

Leadership Styles and its Relationship with Job Satisfaction

Received date: 05/07/2022 Accepted date:21/08/2022 Published date:18/09/2022

Adel Guenifi ¹ Mimouna Menasria ²

¹ *Univercity of Biskra , Mohamed Khider, Laboratory of social change and public relations in Algeria, Email : adel.guenifi@gmail.com*

² *Univercity of Biskra, Mohamed Khider, Algeria, Email: m.menasria@univ-biskra.dz*

Abstract:

The current study was concerned with the correlation between leadership styles (autocratic, democratic, and Laisser faire) and the job satisfaction of employees in Investment Bennaceur Company, where it concluded a set of results, the most important of which is, that there is a positive and very strong correlation between the democratic leadership style and job satisfaction for the company's employees. Also, there is a very strong degree of job satisfaction among employees, and the most used leadership style in the company is the democratic leadership style.

Keywords: Leadership style; Autocratic; Democratic; Laisser faire Job satisfaction.

Corresponding Author: *Adel Guenifi, Email: adel.guenifi@gmail.com*

1. INTRODUCTION

In light of the rapid technological developments the world is witnessing and modern ways of working, organizations seek to develop themselves and achieve their goals. Perhaps the most important of these goals is to remain standing in the market, especially in light of fierce competition, and to motivate the latter to work and perform distinctively, making organizations think about how to preserve and develop this human resource and strengthen his skills, as well as make him feel complete loyalty to his organization by achieving the element of job satisfaction for human resources, and many studies have proven that the style of administrative leadership affects The level of employee satisfaction in the institution is significant, so this study came to determine the reality of the effect of the administrative leadership style on achieving job satisfaction for the employees of the INVESTMENT BENNACEUR COMPANY, by measuring leadership styles and the relationship of each style to achieving job satisfaction, and accordingly the following main question can be asked:

Is there a relationship between the administrative leadership style and job satisfaction for human resources in the Investment Bennaceur Company?

In order to understand the topic more, the main question has been divided into sub-questions:

- 1- Is there a relationship between autocratic leadership style and job satisfaction?
- 2- Is there a relationship between non-interference leadership style and job satisfaction?

3- Is there a relationship between democratic leadership style and job satisfaction?

In order to answer the main question and the sub-questions, the general hypothesis and the sub-hypotheses are proposed in the following:

2. The general hypothesis:

There is a relationship between administrative leadership styles and job satisfaction for human resources at Investment Bannaceur Company.

2.1 Sub Hypotheses:

1- There is a relationship between autocratic leadership style and job satisfaction.

2- There is a relationship between Non-interference leadership style and job satisfaction.

3- There is a relationship between democratic leadership style and job satisfaction.

3. The importance of the study:

The importance of the current study lies in the fact that it deals with one of the most important topics in the organization, which is the issue of administrative leadership and its impact on the advancement of organizations. It also addressed the issue of job satisfaction, which if achieved in the organization contributes to its development and continuity.

The importance of the study also lies in the fact that it provides a scientific addition to the library and objectively helps the institution under study to identify the relationship of its administrative leadership to the level of job satisfaction for its human resources.

4. Objectives of the study:

The current study aimed at the following:

- Determining the prevailing leadership styles in Investment BennaceuCompany.
- Determining the relationship between administrative leadership styles and the level of job satisfaction for the company's human resources.
- Knowing the reality of job satisfaction in Investment Bennaceur Company.

5. Defining the concepts of the study:

The current study has dealt with two main variables, administrative leadership and its styles, and job satisfaction for human resources in the organization.

5.1 Concept of Administrative Leadership:

The concept of leadership idiomatically refers to the ability of a person to influence others so that they accept his leadership voluntarily and without legal obligation, in order for the group to automatically recognize the value of the leader in achieving its goals and being an expression of its hopes and ambitions, which allows him to be able to lead the group in the manner he deems appropriate (Al-Qaryouti, 2003, p. 181).

WOLMAN (Shawqi, 1993, p. 03) defines leadership as: “A set of personal characteristics that make directing and controlling others successful.”

