The Relationship between Leadership Behaviors and Job Satisfaction

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ABSTRACT:- Different interpretations of the word "leadership" might produce different connotations. Leaders are people who have the power to influence the actions and attitudes of others. This shows that good team development and teamwork are linked to leadership practice.

Since municipalities' poor, insufficient, or inadequate service delivery is a severe problem, municipal organizations have experienced several issues with service delivery. Strong leadership is therefore needed to take on responsibility for providing services in line with the city municipality to resolve the abovementioned problem. The purpose of the research project was to assess how leadership affected the satisfaction of municipal employees.

Five municipalities provided the information: Zarqa, Birayn, Hashimiya, Al Russifah, and Al Khalidiya. There were 126 women and 124 men among the 250 employees, department heads, and managers from these municipalities, and their ages ranged from 29 to 60.

The results revealed that department managers and staff exhibited transformational leadership behaviors as opposed to transactional ones; however, there were significant differences in gender, job experience, and tenure. Regarding the nature of the work and relationships with coworkers, the two most important factors, employees expressed modest job satisfaction. It has been discovered that gender, age, educational level, marital status, and tenure affect job satisfaction. Results also indicated a significant relationship between transactional and transformational leadership practices and work satisfaction.

The study offers novel knowledge that can be used to improve organizational practices for the municipal services sector's objective of keeping highly committed and satisfied personnel.

I. INTRODUCTION:

Influential leaders make decisions that have an impact on their team members as well as the overall organization. They have confidence in their abilities, can see the results of their actions, and can make a difference. A core principle is that a leader's outlook, activities, and character qualities greatly influence their team members' happiness, inspiration, and influence. The study aims to look into the relationship between good leadership practices and job satisfaction.

In today's quickly evolving economic and service environment, competent leadership is the only option that the District, Metropolitan, and Municipal Assemblies should consider. Additionally, there are numerous ways to define the term "leadership," leading to a variety of interpretations. The leadership concepts used by Razak et al. (2018) include "getting others to follow" and "getting people to do things voluntarily." Leaders are people who have the power to influence the actions and attitudes of others. This shows that good team development and cooperation are interwoven in leadership behavior (sevairidou et al., 2019). Employees should view the leadership as an example they may follow and mimic to help others learn. This kind of leadership should be imitated (Smothers and Lawton, 2017). As a result, their teams are more likely to grow due to their interaction with these leaders, who frequently create a pattern of established precedents, whether in the form of difficult decisions or an unwavering dedication to the organization, even in trying situations.

Problem Statement:

It is a severe problem when towns give poor, insufficient, or inadequate services. Municipal organizations have had several issues with service delivery as a result. To address the problem mentioned above, strong leadership ready to take on the burden of providing services in line with the municipal organizations is needed (Orthodoxia et al., 2019).

Objectives of the study:
To investigate the relationship between leadership behaviors and job satisfaction, the study's main objective is to assess the Full Range Leadership Model's applicability in a municipal setting. The following five research questions were looked at in this examination to achieve this goal:
(1)According to their peers, which leadership style do department supervisors use the most frequently?
(2)Do demographic factors influence how employees perceive a leader's style?
(3)What aspects of job happiness are most frequently shown?
 (4)Do demographic factors affect how contented workers are?
(5) Does perceive leadership conduct and work happiness have a favorable relationship?

Significance of the Study
Future academics and assembly leaders interested in researching leadership in Metropolitan, Municipal, and District Assemblies should use this study as a starting point. This goal is also intended to be accomplished. The various leadership philosophies now employed by the local bodies will be clarified by educating Assembly employees and the general public (Xie et al., 2018).

II.   LITERATURE REVIEW:
Most people can lead, but few do. However, according to Pawirosumarto et al.(2017) , everyone can learn it and teach it, and nobody can choose not to (2017). Since it can be observed at every stage of human existence, leadership has aroused the interest of many people. Failure of the organization's leadership determines whether it succeeds or fails (Fiaz et al., 2017).

Al-Sada et al. (2017) counter that "maybe too much credit is given to leaders for organizational success or failure, although it can be granted that academics and researchers are unified," even though leaders should be recognized. Additionally, according to Tripathi et al. (2019), it is impossible to put this information into reality since the definition of leadership comprises constrained conceptions of a leader's efficiency and effectiveness that are disconnected from their environment.

A leader is "someone who picks, provides, instructs, and motivates a diverse set of followers with a diversity of qualities, abilities, and skills," according to Hajiali et al. (2022). The leader focuses and coordinates the attention of their followers for them to publicly and ardently support the organization's aims and objectives. "The leader inspires followers by expressing and communicating the vision, causing followers' perspectives and values to evolve so that they can absorb and transform the future into present-day action acts," claim Eliyana and Ma'arif (2019).

Most Effective Leadership Styles
The Democratic Leadership Style
This type of leadership is seen as democratic since it promotes social equality, gives all organization members a say in decisions, and seeks to further their interests. According to Eliyana and Ma'arif (2019), this leadership style emphasizes fostering dialogue and communication, making it simpler for people to express their ideas and feel good about their work. According to PANCASILA et al. (2020), democratic participation may be constrained when both the needs of a group or organization and the value of an individual's traits are considered.

