The Impact of Leadership Styles on Job Satisfaction of Employees in the Government Communications and Information Technology Sector in Egypt [1]

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ABSTRACT

This study investigates the impact of leadership style (transformational and transactional) on employees' job satisfaction. A mixed-method approach has been used for data collection. The studied population was employees of the CIT sector in Egypt. Through nonprobability convenience sampling, 388 administrated questionnaires and 10 interviews were accurately collected and analysed. Thematic analysis was chosen to analyse the qualitative data; the statistical package for social science (SPSS) version (26) IBM was used to analyse the quantitative data. The findings of the study support that transformational and transactional leadership styles significantly affect job satisfaction among employees in a positive manner. The study is limited to the examination of two leadership styles, neglecting other styles that could affect employees' job satisfaction levels. This study is limited to assessing employees of the CIT sector, neglecting employees in different fields. The findings of this study contribute to providing a guideline model to top management that illustrates the significant leadership style that impacts employee job satisfaction. In addition, this study guides the specific behaviours needed from each leadership style in order to be significant in influence.

Keywords: Employees' job satisfaction, Leadership, Transformational leadership, Transactional leadership.

1. INTRODUCTION

Leadership and employee job satisfaction have been studied in several research in recent years (Abd Rahman, 2021). Leadership plays a pivotal role in developing employee job satisfaction in the organization (Vigan, 2018). Leadership comes in many forms; nevertheless, transformational as well as transactional leadership are proven to be highly significant and most widely used in organizations (Bass, 1985; Kamel, 2017). The transformational leadership style inspires followers by providing moral values and new ideas (Northouse, 2016). On the other hand, the transactional leadership style reflects the leaders' reward or punishment of the followers for performing their tasks and increasing their productivity level at work, (Abd Rahman, 2021). Many studies suggest a link between transformational and transactional leadership styles with employees' job satisfaction (Bekele, 2021).

Job satisfaction refers to a positive emotional status from the perspective of a job or work experience (Siswanto, 2020). Research indicates that happy employees are more productive and profitable for the organization (Bektas, 2017). Job satisfaction helps to create positive attitudes in employees, boosts their morals, enhances their performance, and creates a respectful relationship with their managers (Al-maaitah, 2021).

According to transformational and transactional leadership theory, leaders greatly impact how their followers complete their work, leading to an increase in overall job satisfaction (Thomas, 2018). Nevertheless, studies have shown that there is insufficient knowledge about which leadership style should be applied in the different entities that exist in the market (Siswanto, 2020). In addition, existing research focuses on the overall leadership style and its influence on various organization productivity and employee reaction; limited studies have not suggested the necessary behaviors that make the leadership successful and/or able to influence employee job satisfaction (Bekele, 2021). Existing research, thus, call for studies to investigate this matter further (Sutanto, 2021). Many studies that exist in the literature focus on privately owned businesses or private sector entities, neglecting to focus on governmental organizations (Al-maaitah, 2021). Therefore, this study seeks to fill in this academic gap and assess the appropriate leadership styles that should be employed in the CIT government sector in Egypt to mitigate the influence of the public

bureaucracy system; enhance the quality of government employees; and develop a modern and efficient system to achieve job satisfaction of employees.

This study focuses on the governmental CIT sector as it is deemed necessary that the employees in this sector are inspired to work progressively to aid in the achievement of the 2030's vision of the digital Egypt strategy (MCIT, 2022), making this study practically significant to practitioners (Parsehyan, 2017). The government sector has been the subject of numerous attempts to define the competence of leaders (Puni, 2018). The need to improve leadership and management skills in public organizations is acute in today's rapidly changing climate (Puni, 2018). The CIT government sector contributed to 5% of Egypt's GDP growth in the fiscal year (FY) 2020/2021 (World Bank, 2022). For this reason, scholars and practitioners always recommend further studies in this field (MCIT, 2020). The growth rate of the communication and information technology government sector (CIT) is 16%. It is considered the highest of its kind among economic sectors during the fiscal year (FY) 2020/2021 which reflects the pivotal role played by the CIT sector in the economic development of Egypt (MCIT, 2022).

This study's main aim is to investigate the influence of leadership styles (transformational and transactional) on employees' job satisfaction; to identify which adequate leadership style should be employed in the CIT government sector in Egypt. The following sections in this paper review the literature review and hypothesis development, the research methodology, the research data analysis and results, and the research conclusions and discussions.

2. PROBLEM STATEMENT

Many studies suggest that the role of the manager in the organization is to be a leader instead of only a manager. The success of an organization depends on effective leadership (Al-maaitah, 2021). Several organizations in the public sector are facing an urgent need to develop leadership at all management levels, especially those operating in a dynamic and complex environment (Aga, 2016). Based on the importance of leadership styles on employees' job satisfaction this study aims to investigate empirically the impact of leadership styles (transformational and transactional) on

employees' job satisfaction to identify which adequate leadership style should be employed in the ICT government sector in Egypt.

The ICT sector needs to select appropriate leaders who will participate in achieving the objectives of the digital Egypt strategy (MCIT, 2022). Due to insufficient knowledge and lack of research tackling in depth this point especially in the government sector in the context of developing countries, the researcher wants to close this gap and choose to investigate which appropriate leadership styles should be employed in the ICT government sector in Egypt and gave a significant effect on employees' job satisfaction. Recently, the impact of selecting an adequate leadership style in the public sector is played a vital role to form a new government structure to mitigate the influence of the public bureaucracy system, also to enhance the quality of government employees, and develop a modern and efficient system to achieve job satisfaction of employees (Parsehyan, 2017). The researcher in this study tests the hypothesis to identify if there is a presence or absence of a significant impact of transformational and transactional leadership styles on employees' job satisfaction.

3. RESEARCH QUESTIONS

Based on aforementioned research problem, this research seeks to answer the following research questions:

3-1 What is the appropriate and significant leadership style that should be selected in the CIT government sector in Egypt that impacts employees' job satisfaction?

3-2 Which transactional leadership style behavior dimensions hold a significant impact on employees' job satisfaction in the CIT government sector in Egypt?

3-3 Which transformational leadership style behavior dimensions hold a significant impact on employees' job satisfaction in the CIT government sector in Egypt?

4. SIGNIFICANCE OF RESEARCH

The impact of transformational and transactional leadership styles on employees' job satisfaction has been covered in many research studies (Mufti, 2020). However, few academic studies have tackled the impact of transformational and transactional leadership on employees' job satisfaction

in the government sector in Arab countries, especially in Egypt (Kamel, 2017). Therefore, from the academic aspect, this study is considered significant as it will add insights into the leadership styles that are effective in the Arab world. Moreover, this research study will determine what leadership style is appropriate, adding more knowledge to dimensions of leadership styles that impact employees' job satisfaction in the ICT government sector in Egypt. The relationship between leadership style and employees' job satisfaction in previous studies indicates that transformational leadership style has a strong relationship with job satisfaction, while transactional leadership style has a negative relationship with job satisfaction among employees (Al-maaitah, 2021). Transformational leadership should be considered suitable for government organizations based on several research studies (Mufti, 2020). Few studies have explored the importance of the transformational and transactional leadership styles in the government organization; even though some studies hinted that these leadership styles are impactful on different governmental organizational aspects; job satisfaction, organizational commitment, stress, employee turnover, organizational performance, absenteeism level, employee retention, etc. (Aga, 2021). Prior studies have been conducted on the topic of leadership styles and measured their significance in the private sector and the results showed that the most successful companies have achieved their goals when implementing the transformational leadership style, neglecting the government sector (Mufti, 2020). In addition, most studies have tested the relationship between transformational, and transactional leadership, and employees' job satisfaction in western countries and the private sector but rarely in Arab countries in the public sector (Grimm, 2018). Thus, this study seeks to investigate the impact of transformational and transactional leadership styles on employees' job satisfaction in the ICT sector in Egypt. This topic will fill in the academic gap found in the literature that has been pinpointed.

