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Research Paper

The Effect of Different Leadership Styles on Job Satisfaction.

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Abstract

Leadership styles are a significant factor in achieving job satisfaction and directing it to achieve organizational goals. Every manager should consider employees as the organization's most critical asset to provide welfare and increase job satisfaction. Leadership styles are designed to improve job satisfaction. Data for this study were collected using a questionnaire forum developed for this purpose and distributed across the sample. We obtained a response rate of approximately 252 responses through simple random sampling. The data was entered and analyzed using correlation and regression models with the assistance of SPSS version 25, a statistical program. The findings indicated that all styles (democratic – autocratic – laissez-faire) of leadership styles significantly impact employees' job satisfaction. However, if it is the democratic leadership style that employees prefer and the positive impact on job satisfaction, which is the best one that shows higher job satisfaction? In contrast, autocratic and laissez-faire leadership styles are not accepted and harm the employees, resulting in lower job satisfaction.

Keywords *Leadership Style, Democratic Style, Autocratic Style, Laissez-Faire Style, Job Satisfaction*

INTRODUCTION

A leader is a person who is responsible for trying to influence someone or some of the leaders who follow him to direct them and lead them to a specific goal. The leader must continue to monitor and manage his followers. The leader must teach in a way that can adapt based on the situation to have a greater impact on the process and try to build trust and respect between himself and his followers so that he can rely on them.

Due to its importance, leadership is one of the most discussed topics in social sciences (Bass & Avolio, 1990). Leadership is a process in which leaders influence employees, and their behaviour is directed to achieve corporate goals (Munir & Iqbal, 2018). In line with this definition, it is clear that each leader is unique with different abilities (Eliyana & Ma'arif, 2019). Researchers have revealed many leadership styles based on the leader's unique talents. However, the overlap between these discussed leadership styles could be more problematic. The basis of this problem lies in the efforts of leadership researchers to create new leadership theories without trying to compare the validity of existing approaches (Derue et al., 2011; Sürücü & Yeşilada, 2017).

According to Cherry (2006), three main leadership styles are Democratic, Autocratic, and Laissez-Fair. Democratic leadership is a way in which all members of the organization's group are involved in the decision-making process, and all express their views and decisions and feel free to suggest their ideas. But the leaders make the final decision (Cherry, 2022). In autocratic leadership, the leader does not consider the opinion of the employees and his subordinates, and all the decisions are in his hands regardless of anyone's opinion. Others should accept the decisions and plans and agree to their choices (Toftdahl, 2020). Laissez-faire leadership is the style in which the leader does not make any decisions, giving all decision-making powers to the employees and those below him, giving his team full freedom to suffer from decision-making, how they work, and how

they do their jobs (Cherry, 2022).

Many researchers believe higher satisfaction levels lead to higher productivity and overall organizational performance. Job satisfaction begins when an employee feels motivated and satisfied with their job. However, job satisfaction can differ from one company to another or from one organization to another. Each sector or company has a different definition of job satisfaction. Of course, job satisfaction plays an important role in the development and success of a company because when an employee feels completely comfortable in his work, he has more strength and better activity to perform his job.

Employees who reach a high level of job satisfaction need to produce an optimistic outcome for themselves and the organization. They are more likely to be able to abide by their work as well as to have at the level of their individual lives. It also increases the level of organizational interest, and employee satisfaction will certainly reduce employee change, preventing the organization from facing unnecessary disruption to human and financial resources. In addition, the leaders should consider the employee's consent to work if this agreement does not relate to the individual life or the organization's purpose. The leader has long been seen as an important tool and reason to provide employee satisfaction and improve his work.

The article explores the impact of leadership style on job satisfaction based on a recent meta-analysis of job satisfaction correlates (Cantarelli et al., 2016). This article examines how leaders behave or influence their employees to feel satisfied with work, strive to achieve their goals in their work organization and cooperate. The higher the level of job satisfaction, the more successful the organization will be, and the better jobs will be done. The reason for choosing this topic is due to the struggle that has been a phenomenon in organizations to achieve the best products and services. We researched how leadership style impacts employee job satisfaction.

