LEADERSHIP AND EMPLOYEE JOB SATISFACTION IN HORMUUD TELECOM MOGADISHU SOMALI

ªAbdikarim Hassan Khailey, ᵇBashir Abdullahi Ibrahim

ABSTRACT

Purpose: Organization must think about innovative leadership approaches, particularly in light of satisfying expectations from the global market. Companies need to adopt a more global mindset in order to thrive, particularly in terms of leadership paradigms. International investors seek out businesses that not only have the resources they need, but also encourage a strong sense of community inside and among their workforce. The purpose of this study is to asses the relationship between leadership style and employee satisfaction in Hormuud Telecom Mogadishu, Somalia.

Methodology: In order to evaluate the relationship between of leadership style and employee satisfaction in Hormuud Mogadishu, Somali. Quantitative approach with a cross sectional research design were used, a total study population was 84, out of which a sample of 71 was obtained through simple random sampling process, census inquiry and with the use of sampling formula. A close-ended questionnaire was used for data collection. Descriptive statistics of frequencies and percentages was used to obtain specific findings, while Pearson Product Moment Correlation analyses was used to obtain major findings.

Finding: The finding revealed a positive and significant relationship between leadership style and employee satisfaction in Hormuud Telecom Mogadishu, Somali. Furthermore, This implied that leadership style was positively correlated with employee satisfaction in Hormuud Telecom. This meant that the good level of employee satisfaction increased with good leadership style. It found that if employees were satisfied with how the organization operates and communicates its approach policies, they would remain satisfied and committed to the organization. Either, the organization's system is more likely to affect the performance of the employees and their desire to remain employed.

Research limitation implication: The practical implications the research study enables us to explore the reltionship between leadership style and employee satisfaction in hormuud telecom mogadishu -somalia the limitations faced by the study included time constraints and limited resources taken to complete the study.

Originality/Value: This investigation differs from previous researches explores as it examines the reltionship between leadership style and employee satisfaction in Hormuud Telecom Mogadishu, Somalia. Furthermore, this study is specifically based on the mogadishu somalia.

Keywords: leadership style, satisfaction, transformational and transactional leadership style.

ª Master of science in Finance, Faculty of Management Science, SIMAD University,
E-mail: khailow330@gmail.com, Orcid: https://orcid.org/0009-0003-0705-4976
ᵇ Master degree of Business administration, Faculty of Management Studies, Islamic University In Uganda,
E-mail: baashicabdalla@gmail.com, Orcid: https://orcid.org/0009-0005-2058-9822

1

LIDERANÇA E SATISFAÇÃO PROFISSIONAL EM HORMUUD TELECOM MOGADISHU SOMALI

RESUMO

Objetivo: A organização deve pensar em abordagens de liderança inovadoras, particularmente à luz de satisfazer as expectativas do mercado global. As empresas precisam de adotar uma mentalidade mais global para prosperarem, particularmente em termos de paradigmas de liderança. Os investidores internacionais buscam empresas que não só tenham os recursos de que precisam, mas também incentivem um forte senso de comunidade dentro e entre sua força de trabalho. O objetivo deste estudo é avaliar a relação entre estilo de liderança e satisfação dos funcionários na Hormuud Telecom Mogadishu, Somália.

Metodologia: A fim de avaliar a relação entre o estilo de liderança e a satisfação dos funcionários em Hormuud Mogadishu, Somali. Abordagem quantitativa com projeto de pesquisa transversal foi utilizada, uma população total de estudo foi de 84, dos quais uma amostra de 71 foi obtida através de processo de amostragem aleatória simples, inquérito de censo e com o uso de fórmula de amostragem. Um questionário fechado foi usado para a coleta de dados. Estatísticas descritivas de frequências e percentagens foram usadas para obter achados específicos, enquanto as análises de Correlação de Momento do Produto Pearson foram usadas para obter achados importantes.