On the practical side, this study gave insight to see the current practice of leadership style of the ICT government sector in Egypt and identify which leadership style has the most significant effect on the employees' job satisfaction and helps to promote appropriate leadership style for this sector, firstly, select talented leaders who will manage the new administrative capital and have the skills of using the new technologies required for employing efficient and effective administration systems among the

different government sectors; Sustainable Development Strategy, (MPED, 2022; MCIT, 2022). Secondly, training the youths to qualify them for adequate leadership styles and decision-making will impact significantly the performance of the government sector, especially the ICT sector in Egypt, and their role in developing the country and society toward a digital country; Presidential Leadership Program (NTA, 2022; MCIT, 2022). Thirdly, adopting an appropriate leadership style will support the managers in the government organizations to form a new government structure and minimize the public bureaucracy system to improve the quality of government employees, and productivity and enhance their job satisfaction (Freeborough, 2016). Fourthly, in the government sector, managers are working with financial limitations. They cannot give financial rewards to the employees to motivate them without approval, therefore they should select different techniques of motivation to achieve an organization's goals, and especially the salary level of the government sector in comparison with the cost of living is moderate (CBE, 2022). Finally, the findings of this study will benefit decision-makers to identify and develop a better leadership style that maximizes the employees' job satisfaction. Furthermore, the outcomes of this study will benefit the top managers in the government ICT sector for planning future schemes of management development and achieving job satisfaction among its employees by promoting the appropriate leadership style.

5. RESEARCH OBJECTIVES

To answer the research questions, this study seeks to identify and analyze the effect of leadership styles on employees' job satisfaction in the government ICT sector in Egypt. To be able to achieve this research aim, several objectives are to be sought. These objectives are as follows:

1. To examine the relationship between the transformational leadership style and employees' job satisfaction in the ICT government sector in Egypt.

2. To examine the relationship between the transactional leadership style and employees' job satisfaction in the ICT government sector in Egypt.

3. To determine the significant dimensions of the transformational leadership style impact on employees' job satisfaction in the ICT government sector in Egypt.

4. To recognize the significant dimensions of the transactional leadership style impact on employees' job satisfaction in the ICT government sector in Egypt.

6. THEORETICAL OUTLINE

The importance of leadership and its theories increased during the early part of the twentieth century (Ariguzo, 2018). Despite the different theories of leadership that have emerged, most can be classified into eight major types (Ariguzo, 2018; Cherry, 2016). In the next part these theories will be discussed briefly.

6.1 Great-Man Theory

This theory was developed by Thomas Carlyle in 1874. It assumed that leadership capacity is inherent and that great leaders are born, not made (Amanchukwu, 2015). According to this point of view, great leaders are simply born with the necessary internal characteristics such as charisma, confidence, intelligence, and social skills that make them natural-born leaders (Ariguzo, 2018). This is due to the dictatorial style it wielded. Historians after World War II progressed from this theoretical thought to a reflection of traits that envision potential leadership (Ariguzo, 2018).

6.2 Treat Theory

This theory is developed by Gordon Allport (1961). Similar in some ways to Great Man theories, trait theories assume that people inherit certain qualities and traits that make them better suited to leadership (Cherry, 2016). Kellerman (2014) is one of the authors that has recently insisted on the influence of the context in the leadership process. Leadership is an interactive and influential relationship between leaders and followers and this relationship does not depend only on leaders' traits but also upon the context and the leaders' styles in different situations. This perception plays a vital role in the leadership process and leads to the revealing of the "contingency and situational" theories of leadership which emphasized context-sensitive leadership (Ariguzo, 2018).

6.3 Contingency Theory

Fred Fiedler (1967) developed the contingency theory. Contingency theories of leadership focus on particular factors such as the quality of the followers, the situation of the environment, confidence in the leader, or some other variables which influenced the leader's effectiveness that might determine which particular style of leadership is best suited for the situation (Ariguzo, 2018). According to this theory, no leadership style is best in all situations. It is not an event of "one style fits all" but the theory explains that leaders' adaptability to situations needs to balance between people-oriented and task-oriented leadership (Cherry, 2016).

6.4 Situational Theory

It was developed by Hersey and Blanchard (1969). The situational theory proposes that leaders choose the best course of action based on situational conditions or circumstances (Bekele, 2021). Situational leadership is a prescriptive approach to leadership that suggests how leaders can become effective in many different types of organizational settings involving a wide variety of organizational tasks. From this perspective, being an effective leader requires that a person adapt his or her style to the demands of different situations (Ariguzo, 2018). Situational leadership classifies leadership into four styles; directing style (high directive–low supportive), coaching approach (high directive–high supportive), supporting approach (low directive–high supportive), and delegating approach (low directive–low supportive) (Northouse, 2016).

6.5 Behavioural Theory

The theory was developed by Blake & Mouton (1964). Behavioral theories of leadership depend on the belief that great leaders are made, not born (Cherry, 2016). This theory concentrated on the actions of leaders, not on intellectual qualities. People can learn to become leaders through training and observation (Amanchukwu, 2015). The behavior of leaders has been stimulated by a systematic comparison of autocratic and democratic leadership styles (Amanchukwu, 2015).

6.6 Participative Theory

This theory was developed by Professor Victor Vroom and Phillip Yetton. It is assumed that the best leaders consider the views of followers (Somech,

2005). Participative leadership theories suggest that the ideal leadership style takes the input of others into account. Participative leaders encourage participation and contributions from group members and help group members to feel relevant and committed to the decision-making process (Cherry, 2016). Participative leadership remains beneficial as it promotes flexibility, fosters responsibility, and encourages high morale that will result in improved followers' goal achievement. It also tends to increase the ambition and motivation of followers, as well as fosters followers' identification, retention, and commitment to the firm (Ariguzo, 2018).

6.7 Transactional/Management Theory

It is also known as management theories and in 1947, Max Weber first introduced this type of leadership; but it was then expanded upon by Bass in 1985 (Ariguzo, 2018). Transaction means "exchange" therefore, transactional leadership deals with the exchange between leader and followers (Cherry, 2016). It focuses on the role of supervision, organization, and group performance and the exchanges that take place between leaders and followers (Amanchukwu, 2015). Transactional theories assumed that peak performance can be achieved through a leader's effective utilization of the carrot: bonuses, promotions, time off, etc., and stick: reprimands, punishment, shift work, etc. approaches (Essuman, 2019). In other words, when employees are successful, they are rewarded and when they fail, they are reprimanded or punished (Essuman, 2019).

6.8 Transformational/Relationship Theory

This theory is also called relationship theory. It was developed by Burns in 1978. Transformational theories build on the connections formed between leaders in form of their ability to motivate and inspire subordinates, and subordinates in form of better seeing the importance of the task and its achievement (Ariguzo, 2018). Relationship or transformational leaders are focused on the performance of group members, but also want each person to fulfill his or her potential. Transformational leadership could uphold followers from a lower to a higher level of needs, which agrees with Maslow's hierarchy of needs (Northouse, 2016).

7. LITERATURE REVIEW

7.1 Employees' Job Satisfaction

Employees' job satisfaction is basically how the employee thinks about their jobs as well as the diverse facets of their jobs (Locke, 1969; Mesfin, 2020). It is the degree to which the employee like (satisfaction) or dislike (dissatisfaction) their jobs (Smith, 1969; Alrwili, 2022). The critical element of employees' job satisfaction is that it creates a feeling of belonging to the workplace and provides a productive atmosphere (Al Yahyaee, 2021). Research claim that the level of employee job satisfaction is contributed to the leadership style found in the organization (Bekele, 2021). Leadership is known as one of the important aspects of job satisfaction among employees (Yalew, 2016).

7.2 Leadership

Leadership is an important element for the success of an organization, regardless of its nature of activities, profit or charity-orientated, private or government organizations (Martin, 2018). Leadership is a combination of special traits or characteristics that some individuals possess, which enable those individuals to induce others to accomplish tasks (Lunenburg, 2011). Leadership requires followers; there will be no leader if there are no followers (Parsehyan, 2017). According to scholars, leadership comes in many forms, depending on their style of management, the organization's culture, and personal qualities, such as charisma, intelligence, wisdom, and political skill to have power and influence over other people (Bekele, 2021). In this study, the focus is on two leadership styles: transactional leadership and transformational leadership. Current research stated that these leadership styles are contradicting in nature and application in the organization; yet, they are deemed effective in the contemporary market (Siswanto, 2020; Al-maaitah, 2021; Sutanto, 2021).

7.3 Transformational Leadership

According to research, Transformational leadership reflects a leader that seeks to cause changes in employees with the end goal of developing them into leaders; it creates valuable and positive change in the followers (Al Yahyaee, 2021). Transformational leaders put attention on "altering" employees to superior levels in job performance – encouraging, inspiring,

and motivating employees to perform in ways that create meaningful change for themselves as well as for the organization's productivity (Jameel, 2019). Followers of a transformational leader respond by feeling trust, admiration, loyalty, and respect for the leader and are more willing to work harder than originally expected (Zeleke, 2021). Transformational leaders are effective as they hold five main behavioral dimensions that impact employees: idealized influence attributes, idealized influence behaviors, inspirational motivation, intellectual stimulation, and individualized consideration (Burgess, 2016).

