

## **ABSTRACT**

Globalization and economy recession are all over the world, every organization has to be change or adapt new trends not only to survive but also to be successful. The way manager's leads their organizaations can affect the employees' satisfaction and the success of the organization. Therefore, effective managerial behavior is a very important key factor for the organization to increase employees' job satisfaction.

This study presents the results of the relationships between leadership styles and job satisfaction. The leadership styles was concerned in Task-Oriented and People-Oriented. The study focused on job satisfaction in four areas; feedback/recognition, work environment, compensation, and promotion.

The study examined study the differences of perceptions of the respondents, the hypotheses on the relationship the differences of Leadership Styles and Job Satisfaction and demographic profile through the research instrument, questionnaire, was done by using Descriptive and Correlation research. The questionnaire was administered to 262 respondents from total of 600 employees in the Ruengwa Standard Industry Co., Ltd.

From the results of the study, it was found that the respondents perceived the dominant leadership style in the company as being task-oriented. Job satisfaction is made up of four major factors: feedback/recognition, work environment, compensation, and advancement. When the respondents were asked to give their satisfaction on these factors

in order to determine the overall employee job satisfaction, results were that most of the respondents felt that the level of job satisfaction was rather low, as they were neutral or disagreed with the factors contributing to satisfaction as they perceived.

After testing the hypotheses with statistical analysis methods, it was found that task-oriented leadership style had nothing to do with job satisfaction and could not be used to improve upon it. With people-oriented leadership, the results of the hypotheses testing showed that this leadership style can have an effect on three major factors that affect job satisfaction: feedback/recognition, compensation, and advancement.

Therefore, in conclusion, if the company would like to improve the overall employee job satisfaction so that there is better performance on the part of employees, a reduction in turnover, a decrease in job absenteeism, and a better overall atmosphere, a major way exists in how the company chooses to implement leadership throughout the organization. The company could select and train its managers and superiors to become leaders who use a people-oriented leadership style.