Constatação: A descoberta revelou uma relação positiva e significativa entre o estilo de liderança e a satisfação dos funcionários na Hormuud Telecom Mogadishu, Somali. Além disso, isso implicava que o estilo de liderança foi positivamente correlacionada com a satisfação dos funcionários da Hormuud Telecom. Isso significava que o bom nível de satisfação dos funcionários aumentava com um bom estilo de liderança. Ele descobriu que se os funcionários estivessem satisfeitos com a forma como a organização opera e comunica suas políticas de abordagem, eles permaneceriam satisfeitos e comprometidos com a organização. Além disso, o sistema da organização é mais susceptível de afetar o desempenho dos trabalhadores e o seu desejo de continuarem empregados.

Implicação de limitação de pesquisa: As implicações práticas que o estudo de pesquisa nos permite explorar a relação entre estilo de liderança e satisfação do funcionário em hormuud telecom mogadishu - somália as limitações enfrentadas pelo estudo incluíram restrições de tempo e recursos limitados tomados para completar o estudo.

Originalidade/valor: Esta investigação difere de pesquisas anteriores exploradas como ele examina a relação entre estilo de liderança e satisfação dos funcionários em Hormuud Telecom Mogadishu, Somália. Além disso, este estudo baseia-se especificamente na somália mogadishu.

Palavras-chave: estilo de liderança, satisfação, transformacional e transactional.

1 INTRODUCTION

Businesses must develop new organisational paradigms to adapt to and succeed in the face of changes in circumstances, technology, and globalisation due to the changing geopolitical environment of the twenty-first century. Dynamic leadership increases

productivity and produces better services and goods for consumers everywhere. With globalisation, an organization's success is no longer solely dependent on itself and its own performance. Instead, every business is impacted by the employee satisfaction (Afshinpour, 2014). Businesses must think about innovative leadership approaches, particularly in light of satisfying expectations from the global market. Companies need to adopt a more global mindset in order to thrive, particularly in terms of leadership paradigms. International investors seek out businesses that not only have the resources they need, but also encourage a strong sense of community inside and among their workforce (Houghton & Yoho, 2005). Job satisfaction is essential to an organization's success, and human capital is a crucial component of an organization's ability to maintain a competitive advantage. According (Amira Sakinah, 2021) every organization needs to competitive advantages in order to be that they need to have employee who are satisfied and commited to their jobs. When employee in the organization are satisfied thier turnover rate, absentism rate are too low, Satisfied employees also tend to be more engaged in their work and more productive and committed than unsatisfies employees, Satisfied employees also make for a more pleasant work environment, satisfied employees are also in a position to serve as power brand ambassadors for organizations, from both an employee and customer standpoint, members who are satisfied to an organization develop a bond with an organization, extend work schedules, they complete their tasks on time, accept additional responsibilities, produce new ideas for organizational development, arrive at work on time, and they interact with their colleagues well at work organization. However Hormuud telecome falls and confirmed that turnover and absentism for such companies has proved to be high for most hired employees who, after employment, do not perform their work, are irregular for duty, their interaction of other colleagues is not good, they don't produce new ideas for development, they don't complete their tasks on time, and their extension of work schedules are low. Lack of employee Job satisfaction may lead to cost reduction by reducing absences, task errors, conflicts at work and turnover and so on. It's therefore evident from the above that there exist low levels of satisfaction among employees in Private Sector companies such as Hormuud Telecom. This study, therefore, seeks to assess the relationship between leadership and employee job satisfaction in Hormuud Telecom, Mogadishu, Somalia. The purpose of this study is to assess the relationship between trasformational, transactional

leadership style and employee job satisfaction in Hormuud Telecom, Mogadishu, Somalia.

2 LITRATURE REVIEW

2.1 LEADERSHIP STYLE AND JOB SATISFACTION

Since the 1970s, a great deal of empirical research has been conducted on the concept of leadership, which is a central concept in organisational sciences. The development of global leaders is also seen as one of the primary objectives of management development programmes, and leadership training is among the most commonly conducted training kinds in organisations.(Dimitrious Belias, 2014). As result trust and participation among employees as well as their recognition, support, and encouragement can lead to employees' green behaviors in the organization and significantly contribute to the environmental protection.(Rajabi et al., 2022)

According to what was previously said, a leader's role in achieving a goal is very much that of model for his followers. A plan can run smoothly in part due to cooperation between a leader and his followers, meaning that leadership is also a cause and effect relationship where problems can be solved together. (Irwan et al., 2020). When the leaders and follower staff are not cooperating they cano not achieve the organizational goal and objectives.

