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Master's of Global Public Administration

**The Relationship Between Leadership Styles
and Employees Job Satisfaction in Cambodia
Public Service**

**캄보디아 공공부문의 리더십 스타일과
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Abstract

The Relationship Between Leadership Styles and Employees Job Satisfaction in Cambodia Public Service

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The association among types of the leadership such as transformational style of leadership, transactional style of the leadership and the laissez-faire style of the leadership with the employees work satisfaction in the Cambodian public services has been explored in this report. This literatures deficit for the Cambodian public service has been established by the use of current literature across a full range of the leadership theories and theory of the job satisfaction. The research question of this study have been design as: Is there a connection among leadership philosophy (transformative, transactional, laissez-faire) with the employee's job satisfaction in Cambodian public service? The Cambodian public sector, especially the Office of the Council of Ministers (OCM), that employs 476 full-time civil servants, was the focus population of this report. A survey of 217 in proportion was collected using a stratified systematic sampling process by Yamane (1967:886). Using the Multifactor Leadership Questionnaire 6S form (Avolio and Bass, in 2004) and the Job Satisfaction Survey, views on leadership styles and job satisfaction were

obtained (Spector, in1985). The findings of the fundamental Varimax rotation element study showed small changes in the distributed of MLQ 6S factors in Cambodia's public service context.

To test the hypothesis of this report, descriptive method, correlation coefficient analysis, the ANOVA and t-test also the multiple regression linear analysis method was conducted. After the testing, it found out that among the three independent variables only two of them (transformational leadership, and transactional leadership style) in this research that have positive statistically signification relationship with the employee job satisfaction. And for the laissez-fair leadership style has positive statistically insignificant at 0.05 level. It was the statistically insignificant relationship among the control variables with job satisfaction. And the transformative leadership styles have demonstrated greater predictability of job satisfaction across three leadership styles with a regression coefficient of 0.134at 0.1 significance level.

A combined confirmation of past literature was shown by the findings of this report. In the case of public personnel management in Cambodia public sector, as well as in context of public administrative, the key results of the current study are assumed to contribute. This study offered the three differences choices for Cambodian government to choose leadership theories to increasing the job satisfaction level of civil servants. The theory of transformational leadership was strongly encouraged following by transactional and laissez-fair leadership styles to make the long term policy to implement in the organization.

Although the study identified the important link between employee job satisfaction and the three different leadership style (transformational leaders, transaction leadership and laissez-faire leadership) it was suggested that the government in Cambodia and OCM governance should focus on improving their employee satisfaction by using those styles of leadership in a broader context. Royal Government should focus on transformative leadership with the ultimate aim of developing a knowledge-based economy. The government needs to identify and utilize talents. In addition to material incentives – and we can emulate the General Department of Taxation which has an incentive scheme for tax officers

linked with performance – those with talents also need to be recognized. Without doubt, they want to contribute their ideas and policy inputs to generate positive impacts and changes. The laissez-faire leadership model is often challenging for the organization's managers. The outcome of laissez-faire leadership adoption may not be successful with corporate viewpoints. This style of leadership often would not rely on long-term viewpoints.

Keywords: transformational leadership style, transactional leadership style, laissez-fair leadership style, job satisfaction, Cambodia, the office of council of the ministers

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Chapter 1. Introduction

1.1 Background

Leadership have been including one of interest topic that has taken much attention in any field among many researchers in the 21st century. As a consequence, there have been several research relating to leadership styles adopted by members of an organization as it is assumed that the way leaders have led in the past may vary from what they are currently guiding, or the successful leadership styles they have demonstrated in the past might not be appropriated for the current. Based on Igbaekemen in 2014 mentioned that Leadership has simply “It is the art which influencing people and make them to voluntarily aim to accomplish their objectives”. Leadership plays a significant part which establishing the organization’s positive environment also the ethos (Alghazo, Al-Anazi, in2016). Based on Hurduzue in 2015 stated the successful style of leadership will encourage excellence in the growth of organizational participants. According to Skoogh in 2014, It is clear that since the beginning of human civilization, leadership has played an important role. For various scenarios different approaches were expected and each leader needs to recognize when to demonstrate a similar approach. A leader has his or her own style. There are many forms. The laissez-faire, transactional leadership, and transformational leadership are all the more common styles. In a hierarchically-structured society like that of Cambodia, hierarchical leadership is widely practiced (Shoraku, 2006).

Leadership personality has become an influential indicator of employee satisfaction. Employees in various environments in the private or public sector. A range of the studies have been performed in the fields of, education, health, defense, manufacturing and so on. But there are a handful of reports in the public service. And also in the case for the Cambodia public service.

Job satisfaction has performed a critical role to make the success of both individuals and organizations in each field. There are several inherent and extrinsic methods of encouragement to maximize employee happiness. Where administration plays a critical role.

Literature in Cambodia is inadequate in regards to leadership styles and employee satisfaction. A series of leadership study studies are needed by the Government to learn the dynamic of relationship among leadership styles with employee success in Cambodia's government sector. The current research begins with this assignment, in which a new analytical study is created to fulfill the literature vacuum. For the Government of Cambodia and the leadership researchers in the public administrative sector, the findings and recommendations of the study are valuable. The partnership between management style and satisfaction in the workforce opened a door for further civil service studies and provided Cambodia's government with a political input.

1.2 Statement of the problem

Influence of the styles of leadership have been founded on the job satisfaction, performance, depression and deliberate turnover (Chen and Silverthorne, 2005).

Despite widespread application of reform models and intergovernmental interventions, weak institutions, patronage and institutionalized corruption continue to characterize public administration in most developing countries. Cambodia is an illuminating example of how Cambodia is still struggling to achieve a loyal motivated, professional and service oriented public service after decades of reform. Since the 1990s, Cambodia has recorded impressive growth, but this development has been uneven, with significant regional inequalities in access to and quality of public services (worldbank,2017). Public administration's capacity to implement policy initiatives and provide public services is limited. The public sector is hampered by a fragmented administrative structure, overlapping,

responsibilities, and complex business processes. It suffers equally from inefficient human resource management practices.

Cambodian people are not accustomed to their requests, in addition to their lack of faith in state institutions. They therefore don't believe themselves to be citizens with rights that should apply to officials and thus refuse to engage with authorities (Kim & Ojendal 2007; Kim,2010). The history of centralized and hierarchical leadership and oppressive rules coupled with unipolar violence, lack of confidence in democratic institutions and refusal to demand authorities represent the lack of transitional intermediaries and poor governance between states and society.

