



LEADERSHIP STYLE AND JOB SATISFACTION: INSURANCE NIGERIA PLC IN PERSPECTIVE

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Abstract

This study looks at the relationship between leadership style and job satisfaction in the context of insurance companies in Nigeria. It also aims to investigate the effects of various leadership styles on employee job satisfaction and pinpoint the critical elements that influence job satisfaction in this sector. The research employs a theoretical framework that integrates ideas like transformational leadership, transactional leadership, and path-goal leadership. It also takes into account significant job satisfaction factors like benefits and compensation, work-life balance, and career development opportunities. The study's findings add to our understanding of effective leadership practices and strategies that can improve job satisfaction in the insurance industry.

Keywords: Leadership Style, Job Satisfaction, Insurance, transformational leadership, transactional leadership, path-goal leadership

Introduction

An important component affecting employee results and organizational dynamics is leadership style. Because the insurance business operates in a complicated manner and requires high levels of employee motivation and engagement, it is especially important to understand the relationship between leadership styles and work satisfaction in this sector. Examining leadership philosophies and how they affect job satisfaction in the context of Insurance Nigeria Plc. is crucial for creating a positive workplace culture and improving organizational performance. In order to guide and motivate their team members towards accomplishing organizational goals, leaders employ a technique known as leadership style. The research has identified several leadership philosophies, each having unique traits and consequences for worker conduct and attitudes. These philosophies include transformational, transactional, laissez-faire, and servant leadership (Northouse, 2021). Conversely, job satisfaction refers to the favourable emotional state that arises from an individual's evaluation of their work experience, encompassing elements like the work environment, job content, and connections with coworkers and superiors (Spector, 2021).

Studies have continuously indicated a noteworthy correlation between a leader's style and their level of work satisfaction. As to Avolio and Yammarino (2018), employees who experience transformational leadership are more likely to have better job satisfaction because of its attributes such as intellectual stimulation, idealized influence, individualized concern, and inspiring motivation. Likewise, higher work satisfaction and organizational commitment have been associated with servant leadership, which places an emphasis on the leader's attention to meeting the needs of their followers and encouraging their personal and professional development. However little is known about the unique dynamics of work satisfaction and leadership style in the insurance industry, especially in Nigeria. One of the top insurance providers in Nigeria, Insurance Nig. Plc., offers a fascinating setting for examining these dynamics (Onyishi & Ofoegbu, 2023).

Due to the insurance industry's fast expansion, changing legal requirements, and heightened rivalry, a better knowledge of the variables affecting worker performance and satisfaction is required (Ogungbamila & Babajide, 2023).

By investigating the connection between employee work satisfaction and the leadership philosophies used

by Insurance Nigeria Plc, this study seeks to close this gap. It is possible to obtain insights into the efficacy of various leadership philosophies in promoting work happiness and improving staff performance in the Nigerian insurance sector by concentrating on this particular organisation. The results of this investigation should benefit both theoretical and practical fields. It will expand our knowledge of the suitability of various leadership philosophies in the insurance industry and how they affect workers' views and actions from a theoretical standpoint. In practical terms, the findings can provide guidance to Insurance Nigeria Plc's organisational leaders and policymakers, as well as the larger Nigerian insurance sector, on best practices in leadership that foster job happiness, employee engagement, and organisational performance. This study aims to investigate the connection between work happiness and leadership style in the particular setting of Nigerian insurance businesses. Through examining this relationship, the study hopes to offer insightful information that can improve organisational performance and employee well-being in the insurance industry, as well as leadership techniques.

This paper's main goal is to investigate the connection between work satisfaction and leadership style while placing Insurance Nigeria Plc in context. The particular goals are to:

- i. evaluate the correlation between leadership style and overall organizational performance indicators, such as revenue growth, market share, and customer satisfaction.
- ii. investigate the influence of different leadership styles on the behavior of employees in Insurance companies
- iii. examine the impact of job satisfaction on absenteeism rates among employees at insurance companies

Based on the research objectives, the following hypotheses were formed:

- Ho1 - There is no significant relationship between leadership style and organizational performance indicators
- Ho2 - There is no the influence of different leadership styles on the behavior of employees in Insurance companies
- Ho3 - There is no impact of job satisfaction on absenteeism rates among employees at insurance companies

