

## **THE IMPACT OF LEADERSHIP STYLES ON JOB SATISFACTION AT WORK PLACE**

Saad-Ur-Rehman, Muhammad Mansoor , *Rafi ullah bilal*

*Department of Commerce,  
University Of Sargodha*

### **Abstract**

In Pakistan the banking sectors have been increase with day by day. So that's why in this sector many educated population is working over there. So job satisfaction is very necessary for them. At banking sector in any branch of bank one factor is very important which also influence the employee's job satisfaction. This factor is their manager. Which also called their leader which guide them about a specific task which given to them. So behavior of leader is also influence his employee's.

So with the help of this paper we try to define that which type of leadership style is give more satisfaction to the employee's at work place. Mostly mangers have to type of behavioral leadership style at work place. Either they have consideration or initiating structure.

In our work about 320 employees of different bank branches take part in it. We develop questioner about it and fill from them. And after it with the help of SPSS we got result which indicates that consideration hasmuch effect than initiating structure.

So we suggest that bank manager should follow consideration style at work place because with the help of it he can make his employee more productive.

**Key words:** leadership, initiating structure, consideration, job satisfaction,

### **Introduction**

An Organization is a social builded place where human resource plays a very significant role in effectiveness and efficiency of Organization. Effective leaders (manager) and employees are thosewho give great help to any organization to achieve its objectives and goals.Their personal effort and commitment with organization is that which help organization to succeed.Many observations and many academic documents and circles agreed that leadership have great impact on job satisfaction of any singles employee.

Organizations always try to earn more profit. Organization's profit is related to productivity of firms. And productivity of any firm is increased by its employee. So for satisfaction of employs any organization takes many steps. In these steps one step is that organization provides him a best manager or supervisor who trains them in their work for giving best output to

organization because coordination with manager and employee is very important to full fill any task at given time. So for making strong communications between employee and their supervisor organization asked to manager to make strong relationship with his all employee so they easily and happily work with that supervisor and loyal to their organization. Manager is only those keys which clearly define any organization goals and aims of working and guide the best way which fulfill the organization goals and aims.

### **Literature Review**

Job satisfaction is a very important component at work place. Employee satisfaction is defined as employee is fully committed and happy with their work to fulfill their desire at work place. Many past studies said that satisfaction is very important factor to motivate them. Satisfaction is also very important to achievement for goals of employees and organization also. Employee job satisfaction has a positive effect in organization workplace. Satisfaction means job commitment and if employees are much satisfied with their job than they are more productive for organization.

There are many factors which contributing in employee job satisfaction. Like treating respectively with employee also enhance satisfaction in employee.

### **Leadership**

The best suited leadership style in any organization is that which inspires subordinates potential and working ability to enhance efficiency in process of organization for achieving his objectives.

In 1957 Stogdill said about leadership that is single man which have leadership characteristic is tell them the way which help them to accomplished their targeted goals and aims. After him in 1986 Richards & Engle explain leadership. They said that setting vision for a common goals and values for it and providing a specific environment by leader to his follower so they can easily fulfill their aims.

In 1957 Hemphill & Coons said about leadership. He said that leadership is that behavior which guides a specific number of people in group for accomplishing and achieving targeted aims and mission. After him In 1957 Stogdill said about leadership that leadership is a processes of activities of interpersonal relationship, in which leader influence through this process to fulfill and aims which he set in his mind.

In 1969 the bowers said that leadership is naming of those activities with the help of it any individual influenced group members to accomplish a specific aim. After him in 1977 Davis said about leadership that trains the members of group that how we should face any challenge to accomplished our task.

After it In 1982 Morphet, Johns & Reller also give a theory about leadership. They said that leadership characteristic are the individual action, and way of behaving, faith on actions for achieving a common goals with other volunteer cooperation's.

After it in 1986 Richer & Engle said that leadership is about set any vision about you task, and then give value to environment so that task can be accomplished easily. After him in 1990 Sergiovanni said that leader is that person in any society or in organization who try to fulfill the demands of employee by arbitrations, by gathering their opinion and by observing their interaction with organization goals.

In 1990 Jacobs & Jaques said that leader means that person who helps other to endeavor and to motivate them for accomplishing aims and goals. In 1994 Yukl said that leadership is the process of influence on the subordinate and motivate them for accomplishing aims and goals, continuously manage the groups by collaboration with them, guide them to actual targeted goals and aims of their working over here and from external group it can received help and collaboration.