2.2 JOB SATISFACTION

One of the most crucial elements in achieving the best potential work results is job satisfaction. When a person is satisfied with their employment, they will work as hard as they are able to complete the tasks assigned to them. For employees, businesses, as well as society as a whole, job satisfaction is a topic that is very interesting and significant. Job ageing is the loss of productivity or an emotional reaction to different components of work.(Irwan et al., 2020). An individual's overall satisfaction with their work is calculated by multiplying the whole amount of job satisfaction (including all job elements) by the level of importance of the task. A person's happiness or discontent with his work is something personal that depends on how he views the consistency or discrepancy between his goals and the results. The workforce's positive attitude, which encompasses feelings and attitudes through the evaluation of a job as a sense of respect in accomplishing one

4

significant value of the task, can be summed up as a sense of job satisfaction.(Pawirosumarto et al., 2017).

2.3 LEADERSHIP AND EMLOYEE SATISFACTION

Dynamic leadership increases productivity and produces better services and goods for consumers everywhere. With globalisation, an organization's success is no longer solely dependent on itself and its own performance. Instead, every business is impacted by the employee satisfaction (Afshinpour, 2014). The correlation between organisational culture, norms, and principles of leadership is seen to be crucial to an organization's success. There is relatioship between organiizationas success and leadership style in the organization. This state is mostly determined by how loyal an employee is to the organisation, how they perceive the business's objectives and ideals, and other factors. it generally shows a significant positive relationship between leadership style and employee satisfaction(Hamid et al., 2023). Strong commitment from management increases motivation and engagement among staff members, which enhances performance and productivity (Hung & Huy (2023).

2.4 TRANSACTIONAL LEADERSHIP

The psychological exchanges or transactions between leaders and followers are taken into account in this leadership approach, also referred to as managerial leadership. Transactional leadership refers to a style of leadership in which the leader encourages the compliance of the followers using both rewards and penalties. It focuses on the role of supervision, organisation, and group performance. However, unlike transformational leaders, transactional leaders are not hopeful about future change; instead, they prefer to maintain the status quo (let things continue as they are). Transactional leaders are fault finders, as they always find a way of tracing faults to the employee. Transactional leadership is better adopted in crisis and emergency situations, as well as when work need to be carried out in a specific fashion. (Akhigbe et al., 2014). You can always get something from a transactional leader in exchange for following them. It could be a favourable performance assessment, a pay increase, a promotion, increased responsibilities, or a desired change in responsibilities, among other things. Managerial leadership, also referred to as transactional leadership, is concerned with the organisation, management, and performance of groups. Transactional leaders can be highly effective in various situations while inspiring players. They sometimes display the attributes or

behaviours of charismatic leaders. They are skilled in closing agreements that inspire, which is advantageous for an organisation.(Kabeyi Moses J B, 2018).
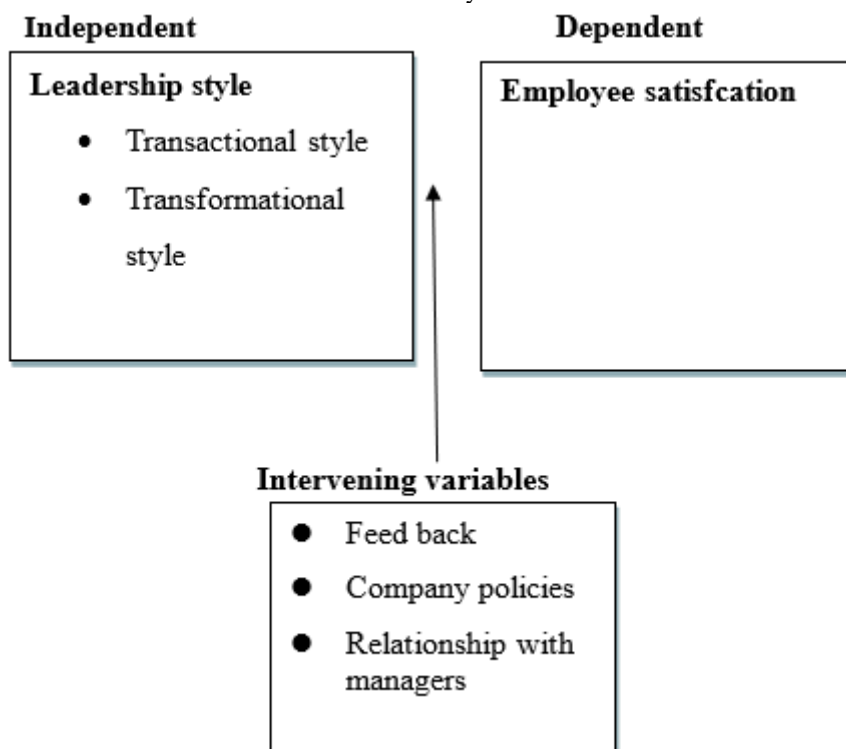
2.5 TRANSFORMATIONAL LEADERSHIP STYLE