Each of the behavioral dimensions that are found in transformational leadership plays a vital role related to the job satisfaction of employees (Burgess, 2016). These dimensions are: Intellectual Stimulation (IS), which refers to leaders stimulating followers to explore new ways of doing things and find new ideas for solving problems compared to methods employed in the past (Sutanto, 2021); Individualized Consideration (IC), which focuses on the development of followers - listening, coaching, mentoring, and teaching employees so that they achieve growth (Zeleke, 2021); Inspirational Motivation (IM), which refers to leaders inspirational motivation behaviors, being capable to motivate and inspire their followers to achieve levels of performance beyond their own expectations by giving challenges and meaning to their works (Burgess, 2016); Idealized influence attributes (IIA), which refers to leader seen as possessing supernal traits that are given to the leader by their subordinates, and how the leader is perceived by the follower as being confident and powerful; Idealized influence behaviors (IIB), which refers to leaders having the role-modeling ability, reflecting proper values, beliefs, sense of mission, and ethical and moral orientation (Kariuki, 2021).

7.4 Transactional Leadership

Transactional leadership is contradictory to transformational leadership (Sutanto, 2021). Transactional leadership focuses on results, and conforms to a management approach existing in an organization structure; this leadership measures success according to that organization's system of rewards and penalties (Aloysius, 2017). Transactional leaders have formal authority and positions of responsibility in an organization (Sutanto, 2021). Transactional leadership refers to a task-orientated leadership style, relating to reward-based performance initiatives (Amanchukwu, 2015). Transactional leadership provides followers with clearness about instructions and

standards to keep the status quo and includes care in observing and modifying followers' mistakes to assure short-term achievement (Kamel, 2017).

Although existing literature agrees that the transformational style of leadership is generally more desirable than the transactional style, Bass (2006) asserted that this perception could be misleading. Leaders must influence and/or inspire their followers by using a mixture of both immediate and long-term rewards to enhance followers' satisfaction with stated organizational outcomes (Tetteh, 2016). Based on research, transactional leadership displays two major behaviors that are deemed significant in influencing employee behavior (Aloysius, 2017). These behaviors are: Contingent Reward includes for instance bonuses, promotions, recognition, and appreciation (Xenikou, 2017); and Active Management by Exception refers to the ability of the leaders to actively monitor the work of followers in an ongoing manner and make sure that employees are working up to the set standards (Tetteh, 2016).

7.5 Relationship Between Leadership Styles and Employees' Job Satisfaction

Leadership styles represented in (transformational leadership, and transactional leadership) have statistically significant impacts on employees' job satisfaction (Alrwili, 2022). The quality of the leader-employee relationship or the lack thereof has a great influence on the employee's self-esteem and job satisfaction (Northouse, 2016). Leadership determines job satisfaction. It affects employees' motivation and commitment both of which affect the performance of an organization, both in the immediate and longer terms (Grimm, 2018). Therefore, improving leadership and management capability is an issue that no organization wishing to achieve long-term success can ignore (Kebede, 2017). Leadership style is an important element that ensures the leader and subordinates' emotional, and individual job satisfaction and led significantly to grow an organization, (Jameel, 2019). In the choice of leadership style, transformational leadership has been reported to be positively related to job satisfaction in various sectors of the organization as compared to other styles of leadership such as transactional and laissez-faire (Yalew, 2016). The performance of the organization depends on transformational leaders who influence employee

job satisfaction levels, and overall employee morale (Malik, 2017). Transformational leaders are supporting and motivate their employees to achieve human needs as well it is essential to promote employee satisfaction (An, 2019). On other hand, transactional leaders affect job satisfaction among employees. Transactional leaders create an exchange relationship with their followers. They give incentives to their followers who perform better and punish those who don't work well. Transactional leaders provide promotions to increase their followers' salaries which can be considered incentives, as well as decreases in pay and firing, which can be regarded as penalizing (Mesfin, 2020).

Many literature reviews revealed that there is a substantial degree of correlation between leadership styles and employees' job satisfaction (Bekele, 2021). Many similar studies in different sectors and countries demonstrated the significant impact of transformational leadership (TL) on employees' job satisfaction (Bass & Avolio, 1994) as the following: According to the study findings of "The Effect of Transformational leadership on Job Satisfaction among Academic Staff" conducted in the private education sector and particularly at Cihan University-Erbil, Iraq among 137 respondents. The result showed there is a positive significant effect of transformational leadership on job satisfaction among academic staff. Moreover, Individuals consideration was found the highest impact on employees' job satisfaction than other transformation leadership dimensions (Jameel, 2019).

Many similar studies in different sectors and countries demonstrated the significant impact of transactional leadership style on the job satisfaction of employees as the following: The study findings of "The role of job satisfaction as a mediating variable on leadership styles to employee performance" showed that transformational leadership harmed job satisfaction, and transactional leadership had a positive effect on job satisfaction. The sample size of this study was 60 respondents from the State Islamic University of Maulana Malik Ibrahim Malang, Indonesia (Siswanto, 2020).

8. RESEARCH HYPOTHESES

The general aim of this study is to investigate the relationship between leadership styles (transformational and transactional) and their impact on the

job satisfaction of employees in the public sector of ICT in Egypt. Based on the proposed research model above, several hypotheses are formed to address and answer the research problem. Based on early studies, leadership is essential for employee job satisfaction (Bekele, 2021). The interaction type between subordinates and leaders depends on the attributes of the employees and the qualities of the leader (Yukl, 2013). Zhu (2019) shows that subordinates, who are not equipped, not familiar with the task, or need guidance to effectively perform a job, will sympathize with the existence of a leader. Yalew (2016) explains that having a distinct leadership style is a key element that impacts employees' job satisfaction, leading to organizational success. Bass, and Avolio (1994) show that job satisfaction is a critical and important outcome of having effective leadership in an organization. For this reason, this research hypothesized that:

H1: There is a positive significant relationship between transformational leadership and employees' job satisfaction in the ICT government sector in Egypt.

H1a: There is a positive significant relationship between transformational leadership dimension intellectual stimulation (IS) and ICT governmental employees' job satisfaction.

H1b: There is a positive significant relationship between transformational leadership dimension individualized consideration (IC) and ICT governmental employees' job satisfaction.

H1c: There is a positive significant relationship between transformational leadership dimension inspirational motivation (IM) and ICT governmental employees' job satisfaction.

H1d: There is a positive significant relationship between transformational leadership dimension idealized influence attributes (IIA) and ICT governmental employees' job satisfaction.

H1e: There is a positive significant relationship between transformational leadership dimension idealized influence behaviours (IIB) and ICT governmental employees' job satisfaction.

H2: There is a positive significant relationship between transactional leadership and employees' job satisfaction in the ICT government sector in Egypt.

H2a: There is a positive significant relationship between transactional leadership dimension contingent reward and ICT governmental employees' job satisfaction.

H2b: There is a positive significant relationship between transactional leadership dimension active management by exception and ICT governmental employees' job satisfaction.

This study hypothesized that there is a positive significant relationship between transformational leadership and employees' job satisfaction in the ICT government sector in Egypt due to the findings that were found in past studies. For example, researchers show that in the choice of leadership style, transformational leadership has been reported to be positively related to job satisfaction in various sectors of the organization as compared to other styles of leadership (Jameel, 2019; Mesfin, 2020; Alrwili, 2022; Kebede, 2017; Malik, 2017). Further, several past research shows that transformational leadership is more likely to foster and enhance job satisfaction among employees specifically in the public sector (Bekele, 2021 & Haleem, 2018). Many studies demonstrate a significant impact of transformational leadership on job satisfaction among subordinates, stating that these leaders can support, stimulate and empower employees, making them job-content and productive in the organization (Bekele, 2021; Khalil, 2017; Njiraini, 2018; Bayram, 2015; Cahyono, 2020). Furthermore, this hypothesis contains several sub-hypotheses as Bass, (1985) mentions that transformational leadership consists of five significant elements in its composition: intellectual stimulation, individualized consideration, inspirational motivation, idealized influence attributes, and idealized influence behaviors.

