

## Predicting Work Environment and Leadership Style of Managers with Job Satisfaction of Education Staff in District 13

### Abstract

With the increase in the level of organizational awareness and competition over the past decade, the work environment has turned into very important for any organization. The work environment shows the organization's guidelines, rules, and goals. The work environment in the organization is an indication of the ethical values, behavioral expectations, and ethics confirmation of the decisions of the members of the organization and signals the existence of options for the selection and action of employees. The study was carried out for predicting the factors of work environment and managers' leadership style with job satisfaction of education staff in District 13. The population was the education staff of District 13 of Tehran, who were 450 people. Multivariate linear regression was used at the inferential level to test the hypotheses. The findings indicated that the factors of work environment and leadership style of managers can be predicted by the job satisfaction of education staff in District 13.

**Keywords:** *Work environment, Managers' leadership style, Job satisfaction*

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### Introduction

The work environment has become very important for any organization with the increase in the level of organization awareness and competition over the past decade. The work environment is a manifestation of the organization's guidelines, rules, and goals. The work environment in the organization shows ethical values, behavioral expectations, and ethical confirmation of the decisions of the members of the organization, which means that there are options for the selection and action of employees (Mahdavi and Rezaei, 2017).

A work environment with a suitable atmosphere has more committed employees with higher job satisfaction. Many elements affect job satisfaction, among which the leadership style is the most significant and valuable factor with a critical role in achieving job satisfaction. This is because successful implementation of any program calls for sincere cooperation of employees with the manager, employee job satisfaction is more important than their manager's leadership style, as managers can reach the organization's goals for growth and development by creating job satisfaction in employees and enhancing their performance (Farhoudi and Ghanbari, 2018).

A suitable leadership style is of the key organizational factors. The manager selects the method or style of leadership for being able to gain the most influence from his / her effectiveness as a leader. Choosing the right leadership style compatible with external motivation could meet the various requirements of employees, and enhance their performance and job satisfaction. The leadership style of managers is one of the effective factors in increasing morale, motivation, efficiency,

effectiveness, and finally productivity in organizations (Hamzah et al.<sup>1</sup>, 2017).

Motafker and Yousefi (2021) studied "the effect of leadership styles on job satisfaction of medical staff (Case study: Emam Hossein Hospital in Tehran)." The study results were presented in two sections: descriptive statistics - the members of the statistical sample were detailed in terms of age, gender, and level of education - and inferential statistics. In this section, the results using the Spearman correlation coefficient test indicated a direct leadership between leadership styles on increasing job satisfaction in the medical staff (Case study: Emma Hossein Hospital in Tehran), and the linear regression test showed that job satisfaction is predicted by leadership style.

Yari (2021) studied "Determining the relationship between the effective variables of job satisfaction of Tehran University staff from a leadership style based on the need for success." The results showed that the leadership styles of managers and the initiative of employees are probably 95% independent of each other in the university and have no relationship with each other. to further ensure the scoring of employees' initiative in the two leadership styles, criterion-oriented and leadership style, the relationship between the test was averaged and it was found that the null hypothesis that the average initiative of employees in the two leadership styles is the same is not rejected. There is no relationship between managers' leadership style and staff initiative in this university. The average initiative of individuals in the two leadership styles is the same and there are no significant differences.

Suprpto et al. (2022) studied "the effect of leadership style and reward on the performance of employees with job