In 2001 Northouse said that leader is that persons who exchange relationship with his subordinates for a common purpose.

After it here if we talk about the theories of leadership conducted in the past. Then we dividing their theories into four periods:

In 1930 traits theory was given about leadership. In traits theory innate leadership qualities and competence are defined. It tells that these innate qualities are not found in any other person. These innate qualities can be divided in to physiological and mental approach & aspects. Height, weight, looks and vigor are in physiological aspects and intelligence, confidence and aggressiveness are in mental approach. Stogdill (1948) much work on it. It made roundabout 12 different type of studies on leadership and due to his work he was called a big representative of those studies in his time of periods.

After it in 1940 to 1960 on leadership behavioral theory was represent. It tells about settle effective leadership style. It told that if leader have demonstrates leadership style than he /she can able to achieve best efficiency for organization. Behavior means interaction of any individual with other on different situation. So according to this theory leadership style can be made on personal feeling and experiences which he learnt from other. This study was made in Ohio state university which measures the leadership in two different styles. First one is consideration and second one is initiating structure with respect to behavior of any leader.

After 1960 Contingency theory was given about leadership style. In this theory leadership define in a new way. It gives a unique idea about the leadership. It said in this world there is no specific model or style of leadership. Every person take different leadership style according to situation they encounter or faced at that time. It said that any leader should adopt that situational leadership which gives best result at that time.

After Contingency, Contemporary leadership theory was given in 1970. We can say that contemporary theory about leadership is modified form of contingency theory of leadership. Theory of contemporary said that leadership is a type of process which also effects the

environment. “Bass & Avolio (1990) represent leadership in two different styles which named is transactional leadership and transformation leadership. In which transactional leadership means that by motivated and giving them some rewards to encouraging them.

There are given many ideas and theories about leaderships over years, but many theories center on a key idea that is leaders have two types of style.

First involves people-oriented style, it means at work place leader give a positive working environment in which worker feel friendly environment and share ideas and problems with leaders. Employees feel no burden of work. They can easily change their working style according to current situation.

Second one theory involves tasks-oriented leadership style, in which the leader helps subordinates figure out what is expected of them and manages the daily activities of group toward accomplishing a task. This is referred to as transactional leadership. In this employee not feel himself free at work. Employee thinks that their supervisor is watching them and if they did any wrong thing than their manager will insult them on it.

We are interest in behavioral leadership theory. This theory tells us about consideration and initiating structure. I defined in behavioral theories of leadership which is conducted in Ohio State University, they said the **initiating structure** and **consideration** is two behavioral leadership styles. In other words it means idea of people-oriented and tasks-oriented behavioral.

**Consideration** means “degree to which a leader shows concern and respect for followers, look out for their welfare, and expresses appreciation and support.” This is also called people-oriented leadership style.”

These are some characteristics which lying in consideration. First characteristic is that in this leadership style the leader friendly and approachable to their employees at work place. So they can easily work with him and can do their best at work place.

In this characteristic any leader is trying to give happiness and pleasure to employees doing many little things. So they can think that organization and their manager give worth of their self in organization. So they feel happiness on this thing and try to do their best at work place.

In this characteristic and leader is trying to giving employee empowerment to give their suggestion relating to operations. So they can think more. Their innovation can protect any organization from many large losses. When they think that they are taking part in the programs in of organization. So they will give many good opportunities to organization.

In this characteristic any leader is trying to equally treat all group member and employees at work place. When any leaders apply this thing on employees than every employee feels that organization giving respect to his work. Than every employee tries to do more best in work.

In this characteristic any leadership giving advance notices of changes. So if any employee thinks that this change is not important for organization than he will give better suggestion to the organization.

In this characteristic any leader tries to give easy accessibility to him/her to group member. So he can easily ask from other about his work performance so he can do much better thing. In this characteristic any leader tries to give also importance to personal welfare of employees. So they can feel him better at organizations.

In this characteristic any leader tries to willingness to make changes in work place. So employee can easily adjust himself at changes in organization.

In this characteristic any leader tries to tell to employee how they work more efficiently. So they can give better performance after last time.

In this characteristic any leader tries to consulting the groups when making changes.

**Initiating structure** “a tasks-oriented leadership style is the degree to which a leader defines and organizes his role and the roles of followers, is oriented toward attainment, and establishes well-defined patterns and channels of communication.”