This study hypothesized that there is a positive significant relationship between transactional leadership and employees' job satisfaction in the ICT government sector in Egypt as past studies claim that transactional leadership styles are positively associated with employees' job satisfaction (Siswanto, 2020; Aloysius, 2017). Zhu (2019) believes that organizations seek economically based exchange relationships to maintain stability and satisfy the employees at work; it is more effective than promoting change within an organization. Tetteh (2016) and Lumbantoruan (2020) explain that economic or social exchange for praise, resources, rewards, or the avoidance of disciplinary action by the leader in return for contracted services

delivered by followers' aid in the increase of satisfaction. According to Northouse (2016), transactional leadership holds two main sub-variables: contingent reward and active management by expectation.

9. CONCEPTUAL FRAMEWORK

Most academic research uses a conceptual framework because it helps the researcher to clarify his research question and aims to understand better what is to be investigated; explain the natural progression of the phenomenon to be studied (Adom, 2018). Figure (1) illustrates the conceptual framework that is to be studied and tested in this research.

Based on the proposed research model, this study shows there is a relationship between leadership styles (as independent variables) and employees' job satisfaction (as a dependent variable). The framework shows that there are two leadership styles (transformational and transactional leadership style) that are assumed predictors of employees' job satisfaction. Transformational and transactional leadership styles are originally developed by Bass & Avolio, (1997), identifying that both leadership styles come in various elements; transformational leadership elements include (1) Idealized Influence Attributes (IIA), (2) Idealized Influence Behaviors (IIB), (3) Inspirational Motivation (IM), (4) Intellectual Stimulation (IS), and (5) Individualized Consideration (IC); the transactional leadership elements include (1) Contingent Reward and (2) Active Management by Exception. Early research concludes that transformational and transactional leadership contribute to the accomplishment of organizational goals and objectives. In addition, research shows that leadership styles communicate and distinguish organizational cultures (Bass & Avolio, 1997).
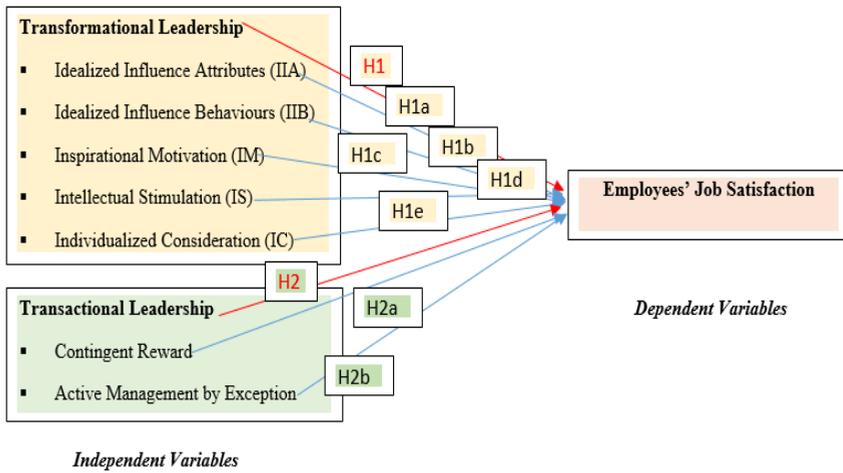
Figure 1: The Proposed Research Model Framework

Source: Bass & Avolio, 1997

10. RESEARCH VARIABLES

Based on the proposed research model, there are two main independent variables, which are: transformational leadership and transactional leadership. Each independent variable has several sub-variables. Transformational leadership consists of five sub-variables: (1) Idealized Influence Attributes (IIA), (2) Idealized Influence Behaviours (IIB), (3) Inspirational Motivation (IM), (4) Intellectual Stimulation (IS), and (5) Individualized Consideration (IC). Transactional leadership holds two main sub-variables: (1) Contingent Reward and (2) Active Management by Exception. The dependent variable in this study is job satisfaction. Table (1) illustrates the conceptual definitions (an abstract notion and idea) of the variables and Table (2) illustrates the operational definition of the studied variables.

Table 1: The Conceptual Definition of the Studied Variables

Variables	Conceptual Definition
Transformational Leadership (Ariguzo, 2018)	The leadership style seeks to cultivate employees to perform beyond expectations; a social partnership between leaders and their followers is motivated by the attractiveness of personal and organizational growth and progression.
Idealized Influence Attributes (IIA) (Bass, 1985), (kariuk, 2021)	Referred to as attributed charisma, described as followers' perception of the leader's power, confidence, and inspirational ideals. This emotional aspect of leadership is credited with shifting follower self-interest to a global perspective that places the welfare of the organization first.
Idealized Influence Behaviors (IIB) (Bass, 1985), (kariuk, 2021)	Leaders behave as role models for their followers by demonstrating high standards of ethical and moral conduct, revealing their values and beliefs, avoiding the use of power for personal gain, instilling pride in and among the group, and gaining respect and trust; ethical charisma in which followers identify with and emulate their leaders.
Inspirational motivation (IM) (Bass, 1985) (Burgess, 2016).	Leaders express important visions to focus subordinate efforts to achieve organizational goals; leaders provide meaning and guidance to followers' work, encourage team spirit, inspire employees, and satisfy requirements of self-esteem, recognition, and control.
Intellectual stimulation (IS) (Bass, 1985) (Sutanto, 2021)	Leaders increase follower awareness; leaders are teachers of organizational values and unforeseen situations so to promote intelligence, rationality, logical thinking, careful problem-solving, and risk-taking for long-term organizational success.
Individualize consideration (IC) (Bass, 1985) (Zelek, 2021)	Leaders pay close attention to the needs and concerns of each follower, provide customized socio-emotional support and act as mentors or coaches to their followers, developing and helping them to self-actualize and improve performance and productivity.
Transactional Leadership Style (Cherry, 2016)	The leadership style that illustrates an economic or social (praise, resources, rewards, or for the avoidance of disciplinary action) based exchange relationship with subordinates to maintain stability rather than promoting change within an organization.
Contingent Reward (Xenikou, 2017)	Interaction between the leader and the follower in which the leader uses rewards, incentives, promises, and praise to motivate followers to achieve performance levels.
Active Management by Exception (Tetteh, 2016)	The provision of corrective action in response to obvious deviations from acceptable performance standards (passive management); looking for mistakes and enforcing rules to avoid mistakes (active management).
Employees' Job Satisfaction (Alrwili, 2022)	An affirmative attitude that people have about their jobs and the various aspects of their work. Three different components make up this attitude: the cognitive component (e.g., beliefs, opinions, and knowledge), the

Table 2: The Operational Definition of the Studied variables

Variables	Operational Definition
Transformational Leadership	Perceived as very effective at motivating and inspiring a variety of followers, work colleagues, and subordinates to have an increased desire to achieve a specified vision (Bass, 1985).
Idealized Influence Attributes (IIA)	5-point Likert Scale, the following are the items that assess the variable: ○ Your leader instills pride in others. ○ Your leader goes beyond self-interest for the good of the group. ○ Your leader acts in ways that build others' respect. ○ Your leader displays a sense of power and confidence.
Idealized Influence Behaviors (IIB)	5-point Likert Scale, the following are the items that assess the variable: ○ Your leader talks about the most important values and beliefs. ○ Your leader specifies the importance of having a strong sense of purpose. ○ Your leader considers the moral and ethical consequences of decisions. ○ Your leader emphasizes the importance of having a collective sense of mission.
Inspirational Motivation (IM)	5-point Likert Scale, the following are the items that assess the variable: ○ Your leader talks optimistically about the future. ○ Your leader talks enthusiastically about what needs to be accomplished. ○ Your leader articulates a compelling vision of the future. ○ Your leader expresses confidence that goals will be achieved.
Intellectual Stimulation (IS)	5-point Likert Scale, the following are the items that assess the variable: ○ Your leader re-examines critical assumptions for appropriateness. ○ Your leader seeks differing perspectives when solving problems. ○ Your leader gets others to look at problems from many different angles. ○ Your leader suggests new ways of looking at how to complete an assignment.
Individualize Consideration (IC)	5-point Likert Scale, the following are the items that assess the variable: ○ Your leader spends time teaching and coaching. ○ Your leader treats others as an individual rather than just as a member of a group. ○ Your leader considers an individual as having different needs, abilities, and aspirations from others. ○ Your leader helps others to develop their strengths.
Transactional Leadership Style	Perceived as a transaction between leaders and followers related to an economic or social exchange for praise, resources, rewards, or for the avoidance of disciplinary action by the leader in return for contracted services delivered by followers (Bass, 1985).
Contingent Reward	5-point Likert Scale, the following are the items that assess the variable: ○ Your leader makes clear what one can expect to receive when performance goals are achieved. ○ Your leader expresses satisfaction when others meet expectations. ○ Your leader provides others with assistance in exchange for their efforts. ○ Your leader discusses in specific terms who is responsible for achieving performance targets.
Active Management by Exception	5-point Likert Scale, the following are the items that assess the variable: ○ Your leader concentrates full attention on dealing with mistakes, complaints, and failures. ○ Your leader keeps track of all mistakes. ○ Your leader directs attention toward failures to meet standards. ○ Your leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards.

