction and the leadership style correlates of the respondents (process of leadership, motivating factors, communication, process of decision making, and characteristics of the control process). The best predictors of job satisfaction were found to be the leadership and communication processes.

Keywords: Attitude, Job satisfaction, Leadership style correlates, Staff.

INTRODUCTION

Organizational development is a method through which organizational function is improved (Moshabbaki, 2001) and is a long-term program which influences the change of staff behavior and attitude (Buford *et al.*, 1998). Job satisfaction is defined as an individual's insight towards her/his job and profession (Robbins, 2000). On the other hand, job satisfaction shows the relative sense, visual thoughts and intention of staff, that helps to predict their behaviors (Newstram and Davis, 1992). So, job satisfaction can be applied as a part of program planning which results in organizational efficiency by pre-

dicting future staff behaviors. One of the factors that affect job satisfaction is the management system. The better the superior-subordinate relationship in an organization, the healthier the organization is (Deboard, 1987). The Jihad-e-Keshavarzi organization in Yazd plays important roles including planning, budgeting, controlling, coordinating and conducting all governmental agricultural activities in Yazd Province. Furthermore, this organization supports rural regions in many ways. Hence, improving the productivity and efficiency of this organization could be of great importance for rural development in this province. Every factor that can enhance efficiency of the organization should be considered in this regard;

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therefore it is necessary to pay special attention to the personnel's professional desires and then plan on the basis of them.

In this research, leadership style is defined as the manner in which individuals use their talents, values, knowledge, judgment, and attitudes to lead and guide others. The most important evidence has stated that staff job satisfaction will affect an organization's function and it is the condition of establishing a healthy organizational environment (Ebru, 1995). The concept of job satisfaction has numerous definitions. From one point of view, it is the same as attitude (Miner, 2002), with job satisfaction as the total of the sentiments concerning the job conducted. If the worker perceives that her/his values are realized within the job, she/he will have a positive attitude towards her/his job and acquire job satisfaction (Luthans, 1992). Subordinates' satisfaction may be dependent on the leadership style of their supervisor; the leader; is a person who makes the most effective changes in the function of group, and management is a social type of leadership in which achievement of organizational goals is significant (Moshabbaki, 2001). Leadership style is affected by values, beliefs and experiences and can obstruct a positive environment and therefore job satisfaction (Reed, 1996). Several theories including Life Cycle Theory and Path-Goal Theory discuss the effect of leadership style on employees' job satisfaction. In Life Cycle theory, maturity is defined by factors of success interest and ability to accept responsibility as well as education and experience regarding individual duty. According to this theory, by the passing of time as a person becomes mature, she/he changes from potential to increasing ability? from dependence to rather independence and so on. If subordinates grow from immaturity to maturity, Life Cycle Theory suggests that from the beginning of their employment work? suitable to immature individuals should be used. Then the behavior changes gradually. The base of Path-Goal Theory implies that a leader should help his subordinates to achieve their

goals. She/he should guide and lead her/his subordinates until she/he is sure that their goals are in line with the general goals of the group or organization. The leader should make up for situational shortage. For example, in a non-structural task, the leader can increase satisfaction by guiding subordinates and, in a structural task, satisfaction is high when the leader's guidance is minimum. Saatchi quotes Hers and Michelle as saying: "while employees do structural tasks (office tasks), the most effective leadership style is achieved when guide is minimum" (Saatchi, 1991). In order to describe directing or management systems, we explain the categorized management system by Likert (1967), which has shown each item as a continuous variable from the first to fourth system.

Research conducted by Resale Poor (1994) in Karaj, showed that the school teachers' participation in decision making, an appropriate relationship between manager and teachers, respecting teachers' rights and their personality had a relationship with the teachers' job satisfaction. Asefi (1996) reported a positive and strong relationship between job satisfaction and a participatory leadership style. His research was conducted among the staff of the railway organization. In another study management style in Mashhad, exceptional schools were assessed taking into consideration teachers' satisfaction and it was shown that there was a significant relationship between job interest, management style, colleagues, manager's trust, co-operational decision making and cooperation with job satisfaction (Shahabfar, 1997). In a study among the staff of a communication office, it was found that democratic or participatory management style results in a good team spirit and job satisfaction among staff (Newstrom and Davis, 1992). Research among 40,000 Kentucky public school teachers in 1997-98 showed that there was a significant relationship between leadership style considerations and job satisfaction of primary school teachers, i.e. when leadership considerations increase, teachers are more satisfied (Karen and Bare-Oldham, 1999). Medley and Larochelle's (2001)