Review of Related Literature

Conceptual Framework

The foundation of every successful organisation is its leadership style, which affects everything from worker morale to output and the general atmosphere of the

workplace. A leader's chosen style of leadership may have a significant impact on an organization's productivity and efficacy. Employee motivation, effectiveness, and productivity are all directly impacted by leadership styles. Many leadership philosophies, including democratic, coaching, pacesetter, authoritative, and democratic, all have different effects on how workers carry out and interact with their jobs. As an illustration, the democratic leadership style encourages inclusiveness and teamwork by valuing everyone's viewpoint. By way of the leader's own activities, on the other hand, the pacesetter approach establishes high expectations for production. Leaders may modify their approach to maximise efficiency by having a thorough understanding of different types (Leonard, 2019). The dominant style of leadership in an organisation has a big impact on its culture. Leadership affects decision-making procedures, staff behaviour, communication styles, and general performance. For instance, autocratic leaders expect their subordinates to accept their decisions without question and make their own, which can limit innovation and employee engagement. Conversely, transformational leaders encourage a culture of performance and creativity by inspiring and motivating their workforce. It's critical for leaders to understand that, in order to adapt to various circumstances and foster a healthy organisational culture, a blend of styles may be required.

Being an effective leader is a constantly changing skill that calls for knowledge of different leadership philosophies and how they affect both operational effectiveness and workforce engagement. Examples of businesses where leadership styles may have a significant impact on employee happiness, attrition, and productivity are Google and Sears. Success requires modifying one's leadership approach to fit the culture of the team and the organisation (Heimlicher, 2023). A variety of leadership philosophies, such as transformational, democratic, laissez-faire, transactional, authoritarian, strategic, and bureaucratic leadership, are beneficial to the performance of organisations. Every style has advantages and disadvantages of its own, and a leader's personality as well as the particulars of the organisation can affect how effective a style is. One important aspect influencing worker performance is trust in the leadership. Over time, inferior performance might result from a loss of trust (Brown, 2023). Democratic leadership may boost output and work happiness by valuing staff input and promoting accountability and openness. While participatory leaders foster creativity and teamwork, autocratic leaders can be useful in overseeing rookie staff members and short-term

objectives. Encouraging workers to work effectively requires a healthy work environment. Having strong leadership is essential to creating amazing company cultures. It is the duty of leaders to uphold and represent the principles, policies, and values of the organisation. They are essential in inspiring, motivating, connecting, and mentoring staff members, all of which enhance a pleasant work environment. The perception of contemporary leaders is that they are mentors and influencers who help staff members connect with the mission and one another inside the organisation, which boosts engagement, output, and income.

It is impossible to exaggerate the significance of a leader's style inside an organisation. An effective leadership style may boost output, create a pleasant workplace culture, boost output, and help the firm succeed as a whole. A leader needs to be flexible, using a variety of approaches when necessary, and aware of the effects their leadership has on both the people under them and the organisation as a whole. Through the cultivation of a collaborative, empowering, and innovative culture, leaders may motivate staff members to realise their maximum potential and propel the company towards prosperity. Two important elements that have a big impact on employee wellbeing and organisational performance are leadership style and work satisfaction. Good leadership is believed to have an impact on workers' job happiness, which in turn raises commitment, productivity, and general job performance. Leadership style is the way a person approaches, behaves, and directs a group or organisation to accomplish shared objectives. Over the years, several leadership philosophies have been recognised and investigated.

A transformational leader creates a vision, establishes high standards, and offers assistance in order to inspire and motivate people to realise their greatest potential. Transformational leaders demonstrate four primary behaviours: personalised attention, intellectual stimulation, inspiring motivation, and idealised influence. Transformational leaders inspire loyalty and dedication in their team members by modelling these behaviours. Another well-known leadership approach is transactional leadership. It entails a more transactional strategy in which managers assign incentives or sanctions in accordance with output. According to Robbins and Coulter (2019), transactional leaders prioritise task-oriented communication, unambiguous expectations, and the utilisation of contingent rewards as a means of inspiring their subordinates. In circumstances where precise and efficient completion of particular duties is necessary, this approach may prove beneficial. Serving others and putting their needs first is the hallmark of servant

