

**THE RELATIONSHIP BETWEEN CONTINGENCY LEADERSHIP  
CHARACTERISTICS AND EMPLOYEE'S JOB SATISFACTION**

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## **ABSTRACT**

This study was conducted to identify the relationship between Contingency Leadership Style and employee's job satisfaction at Brooke Dockyard & Engineering Works Corporation. For data obtained through correlation method, this research was analyzed by using Pearson Correlation test through Statistical Package for Social Science (SPSS) version 20.0. On the other hand, this study was obtained through questionnaires and the consistency of most findings with results showed that Contingency Leadership did not influence much in employee's job satisfaction.

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## **CHAPTER 1**

### **INTRODUCTION**

This chapter specifically focuses on the elements that involved either directly or indirectly toward employees in the private sector organizations that have high environment of turnover rate. Additionally, this chapter also sequentially explains several elements related to job performance starting with the background of the study and followed by the statement of the problem. Several research objectives and research questions are identified by significance of the study, limitations of the study and lastly the definitions of terms.

#### **Background of the Study**

According to Amagoh (2009), a leader plays an important role in every organization as the organizations are faced competitive environment nowadays. The connection between how good the style of the leaders and how the leaders control certain situations resulted effective group of performance. According to Vardiman et al. (2006), the organizations will be more innovate, respond to changes in markets and environments, managing challenges creatively and sustain high performance if they have an effective leader.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter reviews the theory and study relevant to the research topic. It explains the definition of factors of Contingency Leadership Characteristics, and employee's job satisfaction. It describes the theoretical research framework.

#### **Job Satisfaction**

According to Locke (1976) job satisfaction can be defined as the pleasing and exciting emotional condition which someone gets from their work. Other researchers defined job satisfaction as the degree of positive feelings and attitudes that people have towards their jobs (Maryam, Amir, Mokhtar and Ali, 2013).

Prior studies show that job satisfaction is important for reducing turnover rate and increase motivation (Yaseen, 2013). Other than that, people will be more committed and more productive during their job if they are more satisfied (Al-Hussami, 2008). It can be said that when employees are satisfied, they will perform better in their work. Job satisfaction is one of the important issues in job success in order to enhance efficiency and personal satisfaction to achieve job success (Heidarie, Askary, Saedi, Gorijan, 2012). According to Mcshane and Glinow (2015), if employees are given more attention than customers, they really and truly will take better care of the customers than anybody else. In order to satisfy employees, organization provides different facilities to employees such as providing good working condition, fairness in