On other hand, The Cambodian state is essentially ineffective since the formal system's opportunities and penalties are much less efficient than the ones available informal of networks. The ability to interrupt this loop is given by offering adequate and stable wages. The concern is of consequence, (i) the state does not have the money to pay sufficient salaries; (ii) switching to a salaried skilled civil service undermines the foundations of a neo-patrimonial, basically neo-feudal political leadership structure (in which sufficiently paying officials are less in the hands among senior figures whom power derives from their capacity to disburse capital or from their ability to disburse capital). It is important to move the official authority to recruit and dismiss, encourage and demote from the core to the effective manner of the appropriate ministry; and it is necessary to enable additional supervisory bodies to establish an accurate oversight of how the ministries and sub-national levels of government are creating and executing merit-based salaries. However, the difference between the amount of compensation from the rented hunt and the level of public wages is expressed and significantly encouraged by the limitations and ineffectiveness of state agencies and the difference in the efficacy of informally-held networks. Workers at all ranks find it difficult to survive on their official salaries, with the exception of a lucky minority. The additional difficulty facing those in managerial roles is to retain both a

consistent bureaucratic unit and their personal network of socio-political responsibilities (that apply to all those they owe to and downwards, to those relatives and supporters with whom they have in turn obtained a role. their position or other favors).

The Office of the Council of Ministers acts as the government's strategic nerve point. This office is the core ministry of Cambodia government to helping the Prime Minister for managing of overall in the system of governance in Cambodia. This office is the center of policy making and led by its cabinet-rank minister, is expected to prepare, facilitate, coordinate, unify, and monitor all the operation of individual ministries and localities. The effectiveness and loss of this office depends on the standard of competence established by the civil servants of the OCM. The success among employees depends on a combination of satisfaction they experience. Leadership types play a multidisciplinary role in government organizations among the multiple predictors of satisfaction of job. As a result, a results of the relationship among leadership styles with the job satisfaction of employees could give a good policy feedback for Cambodia's government to enforce the governance plan, policies and programs to achieve the planned degree of socio-economic growth in Cambodia. Employee satisfaction also influences both organizational and individual performance. Likewise, leadership style has been predominant in all organizational types for many predictors of employee satisfied (Masood, in 2014, Ul-Ain, with Aslam, and Rizwan, in 2014), (Tutuncu and Kozak, in 2007,); (Unutmaz, in 2014 and Yaseen, in 2013). In both the private and public sectors, several studies are performed to searching the connection among leadership styles with the employee satisfaction in their jobs. Adopting the right leadership style appears to be effective in increasing the degree of job satisfaction of workers in attempts to enhance both the worker and the organization's efficacy. The key intention of the study is therefore for analyze the relationship among styles of the leadership (transformational, laissez-faire, transactional) (Bernard M. Bass, 1997; Mung et al., 2011; Bernard M Bass & Riggio, 2006; Smith, Montagno, & Kuzmenko, 2012; Paracha, Qamar,

Mirza, & Waqas, 2004) also the study does not ignore one leadership style (hierarchical leadership), which has widely been practiced ranging in Cambodia public institutions with the job satisfaction of workers (Kalleberg in 1977; Paul E Spector in 1997; Stello in 2014) To explore an acceptable leadership style for the public corporation of Cambodia.

1.3 Scope of the Study

In this thesis explores the relationship among types of leadership in detail span leadership theory: transformational type, transactional type, laissez-faire type of leadership style with job satisfaction in the Cambodian public sector. A quantitative, non-experimental, attempt to cross and correlational analysis is the basis for this study. The demographic for the study is the cumulative number of officials working at the COM for at least 40 hours in a week. The random use of self-managed sample questionnaires and informal interviews revealed a sense of leadership style and work satisfaction. This thesis will not be experimental due to the limited time and resources available to the writer, and attributed to the difficulties of obtaining the data as a consequence of the COVID-19 pandemic, the survey was restricted to public service in OCM only.

1.4 Research Question

With the above statement of problem identified, which can be inferred that there is a need of paying attention on the leadership styles in public sector which paved the way to investigate the research problem whether the leadership behaviors contribute to the employee job satisfaction of professional in public sector in Cambodia. The following study questions are built on the basis of the above problem statement.

- Q1: What is the relationship between leadership styles and employee job satisfaction in Cambodia public service?

- Sub-Q1: What is the transformational style of leadership that describes the difference in public service employee job satisfaction in Cambodia?
- Sub-Q2: What is the transactional style leadership that describes the difference in public service employee job satisfaction in Cambodia?
- Sub-Q3: What is the laissez-fair style of leadership that describes the difference in public service employee job satisfaction in Cambodia?

1.5 Objectives of the Study

This thesis is intended to expand the perception of the relationship between modes of leadership: transformational, transactional, and laissez-faire; and job satisfaction of Cambodian public sector. The outcomes in this research has intended to expand the perception of the correlation among types of leadership with satisfaction of employee in the public service. In other side, from the findings in this report, the Cambodia government, senior executives, middle-level executives and other employees are supposed to learn among the levels application of the leadership theory and the status of level of job satisfaction. This is the first study of leadership concepts (transformation, transaction, and the laissez-faire) in their relationship with employee work satisfaction in the Cambodia public services, up to the awareness of the author of this report. So, the results of this research are expected to benefit all stakeholders in this arena. And it is also planned to lead to Cambodia public human resources administration management.

1.6 Importance of the Study

This research is important as a guide to other workers in the public organization in Cambodia to consider how important leadership types are to the success of the workforce as well as the output of the organization. The outcome of the analyze are intended to support companies in order to reach good efficiency in their organization

Furthermore, the study would also support leaders and managers in Cambodia's public institutions who have been recorded on the deficiency and inefficiency of the job system and in the part serves the service to the citizen. And in certain countries, by encouraging different leadership types to be utilized properly under the right circumstances. It will assist in that work setting workplace injuries, wastage and interpersonal disputes. This would be increasing the efficiency of the workers in the company as a whole.