Organizational techniques are becoming more flexible today, and strategies are being adopted to deal with the ambiguity of roles and the uncertainty of individuals. Focusing more on leadership philosophies, particularly transformational leadership, is more pertinent for this reason.(A lharafsheh, et al., 2023) Leaders who are able to apply this kind of leadership are able to enhance the motivation, morale, and job-performance of their employees through a variety of mechanisms; these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance(Mberia & Midigo, 2019). Transactional leaders encourage their followers through a process of exchange. Employees who successfully complete their tasks are rewarded, while ineffective employees are disciplined. As a result, transactional leaders prioritise incentivizing workers through the use of punishment and reward systems.(Asghar & Oino, 2018). If rewards and punishments are delivered properly and employee performance is being tracked quantitatively, a transactional leader may be able to improve employee performance. Contingent rewards, active management by exception, and passive management by exception are the three components of transactional leadership. Organizations and employees trade reward systems when there are contingent rewards. It is implied to employees that they will benefit in some way from performing a task. In active management-by-exception, managers go over and watch for any faults or errors, then take corrective action. Leaders that practise passive management by exception only act after a mistake has been made. Based on this, it can be concluded that improving performance can occur due to the high quality of the Leader Member Exchange (LMX).(Tahir et al., 2023)

3 CONCEPTUAL FRAME WORK

Table 1: The conceptual framework diagrammatically shows the relationship of the different variables in the study.

Independent

Leadership style
- Transactional style
- Transformational style

Dependent

Employee satisfcation

Intervening variables
- Feed back
- Company policies
- Relationship with managers

Source: Developed by researchers, 2024 based on Asghar and Oino, 2019

According to the above conceptual framework, the independent variable is leadership style, which includes; transactional, trasformationl style whereas the dependent variable is employee satisfaction, and the intervening variables are Company policies, relationship with managers and feedback.

4 METHODOLOGY

In order to evaluate the relationship between of leadership style and employee satisfaction in Hormuud Mogadishu, Somali. Quantitative approach with a cross sectional research design were used, a total study population was 84, out of which a sample of 71 was obtained through simple random sampling process, census inquiry and with the use of sampling formula. A close-ended questionnaire was used for data collection. Descriptive statistics of frequencies and percentages was used to obtain specific findings, while Pearson Product Moment Correlation analyses was used to obtain major findings.

7

5 RESULTS AND DISCUSSION

The section is about demographic Characteristics of Respondents and this includes data on characteristics of respondents who participated in the study in relation to sex, age, level qualifications and work experience are presented.