Employees and management, according to Al Khajeh (2018), must come to an understanding on core concerns while exhibiting democratic leadership. A more democratic leadership approach that prioritizes adaptation, empathy, effective communication, and the capacity to listen has been successful for many forward-thinking firms (Maamari and Majdalani, 2017).

Autocratic Leadership Style
The rest of the company is subject to the decisions made by a leader with an authoritarian or strict leadership style. According to Nguyen et al. (2017), making management decisions without consulting others is an example of autocratic leadership. This approach works well in emergencies and when complete obedience is required, like putting out a fire. According to Berraies and Bchini (2019), authoritarian leadership may be effective when dealing with inexperienced new hires who need detailed instructions.

Laissez-Faire Leadership Style
Laissez-faire leadership is also referred to as "hands-off" leadership because of its laissez-faire attitude. According to Berraies and Bchini (2019), this is because leaders that employ this technique assign tasks to their subordinates without giving them many specific instructions. If leaders distance themselves from their followers,

it could lead to diminished productivity, cohesion, and happiness. According to Buil et al. (2019), managers with a laissez-faire attitude allow their staff members to make all the decisions necessary to carry out their tasks. It answers its believers' cries for advice and aid in addition to giving them a tremendous measure of freedom and autonomy. A laissez-faire and guided freedom leader, for example, gives her staff all the tools they need to do their tasks but only steps in when the subordinates ask for assistance, according to Gipson et al. (2017).

Additionally, Semuel et al. (2017) were persuaded that a manager or leader exhibits a laissez-faire leadership style when they observe that the group members successfully handle their individual responsibilities. According to Pawirosumarto et al. (2017), assigning authority to other team members is a deliberate choice. Groups can operate "as they see fit" without management interfering, but they have access to assistance when needed (Semuel et al., 2017).

Trait Leadership
One of the earliest ideas of leadership was the characteristic theory. It is possible to link Carlyle's 1849 remark to the adage, "the history of the world is the biography of great individuals." The foundation of the leadership attribute theory is this concept. It asserts that natural leadership—or the idea that people become leaders naturally—is a process rather than a product (Gipson et al., 2017).

Early on in the field of leadership studies, researchers looked for characteristics that set leaders apart from their followers. According to Bb, this was done assuming that those who attained leadership positions possessed more of these qualities than their subordinates (Buil et al., 2019). Numerous studies examining how difficult it was to tell the two groups apart came to the same conclusion. These studies link this to poor leader selection. However, Maamari and Majdalani (2017) noted that given that identifying leadership traits were meant to aid in the selection of future leaders, there are some issues with the absence of a way to distinguish them.

Charismatic Leadership
According to Weber, effective leadership is "based on a dedication to an individual's particular holiness, heroism, or exemplary character, as well as the normative patterns or order he constructed or prescribed." He referred to religious authorities as "charismatic leaders." Even tyrants like Hitler have some allure. Because of these leaders' unique traits, their followers thought they were equal to God. People drawn to them felt driven to support them wholeheartedly (Berraies and Bchini, 2019).

Fiaz et al. (2017) place a lot of emphasis on the social patterns and situations that the charismatic leader is involved in to explain how a charismatic leader and his followers form a strong bond. However, more studies of the psychological characteristics of influential, charismatic leaders and how they contributed to their success revealed more information. Xie et al. (2018) claim that charismatic leaders can persuade their followers to form a psychological connection by appealing to their core beliefs and values. Orthodoxia et al. (2019) contended that psychologically based psychological approach or sociologically based Weber and strategy alone could not effectively characterize the efficacy of charismatic leaders. However, combining these two approaches to evaluating charismatic leadership is more acceptable (Nguyen et al., 2017).

Leadership Style (s) Adopted In Municipal organizations.
Smothers and Lawton (2017) claim that transformative leaders encourage their followers to prioritize the company's needs before their own. According to various research, transformational leadership has a favorable impact on businesses and people (Buil et al., 2019; Nguyen et al., 2017). Numerous factors led to the creation of municipalities, including the need for better governance, political clout, and control over the economy and society. Transformative leadership is necessary to accomplish these aims, particularly in light of municipal institutions' serious issues.

A leader is someone who engages the complete person of the follower, according to Sevairidou et al. (2019), who also stated that leaders "must have the intuition to predict, explain, and act on the desires and needs of their followers." The way that transformational leaders interact with their followers is unconventional: they raise their team members' moral and intellectual standards to get them ready for a coming change in social norms. Additionally, these leaders are more likely to engage in creative long-term planning and take measured risks (Al Khajeh, 2018).

In addition, "socio-structural dissent," which aims to change the social order and topple the status quo of employees, is frequently displayed by transformational leaders in towns. These competencies are required for organizational changes in a municipal setting (PANCASILA et al., 2020). Therefore, compared to their relationship with their transactional leader, the municipal employees' connection to their transformational leader

is more meaningful and permanent. The transformative leader can no longer solely rely on fulfilling the needs and expectations of municipal employees as relationships take on a more emotional tone (Eliyana and Ma'arif, 2019).