Another objective is to evaluate the impact of employee participation during decision-making since some respondents stated that they vigorously follow this strategy. According to Leonard (2010), good leaders change their personalities to achieve organizational goals. This research project aimed to explore the effect of leadership building on employee satisfaction with their jobs. The research seeks to determine whether or not there are causal relationships between leadership and happiness and, if so, to determine to what extent this affects the work of individuals. Several aspects of administration have been explored to determine if and how different practices affect job satisfaction. In addition, additional factors such as performance management and workplace relationships were explored to compare their effect on job satisfaction with the impact of leadership.

LITERATURE REVIEW

A good leader should motivate and guide a particular group toward achieving their goals. Their leadership should be more than self-centred but instead focused on pleasing most if not all, group members. The leader's management style should positively impact followers and contribute to the group's success.

Leadership styles inspire, guide, and implement strategies to achieve company goals. It is important to note that there is no one-size-fits-all approach to leadership styles, as they vary and are complex. In life, you may have a good leader who is a blessing or a bad leader who is a curse, but you have to be satisfied with both to achieve your desired goals for the expectations you have made.

Most studies show that followers who trust their leader are more likely to achieve job satisfaction, follow their leader's instructions and plans correctly, and be allowed to express their views freely on projects and issues related to goals and tasks. There are loads of organizations. As a result, they achieve organizational goals.

Leadership style

Leadership is one of the most crucial and fundamental components of effective project management. Leadership is about guiding behaviour through vision, direction, and processes. In other words, leadership significantly impacts the entire project process, including other people's actions. Therefore, it is clear that leadership is necessary for success in every human effort, as demonstrated by Muijs (2011) when he said that leadership was the primary determinant of organizational effectiveness. This study also claimed that leadership is the major factor that has increased the energy of private firms over public ones. Thus, leadership can be defined as achieving goals by motivating others to cooperate. The most influential leaders in terms of their charismatic nature, which positively affects followers' job satisfaction and productivity (Ibrahim & Daniel, 2019).

Leadership styles are defined by a combination of leadership behaviours and actions towards a goal influence leadership behaviour (Howell & Costley, 2001). The way a leader guides their followers is referred to as their leadership style. As leadership studies have progressed, the variety of leadership styles has increased. When a leader uses an effective leadership style, the organization's performance may improve, and attaining desired goals may be supported.

Conversely, when a leader uses an ineffective leadership style, the organization's performance and the perception of its employees may suffer. Numerous studies on the subject of leadership were conducted as a result of the strong correlation between leadership philosophies and organizational performance. These investigations produced numerous leadership theories. Each theory suggests a unique leadership style and, most frequently, a combination of techniques to conduct the leadership (Hussain & Hassan, 2016). According to Victor & Soutar (2005), leadership styles are significantly impacted by the leader's immediate family - subordinates.

In his survey of leadership research, he pointed out that as many people have sought to define the term, there are almost as many diverse definitions of leadership. Consequently, the process of directing and influencing the task-related activity of group members can be summed up as managerial leadership (Stogdill, 1948). Chemers (2002) stated that a leader is not a person distinguished by any single and consistent collection of personalities by qualities" was how it was all put together.

The idea of leadership is crucial to humanity as a whole and is especially vital in work environments in organizations. Despite leadership's importance, it can only be understood by referencing the connection between a leader and a follower. To put it another way, for a leader, there must also be followers or those who will willingly allow themselves and their behaviour to be influenced or affected by the actions of a person known as the leader. Although leaders influence followers, followers frequently determine the type of leadership most common at any particular time, considering their organization. However, style in management refers to the method of managing. According to Golightly (1999), style is simply a surface-level attribute you may see in some persons but not others. The style must correspond to circumstances and needs. He added that a person's management style is a conglomeration of traits that reveal how they shape their actions and determine their effectiveness. There are many different management philosophies. Most people have both positive and poor points. Each executive brings to the position a unique combination of management qualities that make up their style (Mohammed et al., 2014).

Three main leadership styles are Democratic, Autocratic, and Laissez-Fair that will be explained below (Cherry, 2006).