Table 2: Response on the demographic Characteristics of Respondents in the study in relation to sex, age, level qualifications and work experience

Demographic questions		Frequency	Percentage (%)
Sex	Male	47	72.3%
	Female	18	27.7%
Total		**65**	**100.0**
Ages	21-30	19	29.2%
	31-40	27	41.4%
	41-50	14	21.5
	51and Above	5	7.6
Total		**65**	**100.0**
Level of qualification	Masters	19	29.2
	Bachelor Degree	31	47.7
	Diploma	13	20.0
	PhD	2	3.0.
Total		**65**	**100.0**
work experience	Less 2Years	15	23.0
	2-3Years	30	46.1
	4-5Years	14	21.5
	5years and above	6	9.2
Total		**65**	**100.0**

Source: Developed by researchers (2024)

Sex of the respondents shows that 47(72.3%) of the respondents were male, while 18(27.7%) were female. This implies that the responses were representative for both sex. It also indicates that the majority of the responses were collected from the males.

Age of the respondents shows that 19(29.2%) were between 20-29 years, 27(41.1) were between 30-39 years, 14(21.5) were between 40-49, and while 5(7.6%) were above 50. The finding revealed that all respondents were above 19 years. This implied that they were mature enough to participate in the study.

Level of qualification of the respondents in the table indicates that 18(29.2%) were master's degree holders, 31(47.6%) had bachelors' degrees, 13(15.3%) had diploma, whereas 2(3.0%)). The finding revealed that all respondents had attained at least the minimum professional qualification and acceptable level of literacy and were able to read, comprehend and respond to the questions to the question to provide reliable responses.

Work experience of the respondenst in the table indicates that less than two years' experience were 15 (23.0%)) of the respondents, 30(46.1%)) ad 2-3 years' experience.

While 14(21.5%) and 6(9.2%) had 4-5 years and 5 years and above experience respectively.

6 LEADERSHIP STYLE QUESIONNAIRE

6.1 TRANSACTIONAL LEADERSHIP STYLE

1. Managers in our organization think inside the box when solving problems

2. Employees Make a continuous effort to generate enthusiasm for the organization's vision

3. Managers are adept at making deals that motivate and which can prove beneficial to an organization.

4. Managers use reward and punishments to gain compliance from followers

5. Rewards the employees' dependent on how well they perform their jobs

6. Managers clearly values my safety in the workplace

6.2 TRANSFORMATIONAL LEADERSHIP STYLE

1. Managers creates clearly explained their vision for the future

2. Managers Seek to make employees accept common goals for the organization

3. Managers use knowledge, expertise and vision to change those around them in a way that makes them followers with deeply embedded

4. **Managers let employee solve their own problems**

5. **Managers should permit members to evaluate their own performance**

6. **Supervisors provide employee with constructive feedback**

7. Employee interesting **in leading a team.**

6.3 EMPLOYEE SATISFACTION

1) Employees **handle cristism for the sake of the organization**

2) Employee feel like their work is valued

3) Considering everything, employee employee satisfied with their job

4) Employee are satisfied with the opportunity they have to grow within the compan

5) **Employee** have opportunities to recommend new ideas and solutions

6) Employee would like to be more involved in decision making that affects their work

7) At the job, employees are able to use their skills and abilities

8) Emloyees feel they have a good work-life balance

9) Employees plan to continue working for the organization in the next five years

10) Employees have the resources, support, and tools to accomplish their goals in an efficient manner.

6.4 PEARSON PRODUCT MOMENT CORRELATION FOR TRANSACTIONAL AND EMPLOYEE COMMITMENT

Pearson Product Moment Correlation was conducted to establish the relationship between Transactional and employee satisfaction in Hormuud Telecom. Results of the correlation are presented in table 1.

Table 3: Correlation between Transactional style and Employee Satisfaction

Variables		Transactional	Employee Satisfaction
Transactional	Pearson Correlation	1	.763**
	Sig. (2-tailed)		.000
	N	65	65
Employee Satisfaction	Pearson Correlation	.763**	1
	Sig. (2-tailed)	.000	
	N	65	65

Correlation is significant at the 0.01 level (2-tailed)
Source: Developed by researchers (2023)

As indicated in Table 1 there is a significant and strength relationship between transactional leadership style and employee satisfaction (r = .763**, N 65 p=0.000< 0.01). This implies that in order to effectively cultivate satisfaction among employee, Management at Telecom must choose their leadership style becouse it has direct effect on employee job satisfaction and it is a pillar in