Additionally, according to Gipson et al. (2017), leadership is the capacity to persuade followers to act in accordance with a leader's instructions while being directed to accomplish a particular goal that "includes both leaders' and followers' beliefs and motives - aspirations and desires, ambitions and expectations." Interdependence is the term used to describe the relationship between one or more people, such as municipal employees and their leaders, in which the employees' followers push the leaders to higher levels of morality and motivation (Hajiali et al., 2022).

Impact of the Leadership Style That affect Municipal Employee's satisfaction
Razak et al. (2018) define transformative leadership as "moving beyond individual ambitions," "focused on a shared purpose" (including self-actualization), "addressing intrinsic motivations and higher psychological needs" (including self-actualization), and "building commitment with and in followers." According to Hajiali et al. (2022), transformational leaders foster their staff members' feeling of self-efficacy, which helps them feel connected to the municipality organization to which they belong. The same argument was backed up by Razak et al. (2018), who claimed that transformational leadership helps municipal employees identify with the organization's work ideals. Additionally, enhancing the self-efficacy of municipal employees is one of the most critical ways transformational leaders may inspire people, according to PANCASILA et al. (2020).

Under a transformational leader, municipal staff members are prodded to utilize their imaginations, look at their problems from other perspectives, and investigate the use of technology to come up with new and better answers (Razak et al., 2018). An earlier study on transformative leadership found a significant correlation between this leadership style and the levels of performance and commitment among subordinates. Al-Sada et al. (2017) found that municipal staff members of managers who used a transformative leadership style were more devoted to the company, happier at work, and less stressed. Eliyana and Ma'arif (2019) claim that implementing transformational leadership could reduce stress and burnout among municipal employees.

As a result, transformational leadership has been linked to increased municipal employee engagement, loyalty, and happiness and higher organizational efficiency and output levels for municipalities (Pawirosumarto et al., 2017).

Al-Sada et al. (2017) claim that a leader who prioritizes learning fosters employees' curiosity about knowledge and problem-solving abilities in the workplace. Researchers who have studied the functions of mediators and moderators in the workplace Sevairidou et al. (2019). He investigated the relationship between learning orientation, transformational leadership, and employee creativity via the lens of creative self-efficacy. Xie et al. (2018) are just one example. Transformational leadership is seen to increase when a leader's sense of humor encourages their followers to be more creative. Emotional intelligence and transformative leadership strategies are related, claim Maamari and Majdalani (2017). The relationship between transformative leadership and the inventiveness of municipal employees was also examined by Al-Sada et al. (2017).

According to Pawirosumar to et al., leaders' high task and interpersonal support strengthen the relationship between transformational leadership and municipal employees' creativity.(2017)
According to a study of the available literature, numerous research has looked into the relationship between transformational leadership and employee creativity. He also examined how an organizational learning culture influences how transformational leadership and creative production are related (Tripathi et al., 2019). The current study contributes to our understanding of the relationship between transformative leadership and the inventiveness of municipal employees. Something happens when new information is added to what was already known (Eliyana and Ma'arif, 2019). However, we'll focus on the two most prevalent leadership philosophies in public sectors.

▪ **Leadership styles in the public sector**
Transactional leadership and transformational leadership are the two primary leadership philosophies that several studies and meta-analyses have established in the field of public administration (Andersen, 2010; Hansen & Villadsen, 2010; Lowe, Kroeck & Sivasubramaniam, 1996). (Koutras & Akrivos, 2009). Frequently serving as one of the best markers of desired performance results, not just for an individual but also for teams and an organization as a whole, is the essential premise of transformational leadership (Wang, Oh, Courtright & Colbert, 2011). By giving counsel and proposing novel ideas, transformative leaders can encourage followers to reevaluate their views and inspire them to do so (Avolio, Zhu, Koh & Bhatia, 2004).

It is usual to hope that these leadership qualities will motivate employees to perform above and beyond expectations, think creatively, and commit to altering the organization's goals and strategy (Gong, Hung, and Farh, 2009). in 2014 (Van Wart). One of the most critical aspects that define a leader's capacity to influence an employee's willingness to participate in the quality of interpersonal interactions (Vigoda-Gadot & Beeri, 2011; Polychroniou, 2008). They are motivated by business dealings and actions that fulfill their requirements and increase their sense of job fulfillment by incorporating those followers' change-oriented habits.

Government leaders are shown to commonly participate in transformative, directing activities more often than commercial leaders (Arnold & Loughlin, 2013). Findings also revealed that federal managers demonstrate high average leadership behaviors related to individual care and low levels of inspiring motivation (Trottier, Van Wart & Wang 2008).

The transactional leadership style rewards or punishes employees based on their behavior and performance (Xiaoxia & Jing, 2006). Transactional leaders operate within the confines of an established system or culture without attempting to change it. They offer a distinct vision, mesh with the company's culture, and follow operational rules and procedures (Van Wart, 2014; Bass & Avolio, 1993). Public managers appeared to combine transactional and transformational leadership aspects when dealing with unexpected circumstances and environments (Aldoory & Toth, 2004). Finally, managers with passive leadership styles appeared to have provided their staff members with little direct supervision and the freedom to execute their tasks without it.