Democratic Leadership

Democratic leadership is there a way in which all members of the group or employees of the

organization are involved in the decision-making process, and all express their views and decisions and feel free to suggest their opinions and ideas. This type of leadership can be used in any institution or organization, even in schools and private businesses (Cherry, 2022). In this style, the leaders make the final decision, but the members are involved in the decision-making process. After the members have proposed their opinions, the final decision is made by the leader. In this style, employees and members feel more comfortable and more satisfied with their work, and this method helps to develop the skills and expertise of employees (Amanchukwu et al., 2015). Research has shown that democratic leadership is one of the most effective and important types that leads to more participation of group members and more productivity (Cherry, 2022).

It is frequently called participatory, which aims to convince, consider people's sentiments, and promote their involvement in decision-making. This approach improves cooperation and gives followers a higher sense of job satisfaction. Strong leadership is vital for democracy and organizational progress in complex social conditions (Teshome, 2013).

Autocratic Leadership

This is the opposite of democratic leadership in this way, the leader doesn't consider the opinion of the employees, and his subordinates and all the decisions are in his hands, regardless of anyone's view, others should accept the findings and plans and agree to their choices (Maxwell, 2022). The leaders who lead with autocracy think they know more than everyone else and are more experts. That is why they make decisions of their own will. It is also known as authoritarian leadership that implements its subordinates as they are told. The autocratic leadership of an individual who leads a company or organization or any other institution whose policies, strategies and plans are above It is directed to its subordinates, and its associates must abide by their leader's decision. Monopolistic leaders avoid mixing and consulting with others and refrain from taking anyone's opinion to make decisions (Toftdahl, 2020).

Such leaders use fear, threats, and power setting. This leadership style is consistent with production-focused supervisors. It is frequently associated with authoritarian or inappropriate approaches. The main thing that leaders want from followers is obedience. They typically take the lead in making decisions and deciding what each group member will do. This approach carries some risks. When a leader is combative and aggressive, his followers may feel threatened by him and limit their performance. Additionally, a relationship style that makes group members reliant on the leader for guidance may determine their effectiveness when he is absent (Teshome, 2013).

Laissez-Fair's Leadership

It is the kind of leadership that gives full authority to its officials in deciding how to work and plan to run the organization or where they work. Leaders have tools, information, and resources for their employees. Providing decision-making and implementation of their work, leaders go backwards and leave the work for the employees of the theme and decide on their own hands to carry out, plan, organize, arrange, solve the problems, and complete the selected project. By doing so, the leaders reveal a sense of confidence, decision-making, strength, show the team's ability and allow them to prove how smart and capable the team is, but sometimes this type of leadership causes confusion and collapse of the institution if the decision and the team's work is not in a way that they can make a decision and move the organization forward (Team, 2022). In this way, the leaders offer little guidance and information to their employees and leave all the decisions for themselves, which sometimes breaks down the leaders (Cherry, 2022).

This kind of boss frequently keeps himself occupied with some paperwork and avoids interaction with subordinates. Such a leader has no objectives, takes no choices, and thinks of

himself as a "nice fellow". The group is unstable and produces shoddy work, and its members frequently feel frustrated, unsuccessful, and insecure. They also rarely give decent performances (Teshome, 2013).

Job Satisfaction

Employee initiative and passion are greatly impacted by job satisfaction. Unnecessary turnover and excessive absenteeism in the workplace can result from a lack of job satisfaction. Personal satisfaction is significantly influenced by job satisfaction. Locke (1976), regard for oneself, self-worth, and personal growth. The enjoyment at work increases with job satisfaction, promoting a positive attitude and happy employees are inventive, flexible, and loyal (Locke, 1976).

A motivated workforce is generally committed to producing work of the highest calibre. Employee productivity will rise as working conditions are improved (the quantity and quality of output per hour worked). Satisfied employees are motivated to work hard and consistently put up 100% of their effort. Job satisfaction is a reliable predictor of a company's lifespan and is connected to a healthy staff (Argyle, 1989). The employee must enjoy doing their job and feel appreciated for their efforts. A pleasant emotion is brought on by job satisfaction and it results in a positive attitude at work (Brown, 2020). A contented employee is more likely to be imaginative and demonstrate greater tenacity (Engleza, 2007). Companies and organizations that prioritized employee job happiness over labour productivity and the number of hours worked also saw an improvement in employee performance. Research shows happier employees tend to be more valuable to a firm. Employees who are unhappy and motivated by a fear of losing their jobs do not consistently give 100% (Akerlof et al., 1988).