Like consideration initiating structure has also some dimensions which also included in initiating structure style. First dimension is that in which any leader tries to clearly told aim of organization to the members. So they can focus only on organizations aim.

In this dimension is that in which any leader tries to force him to work within specific procedures made by organization. So there should not much chance of any problem occur over there.

In this dimension is that in which any leader tries to tell them the idea of organization. So they can do only those things which fulfill organizations goals. And organization can earn more profit. In this dimension is that in which any leader tries to clear his/her attitudes in organization. So every employee can contact with him directly.

In this dimension is that in which any leader it decides the way of working. So origination goals are fulfill speedily. And every one can do work in same manner.

In this dimension is that in which any leader tries to give works to different groups as their ability so they can give much better productivity in that work.

In this dimension is that in which any leader also tries to ensure an individual participation in group working. So next time he will perform better than others.

In this dimension is that in which any leader also tries to tell which work is done first. So task will accomplished with is time period.

In this dimension is that in which any leader tries to tell to the group about the stander of performance in organization. So organization wills not loss their stander. And every one can work according to stander.

In this dimension is that in which any leader also tries asked the groups and individual to follow the rules and regulation of organization. So the overall performance of organization will not effect.

### **Research method**

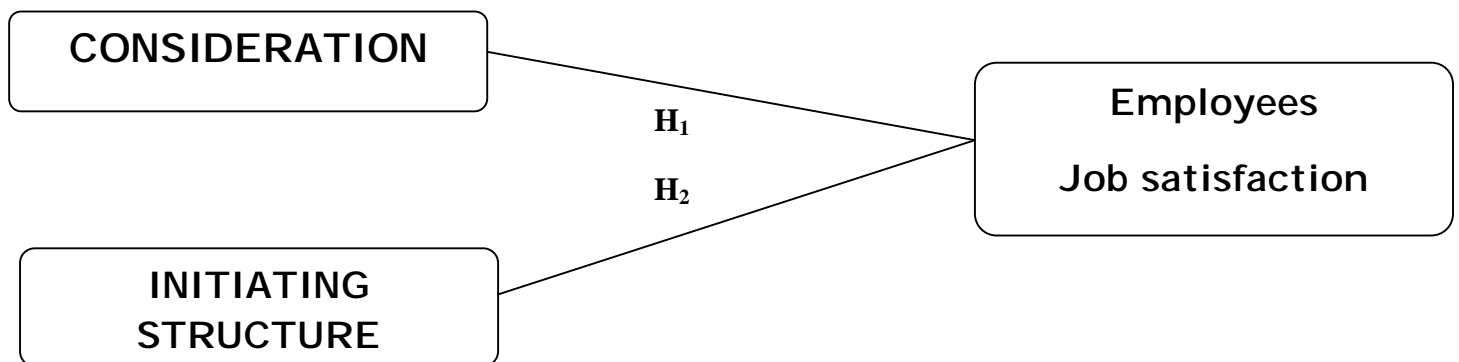
Our research is taken at banking sectors in Pakistan. We see the relationship of different leadership style with job satisfaction. We take initiating structure and consideration style of leadership as independent variables.

In banking sector manager is very important person which individually control the entire branch as boss. So each employee directly and indirectly answered to the manager. So a manager is also performing a role of leader at bank branch. So he should take a best style of leader which satisfied him and his all employees who are working under him.

Manager leadership style is methods which give best working of employee are work place. If employees are satisfied with manager than they enjoying their work and more committed with their work.

For this we make a frame work in which we show the leadership style and employees job satisfaction.

### LEADERSHIP STYLE



## **Research Hypotheses**

In any private banking sector manager is considers a leader for employees because manager is only person who guide other about way of working and also told them which thing best for our organization. Means he is that person who directly answered to board of director of working being made at her branch.

So if he following the consideration leadership style at branch than his employee easily understands his thinking about organization. They can define to manager about the problems they face at work place. And they feel relax himself at work. They have not much burden of work. So that's why our first hypothesis is:

**H<sub>1</sub>:** consideration has highly effects the employee's job satisfaction at work place.

In initiating structure manager is following only organization rules and regulation. He asked to employees to do work at time. Don't anybody try to lose of time when he should submit his work. In this any manager have no chance of late in accomplished the task of organization. So in this contact of any individual with organization is not much. Mostly in this type of leadership style employee are not enjoying work at work place. When the manager is not at office than employees try to do fraud with organization. So considering that situation our second hypothesis is.....