evaluation of leadership style in relation to job satisfaction of nurses, showed a positive relationship between increasing leadership style and their satisfaction. Barry (2002) in a study entitled "Leadership and job satisfaction: a case study of manager of Michigan schools", showed that when the style followed mostly a transformational leadership rather than an interactive leadership, a manager is more satisfied with his job.

The aim of this research is investigating the effects of leadership style correlates on staff job satisfaction in the Jihad-e-Keshavarzi in Yazd Province. Considering the above literature review that indicated the relationship between leadership styles and job satisfaction, the following specific objectives were formulated to achieve the aim of this study:

1. To determine staff job satisfaction in that Jihad-e-Keshavarzi organization in Yazd Province.
2. To identify the leadership style in that organization.
3. To investigate the relationship between leadership style and staff job satisfaction.

The variables consisted of a dependent variable (job satisfaction of staff of Jihad-e-Keshavarzi in Yazd), and independent variables (leadership process, type of motivation, communication, decision making, goal determination and control process).

MATERIALS AND METHODS

The research is correlational-descriptive because it describes leadership style characteristics and determines the relations between independent variables and the dependent variable. In order to gather information, a survey research methodology was used. The questionnaire was developed to collect data and it consisted of two parts. The first part included 30 statements related to job satisfaction. To measure job satisfaction in this research, after investigating different methods, researchers applied factors for determining satisfaction based upon the Minnesota University Questionnaire (Berry,

1998). For these 30 statements, researchers used a five-point likert type rating scale to indicate the degree to which respondents were satisfied with each of the statements (1= very low; 5= very high). The second part of the questionnaire included 18 standard statements related to types of management system to indicate types of management system in the Jihad-e-Keshavarzi organization. In each statement, there were four options (according to four types of management system) and a range of scores from 1 to 20. Where 1-5 is equal to the first option and 16-20 stands for the fourth option.

In order to determine the management type, the following formula was applied:

Formula 1: *Management style* = x (mean score of management) $\times 4 \div 20 + 0.5$

System 1: 0.5–1.49; System 2: 1.5–2.49; System 3: 2.5–3.49; System 4: 3.5–4.5

A panel of experts including faculty members at Tarbiat Modares University confirmed face validity. A pilot test was conducted with 30 staff of an organization similar to the research population. Questionnaire reliability was determined by Cronbach's Alpha reliability was estimated 0.86 for the job satisfaction scale and 0.73 for the leadership style scale.

With regard to the study area, the study was conducted in Yazd Province of Iran, which is the fourth largest province (131551 km², about 8% of Iran), and one of the most populated provinces located in the center of the country. Since this province neighbors the Kavir Desert and Loot Desert, agriculture plays a not only important because of its role in the local and national economy, but also plays a considerable for its role in improving ecological conditions and contributing the continuance and sustainability of social life in the region. The population consisted of the staff of the Jihad-e-Keshavarzi organization in Yazd Province (N= 298) in 2004. The sample size was calculated (n= 100) by applying Cochran's Formula. Since all staff were located in one organization and the same city, and their names were available, a random sampling method was used to select the sample from among the staff and



achieve the research objectives. Finally, 91 questionnaires were filled out. Descriptive statistics (mean, standard deviation, etc) and correlational statistics (Spearman correlation test, Kendall's tau correlation coefficient and multiple regressions) were used to analyze the data.

