

Impact of Leadership Styles on Job Satisfaction: Moderating role of Power Distance



By:

Name: TANZEEL UR REHMAN

Enrollment # 01-120151-036

MBA

Supervisor: SIR WALI UR REHMAN

Department of Management Sciences

Bahria University Islamabad

2018

Major: HRM

S. No. 23

**Impact of Leadership Styles on Job Satisfaction:
Moderating role of Power Distance**



By:

(TANZEEL UR REHMAN) (01-120151-036)

Supervisor:

(MR. WALI UR REHMAN)

ACKNOWLEDGEMENTS

I am thanked and highly grateful to Allah Almighty for His blessings upon me during this entire study career, this is the biggest reason which enables me to fulfill the requirement of my degree.

I specially pay gratitude to my parents for their prayers, love, confidence, support and encouragement during my academic procession. I am highly obliged and thankful to my supervisor Mr. Wali ur Rehman, who directed me with his support and guidance to achieve my aim successfully, without his endless effort I would not be able to complete my thesis, he remained always available to sort out all the queries and concerns which I faced in this research.

I will pay profound regards to the all my professors of Management Sciences who equipped me with insightful knowledge, and also enhanced my skills and competencies. I am also very thankful to the personnel's from the organizations from which I obtained primary data for my research.

Tanzeel ur Rehman

Enrollment No. 01-120151-036

ABSTRACT

Drawing on the House Path Goal theory, this study was conducted to assess the impact of leadership styles and power distance on job satisfaction with power distance used as moderator. MNCs in the field of information technology from two different countries were selected for this study i.e., one from comparatively high power distance Chinese culture, and the other one is of comparatively low power distance Pakistani culture. Data was collected from 200 employees working in 22 different IT companies operating in Islamabad. Hypotheses were tested through regression analysis; however, for the moderating effect of the power distance on the relationship between the leadership styles and the job satisfaction, interaction effects were used to test the moderating hypothesis. The results showed that participative and supportive leadership styles have positive impact with job satisfaction and power distance also moderates there relation, whereas, directive style had negative relationship with job satisfaction.

Contents

CHAPTER 1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the study:.....	1
1.3 Problem Statement:.....	3
1.4 Research Question:.....	4
1.5 Objectives of Research.....	4
CHAPTER 2 LITERATURE REVIEW	5
2.1 Culture:	6
2.2 Cultural Dimensions	7
2.3 Hofstede’s Cultural Dimensions.....	8
2.4 Other Cultural, Dimensions Studies	11
2.5 Justification to select Hofstede’s cultural framework	12
2.6 Final thoughts about Cultural Dimensions Framework	12
2.7 Culturally-Linked Leadership.....	13
2.8 Evolution of Leadership Theories	14
2.8.1 Trait based (1940s).....	14
2.8.2 Behavioral School (1940s-1960s).....	15
2.8.3 Contingency based (1960s-1970s).....	15
2.8.4 Visionary thought (1980s- 1990s).....	16
2.8.5 Emotional, Intelligence thought (late 1990s)	17
2.8.6 Competency, based (2000s).....	18
2.9 Leadership as a concept.....	18
2.10 Leadership styles adopted for this study	19
2.10.1 Directive, Leadership Behaviors.....	20
2.10.2 Supportive Leadership Behaviors	21
2.10.3 Participative Leadership Behaviors.....	21
2.10.4 Achievement Oriented Leadership Behaviors	22
2.11 Cultural-based differences in leadership	22
2.11.1 Power, distance and leadership.....	23

2.12 Other cultural dimensions linked with leadership behavioral studies	25
2.13 Job Satisfaction	26
2.14 Integrated Framework	26
2.15 Theoretical Framework:	27
CHAPTER 3 RESEARCH METHODOLOGY	29
3.1 RESEARCH DESIGN	29
3.2 DATA COLLECTION METHOD	31
Data collection:	31
3.3 Data Analysis Techniques.....	33
3.6.1 Validity and Reliability.....	33
3.6.2 Quantitative Techniques	33
CHAPTER 4 RESULTS AND DISCUSSION.....	35
4.1 Data Analysis.....	35
4.1.1 Demographic Characteristics.	35
4.1.2 Reliability Analysis.....	38
4.1.3 Data Screening	39
4.1.4 Pearson Correlation	39
4.1.5 Regression Analysis.....	40
CHAPTER 5 DISCUSSION.....	42
Limitations:	44
Recommendations:	44
Conclusion:.....	44
REFERENCES.....	45
APPENDIX-1.....	49
Questionnaire	49