1.7 Method of the Study

This research was a method of a quantitative research, descriptive correlation, non-experimental, causal survey. The primary objective was to test the hypothesis of transformational style, style of transactional and also laissez-faire leadership style models which equate these styles of leadership (independent variables) with work satisfaction (dependent variable). Therefore, this research explored the correlation between theories of leadership styles (transformative, transactional and the laissez-faire leadership style) with employee job satisfaction in The office of the council of ministers in Cambodia. The unit of study was the levels of public officials working 40 hours in one week at the OCM. The full list of public servants who have work in Cambodian Office of Council of Ministers that has 8 general departments under this council have 476 civil servants was the sampling frame. By using multi-stage systemic sampling from the sampling frame, a sample of 217 was randomly chosen.

With the simple set of questionnaires on multifactor of leadership (MLQ 6S Form) by Bass and Avolio, 2000, the Job's Satisfaction Survey (JSS), and demographical problems, respondents' viewpoints on satisfaction in the working of the employee with the three type of leadership (transformational, transactional and laissez-faire) has obtained. A sample was conceived by integrating in Google forms the short version of MLQ, JSS and the demographic query with individual email addresses. The purposes of data survey analysis, the data collection was downloaded in MS-Excel and from

Google for SAS app version 9.4 (SAS Institute, 2017). In order to analyze the relationships between leadership and work satisfaction of OCM, a descriptive analysis, the ANOVA classification test, correlation and regression was conducted to test the hypotheses of this report.

Chapter 2. Literature review & Theoretical Background

For many decades, theorists have made great efforts to develop successful leadership models for leaders in places such as government policy, industry, education, the military, the society, organization, and even a small family. Leadership is therefore very critical, not only for an individual, but for a country. This research took work satisfaction as the outcome variable, during the indicator variables were types of leadership (transformational style, transactional style and the laissez-faire style). This chapter contains a study of any papers and articles, dissertations on chosen theoretical contexts on the development the style of leadership such as transformational leadership style, transactional leadership style and the laissez-faire leadership style, and the employee satisfaction in their job, hypotheses and the research of literature on the relationship among different type of leadership styles and employee job satisfaction. This report presents the techniques used in this analysis to classify the research questions, methodology for addressing research questions, quantitative techniques, reliability and validity of the survey tools: Multifactor of the Leadership Questionnaire (MLQ) 6S developed by Bass and Avolio in 2004, Job Satisfaction Questionnaires Survey (JSS) created by Spector, in 1985. Google researchers, various Cambodian government blogs, have also been used to collect knowledge on leadership theories, employee job satisfaction concepts and the different type leadership and satisfaction of the employee in Cambodia public sector.

2.1 Theoretical Background

2.1.1 Leadership Style

For the researcher leadership was the common topic of interest in this globally in the field. Interestingly every part of the globe examining the concepts and complexities of different theories and processes in leadership (Antonakis, 2012; Bass& Avolio in 1990; the Lowe and Gardner in 2000; Northouse, in 2013). The hypotheses which developed in this study have been evaluated in numerous governmental, and private sectors varying from bigger to smaller organizations. For many decades, theorists have made great efforts to develop successful leadership models for leaders in places such as government policy, industry, education, the military, the society, organization, and even a small family. Leadership is therefore very critical, not only for an individual, but for a country.

The word leadership which provided many definitions by the researchers in this field. The emphasis of early three decades (2000-2030), scholars were particularly funded on the definitions of leadership on the control mechanisms and procedures preferred by leaders in gathering power to maximize their influence on followers (Mohammad Mosadegh Rad and Hossein Yarmohammadian, in 2006; and Northouse, in 2013). Then after, in 1930, The features became subsequently the topic of defining leadership, which relies largely on control rather than superiority. Later in the 1940's, to describe leadership the emphasis was moved toward community approach. Likewise, Leadership was characterized in terms of group growth, which in the 20 centuries established common agendas and affected group production. In the 1960s, leadership was defined as behavior, the act of an individual which has a mutual impact on the followers (Seeman, 1953). The idea of authentic leadership theory was especially common in this decade (B. J Avolio, Walumbwa and Weber in 2009; Goleman, in2000; Northouse, in 2013; Schein, in2004; Uhl-Bien &Marion, & McKelvey,in 2007).

Additionally, the institutions behavior method has been developed in the 1970s. Defining the idea of leadership. Burn (1978) identified a significant

notion of Leadership as a chief. Leadership is the cooperative method of mobilizing. Companies to certain motivations and values, multiple political also the economic, and other devices, in the context of competitiveness with the conflict, it is also to attain objective expressed individually or collectively by both supervisors and supporters. (p.425) by (Northouse, in 2013)

Leadership empowers people to pursue a shared goal; encouraging and exploiting human capacity (Level Headed, in2013), and several other leadership principles take several definitions into account in the book Educational Leadership by (Munro, in 2008), as follows:

- Leadership is the ability to control the relationship among supervisors with supporters who intended to make real improvements that represent their common goals.
- Leadership knows how to get there, understands that it is important, and knows how to provide sufficient services to meet the need.
- Leadership is a complex and working relationship that evolves over time, involving an engagement among followers and leaders in which governance is an instrument embedded in the situation that provides direction for the goal's achievement.

This study wanted to describe the type of leadership style. However, there are several leadership styles and though as varied as meaning as leadership principles. Several scholars and researchers have come up with various leadership styles. Many researchers suggested that leadership is indeed an effect partnership among leaders and supporters to complete the mission in terms of achieving a given target (Burns, 1978; Bennis and Nanus,1985). According to Hamidifar in 2000, the influence meant an interpersonal relationship among superiors and subordinates occur in multidirectional.

This concept of leadership is comparable to House, 1971, who proposed that the leadership is a behavior that provides the philosophy also the reason into the team through expressing such appeals to ideology, intent and responsiveness within the follower to the vision. On other side, Hersy with

Blanchard in 1988, were also described leadership such as a pattern of the behavior, displayed by members in carrying out their duties.

Avolio and Bass in 1991 generalized Bass' initial model in 1985 to the Full Range of the Leadership Model according to Gadot, in 2007. This model contains a style of Laissez-faire, style of Transactional and the style Transformational. Based on the psychologist Kurt Lewin (1930), his paradigm was developed and many of the subsequent methods were established. He claimed that 3 other important leadership types exist, as authoritarian style of leadership, democratic style of leadership and laissez faire style leadership. Among the leadership styles, the most recent, generally accepted and scientifically validated paradigm in leadership research with three leadership principle foundations was the full range leadership. This theory encompasses nearly overall the traits of the leaders in a composite paradigm of the three separate leadership theories: transformational style, transactional style and laissez-faire style. This research proposed to examine and examine these three types of leadership and looked at their association with staff satisfaction in the Cambodian civil service sense. The research identified the style of transformational leadership, the style of transactional leadership and the style of laissez-faire leadership be the three key independent variables and the satisfaction of employees as a dependent variable. The analytical and empirical analysis on the three foundations of recent leadership styles is discussed in this portion of the report.