RESULTS

Leadership Style Correlates

The results related to leadership style correlates have been summarized as below (Table 2):

- Leadership Process: The results showed that almost half of the staff (52.7%) categorized the organization leadership process as being "benevolent authoritative" (Table 1), which means that subordinates did not feel very free to discuss the job with their superiors.
- Motivational forces: About 41 percent (40.7%) of respondents categorized the organization motivational forces as being "consultative" (Table 1), which means that rewards, occasional punishments, and some motivating involvements were applied in the organization to a moderate extent.
- Communication process: More than half of the staff (52.7%) categorized the organization communication process as being "consultative", believing that superiors know and understand the problems of subordinates quite well, and the direction of information flow in the organization was bottom-up.
- Decision making process: More than half of the staff (53.8%) categorized the decision making process as being "benevolent authoritative", which means that organization's policies and main decisions were made at top levels, and a small number of decisions were taken at lower levels and within prescribed frameworks.
- Goal setting: As shown in Table 1, fifty-five staff (60.4%) categorized the

goal setting of the organization as being "benevolent authoritative", which means that goals were usually set at top levels.

- Control processes: About 60 percent (58.9%) of staff, categorized the control process as being "consultative", which means that some controlling tasks were dealt with by delegation, and lower as well as higher levels felt responsible for controlling tasks.

Staff' Job Satisfaction

The ranking index of staff job satisfaction is given in Table 3, and respondents' job satisfaction total scores are shown in Table 4. According to the results, there was a kind of sense of responsibility towards organizational goals among the staff, since they wanted to be aware of their works' results (Mean= 3.98).

Analysis of the job satisfaction index for the 91 Agricultural Organization staff in Yazd indicated a mean score of 98.8, suggesting a "moderate to high" satisfaction with Agricultural Organization employment (Table 4).

Type of Management Style

The management type, considering Formula 1, was distributed among staff as follows. The highest score was 7.54 and the lowest was 3.83 (Table 5). As is shown in the table, the highest frequency was for "benevolent authoritative". Considering individuals' frequency distribution among the determined management styles, the Jihad-e-Keshavarzi organization in Yazd had more of a "benevolent authoritative" management style than other styles.

Correlations of Leadership Style's Correlates with Staff Job Satisfaction

According to the results, there were significant correlations between the inde-

Table 1. Likert's categorized management system.

System type	Exploitive authoritative	Benevolent authoritative	Consultative	Participative group
Leadership Process	Having no confidence and trust in subordinates, Subordinates do not feel at all free to discuss things about the job with their superior, seldom getting ideas of subordinates in solving problems	Considering confidence and trust, such as master has to servant, Subordinates do not feel very free to discuss things about the job with their superior, sometimes getting ideas of subordinates in solving problems	Substantial but not complete confidence and trust, Subordinates feel rather free to discuss things about the job with their superior, usually get ideas of subordinates in solving problems	Complete confidence and trust in all matters, Subordinates feel Completely free to discuss things about the job with their superior, always getting ideas of subordinates in solving problems
Motivational Forces	Fear, threats, punishment, and occasional rewards	Rewards and some actual or potential punishment	Rewards, occasional punishment, and some involvement	Economic rewards based on compensation system developed through participation
Communication Process	Downward flowing of information, accepted downward communications are viewed with great suspicion, tends to be inaccurate of upward communication, superior has no knowledge or understanding of problems of subordinates.	Mostly downward flowing of information, accepted downward communications may or may not viewed with suspicion, information that boss wants to hear flows; other information is restricted and filtered, superior has some knowledge or understanding of problems of subordinates.	Down and up flowing of information, downward communications often are accepted but at times viewed with suspicion; may or may not be openly questioned, information that boss wants to hear flows; other information may be limited or cautiously given, superior knows and understands problems of subordinates quit well.	Down, up, and with peers flowing of information, downward communications generally are accepted but if not, openly and candidly questioned, accurate of upward communication, superior knows and understands problems of subordinates very well.
Decision-Making Process	Bulk of decisions at top of organization, no participation of subordinates in decision making, wrong and precise information on decision making	Policy at top, many decisions within prescribed framework made at lower levels, relatively wrong information on decision making smaller part for subordinates in decision making to create motivation, decision making contributes relatively little motivation	Broad policy and general decisions at top, more specific decisions at lower levels, Precise information for decision making, decision making process results in motivation among subordinates	Decision making widely dine throughout organization, although well integrated through linking process provided by overlapping groups, Precise and complete information decision making process results in motivation among subordinates

pendent variables, including “leadership process”, “motivational forces”, “communication process”, “decision-making process”, “goal setting”, and “control process” with staff job satisfaction (Table 6).

