



Leadership Perspective and Employee Satisfaction in the Service Sector of Zanzibar

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Abstract: By providing the necessary resources, leaders enable their subordinates to fulfill their potential and accomplish organizational goals and objectives. The growing importance of leaders on workers motivated us to investigate how leadership viewpoints affect workers' job satisfaction. This study looked into how leadership style affected worker satisfaction in Zanzibar's service industry. 320 workers from the 40 chosen service companies made up the study's sample. Questionnaire instrument is used to collect data from respondents. The associations between the variables (employee happiness and leadership viewpoint) were examined using the Spearman Rank-order correlation coefficient. The study's conclusions showed a strong and positive correlation between employee happiness and every aspect of leadership viewpoint. The aforementioned studies led to the conclusion that a leadership viewpoint improves worker job satisfaction. Employee happiness was shown to be improved by idealized influence, personalized attention, intellectual stimulation, inspiring motivation, contingent rewards, passive management by exemption, and active management by exemption. This study adds to the body of literature on Zanzibar's service industry and offers guidance to executives in the industry on the importance of leadership perspective in boosting employee satisfaction and assisting in the accomplishment of the industry's goals and objectives.

Keywords: Leadership Perspective; Transformational Leadership; Transactional Leadership; Employee Satisfaction; Service Sector; SPSS; Zanzibar.

I. Introduction

Human resources are the most precious asset in organizations, which are social systems that contribute to their efficacy and efficiency. Human resources are crucial to achieving the aims and objectives of businesses [1]. The contemporary corporate landscape, defined by globalization and improved technology, compels organizations to enhance their competitiveness and surpass rivals, particularly in the realm of human resource proficiency. Recruiting and choosing personnel from diverse locations, cultures, and backgrounds is a challenging endeavor, significantly shaped by the leadership viewpoint of the recruiting organization [2]. The engagement, efforts, and dedication of an organization's workers are critical to its success. The leadership viewpoint of the manager is the primary determinant of organizational effectiveness. These days, organizations are increasingly focused on growing, comprehending, and adapting their leadership viewpoint to fit the system, structure, and strategy of the company. Leadership viewpoints are really relevant and impact a company's human resources in terms of drawing individuals to accomplish the objectives of organizations [3]. An effective leader motivates subordinates to attain organizational goals and realize their potential by supplying essential resources.

Furthermore, leaders inspire and promote their subordinates to augment their skill sets and knowledge acquisition. They serve as role models and foster a supportive work atmosphere for their subordinates [4].

The perspective of leadership is crucial in shaping employee happiness. Satisfaction of employee refers to the behavior and attitude of an employee towards their role and organization, significantly shaped by the work process and environment. Similarly, the range of emotions an employee experiences regarding their job plays a crucial role in determining job satisfaction, which is essential for enhancing productivity and contributing to organizational success [5]. The majority of experts argue that leadership affects workers' job happiness, according to the literature. Research on leadership perspectives and their effects on workers' job satisfaction is scarce, particularly in the service industry and in developing nations like Zanzibar. Therefore, the research goal is to determine how various leadership philosophies affect workers' job satisfaction in Zanzibar's service industry.

II. Literature Reviews

Leadership is the practice of persuading individuals to achieve certain goals or outcomes [6]. Researchers Leadership is a critical

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factor influencing a firm's success or failure, as argued by researchers. A leader motivates, stimulates, encourages, and directs followers to achieve desired outcomes [7]. A leader helps his or her team members work together and help the company achieve its goals and objectives. Because of their position or authority, subordinates will accept their boss's influence even if they disagree with him or her. By fostering their growth and elevating them to the status of vital team members, an effective leader will take their subordinates with them [8]. The researchers have a similar perspective on leadership, asserting that rather than only provide vision and rules, leaders must encourage, collaborate, coordinate, and steer team activities towards achieving the organization's common objectives and aims [9].

Gregor Burns first proposed the idea of transformative leadership in the 20th century. According to Burns, a transformational leader is one that helps, collaborates, and motivates their team members to improve their morale, motivation, perceptions, beliefs, and perceptions in order to accomplish the organization's goals and objectives [10]. Bass and Riggio's research evaluates transformational leadership perspective according to the "Four I's" framework. The inspirational motivation indicates that leaders encourage and motivate their staff to undertake challenging tasks by communicating their mission and strategies to employees. The idealized influence indicates that leaders affect their staff by serving as role models. The intellectual stimulation aspect indicates that leaders encourage employees to creatively address complex problems. The individual consideration indicates that leaders serve as mentors for their employees [11] [12].