2.1.1.1 Transformational leadership style

Downton first suggested the term transformational leadership in 1973 which was first theoretically discussed in the iconic book Leadership in 1978 by political sociologist James MacGregor and Burns. He attempted to create a connection between leadership and the follow-up ship. Likewise, leaders use the encouragement of the supporters to assist leaders and followers in pursuing their interests. Transformational leadership has become one of the more prominent and recent figures since the beginning

of the 80s. The style of transformation management is part of the new model of leadership, which stresses complex, effective and underlying inner motivation and personal growth (Northouse, in2013). Transformative leadership involves an exemplary style of control; which drivers will implement to a greater extent than expected. It is generally a creative and empowering mechanism in leadership. Transformative leadership is an enhancing and transforming mechanism which relates to personal emotions, beliefs, ethics, norms and long-term objectives. This style of leadership could be used to define a number of officials, from very particular efforts to influence individuals at one stage, to very large efforts to influence organizations in their entirety, as well as the entire society (Northouse,in 2013; p.162). The emphasis is to address and handle their desires on the whole as person. While transition supervisors play a crucial fuction in introducing progress in the cycle of transition followers and members are still together (Northouse, 2013). Bass offered a more detailed and refined kind of transformative leadership (1985). He built a model compatible with Burns (1978)'s concept of transformation leadership and with House's dynamic leadership in 1976.

Transformational leadership requires an official that addresses the specific needs, desires and ambitions of supporters and inspires followers to come up with ways to function together much more efficiently and accomplish goals (Gosling and Bolden, Marturano and Dennison, in 2003; and in 2006, Stewart.). The four dimensions of these leaderships include: (1) idealized influence: (2) individualized considerate (3) stimulation intellectual; (3) motivating inspiration (Bass,1985; Mathew & Gupta, 2015)

Idealized Influence: The supervisors is a role model that strives to create a shared purpose and to improve ties with followers. The first level of an idealized power of transformational style is a role model. Indeed, the delegate influences this characteristic of transformational leadership to obey his superiors. The manner in which a leader acts determines the degree of idealized version.

Individualized Consideration: The secondly of the dimension of the style transformational leadership is individualized consideration relates to developing a supporting atmosphere and acknowledging the needs, wishes, and inspiring subordinates and helping them as a trainer to accomplish their objectives (Avolio and Bass, Jung, in 1999; Bass and Avolio, in 2000; Bass, in 1985; Bolden in 2003; Mathew and Gupta, in 2015).

Intellectual Stimulation: Intellectual stimulation is the third component of transformative leadership. This aspect of transformative leadership includes information sharing with subordinate individuals to encourage imagination, ingenuity and solutions. Intellectual stimulation also requires vision expression, mission contemplation, and trust, respect and faith in followers. This transformative leadership aspect also encourages a high degree of moral and ethical behavior (Avolio et al in 1999; Bass and Avolio, in 2000; Bernard M. and Bass, in 1985; Lowe, and Kroeck, and Sivasubramaniam, in 1996).

Inspirational Motivation: Inspiring inspiration is the fourth component of transforming leadership. This transformative leadership aspect includes applying team spirit and having stronger aspirations of supporters so that they remain inspired to work and to accomplish popular or challenging goals and goals themselves (Bass and Avolio, in 2000; Bernard Bass, in 1985; Lowe et al., in 1996).

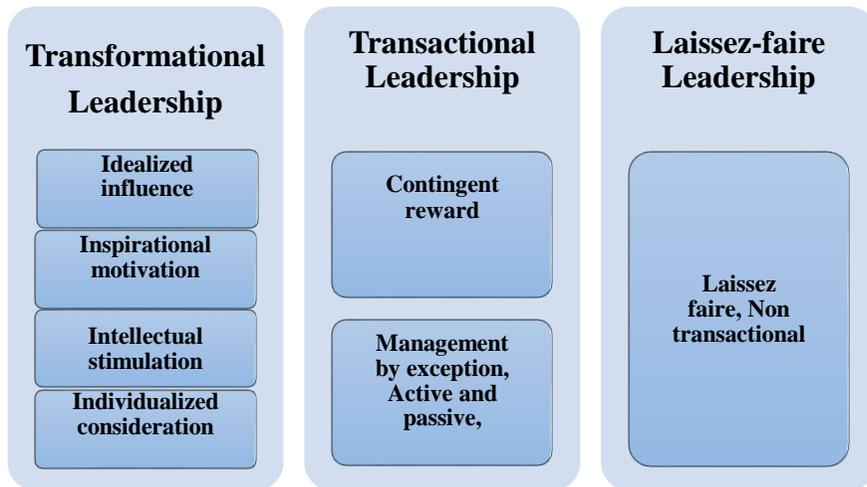


Figure 1. Full Range Leadership Style dimensions

Transformational style strengths: Transformational leadership is seen such as a progressive part of leadership opposed with style of transactional leadership and style of laissez-faire leadership. In fact, this type of leadership type has focus of the research group since its inception in the early 70s. Some politicians, academics, have done studies on this philosophy of leadership (Lowe and Gardner, 2000). This leadership style is the purpose and devotion of leaders to the needs of followers as well as to personal advancement, makes perfect sense for supporters and attracts others (Antonakis and House in 2012, Avolio and Yammarino, in2013). The frequent and equal contact among transformative leaders and followers in every organization with respect to the organization and fulfilling their individual needs, and perceived encouragement and enhanced morality finally change the organizational performance positively. In comparison, this leadership model is wider than other models to explain the need for leadership and followers, their capacity, corrective possibilities, inspiration and moral and imaginative approach. In contrast to other leadership models, this leadership is known such as the successful of leadership style (Yukl, in1999). This research was carried out using Multifactor Questionnaire of the Leadership (MLQ) which has proven to be constructive which accurate relevant to the inspiration also with the success of the followers.