Predictor(s) of Staff Job Satisfaction

Stepwise multiple regressions were performed to determine the best predictor (s) of the dependent variable. The independent

**Table 1.** Likert's categorized management system (Continued)

System type	Exploitive authoritative	Benevolent authoritative	Consultative	Participative group
Goal Setting	Orders issued, goals are overtly accepted but are covertly strongly resisted	Orders issued, opportunity to comment may or may not exist, goals are overtly accepted but often covertly resisted to at least a moderate degree	Goals are set or orders issued after discussion with subordinate(s) of problems and planned action, goals are overtly accepted but at times with some covert resistance	Except in emergencies, goals are usually established by means of group participation, goals are fully accepted both overtly and covertly
Control Process	High concentrated in top management, informal organization present and opposing goals of formal organization	Relatively highly concentrated, with some delegated control to middle and lower levels, Informal organization usually present and partially resisting goals	Moderate downward delegation of review and control processes; lower as well as higher levels feel responsible, Informal organization may be present and may be either support or partially resist goals of formal organization	Quite widespread responsibility for review and control, with lower units at times imposing more rigorous reviews and tighter controls than top management, Informal and formal organization are one and same; hence all social forces support efforts to achieve organization's goals

Source: Likert, 1967.

variables including “used leadership process”, “kind of motivational forces”, “characteristics of decision making” and “characteristics of control process” were used in a multivariate linear regression. Utilizing a stepwise method, the variables of “leadership process” and “communication” remained in the regression equation and the other variables were eliminated. Table 7

gives the details of the multivariate regression analysis.

The regression analysis provides variables with a statistically significant level (as shown in Table 6). Two variables including “communication process” and “leadership process” described 22.3 percent of staff job satisfaction. The following predictor equation was formulated to estimate staff job sat-

Table 2. Frequency of leadership style correlates.

Leadership Style Correlates		1-5 ^a	6-10 ^b	11-15 ^c	16-20 ^d	Total
Leadership process	Frequency	12	48	26	5	91
	Percent	13.2	52.7	28.6	5.5	100
Motivational forces	Frequency	8	35	37	11	91
	Percent	8.8	38.5	40.7	12.1	100
Communication process	Frequency	5	35	48	3	91
	Percent	5.5	38.5	52.7	3.3	100
Decision-making process	Frequency	12	49	26	4	91
	Percent	13.2	53.8	28.6	4.4	100
Goal setting	Frequency	10	55	22	4	91
	Percent	11	60.4	24.2	4.4	100
Control process	Frequency	6	24	53	7	91
	Percent	6.7	26.7	58.9	7.8	100

^a Exploitive authoritative; ^b Benevolent authoritative; ^c Consultative, ^d Participative group.

Table 3. Ranking index of job satisfaction

Rank	Job Satisfaction Item	Mean	S. D.
1	Your awareness of the result of your work	3.89	0.682
2	Skill necessary for the activities	3.72	0.817
3	The importance of duties of your job	3.72	1.055
4	Necessary ability to get the job done	3.62	0.845
5	Contentment with the behavior of colleagues	3.60	0.713
6	Being able to communicate with others	3.59	0.825

Table 4. Total scores of staff job satisfaction.

Score ^a	Frequency	Percent
31-60 ^b	1	1.2
61-90 ^c	44	53.7
91-120 ^d	37	45.1
Total	82	100

^a Min=60; Max=120; Mode=89, Mean=98.8.
Scale: ^b Low; ^c Moderate, ^d High.

satisfaction:

$$Y = \text{Constant} + ax_1 + bx_2 + \dots + nx_n$$

Job satisfaction = 1.95 + 0.19 (Communication Process) + 0.25 (Leadership Process).

CONCLUSION

According to the results of the study, there were positive significant correlations be-

tween all leadership style correlates, including leadership process, motivational forces, communication process, decision-making process, goal setting and control process, with the dependent variable of staff job satisfaction. This result means that as leadership style correlates become more participatory, staff job satisfaction increased. Therefore, organization leaders could increase

Table 5. Distribution of staffs among determined management styles.