Employees' Job Satisfaction	An affirmative attitude that people have about their jobs and the various aspects of their work. Three different components make up this attitude: the cognitive component (e.g., beliefs, opinions, and knowledge), the affective component (i.e., emotions or feelings), and the behavioral component (e.g., intent to act in a certain way).
	5-point Likert Scale, the following are the items that assess the variable: o I feel I am being paid a fair amount for the work I do. o I feel satisfied with my chances for salary increases. o Those who do well on the job stand a fair chance of being promoted. o People get ahead as fast here as they do in other places. o I am satisfied with my chances for promotion. o My supervisor is quite competent in doing the job. o I like my supervisor. o The benefits I receive are as good as most other organizations offer. o The benefits package I have is equitable. o I like the people I work with. o I enjoy my co-workers. o I like doing the things I do at work. o I feel a sense of pride in doing my job. o My job is enjoyable. o The goals of this organization are not clear to me. o I often feel that I do not know what is going on with the organization. o Work assignments are not fully explained.

11. RESEARCH METHODOLOGY

11.1 Research Design

This study is mixed research that uses a deductive strategy, exploring the known theory or phenomenon that was discussed in the literature and testing if that theory is valid in current circumstances. The research starts with the quantitative research approach to test the research model and hypotheses. Once the hypotheses-testing and empirical insights emerge through the statistical analyses, the researcher begins the qualitative research analysis. The qualitative inquiry is sought to gain an in-depth understanding of social phenomena (the effect of leadership styles on employee's job satisfaction).

11.2 Population and Sampling

The target population includes employees in the CIT government sector in Egypt. Individual Egyptian employees are the unit of analysis; these employees are not dedicated to a specific management level, comprising all job levels, ranging from senior level, middle level, and clerical personnel. The sampling strategy used is the nonprobability sample method. It involves non-random selection based on convenience criteria which allow for easily collect data and the chance of each unit being selected is not known or

confirmed; it involves the sample being drawn from that part of the population that is close to hand and easily accessible to the researcher. This method is used because of a lack of access to a list of the population being studied (Taherdoost, 2016).

The CIT sector in Egypt contains approximately 285,000 employees. Therefore, the sample size sought in this study is 388. This sample size is appropriate to develop conclusions that can be generalized to a population of 10,000 and above which required sample size would have to be not less than 384 (Krejcie, 1970).

11.3 Data Collection and Analysis Techniques

When conducting the quantitative research, administrated questionnaires were used to gain the needed data. The questionnaire was distributed online. The questionnaire was created using google form. The link to the form was emailed to the management to be given to various employees. The questionnaire consisted of a series of closed-ended questions and the respondents fill it in themselves, without the help of the researcher (Sekaran, 2016). The questionnaire assesses the leadership styles (transformational and transactional leadership), using the scale Multifactor Leadership Questionnaire-MLQ 5X-Short form developed by Bass and Avolio (1994) which contains 28 items; 20 items for measuring transformational and 8 items for measuring transactional leadership with a five-point Likert scale described as follows: 1 = not at all, 2 = once in a while, 3 = sometimes, 4 = fairly often, and 5 = frequently if not always. The employees' job satisfaction assesses by using the scale Job Satisfaction Survey-JSS form developed by Spector (1997) which contains (17) items with a five-point Likert scale described as follows: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. A pilot test of 50 questionnaires was conducted to check the questions' reliability and validity; once it was confirmed the actual data collection took place. Immediately after, the data were analyzed using the statistical package for social science (SPSS) version (26) IBM. Various analyses were sought, such as reliability analysis, validity analysis, correlation analysis, frequency analysis, and multiple regression (which were used to test the hypotheses).

When conducting the qualitative research, semi-structured interviews were steered among the management in the organizations to clarify further how they lead their employees and seek to create employee job satisfaction. The interviews were conducted until the saturation level was met – redundancy of data and insights among participants. Accordingly, 10 managers from different departments were interviewed until saturation. The collected data were analyzed by using the thematic technique. Based on the finding of the qualitative analysis, the 10 themes have emerged that acted as empirical evidence, supporting the research topic and the quantitative outcomes of this study in the Egyptian context.

12. RESEARCH RESULTS ANALYSIS

During the quantitative data collection, the questionnaire link was opened 500 times; nevertheless, 388 questionnaires were completed and returned to the researcher, making the response rate 78%. The following sections illustrate the various analyses that were conducted.

12.1 Respondents' Profiles

The respondents in this study were of different ages, gender, income, marital status, education, and residence as shown in table (3).

Table 3: Respondents'Socio-demographic Traits (Respondents'Profiles

Data	Characteristic	Frequency	Percentage
Age	35 – less than 50	228	58.8
	20 – less than 35	125	32.2
	50 – less than 65	35	9.0
	Total	388	100.0
Highest completed level of education	Bachelor Degree	229	59.0
	Master Degree	114	29.4
	Doctorate Degree	39	10.1
	High School	4	1.0
	Other	2	.5
	Total	388	100.0
City of residence	Cairo	189	48.7
	Giza	113	29.1
	Other	55	14.2
	Alexandria	31	8.0
	Total	388	100.0
Gender	Male	271	69.8
	Female	117	30.2
	Total	388	100.0
Marital Status	Married	275	70.9
	Single	93	24.0
	Divorced or Separated	15	3.9
	Widowed	5	1.3
	Total	388	100.0
Number of children	Two	128	33.0
	None	112	28.9
	More than two children	105	27.1
	One	43	11.1
	Total	388	100.0
Average monthly income in Egyptian Pounds	Above 10,000	152	39.2
	2,000 – less than 5,000	115	29.6
	5,000 – less than 10,000	113	29.1
	Less than 2,000	8	2.1
	Total	388	100.0

Source: Developed by the researcher

12.2 Reliability Analysis

The scales that were used in this study were taken from past research and were adjusted to suit the current study. Accordingly, the reliability analysis and the validity test were conducted. Reliability analysis allows you to study the properties of measurement scales and the items that compose the scales. The Reliability Analysis procedure calculates several commonly used measures of scale reliability and also provides information about the

relationships between individual items in the scale. In this study, Cronbach's alpha was applied (as shown in table 4). According to the analyses, all the variables were reliable as the alpha was above 0.7.

Table 4: Reliability Statistics of all variables in this study

Variables	Cronbach's Alpha (α)	No. of Items
Transformational Leadership	.963	20
Transactional Leadership	.898	8
Employees' Job Satisfaction	.763	17
Transformational Leadership Dimensions	**Cronbach's Alpha (α)**	**N of Items**
Inspirational Motivation (IM)	.920	4
Intellectual Stimulation (IS)	.897	4
Idealized Influence Behavior (IIB)	.870	4
Idealized Influence Attribute (IIA)	.841	4
Individual Consideration (IC)	.835	4
Transactional Leadership Dimensions	**Cronbach's Alpha (α)**	**N of Items**
Contingent Reward	.877	4
Active Management by Expectation	.863	4

Source: Developed by the researcher

12.3 Validity Analysis

In this study, the researcher conducted Face validity. The researcher made academics look over the questionnaire to give their opinion and make adjustments to confirm the instrument's effectiveness.

12.3.1 Kaiser-Meyer-Olkin (Kmo) Test

In addition, the researcher also tested the convergent validity, by using a Kaiser-Meyer-Olkin (KMO) test to assess the sampling adequacy of data used for Factor Analysis (Sekaran, 2016). The result in table (5) showed KMO equal to .961 which is greater than 0.5. This refers to the fact that data is valid to use factor analysis.

12.3.2 Average Variance Extracted (Ave) Test

As is seen in table (6), the Average Variance Extracted (AVE) is greater than 0.5, which means that the factors should explain at least half the variance of their respective indicators.