Consequently, offering variables that make employees pleased with their work is the most important goal for increasing job satisfaction, but this goal differs for different workers (Levy-Garboua & Montmarquette, 2002). The features of the individual, the manager, the business's management style, and the nature of the work itself all impact job satisfaction. Managers must try to comprehend each employee's demands to maintain high job satisfaction among their staff. Managers can improve employee satisfaction by, for instance, putting employees in workgroups with similar backgrounds and experiences. According to Orisatoki et al. (2010), managers can also enhance job happiness by carefully pairing staff with the work they enjoy. Someone who could be more detail-oriented would find it challenging to complete intricately detailed tasks. On the other hand, Arches (1991), pointed that a shy employee would have trouble making sales. Managers should, therefore, tailor job duties to employees' personalities and skills.

Managers can take steps to foster a positive work environment. One of these actions is improving your job. Enhancing your job means taking on more responsibilities. It typically comes with higher recognition and better opportunities for advancement: advancements, knowledge gained, and successes. Many businesses utilize job-enrichment initiatives to boost staff engagement and job satisfaction. Good administration is equally crucial for the entire organization's workforce, fostering greater work values and a sense of purpose (Rentner & Bissland, 1990).

Leadership Styles and Job Satisfaction

The ideal leadership approach focuses on fostering workplace contentment. Employees will value their work and be willing to contribute to the fullest extent under the appropriate leadership (Purnomo & Cholil, 2010). It claims that a person's degree of job satisfaction is influenced by their superiors' leadership style or the function they play in the company (Raharjo & Nafisah, 2006). This aligns with other studies, who claims that a leader's stance on their team's job happiness. Therefore, job satisfaction will be higher if the leadership style effectively directs the organization's aims with

employees' expected aspects or goals. A leader's good behaviour will inspire employees to complete their work with joy and excitement (Pratama, 2022).

Job satisfaction refers to an employee's perspective on their work (Castro & Martins, 2010) and become an emotional response to a job that arises from a person comparing the results to what they deserve, want, or expect (Oshagbemi, 1999). The task itself, advancement prospects, supervisors' capacity to offer both emotional and technical help, the degree to which coworkers are supportive, the working environment, and fairness of compensation all affect job happiness (Appelbaum & Honeggar, 1998; Rad & Yarmohammadian, 2006) showed that empowerment increases job satisfaction. Morover, the survey by Menon (2001) discovered that job satisfaction increased with empowerment. The research lends credence to these claims (Bordin et al., 2006; Pearson & Moomaw, 2005) that a high level of empowerment is linked to greater job satisfaction. Empowerment perceptions are linked to higher job satisfaction, productivity, and a lower likelihood of leaving an organization (Koberg et al., 1999; Savery & Luks, 2001). Research shows that employees' level of job satisfaction is directly linked to their degree of participation. Furthermore, a study by Scott-Ladd et al. (2006) found that participation in decision-making promotes job satisfaction.

Job satisfaction in the context of this study refers to pleasant and positive attitudes and feelings that faculty members may have regarding their jobs (Armstrong, 2006). According to this theory, factors originating from the more immediate context in which teachers work—specifically, institution-specific or, more precisely, job-specific factors—have a much greater impact on teachers' job satisfaction than factors that are externally initiated, such as salary, education policy and reforms, and working conditions. Evans (2001) argues that leadership emerged as a crucial attitude-influencing element since it influences teachers' work environments and can permit or constrain individuals' access to their ideal occupations through the implementation of policy and decision-making because various things may impact work satisfaction (Al-Omari, 2008).