So according to this our null hypotheses are.....

**H<sub>0</sub>:** consideration has not highly effects the employee's job satisfaction at work place.

**H<sub>2</sub>:** Initiating structure is not highly effect the employee's job satisfaction.

In this employee fee more stress of working. The difficulties they feel at work can't explain so that's why their performance of working is not good. So time employee are mantel disturb due to manager and can't give their attention to work.

So according to this our null hypotheses are.....

**H<sub>0</sub>:** Initiating structure is highly effect the employee's job satisfaction.

## **Mean for gathering research data**

According to nature of our paper, we make a questioner for analyze this study. Our questioner hasin first we explain basics information of respondents.

In second we use question in which we gather data about leadership style and ob satisfaction.

The question we used in questioner is built by **Flexible Training Partners Ltd.** Flexible Training Partners Ltd (FTP) is a Bristol based professional training consultancy business established in 1997.

**Data analysis**

Sample profile

Name of items	Specification of items	Sample size	% of total sample size
gender	Masculine	231	72.2%
	Feminine	89	27.8%
Marital status	Married	132	41.2%
	Single	188	58.8%
Job status	EVP	55	17.2%
	VP	60	18.8%
	OG-2	35	10.9%
	OG-3	35	10.9%
	SCVP	44	13.8%
	AVP	55	17.2%
	SVP	10	3.1%
	OG-1	18	5.6%
	JO	8	2.5%
Pay interval	10,000 — 25,000	150	46.9%
	25,000-40,000	143	44.7%
	40,000-55,000	24	7.5%
	55,000-70,000	3	.9%

After collecting the entire questioner from the responded, we put all the demographic information in SPSS. Than from analyze option and from frequency we gather the following data which we write in table.

**Statistical analysis of data**

After gathering data form respondents we gather run some tests which support our work and our hypotheses. For this first we check reliability of our scale than run regression test and after it correlation test on our data.

Our directorship styles have 24 items in which we measure the two style of directorship. In 12 questions we measure consideration style of leadership. And remaining 12 questions told us about initiating structure style. And 5 questions we used to measure employee job satisfaction.



Here a very important thing we also see that the questions we are using for our paper is reliable are not. So answer of this question is gotten by us with the help of Cronbach's Alpha. Cronbach's Alpha tells us internal consistency.

So our scales Alpha are following.....

Scale name	No of item	Alpha	stander	Internal consistency
Consideration	12	.812	$.9 > \alpha \geq .8$	Good
Initiating structure	12	.775	$.8 > \alpha \geq .7$	Acceptable
Employee job satisfaction	05	.898	$.9 > \alpha \geq .8$	Good

Mostly for defining relationship between variables (dependent and independent)the tool which is used is regression. Which clearly define that which variable is how much effects dependent variable? So our regression result is following.....

**Regression model of initiating structure and consideration with job satisfaction**

In SPSS, analyze and then regression, we got following result. In regression we take consideration and initiating structure as predictive variable and satisfaction as criterion variable.

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.737	2	2.368	5.678	.004 <sup>a</sup>
	Residual	132.219	317	.417		
	Total	136.956	319			

a. Predictors: (Constant), Cmean, ISmean

b. Dependent Variable: SATmean

**Coefficients<sup>a</sup>**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	.173	.570		.303	.762
	ISmean	.240	.122	.109	1.972	.049
	Cmean	.282	.103	.152	2.751	.006

a. Dependent Variable: SATmean

In this model the value of  $\beta$  (un-standardized) is .240 for initiating structure. And .282 is for consideration. These value of beta tells that variation in creation variable is .240 or .282 if predictive vary with 1. From this we get that variation in job satisfaction is highly effected by consideration. And it std. Error is also less than initiating structure. And its significant level is also more than initiating structure.

So our null hypothesis is accepted. Means  $H_1$  and  $H_2$  are accepted.

This mean employee’s job satisfaction is highly effected by consideration not by initiating structure.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.186 <sup>a</sup>	.035	.028	.64583

a. Predictors: (Constant), ISmean, Cmean

**Interpretation of modal summary**

In modal summary no 1 in which we take regression relationship between initiating structure, consideration and satisfaction. In it its vale is .186. This shows that in employee satisfaction the role of initiating structure and consideration is only .186. It means consideration initiating structure bring satisfaction in employees.