Table 5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.961
Bartlett's Test of Sphericity	Approx. Chi-Square	12598.288
	df	990
	Sig.	.000

Source: Developed by the researcher

Table 6: AVE and CR Test

N	10
Average Variance Extracted (AVE)	0.5662
Composite Reliability (CR)	0.9287

Source: Developed by the researcher

12. 4 Anova Analysis

The ANOVA analysis explains whether the overall model is a significant predictor of the outcome variable. Table (7) illustrates the extent to which the individual predictor variables contribute to the model. In this study, the results show that when assessing the overall leadership styles of transactional leadership and transformational leadership, the model with these two leadership styles is significant, with an ANOVA of 0.000.

Table 7: ANOVA [a] with Overall Leadership Styles

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.972	2	23.486	151.637	.000[b]
	Residual	59.630	385	.155		
	Total	106.602	387			

a. Dependent Variable: Employees' Job Satisfaction (EJS)

b. Predictors: (Constant), Transformational Leadership, Transactional Leadership

Source: Developed by the researcher

12. 5 Adjusted R-Square

Adjusted R^2 is a corrected goodness-of-fit (model accuracy) measure for linear models. It identifies the percentage of variance in the target field that is explained by the input or inputs. R^2 tends to optimistically estimate the fit of the linear regression. In this study, the adjusted r squared is presented in table (8). The findings show that the R² value is .441 which is greater than 0.5. The adjusted R² tells us that the model accounts for 43.8% of the overall leadership styles of transformational and transactional leaders in job satisfaction. This means that the independent variable contributes to 43.8% of the dependent variable and the remaining percent is predicted by other factors other than the two leadership styles in this study.

Table 8: Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.664 [a]	.441	.438	.39355	1.946

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership
b. Dependent Variable: Employees' Job Satisfaction
  Source: Developed by the researcher

12. 6 Hypothesis Testing: Multiple Regression

The researcher used multiple regression to test the research hypothesis. In this study, the researcher conducted the multiple regression analysis twice. First, the researcher sought to identify if there is a positive significant relationship between transformational leadership overall and employees' job satisfaction in the CIT government sector in Egypt. In addition, it sought to identify if there is a positive significant relationship between transactional leadership overall and employees' job satisfaction in the CIT government sector in Egypt. Based on the analysis results clarified that both transformational and transactional leadership significantly impact employees' job satisfaction as both p-values are below 0.05. (Transformational leadership sig. value is 0.000, and Transactional leadership sig. value is 0.001). Nevertheless, due to the beta coefficient outcome, when both leadership styles are presented, transformational leadership (beta coefficient =0.471) is a stronger contribution to job

satisfaction than transactional leadership (beta coefficient =0.222). The results are shown in table (9).

Table 9: Coefficients Analysis of Variables Overall

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.851	.085		21.867	.000
	Transformational Leadership	.269	.037	.471	7.247	.000
	Transactional Leadership	.133	.039	.222	3.419	.001

a. Dependent Variable: Employees' Job Satisfaction
   Source: Developed by the researcher

The researcher then moved on to assess each leadership style's behavior dimension individually to see which traits, attributes, characteristics, or behaviors found in leaders can be the cause of the employee's level of job satisfaction. Therefore, each hypothesis (hypothesis one and hypothesis two) had several sub-hypotheses. Based on the findings illustrated in table (10), the outcome of the hypothesis testing shows the following:

12.6.1 Hypothesis 1a: There is a positive significant relationship between transformational leadership dimension intellectual stimulation (IS) and ICT governmental employees' job satisfaction. This hypothesis is not supported with a p-value equal to .313. The results show that the relationship between the variables is insignificant with a p-value of more than 0.05 (β = .076, p >0.05).

12.6.2 Hypothesis 1b: There is a positive significant relationship between transformational leadership dimension individualize consideration (IC) and ICT governmental employees' job satisfaction. This hypothesis is supported with a p-value equal to .009. The results show that the relationship between the variables is significant with a p-value of less than 0.05 (β = 0.176, p < 0.05).

12.6.3 Hypothesis 1c: There is a positive insignificant relationship between transformational leadership dimension inspirational motivation (IM) and ICT governmental employees' job satisfaction. This hypothesis is

not supported with a p-value equal to .237. The results show that the relationship between the variables is insignificant with a p-value of more than 0.05 ($\beta = 0.090$, $p > 0.05$).

12.6.4 Hypothesis 1d: There is a positive significant relationship between transformational leadership dimension Idealized Influence Attributes (IIA) and ICT governmental employees' job satisfaction. This hypothesis is supported with a p-value equal to .000. The results show that the relationship between the variables is significant with a p-value of less than 0.05 ($\beta = 0.235$, $p < 0.05$).

12.6.5 Hypothesis 1e: There is a positive insignificant relationship between transformational leadership dimension Idealized Influence Behaviours (IIB) and ICT governmental employees' job satisfaction. This hypothesis is not supported with a p-value equal to .914. The results show that the relationship between the variables is insignificant with a p-value of more than 0.05 ($\beta = 0.009$, $p > 0.05$).

12.6.6 Hypothesis 2a: There is a positive significant relationship between transactional leadership dimension contingent reward and ICT governmental employees' job satisfaction. This hypothesis is supported with a p-value equal to .001. The results show that the relationship between the variables is significant with a p-value of less than 0.05 ($\beta = 0.231$, $p < 0.05$).

12.6.7 Hypothesis 2b: There is a positive significant relationship between transactional leadership dimension active management by exception and ICT governmental employees' job satisfaction. This hypothesis is supported with a p-value equal to .017. The results show that the relationship between the variables is significant with a p-value of less than 0.05 ($\beta = 0.119$, $p < 0.05$).

Table 10: Co-efficient ª of Variables' Dimensions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.857	.089		20.774	.000
Idealized influence attributes (IIA)	.126	.032	.235	3.926	.000
Idealized Influence Behaviours (IIB)	.005	.043	.009	.108	.914
Inspirational Motivation (IM)	.044	.038	.090	1.185	.237
Intellectual Stimulation (IS)	.038	.038	.076	1.011	.313
Individualized Consideration (IC)	.090	.034	.176	2.618	.009
Contingent Reward	.121	.036	.231	3.358	.001
Active Management by Exception	.066	.028	.119	2.394	.017

a. Dependent Variable: Employees' Job Satisfaction

Source: Developed by the researcher

The purpose of quantitative research is to attain greater knowledge and understanding of the social world (Sekaran, 2016). Quantitative research produces objective data that can be communicated through statistics and numbers. The research aimed to assess the effects of transformational and transactional leadership styles on employees' job satisfaction in the ICT government sectors in Egypt. Each leadership style holds various dimensions in its contribution. The current study used mathematical and statistical modeling to understand the standpoints of the employees with the use of SPSS. Through the multiple regression analysis, hypothesis testing was conducted. According to the analysis, not all the hypotheses were supported. Table (11) illustrates the outcome of the hypothesis testing.

Table 11: Summary of Hypothesis Testing

Hypothesis	Hypothesis Outcome
There is a positive significant relationship between transformational leadership and employees' job satisfaction in the ICT government sector in Egypt.	Partially Supported
• There is a positive significant relationship between transformational leadership dimension intellectual stimulation (IS) and ICT governmental employees' job satisfaction.	Not Supported
• There is a positive significant relationship between transformational leadership dimension individualized consideration (IC) and ICT governmental employees' job satisfaction.	Supported
• There is a positive significant relationship between transformational leadership dimension inspirational motivation (IM) and ICT governmental employees' job satisfaction.	Not Supported
• There is a positive significant relationship between transformational leadership dimension Idealized Influence Attributes (IIA) and ICT governmental employees' job satisfaction.	Supported
• There is a positive significant relationship between transformational leadership dimension Idealized Influence Behaviours (IIB) and ICT governmental employees' job satisfaction.	Not Supported
There is a positive significant relationship between transactional leadership and employees' job satisfaction in the ICT government sector in Egypt.	Fully Supported
• There is a positive significant relationship between transactional leadership dimension contingent reward and ICT governmental employees' job satisfaction.	Supported
• There is a positive significant relationship between the transactional leadership dimension active management by exception and ICT governmental employees' job satisfaction.	Supported

Source: Developed by the researcher

12.7 Thematic Analysis Qualitative Research Outcomes

The qualitative research approach was conducted sequentially, 10 managers working in different departments in the ICT government sector in Egypt were interviewed by applying semi-structured interviews. It has been chosen sample size through a judgmental sampling strategy. This approach is considered a primary source of data collection. Thematic analysis was selected as a method for analyzing qualitative data. The purpose of the qualitative research approach in this study is to support an in-depth understanding of the situation investigated. The aim was to gain further elaboration between the concepts and practice of leadership style and job

satisfaction. In this study, the interview contained four main sections: an introduction section, a section discussing transactional leadership style and behavior, a section discussing transformational leadership style and behavior, and a section discussing job satisfaction. Several questions were asked in each section and therefore several themes emerged. Based on the analysis, the main themes that emerged were: Transformational leadership is common in the ICT sector, Managers believe that is important to try to satisfy their employees to improve their productivity even though their obstacles, Managers seek employee satisfaction to improve work outcomes, Managers believe in the effectiveness of motivating and inspiring employees to increase job satisfaction; Managers believe in skills development and personal growth to satisfy employees; Most managers provide supplementary compensation to increase further employees' satisfaction; Most managers believe in the importance of financial acknowledgment; A disciplinary system leads to accurate employee behavior within the organization; Most top management required leaders to give acknowledgment; Most managers believe leadership style enhances employees' job satisfaction.

