

LEADERSHIP STYLES AND EMPLOYEE JOB SATISFACTION IN PUBLIC SERVICE IN KENYA; UNDERSTANDING THE GENDER FACTOR

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ABSTRACT

This paper sets out to explore the leadership styles and employee job satisfaction by gender among government employees in the Ministry of Sports, Culture and the Arts, Kenya. The study adopted cross-sectional survey techniques and involved collection of quantitative data. Structured questionnaire were prepared in Likert Scale, and adopted the Multifactor Leadership Questionnaire (MLQ) format. To measure employee job satisfaction, the researcher used the Work Quality Index (WQI). MLQ was adopted to evaluate the behavior of leaders they feel best match their satisfaction. The index was used to measure the extent to which leaders demonstrate behaviors' associated with transformational and transactional leadership. Theoretically, leadership styles (independent variable) affected the employee job satisfaction and gender being an intervening variable caused differences in employee job satisfaction. The study was conducted the Month of March 2016. Using random sampling, 222 employees were sampled to participate in the study. Further, all the 29 directors were sampled. The researcher distributed 298 questionnaires, out of which 251 complete questionnaires were returned (222 line employees and 29 directors). The researcher found that the dominant leadership styles were transformational and transactional and employees were moderately satisfied with their job. The findings indicated significant differences in job satisfaction based on the employees' gender.

Keywords: Leadership style, job satisfaction, Gender, Transactional, Transformational, Laissez-faire leadership.