Transactional Leadership Style and Job Satisfaction among Multimedia University Employees, Nairobi - Kenya

Towett Lily Chepkirui, Daniel M. Kitonga & Judith A. Pete
Tangaza University College, Kenya

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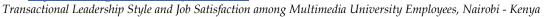
Abstract
This study explores the transactional leadership styles and job satisfaction among the employees of the Multimedia University of Kenya (MMU) of Kenya. A descriptive survey research design was used. The study was guided by contingency leadership theory. Out of 386 employees of MMU, 197 supervised employees and 115 supervisor samples were drawn. This represented 83% of the total population was issued with a questionnaire. Purposive sampling was used to select the study location and the study population, while stratified random sampling was used to select the individual respondents. Two sets of structured questionnaires were used to collect data: the supervised employees' questionnaire and the supervisors' questionnaire. Data was analysed using Statistical Package for Social Scientists (SPSS) version 26.0. The study found that supervised staff felt that their supervisors sometimes practised transactional leadership through contingent reward and management by exception. This study recommends that leaders identify individual uniqueness, link the individuals' current needs to the organisation's needs, provide coaching, mentoring and growth opportunities, and implement a leadership that contains a mix of transactional and transformational leadership attributes. This will help design leadership development interventions for developing the capacity of managers to apply the leadership styles that are most likely to elicit employee job satisfaction and, therefore, contribute to its effectiveness.

Introduction

Scholars have proved effective management of employees as achievable through leadership behaviour, which promotes employee commitment and productivity (Aziri, 2011; Jung, 2014; Cornelissen et al., 2011). Employees' performance can be highly affected by many factors arising from within and outside the organisational context (Islam et al., 2012). Job satisfaction is a main item that improves human resources (Maharjan, 2012). Job satisfaction has an effective role on successful staff and their performance at public educational organisations (Al-zu'bi, 2010; Ismail, 2012). Therefore, it can develop staff creativity, work experience, and organisation outcomes (Khera & Gulati, 2012;

Mohammad et al., 2011). Employee job satisfaction comprises psychological and physiological elements that establish how employees feel about their jobs. Establishing the level of satisfaction of employees involves identifying job role factors that motivate employees both internally and externally to create contentment and fulfilment in their jobs (Chukwura, 2017). Cubay (2020), defines job satisfaction as the enjoyment that emanates from carrying out a job's tasks and the related motivations within the organisation. Maslow's hierarchy of needs (1943) and Herzberg's theories (1965) provide a pedestal for job satisfaction factors to be identified and improved in the organisation.

High levels of employee job satisfaction can reduce the organisational costs associated with unexpected absenteeism, turnover intention, and actual turnover (Chen et al., 2011; Jung, 2014). Researchers have examined the association between the two aspects and agreed that leadership significantly impacts employee job satisfaction. External factors are directly associated with job satisfaction driven by environmental items. Therefore, satisfaction is linked to many external factors, such as leadership styles, which affect staff's feelings and change their attitudes toward job (Al-zu'bi, 2010; Ebrahim, 2018; Khera & Gulati, 2012; Sarwar et al., 2015; Sohail & Delin, 2013).
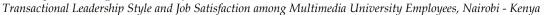
Due to the increase in technology use and the need to uphold employee interests as much as organisational interests, organisations should develop elaborate social systems that not only provide the needed human capital but ensure that the employees are motivated to perform their best in achieving set goals (Gina & Henry, 2018). Manzoor (2019) underpins this argument when he states that decreasing or enhancing employees' satisfaction directly impacts organisational performance. Thus, organisations must deliberately invest in various tools that motivate employees. Low levels of employee satisfaction indicate abnormal behaviour and may result in some vices, such as absenteeism and high turnover (Jabbar, 2018). Overall, it is a consensus that leadership style is crucial in determining employees' job satisfaction. However, the extent of influence depends on each type of leadership. Disregarding the impact of leadership style on employee job satisfaction levels could lead to in-depth problems that may be widespread and difficult to resolve. For this reason, this study aimed to establish how different leadership styles influence employees' job satisfaction levels.

Leadership styles are crucial predictors of satisfaction levels among employees and are a vital role in human resource management among public universities. Bernarto et al. (2020) describe leadership as a management subordinate that determines interactions and social communications amongst employees of an organisation. Bright (2020) considers leadership an essential factor influencing basic human behaviours depending on style or type. Likewise, Nam and Park (2019), state that leadership is the sum of interactions between organisational leaders and subordinates in how they work with and through one another. Previous studies in Kenya have shown that public service quality can be improved by increasing employee job satisfaction (Otera, 2018).