13. RESULT DISCUSSION

The results imply that job satisfaction is affected by transformational leadership and transactional leadership in the communication and information technology government sector. The study implies that if a leader is to use transformational leadership in the ICT government sector in Egypt, they must articulate a compelling vision, and instill pride and trust in followers to believe in what they do to get their work done. The managers should try to attend to each employee's needs and seek to mentor the employees while they work. In addition, leaders need to focus more on behaviors that are not of vitality to transformational leadership to increase the satisfaction level of employees in the CIT public sector. The managers should act like role models. The managers have to share the vision with their followers and explain important ideas in simple ways to help them to accomplish the organizational goals and encourage them to think outside the box to be creative and generate new ideas for solving work issues.

This study implies also that if a manager is to use transactional leadership in this sector, they should illustrate contingent reward and active management by exception to create job satisfaction among employees. The leaders make

employees enjoy work when there is a motivation-based system that is used to reward those that meet their identified goals by providing positive reinforcement for a job well done. On the other hand, managers should monitor employees' performance and encourage them to bring any problems they might face at work to the leader so they can solve them together, allowing leaders to be proactive by taking corrective actions before it worsens. The findings of this study revealed that transactional leadership practices are also necessary to attain employee job satisfaction. Furthermore, the findings of this study recommend a need for training that focuses on transformational and transactional leadership behaviors that foster greater job satisfaction in the CIT sector in Egypt.

This study has contributed academically by the following: adding insights that in the CIT government sector in Egypt, both transformational leadership and transactional leadership are effective and can impact employees' level of satisfaction in their jobs. This study provided several themes that emerged in the study that will fill the academic gap found in the literature regarding the effect of leadership styles (transformational and transactional leadership) on employees' job satisfaction in the CIT government sector in Arab countries, especially in Egypt, which is insufficient (Abd Rahman, 2021). The outcomes of this study aided in filling the gap in the literature regarding each leadership style and the needed behavior to be effective in the organization. The findings found that transformational leaders contribute to the impact of job satisfaction through two behavior dimensions: individual consideration (IC), and idealized influence attributes (IIA). While the other behavior dimensions are not significant. When it comes to transactional leadership both behaviors: contingent rewards; active management by exception are significant in the CIT sector in creating job satisfaction among employees.

14. RESEARCH IMPLICATIONS

The output of this study has many implications that would benefit the ICT government sector, employees, and also for academic use. The results show that job satisfaction is affected by transformational leadership and transactional leadership. Enhancing the relationship with the employees will bring benefits as the employee is considered an asset to any organization. As illustrated in the following paragraph:

Hypothesis one focuses on the impact of transformational leadership and the significant behaviors needed by the leader to create employees' job satisfaction. Referring to the findings of this research, transformational leaders are necessary for the organization to create job satisfaction among employees. Nevertheless, the significant behaviors that they have to illustrate in this study are idealized influence attitude (IIA) and individual consideration (IC). The behaviors that are not vitality are idealized influence behavior (IIB), inspirational motivation (IM), and intellectual stimulation (IS).

Based on these outcomes, the study implies that if leaders are to use transformational leadership in the ICT government sector in Egypt, they must focus on showing employees idealized influence attitudes (IIA) that encompass behaviors that explain the actual charisma, where the leader is seen as possessing supernatural traits. As well, IIA refers to the perception of a leader by the followers. Leaders should articulate a compelling vision, and instill pride, trust, pleasure, self-importance, and esteem in followers to believe in what they do to get their work done. In addition, the outcomes of this study can benefit the ICT government sector through transformational leaders who should provide individualized consideration (IC). Leaders should try to attend to each employee's needs and seek to mentor, coach, or guide the employees while they work. This behavior requires leaders to seek to listen to the concerns and needs of each employee and provides support and is empathic with each person's situation and background. These behaviors from the leader are to lead to employees being more satisfied at their jobs.

According to the study findings, the behaviors that are not of vitality to transformational leadership are idealized influence behavior (IIB), inspirational motivation (IM), and intellectual stimulation (IS). This implies that leaders need to focus more on these behaviors to increase the satisfaction level of employees in the ICT public sector. Idealized influence behavior (IIB) explains the role-modeling ability of the leader. Idealized influence behavior (IIB) refers to what the leader essentially does. It indicates that a leader will go beyond their self-interest for the greater good of the group and make personal sacrifices for others to feel comfortable so that they can work productively. In addition, inspirational motivation (IM)

indicates that leaders share the vision with their followers and explain important ideas in simple ways to help them to accomplish the organizational goals. Whilst, intellectual stimulation (IS) indicates that leaders inspire their followers to be creative and generate new ideas for solving work issues. Leaders stimulate their followers to think outside the box and be creative and encourage risk-taking.

Hypothesis two focuses on the impact of transactional leadership and the significant behaviors needed by them to create job satisfaction. According to the outcomes, transactional leaders should illustrate contingent reward and active management by exception to create job satisfaction among employees. This implies that leaders make employees enjoy work when there is a motivation-based system that is used to reward those that meet their identified goals by providing positive reinforcement for a job well done. In addition, leaders should monitor employee performance and encourage employees to bring any problems they might face at work to the leader so they can solve them together, allowing leaders to dedicate their effort and attention to employee performance to take corrective actions before it worsens. Determining the factor that would affect the employees' job satisfaction helps the management to understand their employees better and hopefully, they can use this research as a guideline to improve the satisfaction level of employees. The following paragraph illustrates the contribution of this study.

15. RESEARCH RECOMMENDATIONS

Based on the results of this research, several recommendations are made to improve the leadership style in the ICT sector so that it can allow employees to be more satisfied with their jobs. When it comes to transformational leadership significant behaviors that create job satisfaction among employees, it was: idealized influence attitudes (IIA), and individualized consideration (IC) behaviors. Therefore, it is recommended that leaders who seek to be transformational in style should focus on showing employees idealized influence attitudes (IIA). The idealized influence attitudes transformational leadership behavior refers to the perception of a leader by the followers which are linked with (charisma, pride, self-importance, pleasure, and confidence). Therefore, leaders should be seen as possessing supernatural traits by their followers. They should articulate a compelling

vision, pleasure, self-importance, and esteem, instill pride in followers and build trust to believe in what they do to get their work done. In addition, leaders in the ICT government sector should talk about the most important values and beliefs then the followers want to emulate them.

In addition, leaders that seek to be transformational in style should focus on showing employees individualized consideration (IC) behaviors. They have spent time coaching, mentoring, and teaching followers for achievement and growth. Leaders should promote self-development to enhance their performance. They have to treat team members as individuals and identify their differing needs and abilities. Listen to others' concerns and demonstrates genuine care about them. Leaders try to inspire followers to achieve a specific goal with develop their strengths by using additional personal effort. They have also to develop high emotional skills and lots of empathy, and encourage two-way communication with each team member to avoid any ambiguous information that could impact their performance at work and affect directly their satisfaction.