T. FIFNER & R.PRESTHUS (Abdel-Baqi, 2008, p. 195) consider that “leadership is a kind of morale and responsibility embodied in the leader, which works to unify the efforts of his subordinates to achieve the desired goals, which go beyond their immediate interests.

Leadership has been defined as the process of moving a group of people in a specific and planned direction by motivating them to act by choice (Al-Talib, 2006, p. 52).

5.1 Leadership styles :

The literature on leadership shows significant change from time to time. This literature starts from the theory of “Great Man” and comes to the most recent styles of transactional and transformational leadership and between of these two has been focusing on leader’s traits, behaviors, and the situational/contingency factors.

5.1.1 Autocratic leadership style .

This type of leadership is known by different names, such as military leadership or autocratic leadership. The history of this leadership dates back to the early ages of man’s formation of his society, where force was a form of life. This type is characterized by its arbitrary behavior derived from the authority granted to him according to his will and whims, often using threatening and intimidating methods The leader of this type usually does not care about getting to know the opinions and ideas of others, as he is the one who chooses goals and defines them and chooses ways to achieve them without his followers having an effective opinion.

Psychology and sociology studies have shown that autocratic leadership raises the status of its adherents at the expense and interest of others. The leader often attributes every success to himself and his efforts, while he blames his followers for failure when he fails. The autocratic leader is characterized by his love for direct supervision of his subordinates and does not allow them to participate in decision-making because of his suspicion on them (Al-Maghrabi, 2010, p. 151).

5.1.2 Laissez-faire leadership style (Non-interference).

This style of leadership is not governed by specific laws or policies or procedures, and this style is characterized by the leader's lack of interference in the course of things, and he does not give his directions or instructions to employees at all, unless he is asked to do so, as it is a leadership that leaves individuals absolute freedom to act and work without Any intervention on the part of the leader, and the leader in this style leaves his subordinates to act as they please and he has to determine the general policy and the main lines of work, and is also characterized by the wide delegation of authority that the leader grants to his subordinates and leaves them the freedom of action and decision-making (Ayasra, 2006, p. 50).

5.1.3 democratic leadership style :

This leadership is based on three pillars: human relations, participation and delegation of authority. The democratic being interacts with members of the group, involves them in making decisions and some other administrative tasks, and delegates many of his powers to his subordinates, and performs his work tasks through the collective organization (Al-Nimr, 2006, p. 327).

The democratic leader shares power with the group and takes their opinion in most of his decisions, and this participation results in raising the morale of individuals and increasing their loyalty and commitment. Ibrahim Mahmoud adds that this style includes a high degree of collective participation in decision-making and a high degree of support to Leader's side (Al-Shafei, 2003, p. 28).

5.2 job satisfaction :

Herzberg defines it as: “A state of happiness achieved through motivational factors related to the job, not the opposite of job dissatisfaction, which is a state of dissatisfaction that comes through factors related to the internal work environment (Hashem, 2010, p. 34).

Hopok defines it as: “a group of concern for psychological, physical and environmental conditions that jointly contribute to the Create a situation in which the individual is satisfied (Sultan, 2003, p. 195).

6. Theories of Study :

6.1 Administratifs leaderships theories:

The development of administrative thought has contributed to the development of leadership theories that attempted to define leadership goals, the characteristics of a successful administrative leader, and the actions he must perform. Administrative thought and the complexity of the administrative process, and therefore there are many theories and models that scholars have come up with about leadership theories, and the following is a discussion of these theories:

6.1.1The Great Man Theory: The Great Man Theory dominated management thought in the field of leadership in the late eighteenth century AD, and the theory was based on the assumption that great events and results are carried out by great men, and that leaders are born leaders who have a set of characteristics and characteristics desired by their followers, and that individuals who have Few leadership qualities, but they are able to be successful leaders in all situations (Stogdillk, 1974, p. 154).

This theory also assumes that the changes that occur in the group are made by a person, or people with extraordinary talents and abilities. The leader is the one who can change the group whenever it is ready to accept the changes (Jamjoom, 1991, p. 235).