Criticisms in the Transformational Leadership: While the leadership style is a strong one, it is often blamed for its numerous shortcomings in certain fields of transition. There is no logical clarification on different practices and features that he was to portray (Northouse, in 2013). In the same way, as transformative leaders practicing the notion of idealized effect, individualized concern, and inspiring encouragement, they inspire their subordinate to accomplish the organizations vision, task, goals and priorities, misuse of authority will emerge because of their own inner desires, manipulation and motives (Yukl, in 1999). The future misuse of influence will drive followers to achieve the self-interest of leaders and thus deviates the emphasis from satisfying the needs of the subordinates and completing the overall organization objectives. "The idea which joint leadership opportunity has still underrated and suffer with heroic leadership "(Yukl, in 1999). In comparison, the assessment of transformative leadership is another critique.

The researchers commonly use some variations of the Multifactor Questionnaire Leadership (MLQ) to test transformational leadership. These four variables are strongly associated in transitions (Tejeda, Scandura & Pillai, 2001). They do not indicate that there are distinct causes. Transformational leadership regard leaders rather than people's learning activity as a personality attribute or psychological predisposition. Moreover, researchers have not found that any person or entity has been turned into actual operation by transformative leadership (Antonakis & House 2012- Avolio & Yammarino 2013; Antonakis, 2012; Jacquart & Antonakis 2015). Transformational leadership regard leaders rather than people's learning activity as a personality attribute or psychological predisposition. In comparison, scholars have not demonstrated that transformative leadership has translated any entity or organization into real activity (Antonakis and House in 2012; Avolio and Yammarino, in 2013; Antonakis, 2012; Jacquart & Antonakis, 2015).

2.1.1.2 Transactional style of leadership

In 1958, Weber first suggested transactional leadership and Bass further theorized it in 1985. This style of leadership entails an exchanging of respected objects with workers to obtain their desires, along with those of the worker. The majority of leadership models focusing on the relationship between the participants and backers of what happens are founded on transactional leadership. This kind of leadership's trade factor is normal and is possible at all kinds of organizations on many levels (Burns, in 2012; Warrick, in 2011). This leadership model is a mechanism whereby workers are compensated and penalized. Employees are compensated or disciplined for their success or false. This management style has two-dimensional: (a) contingent of the reward and (b) management by the exception. (Bass, 1985).

The Contingent Reward is correlated with a direct or vague reward policy after the desired agreed objectives have been accomplished. This is a mechanism of communication among supervisors and followers in where leaders give particular incentives as the effort that make by their supporters, return (Bass, 1985).

Management by the Exception refers to the oversight with control of supervisors for detrimental exceptions, faults or breaches of laws and follow-up with corrective interventions (Clarke in 2013; Muijen, Hartog, and Koopman, in 1997; and Northouse, in 2013). Secondly component of the administration of transactions consists of two folds: (a) exception by the active management and (b) management through exception by active management exception passive. The feature of transactional style of the leadership is exception-active management, which relates to direct control and oversight of subordinates in order to correct and instruct them in the field to fulfill their duties. Although management by exception-passive applies not to constantly track and wait for subordinates to reach the highest

or lowest output level. Thus, leaders rely on positive criticism, constructive feedback and negative reinforcement (Bass, 1985; Clarke, 2013).

2.1.1.3 Laissez-faire leadership style

Lewin and his team first announced the model of Laissez-faire leadership. In 1939 and was further pronounced in 1985 by Bass. This style of leadership non-transactional actions is far from the style of transactional management. As this leadership characterizes the non-appearance of leadership and leaders, a lets-things-ride approach takes place. The laissez faire type leaders hit the target to take steps, delay decisions, give suggestions and are afraid to accept any effort to fulfil the followers' needs. Members are not in touch with supporters and thus there aren't followers' transactions (Northouse, in 2013)

According to the Deluga in (1992) felt that the model of laissez-faire leadership was tied to unproductivity, inefficiency and frustration (cited in Koech & Namusonge, 2012). Laissez-faire leaders stop making judgments, retributions and positive/negative suggestions to superiors, Bass & Avolio (1997) and Hartog & Van Muijen (1997) write (Mester, et al., in 2003). Jones and Rudd in (2007) Laissez-faire leadership was described as leadership in such a passive manner, marked by aversion to successful engagement and the conviction that best leadership benefits from disconnection from events. Van Eeden, Cilliers and Van Deventer in (2008) it argued that these leaders resist active participation in targeting and avoid engagement when leadership direction is required (cited in Ejimabo, 2015). Leaders have no clear means of completing goals, while workers are granted power and given the required tools by consuming their own style to make choices and complete tasks (Lewin et al., 1939). In comparison, laissez-faire leadership allows the followers more independence, individuality and flexibility. Followers, with high performing experience, qualifications and knowledge, conduct their roles on their own. This will contribute to greater encouragement and morale on the part of followers and benefit both the subordinators and the institutions as a whole.

Simultaneously, an inadequate of long term goals, collaborative work and other people's learning can be negatives for organizations where planned team engagement and multiple interdependent tasks are required to achieve the organization's plan, intention, priorities and objectives.

2.1.2 Employee Job Satisfaction

Satisfaction of the job became one of the interested researched psychological subjects. This kind of study has gained in popularity in the social sciences since the topic of job satisfaction bears a close relationship to our own lives (Bloom, 1986). Taylor indicated that, because of their competitive benefit values, the workers work more and harder for monetary incentives. He asserted that more than any other incentives, staff prefer capital. He inspired industrial manufacturing and developed a common theory of the time. Jobs were originally drawn to cash rewards and increased productivity, but it did not work for a long time later on. Later on, the study centered on human relationships, suggesting that human beings should not only be pleased with monetary benefits, but pursue mutual actions and followers 'personal and growth needs, which is common and recognized as the theory of human relationships (Kermally, in2005). Hoppock argued that the psychologically and physically satisfaction of the worker with outside environments and the emotional response of the person to the job situation are the reported levels of employee satisfaction. This research has shown that variables such as life satisfaction, mental wellness and religion has a major effect on the quality of the employee's jobs (Hoppock,1935). The author argued that job satisfaction represents diverse attitudes employment and private life (Bowling & Cucina, 2015). Locke presented work fulfillment as a positive emotional state and as a positive emotional state. In their work, human experience. He believed that job satisfaction may have an impact on

The physical and mental fitness and social life of an individual (Locke, 1976). Another analysis of work satisfaction studies proposed statistical

interpretations on job satisfaction (1) fulfillment theory, (2) disparity theory, and (3) equity theory.