After reviewing multiple studies on leadership and its impact on employee job satisfaction, it has been found that leaders play a crucial role in promoting a calm and peaceful work environment within their organization. As the first point of management, leaders have a positive impact in encouraging employees to perform their best. All studies and most authors have defined the leader as essential; leadership is an effective process for employees to prepare and facilitate them to achieve organizational goals and objectives. Therefore, every leader has their style to influence their employees; some leaders have their own art and management and leadership skills as a talent. The leader leads so that he commands subordinates to accept, implement and strive in a usual spirit. Influential leaders provide training to their associates, who are more willing to implement and attend the training. Good leadership involves recognizing and rewarding employees who do their jobs well and enabling others to follow the rules and carry out orders. The qualities and skills required of a leader may vary depending on the circumstances in which they lead.

Hypothesis

H1: Leadership style has a significant positive impact on job satisfaction.
H2: democratic style has a significant positive impact on job satisfaction.
H3: autocratic style has a significant negative impact on job satisfaction.
H4: Laissez-faire style has a significant negative impact on job satisfaction.

RESEARCH METHOD

The methodology of this research includes the design research by identifying the independent variables (leadership style) that provide for (autocratic style, democratic style, laissez-faire style) and dependent variables (job satisfaction). This study highlights the effects of

leadership style on job satisfaction in (the public sector) from Kurdistan / Iraq. The researcher techniques utilized in the survey to collect data were two methods. The first was an observation through academic articles of other researchers related to the same topic as good books, journals, and websites. The second researcher found that the forum questionnaire was the most appropriate instrument to achieve the objectives of this study, and statistical software (SPSS) was used to analyze the data.

Questionnaire Design

To accomplish the objectives of the study and acquire the data, the researcher designed a questionnaire. This was a set of written questions that were answered by the staff of the university. The questions included (19) statements distributed among five areas (leadership style, including autocratic style, democratic style, laissez-faire style) and (job satisfaction) with demographical information about the members of the sample (Gender, age, academic qualifications, Current job title, and Years of experience) as shown in the Table below.

Table 1. Shape and number of Google form

No.	Field		Number of statements
1	Leadership style		5
2	Leadership Style	autocratic style	3
		democratic style	3
		laissez fair style	3
3	Job satisfaction		5
4	Total		19

An organized questionnaire was used to get fundamental data from the members. We utilized random sampling. In the leadership style option, the measure is moored on a 5-point Likert rating scale from strongly agree (5) to disagree (1) strongly. Higher scores reflect constructive outcomes for subordinates, while lower scores address adverse consequences. Additionally, in the job satisfaction option, the measure is secured on a 5-point Likert rating scale from strongly agree (5) to disagree (1) strongly. Higher scores reflect higher-level subordinates, while lower scores address lower levels. The researcher used a scale of Likert to answer the questionnaire, with the interpretation of each point is explained in the Table 2.

Table 2. Points Interpretation

Level	Strongly Agree	Agree	No idea	Disagree	Strongly Disagree
Points	5	4	3	2	1

FINDINGS AND DISCUSSION

In this part, we collected all the data, restructured the Google Form information through SPSS, and turned it into seven tables. We have made it available to the reader to quickly understand

the results of our discussion and summary. Through the tables and analyses, we know the respondents' personal information in our overview, and the impact and relationship between leadership styles and job satisfaction is quickly explained, as well as all three leadership styles (Democratic/autocratic / laissez-faire) and their effects and consequences.

Table 3. Descriptive Statistics for Demographic Questions

		F	%
Gender	Male	56	30.4%
	Female	128	69.6%
Age	Less than 25	129	70.1%
	26-35	35	19.0%
	36-45	14	7.6%
	More than 45	6	3.3%
Certificate	Other	31	16.8%
	Diploma certificate	37	20.1%
	Bachelor degree	96	52.2%
	Master degree	11	6.0%
	PhD degree	9	4.9%
Experience	Less than one year	106	57.6%
	1-5	39	21.2%
	6-10	18	9.8%
	11-15	12	6.5%
	More than 15 years	9	4.9%

Table 3 illustrates descriptive statistics of the respondents in this study, which are categorized into different levels for each level of demographic questions. Gender, age, educational level, and work experience of the contributors in terms of frequencies and proportions are presented. According to Gender, this table shows that most of the participant's Genders are female (69.6%) while 30.4% are male. As well according to the results in the above table (19.0% and 7.6 % of the participants their ages between 25-35 and 36-45 years, respectively, for participants age more than 45 years old consist 3.3% of the total. Most respondents are under 25, with a percentage of 70%. It is also clear that 4.9% of the participant's certifications are PhD there, a considerable amount of participant has bachelor's degrees which are 52.2%, 6.0% have master's degrees, and 20.1% have a diploma—the number of participants who have other degrees which are 16.8%. It is also clear that 57.6% of the participant's certifications are less than one year. There is a considerable amount of 1-5 years which is 21.2% and amount of 6-10 years which is 9.8%, 6.5% 11-15, and the number of participants, more than 15 years of experience, which are 16.8%.