In this model the value of R-square means that in satisfaction variation the part of consideration and initiating structure is .035. This show positive relationship between independents and depended. So according to this result our model is giving positive result to us. This also supported our hypothesis.

From all abovegiven result we have come to know that consideration leadership style at work place is bring more satisfaction in employees than initiating structure.

**Correlations**

		Cmean	ISmean	SATmean
Cmean	Pearson Correlation	1	-.009	.151**
	Sig. (2-tailed)		.870	.007
	N	320	320	320
ISmean	Pearson Correlation	-.009	1	.107
	Sig. (2-tailed)	.870		.055
	N	320	320	320
SATmean	Pearson Correlation	.151**	.107	1
	Sig. (2-tailed)	.007	.055	
	N	320	320	320

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Interpretation of Modal Summary**

When there are more than two variable in the measurement than correlation table is those things which give more clear relationship and their effect on each other. So here show correlation table which obtain with the help of SPSS. In this table two type of result is shown.

Pearson is the measurement which measure the statistically relationship and association ship between two (dependent and independent) variables. Like in our model we take employee job satisfaction and leadership style as variables. In which we measure these variable statistically relationship.

From our result Pearson correlation show that employee satisfaction is .151 is statistically correlated with consideration leadership style and .107 is correlated with initiation structure leadership style. It means that consideration is highly correlated with employee job satisfaction. If there should be seem change in employee job satisfaction due to leadership style than we can say that change in it is mostly due to consideration rather than initiating structure. So if any organization wants to observe employee job satisfaction relating to leadership style than it should focus on consideration.

Pearson value in our table is positive so this shows that consideration and initiating structure both have positive effects on employee job satisfaction because data of dependent and independent variable are gathered from one respondent. So we can say that if any organization wants highly positive satisfied employee so than it should adopt consideration leadership style at work place. Because it statistically highly and positive correlated with employee job satisfaction.

Our Pearson correlation show positive relationship between dependent and independent variables. Is this true?

So for this that we should rely on that Pearson correlation so for this we seem the significant (2-tailed). In our model significant (2-tailed) is less than .05 in consideration. This means that relationship of consideration and leadership is significant and correlation is reliable. So statistically prove that consideration leadership style is highly and positively affect the employee job satisfaction.

### **Conclusion and suggestions**

For our study we take private banking sector. Because in this organization considered employees a very valuable assets for him. So they try to satisfy their employee by many means of incentives. Every organization also wants to expand their business in all over the world. So for this he appointed many managers to control the employees at work place. So that's why behavior of manager also takes part in employee's satisfaction.

Pragmatically result which we taken from this paper, on that result give rise to following conclusion which we mention following.....

Company should ask to manager or any leader to take considerations style of working. So his coordinates can feel comfortable with him at work place because less stress employee at work place in more productive than a stressful person. So manager is also a very important and very highly effected on employee's stress.

### **Implementations**

According to result initiating structure is not better for employee at work place. Because with it they feel bound their self and can't say anything about working done over there. Problems at work place are not easily determined by organization or by any manager because both are not physically take part in work at work place. So problems related work is easily point outdid. It will happen only when manager have friendly relationship with employees.

In initiating structure manager have friendly approach with employee. So employee tries to do that thing which give best results to organization.

### **Limitations**

Our first Limitation this paper is implementation of it because we obtain all our data from private banking sectors in Pakistan. So for private banking sector this will be give some worthy answers to those question which match with it but for other service's industry like telecommunication etc.This will not able to give true picture over there work place. In other industry organization have different type of work place.

Our second Limitation of his paper is Variables that we used here to measure their relationship. There are many factors which effects the employee job satisfaction at work place. But in our paper we mention only few variables. So our paper gives valid answers about some accepted questions related to key words. There are many factors that are affecting employee job satisfactions at work place like organizational citizen behavior, organizational climate, salary, job involvement, on job training etc.

Our third obstacle is those problems which we face at work place. Employee at work have very less time for any further activity so while giving data to us many time we face non-serious attitudes of employee. Sometime they manager didn't agree to this activity. But after it we take only those data which we considered valid. We considered only 320 questioners valid for result.

Our four one obstacle is budget for this paper which is very limited so we try to work more efficiently within that specific budget.

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