

ABSTRACT

The Islamic Azad University in Iran contributes important roles in the higher education by innovation in cultural section and developing scientific and research section. The employees of IAU are one of the important elements of human resources to achieve organizational goals and their relationship with directors has a significant effect on their job satisfaction to perform effectively. The objective of this study is to explore how independent variables (leadership styles) influence dependent variables (employees' job satisfaction factors) at the Islamic Azad University branches in Tehran province, Iran. The conceptual framework and hypothesis are established after reviewing the literature and previous studies. The leadership styles in this study were adapted from Full Range Leadership Model which were categorized as transformational, transactional, laissez fair and the employees' job satisfaction were adapted from JSS model in terms of pay, promotion, supervision, fringe benefits, recognition, operating procedure, co-worker, nature of the work, and communication.

This research seeks to explore and identify the influence role of the leadership styles on employees' job satisfaction at the Islamic Azad University branches in Tehran province, Iran. Through random sampling the researcher distributed questionnaires among 400 employees; a total of 386 questionnaires were completely answered (96.5% effective reply rate). This study concentrates only on non-teaching staff of the 16 Islamic Azad University branches in Tehran province. The researcher utilizes two instruments of MLQ, uses a 5-point Likert scale 1 to 5 represents different leadership characteristics are most frequently, and JSS uses 6-point Likert scale from 1 to 6 represent the level of employees' satisfaction. All the hypotheses are examined by employing the multiple regression analysis and the findings indicate that all the 9 null hypotheses are rejected.

Through descriptive and inferential analysis, the researcher finds the dominant leadership styles of directors are transformational and transactional. The mean score of transformational leadership is 3.12, transactional leadership is 3.10 and laissez faire is 1.96. The mean score of employees' job satisfaction is 3.75 which consider being moderate satisfaction. The findings show that the employees have less satisfaction with operating procedure and have more satisfaction with supervision and communication. After testing the hypotheses the results show that different factors of leadership style have different impact on employees' job satisfaction components; individualized consideration and laissez-faire are strong predictors of all the job satisfaction factors which indicates individualized

consideration of transformational leadership significantly and positively influence on job satisfaction factors and on the other hand laissez-faire leadership significantly and negatively influence on job satisfaction factors.

Employees' job satisfaction depend on many different factors which in this study nine sub- variables styles of leadership are measured to examine the impact of leadership styles on employees' job satisfaction factors ; yet the directors should choose the right leadership style to adjust with the culture of the organization and employees' needs and desires. In spite of the fact that this study was accomplished in Iran, the findings could have application on wider range. The results of this study may be helpful to develop the knowledge of human resource and provide some recommendations to directors of IAU, and this feedback can help to develop the academic leadership and job satisfaction theories. Moreover this can also provide a basis for leadership training programs and can lead to enhance academic leadership in higher education. Future studies could examine the relationship between these variables by employing different instruments and methodologies in different population group, organizations and cultures in order to investigate the association between leadership styles and employees' job satisfaction.