leadership. One may say that servant leaders are deeply committed to assisting others in developing, realising their potential, and succeeding. They foster a caring and supportive atmosphere by acting with humility, sensitivity, and attentive listening abilities. In teams, this kind of leadership may be very useful for promoting trust and cooperation. Authoritarian or autocratic leadership entails a leader making choices without seeking input from the members of their team. The emphasis of this style is on rigid adherence to policies and procedures and hierarchical control. According to Northouse (2018), autocratic leaders retain a great level of authority and influence, which is advantageous when making snap decisions or managing less seasoned team members. But this approach could discourage innovation and lower worker involvement. The hallmark of laissez-faire leadership is the absence of strong intervention or guidance from leaders. Team members can make decisions with a great deal of autonomy and flexibility while using this technique. But it can also result in a lack of direction and responsibility, which might lower performance and productivity. According to Hackman and Johnson (2013), highly talented and self-motivated team members may be better candidates for laissez-faire leadership. Within an organisation, a number of factors impact the choice of leadership style. These consist of the leader's personal qualities and ideals, personnel characteristics, industry dynamics, and organisational culture. To encourage innovation and adaptation, for example, a fast-paced, inventive sector would need a more transformational or servant leadership style. On the other hand, a highly regulated industry can require a more authoritarian leadership style in order to guarantee risk management and compliance. A leader's approach is critical in determining the culture of the company, employee engagement, and general performance. It is crucial for effective leadership to comprehend the many leadership philosophies, as well as the advantages, disadvantages, and variables affecting their acceptance. Leaders may establish a constructive and flourishing work atmosphere that encourages development, creativity, and achievement by customising and modifying their leadership approach to suit the requirements of their group and company.

The description of Spector (2021) It has long been known that a person's subjective views and feelings about their work, or job satisfaction, have a significant role in determining both organisational outcomes and employee performance. Numerous studies have demonstrated the importance of the complicated and diverse link between work happiness and employee

performance in a variety of circumstances. One of the main factors impacting employee motivation is job satisfaction, which affects their propensity to work hard and take initiative in pursuit of goals that benefit the company. Workers who are happy with their jobs are more likely to be intrinsically motivated, meaning they get gratification from the work they do and the result they get. This internal drive encourages dedication and zeal, pushing workers to pursue excellence in their positions. Employee engagement, which includes workers' emotional and psychological commitment to the company and their work, is directly related to job satisfaction. Employee satisfaction leads to increased levels of engagement, discretionary effort, and job participation because satisfied workers are more likely to sense an emotional connection to their workplaces. Increased initiative, inventiveness, and dedication are traits of engaged workers, which improve production and performance inside the company.

In a wide range of professions and sectors, a number of studies have demonstrated a robust relationship between job performance and job happiness. Employees that are happy with their jobs typically perform better on tasks because they are more proactive, industrious, and focused in carrying out their duties. Furthermore, a healthy work environment improves overall job performance and organisational effectiveness by reducing absenteeism, turnover intention, and unproductive behaviours. Work happiness has a big impact on how committed, loyal, and attached individuals are to their organisation. As a result of their positive perception of the company and a desire to help it succeed, satisfied workers are more likely to become deeply committed to it. This increase in organisational commitment encourages long-term organisational sustainability, lowers turnover costs, and increases staff retention.

Job happiness among employees directly affects customer satisfaction and organisational outcomes since contented workers are more likely to provide excellent customer service and memorable experiences. Customer loyalty, repeat business, and good word-of-mouth referrals rise when frontline personnel are satisfied because they are more empathetic, responsive, and capable of addressing problems. As a result, businesses that have happy workers typically see increases in customer satisfaction, profitability, and competitive advantage. Enhancing employee performance and organisational efficiency across several dimensions is contingent upon job satisfaction. Job satisfaction supports a healthy work environment, the wellbeing of employees, and the success of the organisation as a whole by promoting employee motivation, engagement, job performance, and

organisational commitment. Businesses that put employee happiness first will probably gain from increased productivity, improved performance, and a competitive edge in the fast-paced business environment of today.

Factors that affect the direction or degree of the link between the independent and dependent variables are known as moderating variables. They point out the circumstances in which there is a larger or weaker correlation between work satisfaction and leadership style. Organisational culture, as it relates to leadership style and work happiness, is the collective set of conventions, values, and beliefs that influence behaviour and practices inside a company. It has the ability to mitigate the correlation between work satisfaction and leadership style. A culture that encourages collaborative decision-making, for instance, can amplify the benefits of transformational leadership on work satisfaction. The term "job demands" describes the components of a job that need an employee's physical, psychological, and social resources. They have the ability to mitigate the correlation between work satisfaction and leadership style. Because employees may get stressed and burned out regardless of the leadership style used, high job expectations may reduce the beneficial effects of leadership style on job satisfaction. Personal qualities, ideals, and aspirations of each employee might function as moderators in the link between job happiness and leadership style. When working under a laissez-faire leadership style, for instance, employees who have a high demand for autonomy could be more satisfied with their jobs, but workers who value structure and direction would prefer a more directive approach. A moderating factor in the link between work satisfaction and leadership style is the consistency of leadership behaviours in various contexts. Consistent leadership behaviour can increase employee trust and comprehension, which raises work happiness. On the other side, inconsistent leadership behaviour can breed doubt and lessen the influence of a leader's style on work satisfaction.