The relationships between gender, age, education, and other work experience elements, such as tenure and experience, have been the subject of several studies. According to research from 2003 by Eagly, Johannesen, Schmidt, and van Engen, women who are older and more experienced seem to exhibit more transformative leadership behaviors than men. Women leaders have received better ratings from male employees for transformative traits like a charm and individualized care, which occur more frequently than men. According to other data, younger tenured workers are more likely to exhibit change-oriented civic behaviors. Additionally, Vecchio and Boatwright (2002) pointed out that workers with longer career histories and greater levels of education preferred fewer task-oriented leadership styles. Both researchers found that both superiors and subordinates gave younger leaders greater ratings.

▪ **Employee satisfaction in the public sector & factors affecting the satisfaction level**

Employee satisfaction with a business is one of the most critical factors in determining its success. To achieve its goals and objectives, the business establishes a strong rapport with its staff and motivates them to strive for excellence in performance (Vermeeren, Kuipers & Steijn, 2014; Moynihan & Pandey, 2007). Employee happiness is influenced by how well the position and workplace meet their requirements, preferences, and expectations. High-exchange interactions offer staff the sense that the company appreciates their work and cares about their welfare (Gould-Williams, 2007).

Job satisfaction is a multi-dimensional notion that considers numerous organizational and human factors. Employees perceive many different job attitudes as being more important or worthwhile. Examples include the actual job, the capacity for initiative, the degree of decision-making involvement, the likelihood of career advancement, workplace promotions, and recognition (Herzberg, Mausner & Snyderman, 2011).

According to Robbins, Judge, and Langton (2013), the various organizational elements can be categorized into four main groups. The first category is concerned with how mentally taxing the work is. It covers aspects of the work environment, such as giving staff members a variety of tasks, feedback, and high levels of autonomy, as well as opportunities to use their knowledge and skills. Public sector managers seem to favor workplace cultures emphasizing individual autonomy and decision-making participation. According to research, job autonomy levels are adversely connected with more directive leadership behaviors, whereas job autonomy is positively correlated with more participative leadership behaviors (Hansen & Villadsen, 2010).

Additionally, it was discovered that enhanced task communication and job autonomy positively affected employees' assessments of their level of involvement on the physical and mental levels as well as their desire to leave their jobs (Tummers, Steijn, Nevicka & Heerema, 2016). (Lin, 2013; Lin, 2013; Lin, 2013) The same researchers (Lin, Lin, Lin, & Lin, 2013) also found a favorable relationship between job autonomy and older workers and those with a lengthy organizational tenure who had lower plans to quit their positions.

In empirical research that examined the organizational factors that influence employees' level of satisfaction in public organizations, mission valence was found to be the most important organizational variable, followed by commitment to the organization, person-job fit, work flexibility, level of innovation, and degree of involvement and trust (Cantarelli, Belardinelli & Belle, 2016). Additionally, it was found that the notion of

person-organization fit somewhat mediates the relationship between job satisfaction and work environment (Langer, Feeney & Lee, 2017; Kim, 2012; Wright & Pandey, 2008).

The second group of determinants includes pay and incentive structures. Given the requirements of their professions and their degree of skill, employees need benefits and remuneration that are fair, reasonable, and equitable. Studies in the public sector have shown that employment features like pay and progress significantly impact how satisfied people are with their jobs. Because they were appropriately compensated for their labor, managers put forth more effort (Zahoor, Rafiq, Zia & Rizwan, 2014).

The third category, concerned with the ideal working environment, comprises all the elements of the workplace that contribute to a feeling of security and comfort, such as lighting, temperature, clarity, and noise. Findings by Parvin and Kabir (2011) indicate that working conditions are the second most crucial factor in predicting job satisfaction and have a significant impact.

The workgroup is viewed as the deciding factor in the end. Many employees place great importance on the opportunity to interact with kind and supportive bosses and coworkers. The contact between group members and employees is the most frequently cited element enhancing job satisfaction, per a study by Parvin and Kabir (2011). The level of pride people have in their employment is significantly influenced by factors connected to their jobs, such as social support, mentoring from superiors, and feeling like their careers are stable. In other words, a person's degree of job satisfaction is greatly determined by how highly they regard their contributions (Borst & Lako, 2017; Gould-Williams, 2007). According to Vermeeren, Kuipers, and Steijn (2011), the supervisor role significantly influences overall job satisfaction in the municipal sector.

Many academics have also investigated how a person's personality influences how happy they are at work. A person's level of education completion and professional membership appear to be significant predictors of job satisfaction. For instance, several studies (Moynihan & Pandey 2007, Steijn, 2004, Wright & Davis, 2003) found that higher educational levels and extended organizational participation may affect job satisfaction. In a study of public employees (Kim, 2012), the longer-tenured employees expressed more significant levels of job satisfaction and corporate loyalty, underscoring the significance of organizational tenure.