This theory focused on the criteria that make successful leadership, based on the influence of its supporters with the legend of the heroic leader, which links success in leadership to the presence of supernatural powers granted by God to the leader (Kanaan, 1992, p. 302).

6.1.2 Trait Theory:

Traits Theory is based on the assumption that there are certain characteristics and traits that characterize the personality of individuals who are capable of leadership, and that these traits can be acquired and not necessarily hereditary. They have personality traits that distinguish them from others (Shawqi, 1992, p. 59).

Therefore, researchers of leadership traits were interested in revealing the set of traits Common to successful leaders by observing a number of leaders and leaders and they managed Using the deductive method between the diagnosis of those leadership traits (al-Khair, 1989, p. 354).

Bass concluded that most of the studies that dealt with leadership traits during the first half of the twentieth century (1904-1947) It includes the following leadership qualities:

- 1- Ability: (such as: intelligence - aptitude - ability to speak).
- 2- Achievement: (such as: assessment - knowledge - mathematical abilities - skills).
- 3- Responsibility: (such as: self-reliance - initiative - perseverance).

4- Participation: (such as: activity - good relations - cooperation).

5- Social status: (such as: social and economic status - fame) (Al-Kalabi, 2000, p. 13).

6.1.3 Interactive theory:

This theory emerged from the conciliatory approach that attempted to combine trait theory and situation theory, and this theory is based on the fact that leadership is a process of social interaction, and believes that leadership effectiveness does not depend on “the interaction between the leader’s personal traits and requirements, but also requires interaction between the leader’s personality and all the surrounding variables.” in a leadership position total" (Malakia, 1989, p. 262).

The interactive theory does not deny the importance of the contributions made by each of the theory Traits and attitude theory to determine the characteristics of managerial leadership, but sees inadequacy Each of them to determine the characteristics of effective managerial leadership. Its supporters believe that leadership Effective leadership is group-centered, and leadership traits that determine success The leader is what enables him to interact with his subordinates. There are those who believe that effective leadership A process based on the influence of the leader on the subordinates in a particular position, and the influence of the subordinates In the leader in this position. Others argue that leadership is not limited to the leader's relationship with his subordinates, but also includes his relationship with his superiors and his relationship with his colleagues (Kanaan, 1992, pp. 368-369).

6.2 Job satisfaction theories:

6.2.1 The hierarchy of needs theory:

Abraham Maslow was influenced by the approach of human relations, which depends on the use of behavioral methods in management, and presented his theory of gradation of needs in 1940, which states that a person has a number of needs and desires that vary according to their satisfaction and degree of urgency permanently (Hassan, 2004, p. 113).

The following figure illustrates Maslow's hierarchy of needs theory:



Figure. 1. Maslow Byramid

6.2.2 Alderfer theory :

Alderfer presented a classification of needs in the form of a hierarchy that closely resembles Maslow's hierarchy of needs. It contains three types of needs:

- 1- Survival needs: They represent the physiological needs of Maslow.
- 2- Connection needs: It expresses the degree of connection of the individual with the surrounding environment and represents the needs of belonging, social needs and part of the need for appreciation.
- 3- Growth needs: They express the individual's quest to develop his abilities and qualifications and represent part of the need for appreciation and respect, and the needs of self-actualization according to Maslow.

This theory is considered complementary to Maslow's theory, where they agree in principle that the satisfaction of workers is achieved by the degree to which their needs are satisfied, but the fundamental difference between them lies in the fact that the Roller theory sees the possibility of seeking to achieve the satisfaction of more than one need at a time, contrary to what you go to Maslow's theory (Sultan, 2003, p. 133).

6.2.3 Herzberg's two-factor theory:

It states that individuals have two basic types of needs: the need to avoid pain and the need for psychological development. The first needs are related to safety and physical health, while the psychological development needs are aimed at self-realization. The aspects of work that satisfy the psychological development needs of workers and generate, if available and appropriate, a feeling of

satisfaction is one of the motivation factors. Therefore, the main formation of this theory is based on two groups of factors: motivation factors and health factors.