The principle of fulfillment applies to employment satisfaction based on the level of satisfaction with the employee's desires to be fulfilled at work. This hypothesis suggested that they would be fulfilled if their needs were met (Lawler and Suttle, in 1973; Wanous and Lawler, in 1972). The disparity hypothesis suggests that not overall workers have equal goals. Furthermore, employee job satisfaction is based on the difference among their workplace aspirations and what could they currently achieve (Çelik, in 2011). Workers happiness are greatly impaired as difference was viewed. This disparity in workers' desires and interpretations of what they are doing. Receipts decide their level of work satisfaction (Locke, 1969, 1976). Some work satisfaction hypotheses are (a) two-factor motivation-hygiene type (Herzberg, 1959; Stello, 2014) (b) Type work features (Ali et al., 2014) (2) 2014) and disposal strategy (Straw and Ross, in 1985). The incentive factor for hygiene demonstrates the influence of employee happiness and career in satisfactory two variables (motivation plus hygiene). Motivation can have the positively effect on the efficiency of employees' job

That contributes to work satisfaction. Hygiene considerations are not called motivational, but may affect employee frustration with the job. The work characteristics model proposed five influences that could have the high affection in the worker's greater sense, obligation and understanding of the results: (1) skill diversity (2) role personality (3) role importance (4) control (5) feedback. In 1954, Maslow proclaimed 'Hierarchy Need Theory' to describe person work satisfied in the way of total desire (Taormina and Gao, in 2013). In terms of critical requirements, safety needs, physical needs, self-rehabilitation, etc. He clarified job efficiency for employees.

Satisfaction with jobs is defined as fulfilling the person's individual needs and desires goals (Wanous & Lawler, 1972). Furthermore, the content of a person's job process requires career fulfilment (Katz and Kahn, in 1978; Locke, in 1976). Employment happiness is the result of 'assessing one's work as the realization or fulfilment of one's core values; upholding these

ideals is consistent with or helps to meet, one's basic needs (The Locke, in 1976, p. 1319). And, the career of satisfaction covers the general attitude of an employee about their jobs (Vroom, 1962).

Among those models there is a wider cover of work satisfaction variables in the job satisfaction model established by Sector(1985). Its philosophy involves nine distinct aspects (payment, promotion, supervision, profit, deferred compensation, operating processes, coworkers, nature of work, communication), which have the signification effect on happiness of the employees. These variables are structured according to a quantitative model.

2.2. Literature Review

2.2.1 Relationship among Leadership Styles with Job Satisfaction

A significant quantity of literature on the influence of leadership styles on the employee satisfaction was already released. Kouzes & Posner (2002) said leadership takes place where a bond occurs between the willing to serve and the willing to lead. Leadership and job satisfaction are considered as a fundamental part which affects the overall productivity of an organization (Kennerly, 1989; Brooke, 2007). Study was carried out to evaluate how leadership behaviours, with the aim of enhancing operational performance, can be tailored to affect workers (Loke, 2001). Many reports have sought to understand the high or low degree of job happiness arising from leadership. The studies show the correlation between management and work satisfaction (Heller, 1993; Mckee, 1991; Judge & Piccolo, 2004; Walumbwa et al., 2005).

Any organization's efficiency relies on the visions and tactics implemented by their leaders. Members should provide their members with sufficient guidance Organization to better fulfill its aims by the successful use of human resources in the organization. They will inspire their subordinates or demotivate them in compliance with the needs of organizations. The relation and the interpretation the impact between executive leaders and subordinates influences the extent of some organization's success or loss.

There are various variables impacting employee work satisfaction, including the leadership style followed by the leaders of the company. A research in the early 1990s indicated that by assessing the effectiveness and failure of an organization, 45 percent to the 65 percent of overall variables, it was also including the work satisfaction, influence institutions efficiency and competitiveness over there (B.M. and Avolio, with Bass in 1990). The literature review in this study included extensive research in the field of leadership in the public sector and work satisfaction analysis carried out over the past five decades, which concentrated in particular on the relationship between the above types of leadership (transformation, transaction, *laisser-faire*) and job satisfaction in the public sector.

A short analysis of the relationship among leadership styles with the employee job satisfaction in Cambodia, the countries which developing, and advance countries was discussed in this following.

The report of a team of Kenyan scholars on the field of the relationship among leadership styles in Kenya with employee satisfaction with a sample size of 93 of the 123 population in the ministry of interior and collaboration showed a strong positive association between employee satisfaction in their job at leadership with the value ($r = 0.604$; $p\text{-value} < 0.01$). The writers proposed the study of effective leadership in the Government of Kenya (Orute, Mutua, Musiega & Masinde 2012) for improved employee satisfaction.

In addition, the study by the South Africans on the influence of leadership styles on work satisfaction showed a very important correlation between transformative leadership and job satisfaction, transactional leadership and job satisfaction. The role of transformational leadership was shown to be quite significant for employee work satisfaction across three kinds of leadership styles (Loganathan, 2016).

A descriptive correlational research made with 200 leaders from the Malaysian public sector showed that the style of transformative and transactional leadership has such a clear association with employee work satisfaction, although the earlier has a higher significant correlation than

earlier one. The research found that the model of transformational leadership was considered ideal for the management of government agencies. The effect of the transformative style of the leadership, however, was greater than the transactional style of the leadership (Mung et al., 2011). In Pakistan, a team of researchers analyzed the relationship between types of leadership and effect on work satisfaction for nurses in public hospitals located in Punjab city. The sample of the study were 211 nurses in the field public services. The result considered that the transformational style of the leadership had statistically positive significant relationship and the work performance in the health sector in Pakistan (Naseem et al,2018).

In another research carried out through Munir with his colleagues in Malaysia, a survey by 214 educational workers from four separate universities is used to investigate how transformative leadership is linked to employee happiness in collected data. A significant positive relationship ($r=725$) was demonstrated via the connection between the overall effects of transformative style of the leadership and employee job satisfaction. It is also necessary to consider leadership traits in order to please workers, since it can influence the morality and efficiency of employees. (Munir,Rahman, Malik and Ma'amor,,2012).