According to similar findings in federal workers, women reported higher levels of job satisfaction than males (Grissom, Nicholson-Crotty & Keiser, 2012; Park & Rainey, 2008). These findings supported the idea that men and women perceive distinct degrees of job satisfaction. Last but not least, Wright and Davis (2003) recognized the significant influence of age on job satisfaction by pointing out that job satisfaction increased in the 20–25 age range due to rising levels of excitement and fell in the 40–50 age range (30-40 years old).

▪ **Correlation between perceived leadership behaviors and job satisfaction**

The influence of leadership styles on employee work satisfaction has been supported by research done in the public sector. Positive leader behaviors that promote support and feedback, cultivate trust, and behave with integrity are linked to the practical well-being of employees and lower stress (Skakon, Nielsen, Borg & Guzman, 2010). For instance, it was shown that, among the three leadership philosophies, only transformational leadership significantly benefited faculty job satisfaction in Ethiopian Public Universities. Academic staff said they favored transformative leadership initiatives that seemed to boost their level of autonomy (Kebede & Demeke, 2017).

Similar findings in U.S. government organizations demonstrated that perceived levels of a CEO's transformational leadership behaviors significantly impact a subordinate's job satisfaction and well-being and contribute more to predicting or clarifying organizational performance than the transactional leadership style (Muterera, Hemsworth, Baregheh & Garcia-Rivera, 2018). (2016) Burg-Brown Bottomley, Mostafa, Gould-Williams, and León-Cázares (2016) found that employees who thought their leaders were transformative had a strong motivation to engage in extra-role actions, were more connected to the company, and offered a helping hand to their coworkers voluntarily.

More evidence of the significant influence of leadership style on employee happiness is provided by Vermeeren, Kuipers, and Steijn (2014) in Dutch municipalities. While corrective leadership style had a detrimental effect on employees' satisfaction levels, stimulating managers' leadership styles appeared to have a significant positive impact. Writings claim that a motivating leadership style demonstrates how employees are treated by considering their needs and ideals. The most notable transformational behaviors that influence the components of job satisfaction in this regard were identified by Voon, Lo, Ngui, and Ayob (2011). In contrast to all four characteristics of transformational leadership, only contingent reward and active management, by exception, appeared to be favorably related to working conditions, job satisfaction, and assignment satisfaction.

III. METHODS

▪ **Sampling**

▪ The study's target population included workers in five Jordanian municipalities. 310 questionnaires were collected between January 2022 and May 2022, but only 250 (52% RR) were valid. 229 employees and 21 directors and supervisors made up the total number of respondents, 126 of them were women, and 124 of whom were men. The respondents' average age was 44.66, with the bulk (34.8%) being between the ages of 41 and 45

▪ Questionnaire

To achieve the goals of this study, two assessment scales were used. Avolio and Bass's Multifactor Leadership Questionnaire (MLQ), which consists of 36 items, was used to gauge respondents' leadership attitudes (2004). Employees rated how frequently their supervisor displayed the specified traits on a 5-point Likert-type scale, from 0 (not at all) to 4 (often, but not always). It evaluates three different leadership styles: transactional leadership (a score of 0.744 for eight items), passive-avoidant leadership (a score of 0.858 for eight items), and transformational leadership (a score of 0.948 for twenty items). The transformative leadership scale has five subscales, which are as follows:

1) Idealized influence behaviors,
2) Idealized influence traits
(3)Encouraging inspiration,
(4) Mind-stimulating activities, and
5) Individual thought

The two sub-scales listed below were also used to gauge transactional leadership:
(1)Conditional reward
(2)active management by exception.

The following scales looked to be used to assess passive, avoidant leadership:
(1)Passive and exception-based management
(2)Laissez-faire management.

Utilizing items from the following three measures, job satisfaction was measured:

First, JDI (Job Descriptive Index, Smith, Kendal & Hulin, 1969,(

(2)The Minnesota Satisfaction Questionnaire (MSQ), developed in 1967 by Weiss, Dawis, England, and Lofquist, and three) and JSS (Job Satisfaction Survey, Spector, 1985).

The total number of questions was 16, and five characteristics—coworker relationships (a = 0.765), work nature (a = 0.728), opportunities for skill and personality development (a = 0.737), salary and evaluation (a = 0.775), and work conditions and safety (a = 0.708)—accounted for 5% of the total. Respondents were asked to indicate how much they agreed or disagreed with each trait using a 5-point Likert scale (1 being strongly disagreed, and 5 being strongly agreed). In addition, questions about the respondents' demographic information, such as their gender, age, educational background, marital status, and job status, were asked in the questionnaire's first part.

Four academics and practitioners in the management field served on the panel of experts that assessed the questionnaire's content validity. The Multifactor Leadership scale's Cronbach coefficient was found to be 0.858, while the work satisfaction scales was 0.866.

▪ **Procedure**

A questionnaire was used to collect the data, typically taking respondents 15 to 25 minutes to complete. The right to privacy, voluntary participation, anonymity, and confidentiality were all explained to the participants.