A - Motivational factors: These factors constitute those aspects of work that, if present, satisfy the needs of workers for psychological development, and their availability in the workplace in the required manner leads to a feeling of satisfaction among workers, but their absence or inadequacy does not necessarily lead to a feeling of dissatisfaction. Motivation factors can be limited to six elements Work in itself, responsibility, promotion, achievement, appreciation and potential for growth. All of these factors are considered internal factors that have an impact on motivation and the sense of satisfaction at work.

B- Preventive health factors: They are factors related to the aspects of work that, if they are adequately provided, satisfy the stress-generating needs of the workers and are often related to the framework in which the work is performed. In the absence of these factors, they cause a feeling of dissatisfaction, but their availability in general does not necessarily give a sense or feeling good These factors are: the institution's policy and management, technical supervision, salaries, relations with superiors and relations between colleagues, working conditions, status, job security, and the effects of work on personal life such as travel, shifts and geographical location (Al-Humaidhi, 2002, pp. 44-49).

7. Methodology

7.1 The method used:

The descriptive method: The subject of the study is what determines the approach that the researcher must follow, as well as the tools for collecting information. The curriculum is defined as a set of

processes and steps that the researcher follows, in order to achieve his research. Therefore, the curriculum is necessary for research, as it is the one who lights the way and helps the researcher in controlling dimensions, endeavors, questions and assumptions search (Zerouati, 2004, p. 104).

Therefore, "the method works to guide the researcher in the application aspect of the research topic, and it also preserves the direction in which the researcher must go and investigate the research topic." (Albarelo, 1995, p. 64).

7.2 Search Limits:

A - Time limits: The researcher conducted the study in the year 2020.

B- Spatial limits: The current study was conducted in Investment Bennaceur Company, which is a factory for the production of cattle food.

C - Objective limits: The subject of the current study is the relationship of leadership styles to job satisfaction in the company under study.

D - Human limits: the current study was limited to studying a sample of 40 workers in Investment Bennaceur Company out of a total of 74 workers, about 54.05%.

Research Community

7.3 Definition of the Company under study: Investment Bennaceur Company is a livestock food unit that was established in 2011, located in the municipality of Magra M'sila Province, and the production process began in 2014, and the project has recently been expanded, starting with 5 tons per hour and then adding a new production line to increase the production capacity to 8 tons per hour, and new machines have been added, bringing the production capacity to 30 tons per hour, and it seeks with all its efforts to move forward in this huge project



that employs more than 70 workers (source: Human Resources Department).

7.4 Sample Size and Sampling Technique: A random sample of implementation, control and tire workers of 40 respondents in the company was selected with a percentage of 54.05% from the total population under study.

7.5 Data collection tools:

7.5.1 Questionnaire: In order to obtain the data in order to analyze it and draw conclusions, the researcher used a questionnaire to collect data from the study population,

The research instrument was divided into four different parts. Part 1 consisted of 5 items to measure the demographic data of the respondents. Parts 2, 3 and 4 consisted of 28 items used to measure the different dimensions of leadership styles as well as intrinsic and extrinsic job satisfaction respectively. All items were measured on a 5 - point likert scale (ranging from 1 – strongly disagreed to 5 –strongly agreed).

7.5.2 Reliability Of Questionnaire :

In order to verify the reliability and validity of the study tool, Cronbach's alpha coefficient was used, where the questionnaire was applied to 10 respondents (13.51% of the study population)., and the result of the Cronbach's alpha was 0.770 us show in the Table N° 01, which indicates a high level of reliability and validity of the study tool.

Table 01 : Reliability Statistics of study tool

Cronbach's Alpha	N of Items
------------------	------------

8. Statistical Analysis Tools: The current study relied on simple tables, frequencies and ratios to express the characteristics of the sample, and it relied on the Statistical Package for Social Sciences (SPSS V.21) program, to express the relationship between the variables.