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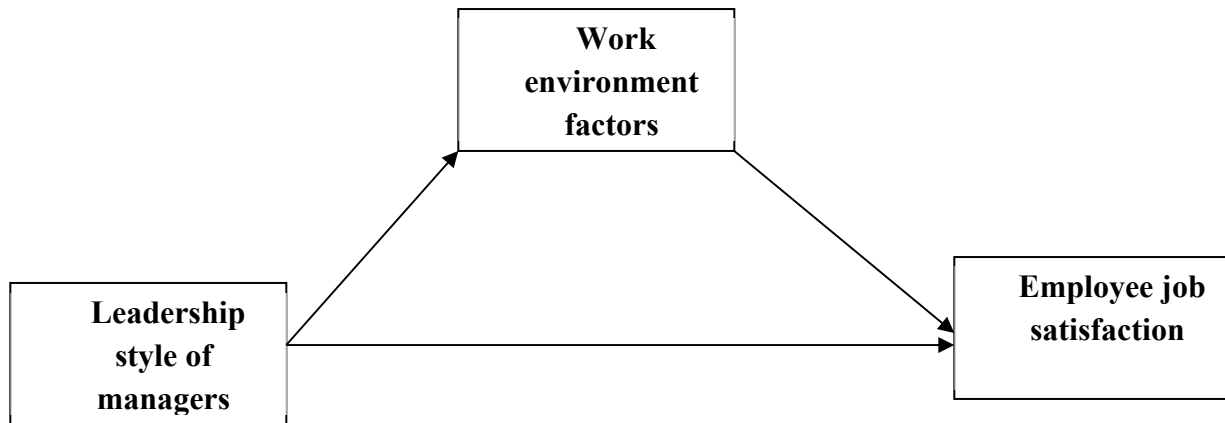
satisfaction as an intervening variable (Case study: Fatemeh Banivangi Islamic Hospital)”. The results of the experimental facts were as follows: (1) leadership style has a positive and significant effect on job satisfaction of 0.000, (2) reward has a positive and significant effect on job satisfaction of 0.002, (3) leadership style has a positive and significant effect on employee performance 0.027, (4) reward has a positive and significant effect on employee performance 0.022, (5) employee job satisfaction has a positive and significant effect on employee performance 0.020, (6) leadership style has a positive and significant effect on employee performance with job satisfaction as a mediator 0.038, (7) reward has a positive and significant effect on employee performance through job satisfaction 0.033.

Bangun (2022) studied “the effect of job satisfaction and leadership style on performance.” The study results showed that job satisfaction and leadership style have a partial or

simultaneous effect on performance. Overall, employees of Bank X feel good about different elements. The leadership style applied in Bank X is consistent with the situation in increasing technological advances.

As leadership styles phenomenon is a key factor for expressing ideas and opinions of people in the organization, identifying the factors affecting it and trying to promote them could facilitate the conditions for expressing opinions, ideas, and opinions of employees, enhance their creativity, and thus, the organizations benefiting from the leadership styles and awareness of employees, pass their path of growth, excellence, and success more quickly. As studying leadership styles, work environment variables, and job satisfaction have been neglected, the study tries to examine the following issue:

- How predictable is the work environment and leadership style of managers with employee job satisfaction?



**Figure 1. Conceptual model of the study**

**Method**

The study was applied in terms of purpose and survey type in terms of implementation. The population was the education staff of District 13 of Tehran, which was 450. A convenience random sampling was used with the help of Cochran's formula. The required sample size among the staff was 207 people, which is the base of the study.

A questionnaire was used to measure the variables. The work environment questionnaire was taken from the paper by Patricia et al. (2017). The questionnaire has nine questions. The Multifactor Leadership Questionnaire (MLQ) was developed by Bass and Olivier in 1985. The questionnaire has 36 items. The Minnesota Job Satisfaction Questionnaire (MSQ) was developed by Weiss, Dawis, Landon, and Lofquist. This questionnaire has 19 questions.

The study used Cronbach's alpha coefficient to ensure the validity of the instrument.

**Table 1. The reliability of the variables**

Variables	Cronbach's alpha
Work environment	0.786
Leadership style of managers	0.850
Employee job satisfaction	0.812

At the inferential level, multivariate linear regression was used to test the hypotheses. The software used in the study was SPSS 21.

The distribution of the values of the variables must be normal to use parametric statistical techniques, which are tested using the Kolmogorov-Smirnov test.

**Table 2. Kolmogorov-Smirnov test**

Variables	Frequency	Sig.
Work environment	207	0.064
Leadership style of managers	207	0.082
Employee job satisfaction	207	0.077

According to Table 2 on the Kolmogorov-Smirnov test of the main variables of the study, it is observed that the value of the significance level obtained for each variable is higher than 0.05, so the null hypothesis is accepted. Thus, the study variables in the sample have a normal distribution.