Table 4. Correlation Matrix Between the Independent Variable and Dependent Variable

		Job satisfaction	Leadership styles
		Correlations	
Job satisfaction	Pearson Correlation	1	.426**
	Sig. (2-tailed)		.000
	N	184	184
Leadership styles	Pearson Correlation	.426**	1
	Sig. (2-tailed)	.000	
	N	184	184
**. There is a significant correlation at the 0.01 level with a 2-tailed test.			

Table 4 illustrates the correlation matrix between job satisfaction and leadership styles. The correlation between the two variables is 0.426, which means that the correlation between the two variables is approximately moderate.

Table 5. Correlation Matrix Between the Independent Variable and Dependent Variable

		Job satisfaction	Democratic	Autocratic	Laissez-fair
		Correlations			
Job satisfaction	Pearson Correlation	1	.440**	-.357**	-.165*
	Sig. (2-tailed)		.000	.000	.025
	N	184	184	184	184
Democratic	Pearson Correlation	.440**	1	-.338**	-.200**
	Sig. (2-tailed)	.000		.000	.007
	N	184	184	184	184
Autocratic	Pearson Correlation	-.357**	-.338**	1	.529**
	Sig. (2-tailed)	.000	.000		.000
	N	184	184	184	184
Laissez-fair	Pearson Correlation	-.165*	-.200**	.529**	1
	Sig. (2-tailed)	.025	.007	.000	
	N	184	184	184	184
**. There is a significant correlation at a 0.01 level with a two-tailed test.					

Table 5 shows the correlation matrix between independent and dependent variables. It means that the correlation between variables in the table below is at most negative and weak correlation.

Table 6. Regression Between Leadership Style and Job Satisfaction

	Coefficients			Model Summary		Anova	
	B	T	P-value	R	R Square	F	P-value
(Constant)	2.369	8.510	.000	0.181	0.426	40.251	0.000
Leadership style	.417	6.344	.000				

Table 6 demonstrated a positive correlation (0.181) between the independent variables and the dependent variable from Pearson's correlation analysis; it is critical to understand the prediction and influence rate of Leadership styles on Job satisfaction. Also, the same table shows the ANOVA table for checking the goodness of fit for the explanatory variable (Leadership styles) on the response variable (job satisfaction), so the model is appropriate based on the score, where F=40.251 and P-Value =0.00.

The Table above contains the constant, Slope, t-value, and coefficient of determination (R Square) results. The regression Coefficient (B) for Leadership styles is 0.417, which means increasing one unit for Leadership styles will increase Job satisfaction by 0.417. The coefficient of determination (R Square) explains that you can measure the amount of variation it explains to determine the independent variable's influence level on the dependent variable. The Coefficient of determination (R^2) reflects that leadership styles choose 42% of the variation in job satisfaction, and the remaining variation is turning to other factors that affect Job satisfaction.

Table 7. Regression Between Democratic and Job Satisfaction

	Coefficients			Model Summary		Anova	
	B	T	P-value	R	R Square	F	P-value
(Constant)	2.54	10.5	.000	0.194	0.440	43.690	0.000
Democratic	.370	6.61	.000				

Table 7 demonstrated a positive correlation (0.194) between the independent and dependent variables from Pearson's correlation analysis; it is critical to understand the prediction and influence rate of democratic on Job satisfaction. Also, the same table shows the ANOVA table for checking the goodness of fit for the explanatory variable (Democratic) on the response variable (job satisfaction), so the model is appropriate based on the result (F=43.690 and P-Value =0.00).