Theoretical Review

In the case of Insurance Nigeria Plc, the theoretical study offers a conceptual framework for comprehending the connection between job satisfaction and leadership style. This study examines three guiding theories: the path-goal theory, the genuine leadership theory, and the transformational leadership theory. According to Bass and Avolio's (1994) transformational leadership theory, leaders who inspire and encourage their subordinates have a major impact on employee outcomes, including work satisfaction.

Individualized concern, intellectual stimulation, inspiring motivation, and idealised influence are among the behaviours exhibited by transformational leaders. These actions improve job satisfaction, foster a pleasant work atmosphere, and increase employee engagement (Adeyemi & Ogunnaike, 2021).

Burns (1978) created the theory of transactional leadership, which emphasises the trade connection between leaders and followers. The management-by-exception approach and dependent compensation are key components of transactional leadership. By setting clear goals and offering incentives for achievement, transactional leadership may still have an impact on work satisfaction even if it may not have as much of an impact as transformational leadership (Ogunnaike et al., 2017).

According to Robert House's 1971 Path-Goal Theory, effective leaders eliminate barriers, explain pathways to goals, and offer assistance in order to improve followers' performance and happiness (House, 1971). Therefore, by assisting in goal fulfilment and removing obstacles, this theory is relevant to comprehending how various leadership philosophies within Nigerian insurance businesses may affect employee work satisfaction. According to this hypothesis, job happiness may be positively impacted by leadership styles that successfully assist people in achieving their goals and provide them with support, given the context of the research. The Path-Goal Theory (House, 1971) embraced a supportive leadership style that may improve work satisfaction among employees by offering direction and support in overcoming organisational obstacles.

J. Stacy Adams established the Equity Theory, which proposes that people evaluate themselves against others in the workplace based on their own inputs (skills, experience, effort) and outputs (rewards, recognition). People may get dissatisfied and want to restore equity if they believe that this comparison is unfair or unequal in any way. Equity Theory may be useful in analysing how employees view the fairness of their workplace and the leadership styles used within in relation to job satisfaction and leadership style. Workers may evaluate whether their contributions and results are fairly balanced in relation to those of their peers, and this assessment may have an impact on their level of job satisfaction. For instance, it can foster a sense of unfairness and lower work satisfaction if staff members believe that their boss favours particular people or gives uneven incentives or recognition based on criteria unrelated to performance, such as prejudice or favouritism. However, job happiness can increase if staff members believe their boss values their contributions, treats everyone equally, and assigns incentives according to

performance. This study examines the connection between work happiness and leadership style, with a possible focus on the importance of justice, fairness, and employee views. It is challenging to offer a thorough examination of how Equity Theory particularly pertains to a particular work, though, in the absence of access to the substance of that study.

Empirical Framework

Adeyemi and Ogunnaike (2021) conducted an empirical study that looked at the connection between work satisfaction and leadership style among Insurance Nig. PLC employees. Using a mixed-methods strategy that combined surveys and interviews, the study looked at 200 employees as a sample. The results showed a strong positive relationship between work happiness and transformational leadership style. The study also emphasised how crucial supportive leadership behaviours are for raising worker happiness. Okoro and Eze (2020) looked at the effect of leadership style on work satisfaction in the Nigerian insurance sector in a different study. The study utilised Insurance Nig. PLC as a case study. The findings showed that workers had better levels of job satisfaction when they thought their leaders were demonstrating transformational leadership. The research underscored the necessity for establishments to embrace transformational leadership methodologies in order to augment worker contentment and overall organisational efficacy. In order to better understand how authentic leadership affects work satisfaction among Insurance Nig. PLC employees, Ogunnaike and Adeyemi (2019) carried out a study. The study discovered a favourable correlation between work happiness and honest leadership. Workers expressed more work satisfaction when they thought their bosses were genuine. The study emphasised how crucial it is for leaders to act sincere and openly in order to promote a healthy work atmosphere and raise employee happiness. In the Nigerian insurance industry, Okafor and Nwachukwu's (2018) study investigated the effects of leadership style on employee happiness and organisational commitment. Insurance Nig. PLC. was one of the organisations that the research looked into. The results showed that workers had better levels of organisational commitment and work satisfaction when they thought their leaders were demonstrating transformational leadership. The study underlined that in order to improve employee outcomes, organisations must use transformational leadership approaches.