9. RESULTS :

9.1 Demographic Data :

Table 02 : Demographic Variables

N°	Characteristics	Frequency	Percentage
1	Gender		
	1-Male	39	97.5%
	2- Female	1	2.5%
2	Age :		
	1- less than 20 years	0	-
	2-]20 – 30]	20	50%
	3-]30 – 40],	10	25%
	4-]40 – 50],	4	10%
	5- Over than 50 years.	6	15%
3	Highest level of Education :		
	1- Primary	9	22.5%
	2- Average	19	47.5%
	3- secondary	5	12.5%
	4- university	7	17.5%
4	Current Position:		
	1- Executing agent	28	70%
	2- Controlling agent	7	17.5%

	3-Responsible	5	12.5%
5	Experience		
	1- less than 2 years	9	22.5%
	2-]2 – 4] years	17	42.5%
	3-]4 – 6]	11	27.5%
	4- Over than 6 years.	3	7.5%

The previous table shows the demographic data of the respondents (gender, age, educational level, current position, experience, where the results were as follows:

A- Gender: the results show that 97% of the respondents are males and the rest are females. This is due to the nature of the work in the company under study, which is considered difficult for women because most of the job positions are for truck drivers, electrical and mechanical engineers, shipping workers and some administrative positions.

B- Age: It also appears that most of the company's employees are young, as 75% of them are under 40 years old. This is due to the fact that the institution is newly established, as it actually started hiring in 2015, and relied on employing young people in their twenties.

C -Educational level: 70% of the respondents have an educational level below middle school. This is because the nature of the work in the company under study and the employment policy followed, they need, as mentioned before, truck drivers and cargo workers, and therefore they do not need a highly educated level.

D - Current position: The company under study employs about 70% of executive workers. This is due, as we mentioned earlier, to the nature of the work in the company, and the company's need for implementation workers more than any other type.

E - Experience: It appears from the table that 22.5% of workers have been employed in the last two years, while 42.5% have less than 4 years and more than two years of work in the company, and 27.5% have work experience between 4 and 6 years, and another 7.5% have more than 6 years of experience in the company. Since the

organization has 7 and a half years of work, most workers have less than 4 years of experience in the company.

9.2 Descriptive Statistics of the variables of study :

Table 03 : Descriptive Statistics

	N	Mean	Variance
Autocratic Leadership Style	40	2,3821	,333
Democratic Leadership Style	40	4,4893	,031
Laisser Faire Leadership Style	40	2,5036	,209
Job Satisfaction	40	4,4071	,037
Valid N (listwise)	40		

The previous table shows the mean, and variance, of administrative leadership styles (autocratic, democratic laisser faire), and job satisfaction.

- Democratic Leadership style in the first with very strong Mean of 4.48/5 (strongly agree). The leadership style most used in Investment Bennaceur Company (The Company of current study).
- Laisser Faire Leadership style the second with Mean equal 2.50/5(disagree).
- The last one is Autocratic leadership style 2.23/5(disagree).
- For th Job Satisfaction his Mean is 4.40/5 (strongly agree)

The previous results show that the dominant leadership style in the company is the democratic leadership style with a

very strong degree, followed by the *laissez faire* leadership style with a weak degree of acceptance, then the autocratic leadership style with a weak degree too.

We find that job satisfaction is available in the company to a very high degree of respondents' acceptance, which indicates their satisfaction with working in the company and working in it for a longer period. He also notes that they do not want to give up their work in the company and try to settle in it as much as possible.

9.3 Descriptive Correlations of the variables of the study :

Table 04 : Correlations Autocratic, Democratic, *laissez Faire* Leadership Style and Job Satisfaction

		Autocratic Leadership Style	Democratic Leadership Style	Laisser Faire Leadership Style	Job Satisfaction
Autocratic Leadership Style	Pearson Correlation	1	-,356*	,491**	,033
	Sig. (2-tailed)		,024	,001	,839
	N	40	40	40	40
Democratic Leadership Style	Pearson Correlation	-,356*	1	-,323*	,438**
	Sig. (2-tailed)	,024		,042	,005
	N	40	40	40	40
Laisser Faire Leadership Style	Pearson Correlation	,491**	-,323*	1	-,118
	Sig. (2-tailed)	,001	,042		,469
	N	40	40	40	40
Job Satisfaction	Pearson Correlation	,033	,438**	-,118	1
	Sig. (2-tailed)	,839	,005	,469	
	N	40	40	40	40

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in the above table (Table No04), the correlation between the job satisfaction of employees and the leadership Styles, where it was found that there is a very strong and positive correlation between the democratic leadership style and the job satisfaction of employees, at a significance level of 0.01%, and Pearson correlation coefficient $r = 0.438$,

It is also clear that there is an inverse relationship between the laissez faire leadership style and the employee job satisfaction with Pearson correlation coefficient $r = -0.118$, when the laissez faire leadership style is higher, the job satisfaction level will lower, and when this style will be higher, the job satisfaction level will be lower.