▪ **Data Analysis**

The Statistical Package of Social Science (SPSS) version 25.0 was used to analyze the data. The means and standard deviations for each leadership and satisfaction factor were calculated and provided in the descriptive section of the results. All of the research issues were examined in the section on inferential statistics. T-test and ANOVA analyses were used to assess perceived leadership and job satisfaction influences. The Person r correlation was used to investigate any connections between leadership and job satisfaction. The degree of confidence for the statistical significance of each metric was set at 0.05.

IV.   RESULTS

▪   **Demographic Data**

▪   250 personnel from five municipalities in Jordan made up the overall sample for this study, 226 of whom were workers, and 24were department heads and supervisors, with women making up the majority (n = 126). Their age ranged from 29 to 55 years old, with the majority (34.8%) falling into the 41 to 45 age group. The participants possessed a master's degree in 3.8% of cases, a high school diploma in 32%, and a bachelor's degree in 64.2% of cases. The majority of participants worked in secretarial positions (n = 101), technical positions (n = 51), finance positions (n = 24), cultural positions (n = 24), management positions (n = 22), engineering positions (n = 24), and four in the legal aid department. In terms of marital status, the majority of the sample (50%) were married with kids. More than half of the group (n = 54) had one to five years of job experience, followed by those with 12 to 14 years (n = 50) and those with six to eleven years (n = 49).

▪   **Perceived leadership behaviors from subordinates' perspective**

The transformational leadership style was deemed to be the most prevalent by department supervisors' subordinates (M = 20, SD = 0.79), with the idealized influence-behavior receiving the highest ratings (M = 2.61, SD = 0.81), followed by the idealized influence-attributes (M = 2.59, SD = 0.96) and individual consideration (M = 2.56, SD = 0.90). Public managers were seen as emphasizing values and beliefs, instilling a sense of purpose, making moral and ethical decisions, and giving their employees a feeling of a shared mission, according to desired behaviors. Regarding their idealized characteristics, they appeared to concentrate on the group's good and display respect. Regarding individual consideration, managers appeared to be aware of each employee's requirements, abilities, and goals and to emphasize coaching and to develop staff members.

The transactional leadership style (M = 2.31, SD = 0.73) was the second most popular. Public managers appeared to demonstrate more exception-active management (M = 2.34, SD = 0.78) and less contingent compensation (M = 2.28, SD = 0.84) than private managers. Monitoring for problems as they develop and taking proactive steps to solve them were distinguishing characteristics of management by exception -active. In line with this, managers who employed contingent incentives made it clear to subordinates what to expect when objectives were met and expressed satisfaction with a job well done.

Finally, it was discovered that employees also believed their managers exhibited poor leadership behaviors to a lesser extent (M = 1.34, SD = 0.86), adopting avoidant (M = 1.14, SD = 0.92) and passive (M = 1.54, SD = 0.92) behaviors. Poor leading behaviors were viewed as avoiding even acting on issues on time or making judgments when required.

▪   **Norm Comparison of Subordinates' MLQ perceptions**

In this section, it was crucial to compare the participants' leadership ratings to benchmarks and ideal scores derived from Avolio and Bass (2004). It was expected that the discrepancies between the reported behaviors of the subordinates and those behaviors that stand out in terms of norms and ideal scores would be helpful information for upcoming supervisor leadership development plans. The leader's representation of a vision and challenging the assumptions of subordinates' beliefs both received lower total ratings for transformational leadership than norms and discontent within the ideal score, respectively (-0.62). They also performed worse than average in transactional leadership behaviors, with proving rewards showing the most significant divergence from the norm (-0.8). Finally, municipal officials appear to engage in   practices more frequently by delaying action when issues arise (+0.31) and avoiding involvement (+0.26). The findings of the norm comparison between the leadership perception ratings of subordinates are presented in Table 1.

Table 1: Norm Comparison of Subordinates' MLQ perceptions

MLQ Scale	Mean	Norm	Mean Difference	Ideal Score
Transformational				> 3.0 - < 3.75
Idealized Influence	2.59	2.66	- 0. 7	
Idealized Influence	2.61	3.21	- 0.6	> 3.0
Inspirational Motivation	2.49	3.08	**- 0.59**	> 3.0
Intellectual stimulation	2.43	3.12	**- 0.69**	> 3.0
Individual consideration	2.56	2.87	- 0.31	> 3.0
Transactional				2 – 3
Contingent Reward	2.28	3.08	**- 0.8**	> 2.0
Management-by-Exception (Active)	2.34	2.43	- 0.09	< 1.5
Passive/Avoidant Leadership				0 – 1
Management-by-Exception (Passive)	1.54	1.23	**+ 0.31**	< 1.0
Laissez Faire	1.14	0.88	**+ 0.26**	< 1.0

0 = never, 1 = once in a while, 2 = sometimes, 3 = fairly often, 4 = frequently if not always

▪ **Differences in leadership behaviors based on demographic variables**

Only gender, tenure, and work experience tended to distinguish the perceived leadership behaviors among the demographic factors. According to the analysis, male subordinates thought their supervisors used transformational leadership behaviors more often than female ones ($t(214) = 2.21$, $p = 0.028$; $t(222) = 2.23$, $p = 0.027$). Regarding tenure, it was discovered that work experience in the same position had a significant impact on transformational and transactional leadership behaviors ($F(29,207) = 1.60$, $p = 0.033$ and $F(30,214) = 1.62$, $p = 0.028$, respectively). Additionally, the number of years in a position significantly impacted the transformational and transactional leadership characteristics, $F(31,205) = 1.83$, $p = 0.007$ and $F(31,213, = 1.61$, $p = 0.027$, respectively.