Descriptive findings on transactional leadership style indicated that 41(63%) of the responses revealed that managers in our organization think inside the box when solving problems, 55(84.5%) agreed that employees make a continuous effort to generate enthusiasm for the organization's vision, 49(75.3%) of the respondents agreed that managers are adept at making deals that motivate and which can prove beneficial to an organization. While 36(55.4%) of the respondents indicated that anagers use reward and

punishments to gain compliance from followers, 49(75.4%) of the respondents agreed ewards the employees' dependent on how well they perform their jobs and 41(63%) Indicated that managers clearly values my safety in the workplace. It is therefore important for the company to provide good leadership style based on employee performance to increase their satisfaction when employee are satisfied their jon and organization they produce a lot and perform well in the organization.

6.5 PEARSON PRODUCT MOMENT CORRELATION FOR TRANSACTIONAL STYLE AND EMPLOYEE SATISFACTION

Pearson Product Moment Correlation analysis was conducted to establish the relationship between for transactional leadership style and Employee Satisfaction.

Table 4: Correlation between transformational leadership style

Variables		Transformational	Employee Satisfaction
Transformational	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	65	65
Employee Satisfaction	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	65	65

Correlation is significant at the 0.01 level (2-tailed)
Source: Developed by researchers (2023).

Pearson Product Moment Correlation between transformational leadership style and Employee Satisfaction a correlation based on the value of (r = .723**, N 65 p= 0.000 < 0.01) as indicated in it is strong and positive relationship between transformational and employee satisfaction

This implied that transactional leadership style was positively correlated with employee satisfaction in Hormuud Telecom. This meant that good the level of employee satisfaction increased with good leadership stye, according to Williams et al., (2017), found that if employees were satisfied with how the organization operates and communicates its compensation policies, they would remain committed to the organization. Either, the organization's reward system is more likely to affect the performance of the employees and their desire to remain employed.

Descriptive findings revealed that 36(60%) of the responses indicated that managers create clearly explained their vision for the future, 48(73%) revealed that anagers Seek to make employees accept common goals for the organization, 33(50.8%)

revealed that managers use knowledge, expertise and vision to change those around them in a way that makes them followers with deeply embedded, while 43(66.1%) indicated that **managers let employee solve their own problems**, 36(55.3%) indicated that **managers should permit members to evaluate their own performance,** 55(84.5%) **Supervisors provide employee with constructive feedback and** 48(73%) employee are interesting **in leading a team.**

Basing on the above finding, leadership style have statistically significant effect on employee satisfaction in Hormuud Telecom. leadership style empowers the staffs to attain higher performance levels due to satisfaction. It is important therefore for the Hormuud Telecom to choose the most effective leadershp style since has been found out to have significant positive effect on employee satisfaction and productivity. The company's leadership style will have an effect on employee job satisfaction. Agood impression is job satisfaction regarding the results of work based on an assessment of its qualities. (Suhartono et al., 2023).

7 CONCLUSIONS

The study sought to examine the effect of training on employee commitment in Hormuud Telecom. It was guided by the following objectives: - The first of objectives is to examine the relationship between transactional style and employee satisfaction in Hormuud Teleco,= Mogadishu, Somalia there is a significant and strength relationship between transactional leadership style and employee satisfaction (r = .763**, N 65 p=0.000< 0.01). This implied that the good leadersp style, the more they become committed and satisfied to their job and organization. The second of objectives to analyse the relationship between transformational leadership and employee satisfaction in Hormuud Telecom, Mogadishu, Somalia. The finding revealed a positive and strength relationship between transactional leadership style and employee Satisfaction had a positive and significant relationship with employee commitment in Hormuud Telecom value of (r = .723**, N 65 p= 0.000 < 0.01), This implied that the more employees are trained, the more they become committed to their job, other factors affecting remaining constant. The results make the implication that the more Hormuud Telecom properly trainin employees, the more they will be committed to the company factors affecting remaining constant. As cited The company's leadership approach will have an effect on

employee job satisfaction. Agood impression is job satisfaction regarding the results of work based on an assessment of its qualities.