Anyango (2015) conducted research on how employee performance is affected by leadership styles among employees of the Bank of Africa. The study analysed the effect of four leadership styles: laissez-faire, transformational, autocratic, and transactional. The research adopted a cross-sectional descriptive design, and out of 300 structured questionnaires administered, 80 were collected and used in data analysis. Measurement of leadership styles was done through a Multifactor leadership questionnaire. On the other hand, employee performance was measured using Yousef's scale. Data analysis used inferential statistical techniques, regression analysis, and Pearson's correlation. The results of the study indicate that the transformational leadership style was exhibited the most, followed by transactional and laissez-faire leadership styles, respectively. Transactional and

transformational leadership styles were established to positively correlate with employee performance and job satisfaction, with the latter being more strongly correlated. Laissez-faire and autocratic leadership styles were found to have insignificant effects on employee performance and job satisfaction.

Wanjala, et al. (2017) sought to determine the effect of transactional leadership style on the level of employee organisational commitment among technical institutions in Kenya. Employee participation was used as the moderating effect. The study involved 47 technical institutions, and a population of 3,114 lecturers was used to create a sample of 343 respondents. Sampling was done through multistage, stratified, and simple random sampling techniques. Multiple regression and descriptive statistics were employed in data analysis. The results indicated that transactional leadership style significantly correlates to employee organisational commitment. In addition, Chege and Gakobu (2017) researched how leadership styles influence employee performance in the telecommunication industry in Kenya. A descriptive research design was adopted targeting all employees at Safaricom headquarters in Westlands, Nairobi, Kenya.

Stratified sampling was used to arrive at a sample size of 98 respondents. Primary data collection was done using interview guides and structured questionnaires, while secondary data collection was obtained from the organisation's annual financial records between 2004 and 2014. SPSS was employed in data analysis, and descriptive and inferential statistics were obtained. Regression and correlation coefficients were involved in determining the nature of the relationship between the variables. Overall results demonstrated that transformational and transactional leadership styles positively correlate with employee performance.
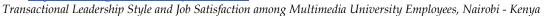
Method
The study used a descriptive research design. The descriptive design was found suitable for describing the influence of leadership styles on the level of job satisfaction among Multimedia University employees in their natural setting, as it exists at present. It also allowed integrating the qualitative and quantitative methods of data collection. The variety of data provided a holistic understanding of the research problem (Ohene-Saforo, 2021). The study involved employees of Multimedia University on permanent and contract employment. The target population comprised teaching and non-teaching staff. According to 2022 human resource registers at MMU, the number of non-teaching members of staff was two hundred and fifty-eight (258), whereas that of teaching members of staff was one hundred and twenty-eight (128), totaling three hundred and eighty-six (386). The sample size was determined using the Yamane (1967) sampling formula. $n_s = \frac{N}{e^2(N)+1}$. Where: n_s = the sample size of supervised respondents, e = the margin of error (0.05) and N = Target population (386). The study used questionnaires when collecting the primary data. The Multifactor Leadership Questionnaire (MLQ) by (Avolio et al., 1991) was adopted to measure leadership styles. While the Job Satisfaction Survey (JSS) developed by (Spector, 1997), was used to measure the employee level of job satisfaction. Two sets of questionnaires used were supervised employees and supervisors' questionnaires. The supervised respondents' questionnaire was divided into three (3) parts: A, B, and C. Part A had items related to the respondent's demographics, Part B had questions on leadership styles, and Part C had questions about job satisfaction.

The supervisors' questionnaire had four (4) parts: A, B, C, and D. Part A had items related to the respondents' demographics, Part B had questions on leadership styles, and Part C had questions related to job satisfaction. In contrast, Part D had questions related to the managers'/Supervisors' self-

evaluation on leadership styles. A Likert scale with a range of 1 to 5, was used to rate the statements describing the job satisfaction variables where 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree, 5 = Strongly Agree, while for leadership styles, Likert scale was rated as; 1 = Not at all; 2 = Once in a while; 3 = Sometimes; 4 = fairly often; 5 = frequently. At the end of each section, a few open-ended questions were included whose intentions were to capture any additional information relevant to the study that the respondent wanted to provide.

Before data collection, the researchers obtained all the necessary documentation for authorisation and clearance. A license from the National Council for Science Technology and Innovation (**NACOSTI)** was obtained, as permission to collect data was requested from the Deputy Vice-Chancellor Academic Affairs, Research and Innovation (DVC, AA, R&I), Multimedia University. Questionnaires were then distributed to the participants by the researchers. The purpose of the study was clearly explained to eliminate suspicion and fear among the participants, and their voluntary consent to participate in the study was sought. Some questionnaires were in electronic format using google forms while others were in hard copy format depending on the respondent's preference.

Results
Supervised respondent's results on the job level were: 11.56% were in top management, 40.82% in middle-level management, and 47.62% in support staff or lower management job level. Under the supervisors' column, 17.24% of supervisors were in top management, 36.78% in middle-level management, and 45.98% in support staff or lower management job level.