Looking at the level of significance, there is a weak correlation between the autocratic leadership style and job satisfaction Pearson correlation coefficient $r = 0.033$.

It can be said that the three hypotheses were verified, which says that there is a statistically significant relationship between leadership styles and employee job satisfaction.

9.4 Summary of the questions :

Table 05 : Summary of the questions and their Descriptive Statistics

Questions asked	N	Mea n	Varia nce	Description
The manager concentrates the authority in his hand.	40	2,30	1,19	Autocratic leadership
The leader does not take the opinions of the workers into the decision-making process.	40	2,00	,667	Autocratic leadership
The manager asks the subordinates to carry out the plans without adjusting or modifying them.	40	2,07	,635	Autocratic leadership
The manager does not engage the workers in solving problems.	40	2,00	,718	Autocratic leadership
The manager is keen to be the representative and spokesperson for the employees.	40	3,42	1,17	Autocratic leadership
The manager refuses to have any of the employees do his work for him.	40	2,72	1,07	Autocratic leadership
The manager follows up on absenteeism and tardiness strictly without taking into account the conditions of the workers.	40	2,15	,592	Autocratic leadership
The manager considers that the participation of employees in decision-making leads to the right decision.	40	4,37	,240	Democratic leadership
The manager expresses his ideas in order to discuss them with the employees and take their opinion on them.	40	4,12	,266	Democratic leadership



The manager gives the workers the opportunity to solve their problems at work on their own.	40	4,40	,297	Democratic leadership
manager provides an opportunity for employees to express their opinion and suggestions.	40	4,60	,246	Democratic leadership
Managers are concerned with coordinating efforts among employees.	40	4,50	,256	Democratic leadership
The manager delegates part of his authority to the employees.	40	4,60	,605	Democratic leadership
Managers give employees authority equal to their responsibilities.	40	4,82	,148	Democratic leadership
The manager gives the employees complete freedom to do their work by the way they like.	40	2,70	1,54	Laisser Faire leadership
The manager sometimes hesitates to make a decision.	40	2,70	1,08	Laisser Faire leadership
Each worker has his own personal opinion in the face of work situations.	40	1,67	,789	Laisser Faire leadership
The manager allows employees to go outside during working hours.	40	2,70	1,08	Laisser Faire leadership
The manager is not interested in recognizing the tendencies of the employees.	40	2,05	,562	Laisser Faire leadership
The manager agrees on the methods that employees are committed to doing their work.	40	2,37	,702	Laisser Faire leadership
The manager does not care about regulations when running the business.	40	3,32	,584	Laisser Faire leadership



You achieve adequate praise for work well done from administration	40	4,57	,251	Job Satisfaction
You receive enough time to undertake direct and indirect activities	40	4,45	,254	Job Satisfaction
Your job offers opportunity for provisional growth	40	4,45	,356	Job Satisfaction
Your job offers adequate financial benefit other than salary	40	4,27	,358	Job Satisfaction
Your job offers satisfactory salary.	40	4,40	,503	Job Satisfaction
The work associated with your position allows you to make contribution	40	4,45	,254	Job Satisfaction
Good working relation exist between you and your boss	40	4,25	,346	Job Satisfaction
Valid N (listwise)	40			

The table above shows the mean of questions used to measure different leadership styles and job satisfaction As follows:

A- For the first seven questions about the autocratic leadership style, most of its averages are low.

B- While the second of the seven questions related to the democratic leadership style find that their averages are very high.

C- The third seven questions related to the non-interference leadership style, their averages indicate a very low level of acceptance by the respondents.