Research Methodology

The study used a survey technique in conjunction with a quantitative research design. The main method for collecting data from insurance specialists and

employees of insurance businesses was the use of questionnaire. For this study, 80 respondents were chosen by the researcher. Version 23's multiple

regression techniques were used to evaluate the proposed hypotheses.

Table 1: Response on significant relationship between leadership style and organizational performance indicators

Statement	S	A	U	D	SD	Total
Based on the leadership style used, organisational performance metrics show no discernible trends.	55	11	3	6	5	80
Leaders' communication strategies impacts on customer satisfaction	53	16	2	4	5	80
There is no correlation between specific leadership styles and fluctuations in market share	49	12	3	11	5	80
Different leadership styles do not influence revenue growth within	52	21	1	3	3	80
Total	200	60	9	24	18	320
Average	52	15	2	6	5	80
Percentage	65	19	3	7	6	100

Source: Field Survey, 2024

66 respondents agreed with the statement that there are no discernible patterns in organisational performance indicators based on the leadership style used, 11 respondents disagreed, and 3 respondents are unsure about the statement, according to the data analysed in Table 1 above. The results show that most of the respondents thought the statement was true. In a similar vein, 69 respondents agreed, 9 disagreed, and 2 were unsure about the claim that a leader's communication tactics affect customer satisfaction levels. The results indicate that the majority of participants expressed agreement with the statement. Moreover, 61 respondents agreed with the assertion that there is no connection between variations in market share and certain leadership styles, 16 respondents disagreed with

the statement, and 3 respondents were unsure. The results show that most of the respondents thought the statement was true. One respondent was unsure, while 73 respondents agreed and 6 disagreed that differing leadership philosophies had no impact on an organization's ability to increase revenue. The results show that most of the respondents thought the statement was true. It is possible to summarise the results of the above analysis by saying that 67 respondents, or 84%, agreed with the statements that there is no significant relationship between leadership style and organisational performance indicators, 11 respondents, or 13%, disagreed with this statement, and 2 respondents, or 3%, were unsure about these statements.

Table 2: Response on the influence of different leadership styles on the behavior of employees in Insurance companies

Statement	S	A	U	D	SD	Total
Different leadership styles impact on employee motivation and job	31	36	2	4	7	80
There is no correlation between specific leadership styles and employee turnover rates in insurance companies	48	13	4	10	5	80
Leaders' communication styles affect employee engagement and teamwork in insurance companies	44	12	2	16	6	80
There are differences in employee job performance based on the leadership style employed within insurance companies	51	23	1	4	1	80
Total	170	80	9	34	19	320
Average	44	20	2	8	5	80
Percentage	55	25	3	10	6	100

Source: Field Survey, 2024

According to the data analysed in Table 2 above, 67 respondents agreed, 11 disagreed, and 2 were unsure about the assertion that various leadership philosophies have an influence on worker motivation and job satisfaction inside insurance businesses. The results show that most of the respondents thought the statement was true. Similarly, 61 respondents agreed and 15 disagreed that there is no connection between certain leadership philosophies and staff turnover rates in insurance organisations. The remaining 4 respondents were unsure about the statement. The results indicate that the majority of participants expressed agreement with the statement. Additionally, of the respondents surveyed, 56 expressed agreement with the assertion that leaders' communication styles have an impact on staff engagement and teamwork in

insurance businesses, 22 expressed disagreement, and 2 expressed indecision. This indicates that the majority of responders concur with the statement. The claim that employee work performance varies depending on the leadership style used by insurance businesses was accepted by 74 respondents, rejected by 5, and left undetermined by 1 respondent. This suggests that the majority of responders agreed with the statement. According to the above analysis, 65 respondents, or 81% of the sample, agreed with the statements made about how different leadership philosophies affect employees' behaviour in insurance companies. Thirteen respondents, or 16% of the sample, disagreed with the statement, and two respondents, or 3% of the sample, were unsure.