Table 1: Job Management Levels

Job Management levels	Supervised Respondents		Supervisors	
	No. of respondents	% of all respondents	No. of respondents	% of all respondents
Top management	17	11.56%	15	17.24%
Middle level management	60	40.82%	32	36.78%
Support staff/lower management	70	47.62%	40	45.98%
Grand Total	**147**	**100.00**%	87	100.00%

(Data source: Author 2023)

Results of descriptive statistics of transactional leadership style from the data drawn from supervised respondents are illustrated in the Table ii. The results show that, the respondents felt that the variables of transactional leadership were exhibited in the institution. The result showed a Mode=3, and a s.d. ranged from 1.093 to 1.251.

Table 2: Descriptive Statistics of Responses on Transactional Leadership Style

Transactional leadership type	Central tendency statistics	
	Mode	s.d.
Contingent Reward		
My supervisor tells me what to do if I am to be rewarded for my work (TRS1)	3	1.197
My supervisor calls to what I get for what I accomplish (TRS2)	3	1.155
Management by Exception		
My supervisor is satisfied when I meet agree upon standards (TRS3)	3	1.238
My supervisor is content to let me work in the same way as always (TRS4)	3	1.093
As long as things are working my supervisor doesn't try change anything (TRS5)	3	1.108
My supervisor tells me the standards I have to know to carry out my work (TRS6)	3	1.251

(Data source: Author 2023)

Results of descriptive statistics of transactional leadership style from data drawn from supervisors are illustrated in Table iii. The results show that the supervisors felt that they frequently managed by exception when they were satisfied when others met agreed standards (TRS3) and also content to let others work in the same way as always (TRS4) (modal rating of 5). They also fairly often provide recognition/rewards when others reach their goals (TRS7), rated with a mode of 4. However, the supervisors rarely tell others what they are to do if they are to be rewarded for their work (TRS1), mode rating of 2, and a s.d. of 1.26. The contingent reward of calling attention to what one gets for what they accomplish (TRS2) was sometimes practiced by the supervisors (mode of 3 and s.d. of 1.32).

Table 3: Descriptive statistics of supervisor responses on transactional leadership
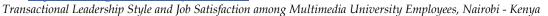
	Central tendency statistics	
	Mode	s.d.
Contingent Reward		
I tell others what they are to do if they are to be rewarded for their work (TRS1)	2	1.26
I call attention to what one gets for what they accomplish (TRS2)	3	1.32
Management by Exception		
I am satisfied when others meet agreed upon standards (TRS3)	5	1.20
I am content to let others working in the same way as always (TRS4)	5	1.26
As long as things are working, I don't try to change anything (TRS5)	3	1.28
I tell employees the standards they have to know to carry out their work (TRS6)	3	1.35
I provide recognition/rewards when others reach their goals (TRS7)	4	1.12

(Data source: Author 2023)

Residual is the difference between the observed value of the dependent variable and the predicted value. In contrast, the standard residual measures the strength of the difference between the observed and expected values. The sample had 86 observations. The predicted value had a maximum of 1.78, a

minimum value of 1.35, a mean of 1.51, and a standard deviation of 0.092. The residual values were a minimum of -0.744, a maximum of 0.610a, a mean of 0 and a standard deviation of 0.494.

Table 4: Residuals Statistics table

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.35	1.78	1.51	.092	86
Residual	-.744	.610	.000	.494	86
Std. Predicted Value	-1.768	2.953	.000	1.000	86
Std. Residual	-1.477	1.212	.000	.982	86

a. Dependent Variable: Employees' Job Satisfaction
(Data source: Author 2023)

Discussion

The findings showed that supervisors sometimes practised transactional leadership through contingent reward and management by exception. However, the supervisors felt they frequently managed by exception and fairly often provided recognition/rewards when others reached their goals. However, they rarely told others what they were to do if they were to be rewarded for their work. The results indicate a difference in perception between supervisors and the supervisors, where the supervisors perceive a lower frequency of transactional leadership styles.

The results tally the findings of Hilton et al. (2021) on contingent reward and Pascual et al. (2021) on correlates of leadership with both managements by exception and contingent reward and found that they significantly augment and moderate leadership to have a more substantial influence on job satisfaction and organisational performance. Results of descriptive statistics show that supervised respondents believed that leadership sometimes practised transactional leadership through contingent reward and management by exception. Supervisors felt that they frequently managed by exception. Supervisors indicated that they were satisfied when others met agreed-upon standards and were content to let others work the same way as always.

They also reasonably often provide recognition/rewards when others reach their goals but rarely tell others what to do if they are to be rewarded for their work. They sometimes give contingent rewards by calling attention to what one gets for what they accomplish. Mwangi (2018) found a negative significant relationship between transactional leadership and employees' job satisfaction.

Conclusion

the supervisors felt that they frequently managed by exception when they were satisfied when others met agreed standards, and they were also content to let others work in the same way as always this is illustrated by a modal rating of 5. They also fairly often provided recognition/rewards when others reached their goals, with a rating of 4. However, they rarely informed others what they were to do if they were to be rewarded for their work.

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