D- The last questions related to job satisfaction. The results showed that there is a very high level of acceptance through the arithmetic averages that were very high.

9.5 DISCUSSION :

The purpose of this study was to examine the impact of leadership styles on job satisfaction in Investment Bennaceur Company. This study also attempted to investigate what types of leadership styles contribute to the high level of job satisfaction among the workers in this company.

The finding of the study supported both the first and second objective of the study. A significant relationship was found between Democratic and laiser faire leadership style and employee job satisfaction.

The Democratic and Laisser faire leadership styles positively influenced job satisfaction of workers .

In other words, the findings supported that the workers in Investment Bennaceur Company significantly preferred both types of leadership styles. However, there is a strong relationship between Democratic leadership style and job satisfaction.

10. Conclusion

The current study in Investment Bennaceur Company showed that the objectives and hypotheses of the study have been achieved, by knowing the leadership style most used in the company, and all that is the correlation between leadership styles and job satisfaction for employees, where we found that there is a positive and very strong correlation between the democratic leadership style and satisfaction. It also found that there is a weak and negative correlation between the non-interference leadership style and job satisfaction, and that there is a weak positive correlation between the authoritarian leadership style and job satisfaction.

Bibliography List:

1. Al-Maghribi, K. M. (2010). *Organizational Behavior, Individual and Group Behavior in Organization*. Amman: Dar Al-Fikr for Publishing And Distribution.
2. Al-Humaidhi, A. A. bin M. (2002). *Job satisfaction and its relationship to productivity (Magister thesis)*. Department of Administrative Sciences, Naif University Arab for Security Sciences, Saudi Arabia.
3. Luc , A. et A. (1995). *Practices and methods of research in the social sciences*. Paris: Armand Colin.
4. Al-Kalabi, S. A. (2000). *Towards a comprehensive leadership model*. Riyadh: Research Center.
5. Kanaan, N. (1992). *Administrative Leadership*. Amman: Dar Al-Thaqafa Library for Publishing and Distribution.
6. Al-Qaryouti, M. Q. (2003). *Organizational Behavior - A Study of Individual and Group Human Behavior in Various Organizations*. Amman: Dar Al-Shorouk.
7. Abu al-Khair, K. H. (1989). *The Origins of Scientific Management*. Cairo: Ain Shams Library.
8. Lewis , M. (1989). *The Psychology of Groups and Leadership*. Cairo: The General Egyptian Book Organization.
9. Shawqi, T. (1992). *Leadership Behavior and Management Effectiveness*. Cairo: Gharib Library.
10. Al-Talib, H. (2006). *Leadership Training Guide* (3 ط). Dar Al-Arabiya for Science.
11. Hassan, R. (2004). *Contemporary Organizational Behavior*. Alexandria: University House.
12. Al-Nimr, S. bin M. (2006). *Public Administration, Foundations and Functions* (6 ط). Riyadh: Al Shukri Library.
13. Jamjoom, H. N. (1991). *The Psychology of Management*. Jeddah: Dar Al-Shorouk.

14. Abdel-Maqsoud, I. M., & El-Shafei, H. A. (2003). *Administrative Leadership in Physical Education*,. Alexandria: Dar Al-Wafaa for Donia Printing and Publishing.
15. Abdel-Baqi, S. E.-D. M. (2008). *Organizational Behavior - A Contemporary Applied Introduction*. Alexandria: University House.
16. Stogdillk, R. M. (1974). **Personal Factors Asscciated with Leadership A Survey of the Literature**. *Journal of Psychology*, 25, 35-71.
17. Sultan, M. S. A. (2003). *Human Resources Management*. Alexandria: New University Publishing House.
18. Ayasra, A. A. A. R. (2006). *Leadership and Motivation in Educational Administration*. Amman: Dar Al-Hamid for Publishing and Distribution.
19. Hashem, A. A. R. (2010). *Leadership and its relationship to job satisfaction*. Amman: Al-Yazuri Scientific House.
20. Zerouati, R. (2004). *Scientific Research Methodology in Social Sciences*. **Algeria**: Modern Book House.