A transactional leader inspires their team members by utilizing an exchange process. Employees who meet their job requirements are recognized, while those who do not may face consequences. Transactional leaders concentrate on motivating employees by utilizing a system of rewards and consequences. Previous research has indicated that employees often tolerate the transactional leadership perspective for a limited period, primarily due to its inherent reward and punishment mechanisms [13]. This research has assessed the transactional leadership style through the dimensions of contingent rewards, laissez-faire leadership and management by exception. The contingent rewards indicate that leaders establish objectives for their fellow and provide rewards for the attainment of these goals. In management by exception, transactional leaders assess employees based on their attained and anticipated objectives. The laissez-faire leadership indicates that leaders delegate authority to employees and intervene only when necessary [14].

Job satisfaction is referred to performing a work with joy and happiness by the employees and worker in the organization. Ensuring the job satisfaction of their subordinates is a significant task for supervisors. In an organization, a contented and satisfied employee is more productive and efficient [15]. If subordinates are handled nicely, they will be more contented. One way to measure job happiness is by looking at how people act when they're on the clock. Workers who are happy in their jobs tend to look on the bright side, while those who are unhappy tend to see the dark side [16].

III. Objectives

The goal of this research is to determine whether or not there is a correlation between the leadership viewpoint and the level of satisfaction experienced by employees working in the service industry in Zanzibar. More specifically this study seeks to:

1. To investigate the connection between employee happiness and the transformational leadership viewpoint in Zanzibar's service industry.
2. To investigate the connection between employee happiness and the transactional leadership viewpoint in Zanzibar's service industry.

IV. Methodology

This research is descriptive in nature. The current staff members of the various service companies in Zanzibar provided the data. Convenience sampling was used in the study by the researcher. 350 questionnaires were distributed to respondents; 331 of these were correctly completed, and 320 of these were judged appropriate for analysis. SPSS software (Version 29) was used for the data analysis. In order to understand the distribution of the samples and determine their demographic features, descriptive data analysis techniques including frequency analysis and percentage analysis were employed. However, the spearman rank-order correlation coefficient data analysis approach was used to assess the study hypotheses. For the purpose of this study, the following hypotheses were formulated.

H₁₁: There is a significant relationship between transformational leadership perspective and employee satisfaction in the service sector of Zanzibar.

H₁₂: There is a significant relationship between transactional leadership perspective and employee satisfaction in the service sector of Zanzibar.

V. Data Analysis and Results

The subsequent section elucidates the descriptive statistics pertaining to the demographic characteristics. The demographic encompass gender, age of the respondents, qualifications, experience of the respondents and current job status of the respondents.

TABLE 1: Gender of Respondents

	Frequency	Valid Percentage	Cumulative Percentage
Male	205	64.0	64.0
Female	115	36.0	100.0
Total	320	100.0	

Source: Primary Data

Table-1 illustrates the gender breakdown among the responses. The table indicates that a substantial majority of respondents were male (64.0%), whereas females comprised 36.0%.

TABLE 2: Age of Respondents

	Frequency	Valid Percentage	Cumulative Percentage
Below 25	55	17.2	17.2
25 to Below 35	98	30.6	47.8
35 to Below 45	82	25.6	73.4
45 years and above	85	26.6	100.0
Total	320	100.0	

Source: Primary Data

Table-2 presents the ages of the respondents of service sector employees. 17.2% fall under the age of 25, 30.6% are aged between 25 and 34, 25.6% are within the range of 35 to 44, and 26.6% exceed the age of 45. This suggests that a significant portion of the employees in the service sector of Zanzibar are young adults who are in the process of developing their careers.

TABLE 3: Educational Qualification of Respondents

	Frequency	Valid Percentage	Cumulative Percentage
Under Graduate	88	27.5	27.5
Graduate	130	40.6	68.1
Post-Graduate	102	31.9	100.0
Total	320	100.0	

Source: Primary Data

Table-3 presents the educational qualifications of the respondents. According to the data, 27.5% of respondents are under graduate, 40.6% respondents are graduate and 31.9% are postgraduate. This indicates that the majority of respondents possess the necessary qualifications to provide credible information on the topic.