## Results

### Testing the hypotheses

Before examining the main hypotheses, one must discuss whether there is a correlation between these variables or not, for which the Pearson correlation test is used. This test is

examined for each of the independent and dependent variables of the study.

1. The relationship between work environment and job satisfaction:

The results of the Pearson correlation test for these two variables are as follows:

**Table 3. The relationship between work environment and job satisfaction**

Test type	Frequency	Correlation coefficient	Sig.
Pearson correlation	207	0.412	0.000

Given the significance level that is less than 0.05, one can conclude a significant relationship between work environment and job satisfaction.

2. The correlation between managers' leadership styles and job satisfaction:

The results of the Pearson correlation test for these two variables are as follows:

**Table 4. The relationship between managers' leadership styles and job satisfaction**

Test type	Frequency	Correlation coefficient	Sig.
Pearson correlation	207	0.371	0.000

Given the significance level which is less than 0.05, one can conclude a significant relationship between managers' leadership styles and job satisfaction.

Hypothesis 1: The work environment can be predicted through the job satisfaction of education staff in District 13 of Tehran.

**Table 5. The result of the regression test of the first hypothesis**

Testing the hypotheses	The value of R (Relationship intensity)	R <sup>2</sup> (The coefficient of determination)	Coefficient of change	Constant value	Beta	Sig.
Values	0.412	0.169	0.463	-0.942	0.412	0.000

The effect of job satisfaction of employees on the work environment is 41.2%, which is positive given the positive sign of the beta coefficient. Moreover, according to the value of the coefficient of determination, one can state that 16.9% of the

changes in the work environment can be predicted by employee job satisfaction.

Hypothesis 2: Leadership styles can be predicted through job satisfaction of education staff in District 13 of Tehran.

**Table 6. The result of the regression test of the second hypothesis**

Testing the hypotheses	The value of R (Relationship intensity)	R <sup>2</sup> (The coefficient of determination)	Coefficient of change	Constant value	Beta	Sig.
Values	0.371	0.137	0.401	0.54	0.371	0.000

The effect of employee job satisfaction on leadership styles is 37.1%, which is positive given the positive beta sign. Additionally, given the value of the coefficient of determination, one can state that 13.7% of the changes in leadership styles can be predicted by the variable of job satisfaction of employees.

### **Findings**

Hypothesis 1: The work environment can be predicted through the job satisfaction of education staff in District 13 of Tehran. The effect of job satisfaction of employees on the work environment is 41.2%, which is positive given the positive sign of the beta coefficient. Additionally, given the value of the coefficient of determination, one can state that 16.9% of the changes in the work environment variable can be predicted by employee job satisfaction.

Managers of organizations that can identify and understand the reasons and factors affecting the increase of job satisfaction of their employees can use scientific methods to pursue policies that increase the quality and quantity of work of their employees and thus help the organization in achieving its goals. Hence, more attention to the physical conditions of the workplace and enhancing the conditions could result in more employee satisfaction. Thus, the following are recommended:

- 1- Efforts should be made to increase employee satisfaction by holding training courses and familiarity with current world standards.
2. The necessary measures should be taken using modern equipment and systems, as well as focus on increasing the quality of the desk accessories and equipment, and the beauty and ergonomic conditions of the workspace.

Hypothesis 2: Leadership styles can be predicted through job satisfaction of education staff in District 13 of Tehran.

The effect of employee job satisfaction on leadership styles is 37.1%, which is positive given the positive beta sign. Furthermore, given the value of the coefficient of determination, one can state that 13.7% of the changes in leadership styles can be predicted by the job satisfaction of employees.

There is a positive and direct relationship between leadership style and job satisfaction and the managers must use various and proper management styles considering the level of subordinates and organizational conditions. Transformational and interactive leaderships have a significant positive effect on

the activity of the organization and increase the job satisfaction of education staff, and the culture of the organization has a significant effect on the job satisfaction of employees. Hence, the following is:

1. By creating empathy, increasing motivation, and enhancing employee self-confidence, the level of self-esteem, motivation, and job satisfaction of employees should increase by participatory leadership style.
2. From time to time, the managers should evaluate their leadership style from the employees' point of view using surveys.

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