In 2016, a research which conducted to examine the impact among the 3 types of the leadership styles such as transformation, transaction and the non-leadership with the job satisfaction under the sample size 387 which focused on the teacher in 3 levels in 42 public schools in Kemanshah province, at Iran. The outcome of that study showed the significant relationship about the transformational style of the leadership and laissez-fair (non-leadership) was less significant. (Sayadi, 2016)

A survey which developed with the 360 sample size in the 36 separate academic group in Germany. This research studied about the effect of the transformational style of leadership with employee job satisfaction. The statistically significant relationship of the transformational leadership style was examined in the result. (Braun, Peus, Weisweiler, & Frey, 2013).

Alamir(2010) has analyzed 502 workers from six private companies , he found about the influence of the change of the transactional style of the leadership on satisfaction and also organizational engagement is positive. Riaz and Haider (2010) considered transaction management to be positive significant relationship of job completion. The findings suggested that Pakistani workers favored the method of transactional management. Similarly, Belonio (2012) found a significant positive relationship among the transactional leadership style and job satisfaction among Bangkok banking staff. In general, transactional management-work satisfaction study is not as rigorous as transformative leadership and career satisfaction. An analysis at US Coast Guard Units in Washington, DC reported the favorable relationship among the form of transactional leadership and telecommunications employee work satisfaction (Siebert-Quinley 2014). The research analyzed leadership practices based on the MLQ 5x and the intentions of workers in terms of attrition. The Remaining or Leaving Index of Bluedorn. This result indicated that workers willingly preserve their job output in preparation for teleworking 's prospective compensation.

A research which conducted in 2015 find out about the relationship among transformational with staff satisfaction of health sector in Turkey. The sample were targeted in two main public hospital include some private sector in health care system with the 2018 sample. The key results found that there are substantial gaps in their opinions on two aspects of transformational leadership (being a paradigm that is suitable and offering individualized assistance), transformative leadership generally and one dimension of work satisfaction (communication) (Top, Akdere and Tarcan, 2015).

A related research carried out about the impact among type of leadership (transaction and transformation leadership) with the jobs satisfied in Brow Vard County and Miami Dade County, South Florida, U.S.A.

The population of all firms was taken by this quantitative descriptive correlation analysis. The study was collected from 30 individuals and 150 people. The analysis showed about the correlation among leadership and

work satisfied of the employee was statistically positive significant. Furthermore, the research outcome revealed that the transformational leadership is better predictors than the transactional leadership (Febres, 2017).

In Parkinson's (2008) study, which analyzed K-6 teachers in 17 primary schools throughout three villages of southern Arizona, the effects of leaders on employee satisfaction also verified. Overall, this research indicated that assumed management models affect happiness both externally and inherently. An important relation between the experience of idealized and external happiness has been found by several regression analyzes. The relation between contingent incentives and intrinsic satisfaction was also important. Any transformation and transactional factors have had a significant positive effect on job satisfaction, in particular. This research therefore recommended to leaders who want to strengthen the balancing among the transformative and transactional leadership style to satisfied the public teachers carries. The findings of this study however seemed to rely heavily on a quantitative research approach

A study which developed in the United States have shown the significant positive relationship outcomes correlation among transactional style of the leadership and staff job satisfaction. The study utilizing the 2010 FEVS data from the respondents in the federal government by to identify the trust of employee to their leaders and identified it on MLQ 5x. The positive result of the significant relationship among the transformational and also transactional leadership with job satisfaction of the employees was showed. (Asencio, 2016; Trottier et al., 2008).

2.2.2 Leadership and job satisfaction in Cambodia

Sophanna (2015) conducted a study on leadership styles of DOE leaders with their staff's satisfaction in District Office of Education, Kandal Province. He used mixed study that used both the qualitative and quantitative methods, data collection used two participatory techniques including interview and questionnaires to collect the perception of

leadership for a sample of 5 leaders of DoE for interviews and 50 working staff both male and female based on possibility to gather sufficient information. He studies conclude that most effective leadership style in DOE is democratic and then autocratic and laissez-faire. Moreover, staff of the DOE are satisfied with the leadership skill of the chiefs. The outcome suggested that there is no substantial different between leadership style of DOE chiefs and satisfaction rates of DOE workers. Further, he was mention about the different type of leadership style will be used based on the demographic profile of DOE chief and staffs' satisfaction.

Bon Saban (2016), a study conduct on relationship among leadership styles of the principle with satisfaction of the teacher in their work in public primary school located in Phnom Penh. Based on the descriptive and correlational research design that included 40 primary schools with 160 teachers across Phnom Penh as the population and 141 teachers as the sample size, include 73 females and 68 males who returned the questionnaire. The Multifactor Questionnaire of the Leadership (MLQ) and Minnesota Questionnaire Satisfaction (MSQ) in khmer version were used to collect the data. The result showed that, the transformational leadership are better practiced than the transactional leadership or the laissez-faire leadership for the public primary principal's practices. Furthermore, the finding also show that the leadership styles of principals were positively correlated with the teacher job satisfaction. In term demographic information, the findings revealed that the level of teacher job satisfaction particularly extrinsic satisfaction was different depending on the genders

2.2.3 Demographic and job satisfaction

In addition, workers' work-profiles have an effect on their own workplace satisfaction as same as leadership styles. Researchers forecast worker's satisfaction for a variety of variables such as the age, gender, level of the education, job status, years of service, etc. The findings of Sumpf (2003), Klein (2007), Sung et al. (2010) and Klein (2007). Unlike those studies, Judge et al. (1996) have examined employee satisfaction by taking into

account four distinct factors: self-evaluation, self-efficacy, the locus of influence and neuroticisms, while Tang & Gilbert (1995) predicated intrinsic or alien work satisfaction by analyzing the -person attitude towards money they make. These factors have impacted the central self-assessment until impacting work satisfaction.

2.3 Critical Research

In developing to developed nations, the association among leadership types and satisfaction of the employee has been studied in governmental, non-profit and private organizations. In several research, constructive leadership has been shown to be favorably and dramatically linked to work satisfaction for workers. The findings are contradictory support for transaction leadership and laissez-faire leadership. Of all management styles, transformational leadership models have led substantially and successfully to the greater.