▪ **The most determinant dimensions of job satisfaction**

Regarding the examination of the data, workers generally appeared to be extremely satisfied ($M = 3.55$, $SD = 0.52$). The relationships at work, such as superior-subordinate ties or/and colleague satisfaction, were the respondents' most significant drivers of job satisfaction ($M = 3.95$, $SD = 0.76$); the nature of the task ($M = 3.94$, $SD = 0.76$); and the salary and evaluation ($M = 3.34$, $SD = 0.68$). The two aspects of skills and personal development ($M = 3,31$, $SD = 0,71$) and work environment and safety ($M = 3,21$, $SD = 0,87$) were shown to have the lowest satisfaction levels.

▪ **Differences in job satisfaction based on demographic variables**

In the next three dimensions, men ($M = 3.63$) and women ($M = 3.47$) had higher levels of total job satisfaction than one another ($t(248) = 2.43$, $p = 0.016$). (3) and pay evaluation $t(248) = 2.24$, $p = 0.026$; (1) relations at work $t(248) = 2.32$, $p = 0.021$; (2) abilities and personal development $t(248) = 2.05$, $p = 0.041$. Additionally, it was discovered that age affected the degree of satisfaction with the income and evaluation dimensions $F(3, 246) = 3.22$, $p =.023$. Particularly, workers aged 41 to 45 reported higher levels of satisfaction than workers aged 51 to 60. Employees in the age range of 41 to 45 were more satisfied than those in the 51 to 60 age range regarding the work environment and safety ($F(3, 246) = 3.68$, $p =.013$). It was discovered that a person's educational background strongly influences how much they value their employment $F(2, 247) = 7.06$, $p =.001$, with graduates expressing greater satisfaction than postgraduates and high school graduates. Graduates also reported higher levels of satisfaction than high school graduates in the dimensions of skills and personal development, remuneration, and appraisal ($F(2, 247) = 4.31$, $p = 0.014$ and 4.23, $p = 0.016$, respectively). The research also showed that marital status significantly impacted the aspect of relations at work $F(3, 246) = 2.78$, $p =.002$, with married employees with children reporting higher levels of satisfaction than those who were single. The work environment and safety component was also found to have a substantial tenure effect, with individuals with 12–14 years of experience in the same position reporting greater levels of job satisfaction than those with 6–11 years of experience.

▪ **Correlation between perceived leadership behaviors and job satisfaction**

The Pearson r correlation coefficient was then employed to address the fifth study issue, which concerned perceived leadership behaviors and how they relate to job satisfaction. According to the analysis's findings, there was a substantial positive association between work satisfaction and (a) transformational leadership ($r(250) =.45$, $p .01$) and (b) transactional leadership ($r(250) =.42$, $p .01$). Employees who evaluated their supervisors' acts as being more transformational and transactional expressed greater job satisfaction. Additionally, a strong negative association between passive leadership and job satisfaction was discovered. Workers who rate their managers as extremely passive leaders reported lower levels of job satisfaction ($r(250) = -.34$, $p .01$).

V.   DISCUSSION

The study's primary goal was to investigate the link between effective leadership practices and work satisfaction. The descriptive statistics revealed that department supervisors are thought to demonstrate higher levels of transformational than transactional abilities in the first research issue. Idealized Influence (behavioral) and Idealized Influence were the two competencies that seemed to stand out as the greatest ones (attributed). Supervisors are said to place more focus on actions that make followers feel proud to be affiliated with them and to project strength and confidence through a shared mission and a strong sense of purpose. The results of earlier studies are consistent with adopting a more transformational leadership style than a transactional one in the public sector (Andersen, 2010; Hansen & Villadsen, 2010). The lowest averages were noted in intellectual stimulation and inspirational motivation competencies. Nevertheless, the total scores for transformational leadership were revealed to be lower than the standards and the ideal scores.