Type of Management System	Frequency	Percent
Exploitive authoritative	2	2.2
Benevolent authoritative	49	53.8
Consultative	36	39.6
Participative group	4	4.4
Max = 17.54 Min = 3.83		

Table 6. The correlations between leadership style correlates with staffs' job satisfaction.

Correlates of Leadership Style	r	Sig.
Leadership process	0.322**	0.000
Motivational forces	0.203*	0.011
Communication process	0.291**	0.000
Decision-making process	0.272**	0.001
Goal setting	0.174*	0.031
Control process	0.257**	0.001

* Significant at the 0.05 level, ** Significant at 0.01 level.

**Table 7.** Multivariate regression analysis results.

Correlates of Leadership Style	B	Beta	T	Sig
Communication process (x_1)	0.025	0.27	2.03	0.045
Leadership process (x_2)	0.19	0.27	2.02	0.046
Constant	1.95		1.9714	0.05
F=12.61	Sig F =0.000	R=0.492	R ² =0.223	

staff job satisfaction by creating a more participatory environment in the organization. The study results also revealed that the communication process and leadership process were variables which could explain 22.3 percent of variations in staff job satisfaction. Therefore, according to Likert's categorized management system, as long as the organization's superiors have complete confidence and trust in their subordinates, staff feel free to discuss things about the job with superiors, and subordinates feel their ideas are of help and importance to solve the organization's problems, staff job satisfaction may increase. Furthermore, organization leaders could increase staff job satisfaction by establishing a two-way top-down and bottom-up flow of information and order in the organization and create an environment in which subordinates feel their leader (s) understand staff problems very well.

Since job satisfaction makes a considerable contribution to the success of any organization, it is recommended that an organization's leaders do their best to increase job satisfaction of their employees by building a more participatory environment, establishing a two-way top-down and bottom-up flow of information, and create an environment in which subordinates feel their leader (s) understand staff problems well. As many other factors influencing employees' job satisfaction were not studied in this study, it is recommended also that other factors influencing this variable be investigated in future studies and the results be employed by organization leaders. In this way, organizational effectiveness will increase as a result of personnel job satisfaction.

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بررسی همبسته‌های سبک رهبری مؤثر بر رضایت شغلی کارکنان سازمان جهاد کشاورزی یزد

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چکیده

برای ارزیابی‌هایی که منتهی به بهبود سازمانی می‌شود، در نظر گرفتن رضایت شغلی کارکنان ضروری است. رضایت شغلی به مفهوم نگرش کارکنان نسبت به کارشان است و بستگی به مجموعه عوامل موجود در روابط درون سازمانی دارد. متغیرهای سبک رهبری سازمان نظیر فرایند رهبری مورد استفاده، نوع نیروی انگیزش، ارتباطات، خصوصیات فرایند تصمیم‌سازی، تعیین اهداف و خصوصیات فرایند کنترل تأثیر مستقیمی بر آن دارد. بنابراین تحقیق حاضر در پی تعیین همبسته‌های سبک رهبری مؤثر بر رضایت شغلی کارکنان جهاد کشاورزی یزد است. جامعه آماری این تحقیق شامل کلیه کارکنان سازمان جهاد کشاورزی یزد (N=۲۹۸) می‌باشد که با استفاده از روش نمونه‌گیری تصادفی ساده تعداد ۱۰۰ نفر به عنوان نمونه انتخاب شدند. در مجموع از ۱۰۰ پرسشنامه توزیع شده ۹۱ پرسشنامه برگشت داده شده و داده‌های آنها در نرم‌افزار SPSS مورد تجزیه و تحلیل قرار گرفت. متغیرهای سبک رهبری (فرایند رهبری مورد استفاده، نوع نیروی انگیزش، ارتباطات، خصوصیات فرایند تصمیم‌سازی، تعیین اهداف و خصوصیات فرایند کنترل) دارای همبستگی مثبت و معنی‌داری با رضایتمندی بودند. در بین متغیرهای سبک رهبری سازمان، فرایند رهبری مورد استفاده و ارتباطات بهترین تبیین‌کننده‌های رضایتمندی می‌باشند.