

The Relationship between Management Styles and Job Satisfaction from the Viewpoint of Standard Office Employees

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Abstract:

The purpose of this study was to investigate the relationship between managerial styles and satisfaction from the viewpoint of staff of the standard General Directorate of East Azerbaijan. This research is a descriptive-correlative study in terms of the purpose of an applied research. The statistical population of the present study is 107 staff of the standard General Directorate of East Azerbaijan. Random sampling method and sample size were determined according to Morgan's table and Cochran's formula. 86 individuals were selected. questionnaires of MLQ and JDI were used to collect information. In this research, the content validity of the questionnaire was confirmed by 10 professors. Cronbach's alpha method was used to test the internal reliability of the questionnaire, and the re-test was used for temporal stability. For data analysis, descriptive statistics method and for testing hypotheses,

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inferential statistics methods including Kolmogorov Smirnov test and Pearson correlation coefficient test were used for determining the relationship at a significant level of $\alpha = 0.05$. The results of this research showed that there is a positive and significant relationship between managerial styles and satisfaction from employees' perspectives. There is a positive correlation between transformational leadership style, pragmatic and non-interventional with satisfaction from employee perspectives.

keyword: Management styles, Satisfaction, staff, standard office

Introduction

One of the variables that is important in managing an organization is the leadership style that a person uses to manage the organization. Job satisfaction is the most important variable in the field of organizational behavior and is a factor to increase efficiency and personal satisfaction of employees. Job satisfaction is an effective reaction of employees to the work environment and that job satisfaction is an individual attitude towards the job and is one of the important factors in job success that increases efficiency, creativity and a sense of personal satisfaction. Since the leadership style applied by managers in organizations, is one of the factors affecting creativity, motivation, increasing job satisfaction and efficiency and productivity of the organization; therefore, it is necessary to identify and study different leadership styles and their applications and to know them.

Research Tools

This research is an applied research in terms of purpose and descriptive-correlation in terms of research method. The statistical population of the present study is 107 personnel of the General Directorate of Standards of East Azerbaijan Province. The method of random sampling and determining the sample size was 86 people according to Morgan table and Cochran's formula. Three standard questionnaires were used to



collect information: a) demographic questionnaire, b) MLQ multifactorial leadership questionnaire to determine leadership style (Bass and Avolio, 1985), c) JDI standard job satisfaction questionnaire (Smith Kendall and Huilin, 1969). In this study, the content and face validity of the questionnaire were confirmed by 10 experts. Cronbach's alpha method was used to test the internal reliability of the questionnaire and retest method was used for time reliability. Descriptive statistics was used to analyze the data, inferential statistics including Kolmogorov-Smirnov test were used to test the hypotheses, and Pearson correlation coefficient test was used to determine the relationship at a significance level of $\alpha = 0.05$.

Data analysis

Table 1: Relationship between management styles and satisfaction

| Significance level | Pearson correlation coefficient | Number | Standard deviation | Average | Variables |
|--------------------|---------------------------------|--------|--------------------|---------|-------------------|
| 0/000 | 0/712 | 86 | 17/58 | 87/08 | Management styles |
| | | 86 | 16/18 | 104/61 | Satisfaction |

Findings showed that the correlation coefficient of management styles with satisfaction from the perspective of the staff of the General Directorate of Standards of East Azerbaijan Province is equal to $r = 0.712$ and $\text{sig} = 0.000$, which is significant at the 95% level. Therefore, statistically, it can be said that there is a positive and significant relationship between management styles and satisfaction from the perspective of the staff of the General Directorate of Standards of East Azerbaijan Province.

Conclusion



Good management style can lead to employee satisfaction and this satisfaction can lead to efficiency, effectiveness and ultimately productivity for the organization. Choosing the right leadership style can improve the performance of the leader and increase the job satisfaction of employees and ultimately lead to the realization of the goals of the organization.

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