Given the significance of change-oriented leadership behaviors, such as challenging preconceived notions and beliefs (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2018; Fernandez, 2008), leaders of

public organizations need to engage in these behaviors more frequently. More importantly, transformational behaviors have been shown to significantly impact employees' well-being (Muterera, Hemsworth, Baregheh & Garcia-Rivera, 2018; Skakon, Nielsen, Borg & Guzman, 2010), the level of autonomy they have (Kebede & Demeke, 2017), and their job satisfaction (Muterera, Hemsworth, Baregheh & Garcia-Rivera, 2018; Bottomley, Mosta

Public managers tended to have substantially greater behaviors concerning the transactional leadership style than the optimum scores, which were based on the Full Range Leadership Model. Specifically, pay attention to abnormalities and errors by keeping an eye on subordinate performance and acting appropriately when deviations occur. In line with this, they appeared to offer lesser continent rewards than usual. Public managers must increase the level of providing tips and decrease their correcting leadership style approaches given that contingent reward, and active management by exception competencies are both positively related to working conditions and work assignment satisfaction (Vermeeren, Kuipers & Steijn; 2014; Voon, Lo, Ngui & Ayob, 2011). Another intriguing finding was that public administrators appeared to use a lot of passive leadership. They seemed to avoid becoming involved or taking accountability for subordinates' activities. Because passive/avoidant management is described as reactive rather than a bold style of leadership, it might result in poor levels of job satisfaction. There is evidence to suggest that employees like the amount of task communication and job autonomy because it makes them feel more devoted to the organization (Tummers, Steijn, Nevicka & Heerema, 2016; Lin, Lin, Lin & Lin, 2013). Therefore, to prevent significant performance problems from occurring in the first place, public managers should give their employees additional supervision and task assistance by recognizing high-performance levels and intervening when necessary. Therefore, it is advised that public managers maintain open lines of communication with staff members in the context of shared responsibility and teamwork (Aronson, Sieveking, Laurenceau, & Bellet, 2003). (Morse, Buss & Kinghorn, 2007).

Regarding the second research question, it was discovered that the perception of leadership behaviors was highly influenced by gender, tenure, and work experience. Men saw their superiors to use transformational and transactional leadership behaviors more frequently than women did, according to gender. The bulk of research has shown that women display higher degrees of transformative leadership than men, therefore, this result is unexpected (Eagly, Johannesen-Schmidt & van Engen, 2003; Bass, Avolio & Atwater, 1996). The findings also show that tenure and overall years of workforce experience impact how subordinates see transformational and transactional leadership practices. These results align with the current available literature (Vigoda-Gadot, Beeri, 2011; Eagly, Johannesen-Schmidt & van Engen, 2003; Vecchio & Boatwright, 2002).

The third research topic looked into the factors that most affect job happiness. As a result, the study in this article demonstrated that public employees had a high overall job satisfaction rating. The relationships at work, the nature of the task, the remuneration, and the evaluation were thought to be the most critical factors. These findings firstly show that relationships between coworkers and supervisors are regarded as the most critical factor in determining job satisfaction, consistent with earlier findings (Vermeeren, Kuipers & Steijn, 2014; Parvin & Kabir, 2011; Gould-Williams, 2007; Moynihan & Pandey, 2007). Second, it was discovered that the nature of the job had a favorable impact on how satisfied public employees felt. Similar findings that emphasized the importance of the job's subject can be found in the corresponding bibliography (Borst & Lako, 2017; Gould-Williams, 2007). The amount of cognitively hard work that includes components like a range of jobs, high levels of autonomy, and opportunities to apply their skills and abilities appears to be of more excellent value in particular (Tummers, Steijn, Nevicka & Heerema, 2016). The wage and appraisal of jobs ranked third in importance. Numerous researchers have verified the critical importance of compensation and promotion in employee satisfaction, including Cantarelli, Belardinelli, and Belle (2016), Zahoor, Rafiq, Zia, and Rizwan (2014), and Herzberg, Mausner, and Snyderman (2011).

Regarding the fourth research question, it appeared that work satisfaction was highly influenced by gender, age, educational attainment, material status, and tenure among all the demographic factors. Similar discrepancies have also been shown to exist in the public sector based on factors such as gender, age, and educational attainment (Grissom, Nicholson-Crotty, & Keiser, 2012; Park & Rainey, 2008). (Moynihan & Pandey, 2007; Steijn, 2004; Wright & Davis, 2003). Finally, it was discovered that tenure impacted job satisfaction in the work environment and safety, with employees between the ages of 12 and 14 reporting higher levels of happiness than those between the ages of 6 and 11 years. These results are comparable to Kim's (2012) study on government servants, which discovered a significant impact of an organization's tenure on the degree of satisfaction of experienced workers. Finally, the findings showed substantial disparities in job satisfaction based on employees' marital status and tenure, with married workers with children and those with 6 to 11 years of experience in the workforce reporting higher levels of satisfaction.

The final research topic examined how perceived leadership behaviors and work satisfaction relate. Workers who felt their boss displayed more transformational and transactional behaviors were happier in their roles. On the other hand, employees rated their managers as very passive leaders who expressed low job satisfaction. According to several studies conducted in the public sector (Muterera, Hemsworth, Baregheh, and Garcia-Rivera, 2018; Kebede and Demeke, 2017; Bottomley, Mostafa, Gould-Williams, and León-Cázares, 2016; Burg-Brown, 2016; Vermeeren, Kuipers, and Steijn, 2014), there is a positive correlation between perceived leadership and job satisfaction. More precisely, evidence suggests that transformational leadership practices increase subordinates' sense of well-being, commitment, and loyalty to the organization, all of which positively affect their job satisfaction levels.

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