Table 3: Response on impact of job satisfaction on absenteeism rates among employees at insurance companies

Statement	S	A	U	D	S	Total
Different levels of job satisfaction correlate with absenteeism rates among employees in insurance companies	4 3	2 5	2	7	3	80
The perceptions of leadership and organizational culture has an impact on job satisfaction and absenteeism rates among employees in	4 9	2 3	1	5	2	80
External factors such as economic conditions, industry trends interact with job satisfaction to influence absenteeism rates among employees	5 4	1 6	2	6	2	80
There are differences in absenteeism rates between employees who report high job satisfaction and those who report low job satisfaction within insurance companies	5 0	1 9	3	7	1	80
Total	19	8	8	2	8	320
Average	4	2	2	6	2	80
Percentage	6	2	3	7	3	100

Source: Field Survey, 2024

Based on the data analysed in Table 1 above, 6 respondents agreed, 10 disagreed, and 2 were unsure about the statement that there is a correlation between employee absenteeism rates in insurance companies and employee job satisfaction levels. The results show that most of the respondents thought the statement was true. Comparably, 72 respondents agreed and disagreed with the assertion that how employees in insurance businesses perceive their leadership and organizational culture affects job satisfaction and absence rates. One respondent was unsure about the statement. The results indicate that the majority of participants expressed agreement with the statement. Furthermore, eight respondents disagreed with the

statement, two respondents were unsure, and seventy respondents agreed that external factors like industry trends and the state of the economy interact with job satisfaction to influence absenteeism rates among insurance company employees. The results show that most of the respondents thought the statement was true. Within insurance firms, there are disparities in absenteeism rates between employees who report high and poor job satisfaction. This is a statement that 69 respondents agreed with, 8 disagreed with, and 3 respondents are unsure about. The results show that most of the respondents thought the statement was true. According to the summary above, eight respondents, or 10% of the sample, disagreed with the statement that job satisfaction affects absenteeism rates among

insurance company employees, while two respondents, or 3% of the sample, were unsure about the statement. Of the respondents, 70 respondents, or 89% of the sample, agreed with the statements regarding this topic.

Discussion of Findings

It is significant to remember that a variety of factors, including personality variations, organisational culture, and employee expectations, might have an impact on the link between leadership style and work satisfaction. Furthermore, the particular circumstances surrounding the insurance sector in Nigeria can provide special elements that could influence the connection between work satisfaction and leadership style. This study looks at how employees perceive the efficacy of leadership in their organisations and how it relates to their level of job satisfaction overall. Explored are elements including congruence with organizational goals, perceived justice, and faith in the leadership. Within the framework of Nigerian insurance businesses, the study addresses the effects of job satisfaction and leadership styles on employee performance and retention.

The study's conclusions showed that there is no meaningful correlation between an organization's success metrics—such as market share, revenue growth, and customer satisfaction—and leadership style. It also emerged that the various leadership philosophies, including transformational, transactional, and laissez-faire leadership, influence the actions of workers in insurance firms. The study then showed that employee absenteeism rates in insurance businesses are unaffected by job satisfaction.

Conclusion

It is clear that a leader's style has a big impact on how happy their team members are at work. The study revealed a favourable correlation between transformational leadership and work satisfaction. This suggests that leaders that excite, inspire, and support personal development likely to have happier teams. Conversely, authoritarian leadership had a negative correlation with work satisfaction, highlighting the significance of employee empowerment and participatory decision-making. The study also showed that opinions of leadership style among employees might fluctuate throughout departments and organisational levels. This emphasises how important it is for team leaders to modify their style of leadership to suit the unique requirements and preferences of their members. Additionally, it became clear that organisational culture had a significant impact on how well leadership philosophies shaped work happiness. Fostering job happiness requires an inclusive,

encouraging culture that appreciates employee opinions and acknowledges their accomplishments.

Recommendations

Based on the findings of this study, several recommendations can be made to enhance job satisfaction and overall organizational performance:

1. Fund leadership development initiatives to help managers and supervisors build transformational leadership abilities. To assist leaders to inspire and encourage their people, provide them training on empowerment, coaching, and effective communication strategies.
2. Establish routine feedback systems, such as suggestion boxes or staff questionnaires, to find areas for development and determine how satisfied employees are.
3. Encourage a collaborative work atmosphere where staff members feel appreciated and free to voice their thoughts and opinions.
4. Establish a structured system of rewards and recognition to recognize the accomplishments and efforts of staff members.
5. To establish confidence and trust among staff members, make sure that leadership behaviours are in line with the organization's basic values and principles by encouraging openness, honesty, and responsibility in these areas.

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