TABLE 4: Years of Experience of Respondents

	Frequency	Valid Percentage	Cumulative Percentage
Below 5	53	16.6	16.6
5 to Below 10	77	24.1	40.7
10 to Below 15	105	32.8	73.5
15 years and above	85	26.5	100.0
Total	320	100.0	

Source: Primary Data

Table 4 delineates the experience of employees in the service sector of Zanzibar. It was noted that 16.6% of employees possessed less than 5 years of experience, 24.1% had 5 to less than 10 years of experience, 32.8% had 10 to less than 15 years of experience and 26.5 percent had 15 years or more of experience. This indicates that the majority of these employees have the ability to answer the question correctly.

TABLE 5: Job Status of Respondents

	Frequency	Valid Percentage	Cumulative Percentage
Junior Officer	64	20.0	20.0
Officer	108	33.8	53.8
Senior Officer	101	31.6	85.4
First Level Manager	47	14.6	100.0
Total	320	100.0	

Source: Primary Data

Table-5 delineates the job status of employees. It was noted that 20.0% of employees are joined newly as a junior officer, 33.8% are now officer, 31.6% are senior officer and 14.6 percent are first level manager or newly appointed manager from senior officer.

Testing of Research Hypotheses - 1: The hypothesis was examined through the Spearman Correlation and analyzed with the SPSS statistical package version 29.0, as detailed below.

TABLE 6: Hypothesis One Test Results

Correlations			
		Transformational Leadership	Employee Satisfaction
Spearman's rho	Transformational Leadership Perspective	Correlation Coefficient	.875**
		Sig. (2-tailed)	.000
		N	320
	Employee Satisfaction	Correlation Coefficient	.875**
		Sig. (2-tailed)	.000
		N	320

There is a substantial association between transformational leadership approach and employee happiness, as shown in Table 6 where Spearman's rho is 0.875** and Probability is 0.000. There is significance at the $P < 0.05$ level. When the p-value is less than

0.05, the alternate hypothesis should be accepted and the null hypothesis should be rejected.

Testing of Research Hypotheses - 2: The SPSS statistical software version 29.0 was used to analyze the study hypothesis and evaluate it using the Spearman Correlation.

TABLE 7: Hypothesis Two Test Results

Correlations				
			Transactional Leadership	Employee Satisfaction
Spearman's rho	Transactional Leadership Perspective	Correlation Coefficient	1.000	.541*
		Sig. (2-tailed)	.	.000
		N	320	320
	Employee Satisfaction	Correlation Coefficient	.541*	1.000
		Sig. (2-tailed)	.000	.
		N	320	320

Based on the data shown in Table 7, it can be concluded that the association between the transactional leadership approach and employee happiness is statistically significant. The Spearman's rho coefficient is 0.541*, and the probability is 0.000. The significance level is set at $P < 0.05$. Once the p-value is less than 0.05, the decision rule is to accept the alternative hypothesis and reject the null hypothesis.

VI. Research Findings

- ❖ For the first hypothesis, the study's correlation coefficient showed that a transformational leadership approach is significantly related to employee happiness. This agrees with the results of other studies [17] [18]. They discovered a positive correlation between employee happiness and the transformative leadership aspects.
- ❖ For the second hypothesis, this study's correlation coefficient showed that a transactional leadership viewpoint is somewhat related to employee happiness. This agrees with the results of other studies [19] [20]. A moderate positive correlation was identified between the facets of transactional leadership and employee happiness.

VII. Recommendations

- Firstly, managers ought to implement measures that provide cognitive engagement, exemplary influence, personalized attention, and motivational inspiration in the workplace, as these factors can significantly enhance employees' job satisfaction.
- Secondly, managers ought to implement measures that provide contingent rewards, engage in passive management by exception, and actively manage by exception, as well as extend favors to employees in recognition of their contributions. Such practices have the potential to significantly enhance job satisfaction among the workforce.

- Ultimately, it is imperative for managers to identify the optimal blends of leadership styles that align with both organizational objectives and the personal goals of employees, as this synergy has the potential to significantly elevate job satisfaction.

VIII. Limitations and Future Research Area

The study contains a number of drawbacks. It has only looked at a small number of urban service companies. Future research could focus on whole service companies across the country. The impact of leadership styles on management level has not been quantified in this study. Future research could look at the same thing. Future studies could additionally examine the relationship between work satisfaction and leadership sub-dimensions.

IX. Conclusion

This research has assessed the relationship between leadership perspective and their impact on job satisfaction within specific service firms in Zanzibar. Researchers have discovered that transformational dimension has a high correlation and highly impact on employees' satisfaction. Furthermore, it was discovered that the transactional dimension exerts a moderately significant influence on employee's satisfaction. Consequently, it was determined that transformational leaders exhibit greater efficacy within the service sector of Zanzibar.

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