Basing on the findings from the study, the researcher recommends that: Firstly, Managers should be sure to provide contingent rewards, inducements, and favours to the employees in exchange for their contributions at work because this can increase their job happiness., Second, business managers need to make sure they combine the right leadership philosophies to accomplish both the organization's goals and the personal ambitions of each employee, as this might increase the latter's level of job satisfaction. and organization must consider employee training in order ti improve their performance finaly, in order to win over employees' trust, excessive punishment as a response to subpar performance should be reduced.

REFERENCES

Alharafsheh , M ., Alghizzawi , M.,. (2023). *the relationship between transformational leadership and public sector employees job satisfaction during covid-19 Corona Pandemic ; Public Sector ;*

Afshinpour, S. (2014). Leadership Styles and Employee Satisfaction: A Correlation Study. *International Letters of Social and Humanistic Sciences*, *27*, 156–169. https://doi.org/10.18052/www.scipress.com/ilshs.27.156

Akhigbe, O. J., Finelady, A. M., & Felix, O. O. (2014). Transactional Leadership Style and Employee Satisfaction in Nigerian Banking Sector. *European Journal of Business and Management*, *6*(26), 14–24. http://www.iiste.org/Journals/index.php/EJBM/article/view/14973

Amira Sakinah, A. R. (2021). Leadership styles and job satisfaction among employees. *Electronic Journal of Business and Management*, *6*(1), 39–59. https://ejbm.sites.apiit.edu.my/files/2021/03/Paper-4-Leadership-Styles-and-Job-Satisfaction-Among-Employees.pdf

Asghar, S., & Oino, D. I. (2018). Leadership Styles and Job Satisfaction. *Market Forces*, *13*(1), 1–13. https://mpra.ub.uni-muenchen.de/id/eprint/91137

Dimitrious Belias. (2014). Leadership and job satisfaction: A review. *European Scientific Journal*, *10*(8), 24–46. http://liberty.summon.serialssolutions.com/

Hamid, N., Muhaimin, M., Purwantoro, A., Muhari, D. A., Martial, T., & Munizu, M. (2023). *The natural Bank Syariah Indonesia is a bank in Indonesia engaged in Isl. JOURNAL OF LAW AND SUSTAINABLE DEVELOPMENT*1–12.\

Houghton J. D., Yoho S. K., Journal of Leadership and Organizational Studies 11(4) (2012) 65.

Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020). The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction. *International Journal of Multicultural and Multireligious Understanding*, *7*(8), 642. https://doi.org/10.18415/ijmmu.v7i8.2007

Kabeyi Moses J B. (2018). Transformational Vs Transactional Leadership with Examples. *The International Journal Of Business & Management* , *6*(5), 191–193. http://internationaljournalcorner.com/index.php/theijbm/article/view/129786

Mberia, A., & Midigo, R. (2019). Leadership styles and employee job satisfaction in public service in Kenya; understanding the gender factor. *International Journal of Academic Research and Reflection*, *4*(6), 45–56. www.idpublications.org

Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, *59*(6), 1337–1358.

14

https://doi.org/10.1108/IJLMA-10-2016-0085

Rajabi, M., Abdollahnezhad, F., Ghaderi, Z., & Mahdavizadeh, M. J. (2022). The Effect of Transformational Leadership Style and Organizational Identity on Employees' Green Behavior with the Mediating Role of Well-being. *Iranian Journal of Management Studies*, *16*, 667–680.

Suhartono, S., Sulastiningsih, S., Chasanah, U., Satisfaction, J., & Performance, J. (2023). THE RELATIONSHIP OF LEADERSHIP , DISCIPLINE , SATISFACTION , AND PERFORMANCE : A CASE STUDY OF STEEL MANUFACTURE IN INDONESIA The Relationship of Leade. *International Journal of Professional Business Review*, *8*(71), 1–12.

Tahir, M. I., Martini, A., Yayuningsih, S., Khuan, H., Ambarwati, R., & Utomo, T. (2023). exploring the role of leader member exchange on job satisfaction and employee performance *: an empirical study in indonesian msmes em satisfação profissional e desempenho dos funcionários :* um estudo empírico em msmes indonésios. journal of law and sustainable development11–19.

15