When it comes to transformational leadership insignificant behaviors that do not create job satisfaction, it was: idealized influence behaviors (IIB), inspirational motivation (IM), and intellectual stimulation (IS). Therefore, it is recommended that leaders try to implement these behaviors accurately so that they can have a positive impact on employees' job satisfaction in the ICT government sector. To improve these behaviors, leaders should show employees these behaviors. According to idealized influence (IIB) behaviors; leaders should focus on how they have been seen as role models. They have to go beyond their self-interest for the greater good of the organization. They should display a sense of power and confidence, and encourage collective awareness based on goals and missions to get the work done. When it comes to transformational inspirational motivation (IM) behaviors, the leaders in the ICT public sector should focus on talking optimistically about the future and articulate a compelling vision of the organization by using stories and symbols to communicate their vision and message. They should identify what needs to be accomplished, and express confidence that goals will be achieved. Leaders have to motivate team spirit and encourage their employees to achieve levels of performance beyond their expectations. These traits will increase the level of commitment of employees toward the organization and satisfy them. Researchers in this study found that if leaders focus on intellectual stimulation (IS) behavior in

this study it will reflect on the level of employees' job satisfaction. The researcher recommends that leaders should encourage their followers to be innovative and creative by exploring new ways of doing things, and finding new ideas for solving problems. They have to stimulate their followers to seek different perspectives and avoid non-traditional thinking. Leaders suggest new ways of looking at completing assignments and taking risks under their supervision.

When it comes to transactional leadership behaviors, researchers recommended that Leaders that seek to be transactional in style should focus on showing employees contingent reward and active management by exception traits. This can be done with the following suggested behaviors: having regular meetings to discuss employee progress to give them recognition. Leaders have to clarify well the set policies, standards, and roles that are required to accomplish the assigned tasks. Leaders have to form applicable compensation criteria and followers must be aware of and link it with their performance at work for instance: bonuses, promotions, or penalties. The contingent reward is an exchange agreement between leaders and managers then it should be an effective relationship to motivate followers to accomplish their tasks well which will impact positively their satisfaction at work. According to the second behavior of transactional leadership styles active management by exception, the leaders in the ICT government sector should be supportive. They have to be proactive, not reactive. They have to actively monitor the work of followers in an ongoing manner and make sure that subordinates are working up to the set standards. They have to interfere before the problems become serious and anticipate solving problems and have their eyes on the behavior of the employees.

Although, most of the empirical studies reported a positive association between transformational leadership and job satisfaction among employees whereas transactional leadership studies revealed positive or negative associations. The findings of this research conducted in the ICT government sector in Egypt revealed that transactional leadership practices are also necessary to attain employees' job satisfaction. Furthermore, the findings of this study support a need for training that focuses on transformational and transactional leadership behaviors that foster greater job satisfaction in the ICT sector in Egypt. Extensive training in leadership-related workshops and seminars needs to be planned and conducted regularly. Effective training in

transformational and transactional leadership is required to achieve the necessary leadership behaviors.

16. RESEARCH LIMITATIONS

This study was limited related to data constraints. The study is limited to the examination of two leadership styles, transformational, and transactional leadership, neglecting other leadership styles that exist and could affect the level of job satisfaction among employees. In addition, this study is limited to focusing on leadership style impact on employees' job satisfaction nevertheless, other variables could exist that impact employees' job satisfaction significantly, such as; organizational culture, human resource practices, digital transformation, organization voice, etc.

This study concentrated only on the ICT government sector therefore, the conclusion of this study cannot be generalized to the ICT private sector or organizations in different fields. When conducting qualitative research the focus is on the manager's perspective neglecting the employees' point of view. Employees' points of view are needed to confirm if these certain behaviors are significant to employees' job satisfaction. This study also is a cross-section study, longitudinal study could have been a beneficial illustration of the impact or cause and effect on employees' job satisfaction. This study used a convenience sample because the sample frame is not available which limited the conduction of the probability sampling. Finally, this study focuses on the ICT government sector in Egypt neglecting other countries to clarify the different leadership effects on employees' job satisfaction.

17. SUGGESTIONS FOR FUTURE STUDIES

The limitations associated with this study have led the researcher to propose several directions for further research: researchers have to select other leadership styles that could affect the level of job satisfaction among employees, whereas this study has examined only two leadership styles, transformational, and transactional leadership. Future researchers should conduct more studies in this field to discover other independent variables that would affect the employees' job satisfaction such as; organization culture, human resource practices, digital transformation, organization

voice, etc., as this study only focuses on two independent variables which are transformational leadership and transactional leadership.

In addition, future studies should focus on the ICT private sector in Egypt, by doing so, the results obtained can be used to do the comparison of findings between the ICT public and private sectors in Egypt. Furthermore, the current study focuses on the perspective of managers when conducting the qualitative analysis to confirm if certain behaviours of leadership are significant to employees' job satisfaction, and does not take into consideration the employees' point of view which should be included in future studies. The researcher also should use longitudinal studies in future studies which could have been beneficial in illustrating the impact or a cause and effect on employees' job satisfaction.

In this study, the researcher used a non-probability convenience sampling strategy because of the lack of access to a list of the population being studied. Accordingly, for future studies they have to use probability sampling involves random selection to allow them to make strong statistical inferences about the whole group. Finally, it would seem a logical continuation to make a comparative study between Egypt and other Arab countries. It might be the case that other countries in the region may generate different results and benefits regarding leadership behaviours and their relation to employees' job satisfaction, hence, such a study deserves further investigation.

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APPENDIX (A)

INTERVIEW GUIDE

Key Area	Questions	Purpose of Question
Introduction Section	1. Describe your style of leadership? Do you believe it's effective?	Leadership style
	2. What's your opinion about the managers' role in the creation of employee job satisfaction?	Management Role in job satisfaction
	3. How often do you talk to employees about topics related to organization performance, goals, and strategies and why?	Leadership Communication
Variable 1: Transformational Leadership	4. Do you believe that you are effective at motivating and inspiring a variety of followers, work colleagues, and subordinates? How so?	Transformational leadership
	5. What initiatives do you take (as a transformational leader) to increase employees' desire to achieve a specified vision?	Work incentives
Variable 2: Transactional Leadership	6. What are some of the economic or social exchange incentives given at work? When are they given?	Work incentives
	7. How do employees get acknowledged at work? Is this effective in increasing job satisfaction?	Work incentives
	8. Is there a strong system of disciplinary action that is applied in the organization? Is it effective?	Discipline actions
Variable 3: Job satisfaction	9. What motivates you to stay with your current employer?	Elements of organization satisfaction
	10. What motivates employees to work with you?	Personal satisfaction creation to others

Source: Developed by the Researcher

أثر أساليب القيادة على الرضا الوظيفي للموظفين في قطاع الاتصالات وتكنولوجيا المعلومات الحكومي في مصر

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ملخص البحث باللغة العربية

تبحث هـذه الدراسـة في أنمـاط أسـاليب القيـادة (التحويليـة والمعـاملات) علي الرضـا الـوظيفي للموظفين. تم استخدام نهج متعدد الأساليب لجمع البيانات. كان مجتمع الدراسة من العاملين في قطاع الاتصالات وتكنولوجيا المعلومات في مصر. من خلال اخذ العينات الملائمة غير الاحتمالية، تم تجميع وتحليل 388 استبيانا مدارا و 10 مقابلات بدقة. تم اختيار التحليل الموضوعي لتحليل البيانات النوعية. تم استخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) الإصدار IBM (26) لتحليل البيانات الكمية. تدعم نتائج الدراسة أن أساليب القيادة التحويلية والمعاملات تؤثر بشكل كبير علي الرضا الوظيفي للموظفين بطريقة إيجابية. تقتصر الدراسـة علي فحص نمطين للقيادة، مع عـدم الاخـذ في الاعتبـار الأسـاليب الأخـرى التي يمكن أن تـوثر علي مسـتويات الرضـا الـوظيفي للموظفين. كما تقتصر أيضا هـذه الدراسـة علي تقييم العـاملين في قطاع الاتصالات وتكنولوجيا المعلومات فقط وعـدم احتسـاب العـاملين في المجـالات المختلفـة. تسـاهم نتائج هـذه الدراسـة في تقديم نموذج توجيهي للإدارة العليا يوضح أسـلوب القيادة المهم الـذي يـؤثر علي الرضا الـوظيفي للموظف. بالإضـافة إلي ذلك، توجـه هـذه الدراسـة السـلوكيات المحـددة المطلوبـة من كل أسـلوب قيادة لكي يكون لها تأثير كبيرومهم علي الموظفين.

الكلمات الدالة: الرضا الوظيفي للموظفين، القيادة، القيادة التحويلية، قيادة المعاملات.