The table above contains the constant, Slope, t-value, and coefficient of determination (R Square) results. The regression Coefficient (B) for Democratic is 0.370, which means increasing one unit for Democratic will increase Job satisfaction by 0.370. The coefficient of determination, also known as R Square, shows how much influence the independent variable has on the dependent variable and the proportion of the variation in the dependent variable that can be attributed to the

independent variable. The determination of Coefficient (R^2) reflects that 44% of the variation in job satisfaction is determined by Democratic, and the remaining variation is turning to other factors that affect Job satisfaction.

Table 8. Regression Between Autocratic and Job Satisfaction

	Coefficients			Model Summary		Anova	
	B	t	p-value	R	R Square	F	p-value
(Constant)	4.555	49.315	.000				
Autocratic	-0.194	-5.157	.000	0.357	0.127	26.596	0.000

Table 8 demonstrated a positive correlation (0.357) between the independent and dependent variables from Pearson's correlation analysis; it is critical to understand the prediction and influence rate of autocracy on Job satisfaction. Also, the same table shows the ANOVA table for checking the goodness of fit for the variable (autocratic) on the response variable (job satisfaction), so the model is appropriate based on the result (F=26.59 and P-Value =0.000).

The table above contains the constant, Slope, t-value, and coefficient of determination (R Square) results. The regression Coefficient (B) for autocracy is -0.194, which means that increasing one unit for authoritarianism will decrease job satisfaction by -0.194. The Coefficient of determination (R^2) reflects that 12.7% of the variation of Autocratic is determined by job satisfaction, and the remaining variation is turning to the other factors that affect autocracy.

Table 9. Regression Between Laissez-Fair and Job Satisfaction

	Coefficients			Model Summary		Anova	
	B	t	p-value	R	R Square	F	p-value
(Constant)	4.424	31.483	.000	0.165	0.027	5.079	0.025
Laissez-fair	-0.105	-2.254	.025				

Table 9 demonstrated a positive correlation (0.165) between the independent and dependent variables from Pearson's correlation analysis; it is critical to understand the prediction and influence rate of Laissez-fair on Job satisfaction. Also, The ANOVA table for assessing the goodness of fit for the explanatory variable (Laissez-fair) on the response variable (Job satisfaction) is shown in the same table, indicating that the model is appropriate (F= 5.079 and P-Value= 0.025). The table above contains the constant, Slope, t-value, and coefficient of determination (R Square) results. The regression Coefficient (B) for Laissez-Fair is -0.105, which means that increasing one unit for Laissez-fair will decrease job satisfaction by -0.105. Coefficient of Determination (R^2)

reflects that 2.7% of the variation of Laissez-fair is determined by job satisfaction, and the remaining variation is turning to the other factors that affect Laissez-fair.

CONCLUSIONS

This article examines how various leadership styles can impact an employee's job satisfaction, an important topic for organizations to consider. Our study aimed to determine the most effective leadership style for increasing employee job satisfaction and attaining organizational objectives. Our research indicates that the democratic leadership style positively influences employee job satisfaction, followed by the autocratic leadership style. However, the laissez-faire leadership style harms employee job satisfaction and productivity. Research indicates that strong leadership is essential for enhancing organizational productivity and establishing a good workplace ambience for the staff. Organizations can use these findings to address workers' concerns and improve their knowledge, increasing job satisfaction and helping to achieve organizational goals. This study provides valuable insights for organizations looking to enhance their performance through effective leadership.

LIMITATION & FURTHER RESEARCH

In future work, it would be beneficial to expand the scope of the research to include other factors that could impact job satisfaction. For example, studies could explore how salary, work environment, employee benefits, and other factors interact with leadership styles to influence job satisfaction. An investigation could examine how salary and leadership styles impact job satisfaction. This could explore whether employees emphasize salary or leadership styles regarding job satisfaction. Additionally, future studies could examine how different leadership styles (democratic/ autocratic/laissez-faire) impact these factors and how they interact. For example, a study could explore how a Democratic leadership style affects employee job satisfaction in a positive work environment compared to a negative work environment. This could provide a more comprehensive understanding of the relationship between leadership styles and job satisfaction and help identify strategies to improve job satisfaction in the workplace.

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