Staff workplace satisfaction. In the public sector or civil service setting, previous findings are very limited or not at all accessible. In the Cambodia situation, very few studies have been undertaken in a public or private sector and some of the studies have been focus in education sector only. In the civil service setting, there is scant past research to investigate the connection between leadership styles and work satisfaction of workers. In the other side, there were relatively few assessments of full-range leadership styles. Therefore, the primary aim of this research was to fill the literature gap in this area in order for explore the relationship between style of the leadership with employee satisfaction in their work in the Cambodian public sector.

2.4 Gap of Research

Leadership hypotheses have proved to be a determinant of worker productivity over and over again. This study investigated the discrepancy in literature, since none of the literature explores the connection between

job satisfaction and leadership in the Cambodian civil service (transformational, transactional, laissez-faire).

Chapter 3. Research Design

This research is an investigation into the quantitative, non-experimental, correlational and causal study of transformational, transactional and laissez-faire leadership that links transformational, transactional and laissez-faire (independent variables) leadership with the fulfilment of the job (dependent variable). This study has thus analyzed the relationship between leadership theories (transformation, transactional and laissez-faire styles) and the happiness of employees in the Cambodian civil service at the core level. In addition, among three leadership types, this analysis found the best indicator for employee work satisfaction in OCM. This chapter deals primarily with the study's methodological context, analysis problems and study theories, conceptual model and operationalization of variables, estimation with the system data sources. In addition, this part described a description of the population, the process of sampling, the method of sample random, method of collection data and methods of analysis data for the review.

3.1 Conceptual Framework of the Study

This analysis will be carried out using a framework of quantitative case study and aims to describe the relationship between the style of leadership (transformation, transactional, and laissez-faire) and the happiness of employees at ministry level in the Cambodian civil service. What is the relationship among styles of the leadership with the satisfaction of the employee in their working at public sector in Cambodia? was the research question of this study. Furthermore, this review uses prior literature and fellowships on studies on leadership and work satisfaction, suggests the research challenge and poses few theories. This research therefore took as the key independent variables the transformation style of the leadership,

transactional style of the leadership and the laissez faire style of leadership and explored their effect on the job satisfaction of employees as the dependent variable. The demographic attributes of respondents were known as the control variables: gender, age, job experience, education and leadership rating.

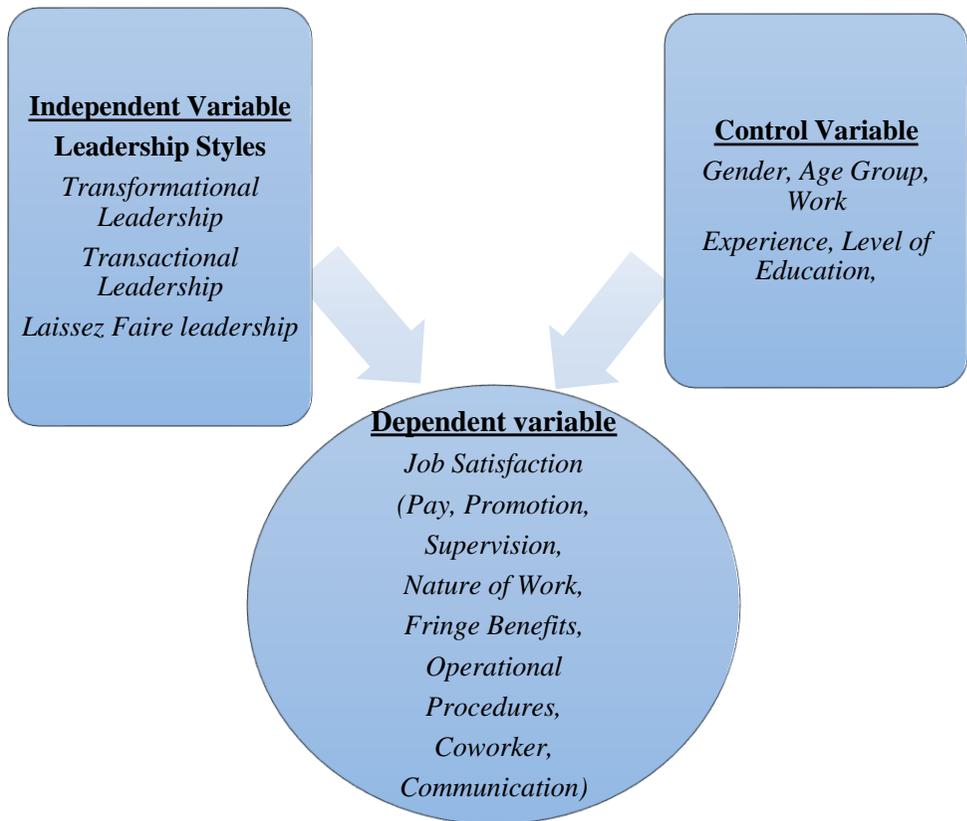


Figure 2: Conceptual Framework

3.2 Research Hypothesis of the Study

In different ways, the connection between transformative leadership and job satisfaction has been noted on several occasions; transactional leadership and job satisfaction. Comprehensive testing of all three categories of models of leadership in the public service has not been adequate. Current study explored the relationship among transformation,

the style of transactional, and the style of laissez-faire leadership and satisfaction of the employee in their job in Cambodian public sector to meet this study deficit. The hypothesis that will be expected to use for the research were be depicted as follows;

Transformational leadership is become a mechanism that alters and also changes individuals based on emotions, beliefs, ethics, norms, and long-term objectives. This form of leadership could be using to define the wide spectrum of the leadership, with some narrow attempts with one stage to control supporters, to very general attempts at influencing the whole organisation as well as the whole society (Northouse, 2013; p.162). The focus is imposed on addressing their needs by respecting them as full human beings. While transformational leaders do a crucial role in creating changes, in the transition process, employers and managers are still together (Northouse, 2013). A supportive and significant association among transformational leadership style with the satisfaction of the job was inferred by much for previous literature. The hypothesis that will be expected to use for the research about the relationship among transformational leadership styles and job satisfaction can be depicted as follows;

H1: there have significant positively relationship among the transformation leadership styles and employee job satisfaction in Cambodian public service.

The transactional styles of leadership is a method of setting forward rewards also punishments to effect workers. Employee would be awarded or disciplined for their work success or loss (BernardM.Bass,1985). A positive association significant among transactional styles of the leadership and employee satisfaction of the work was also disclosed in previous literature upon that relationship. So, in the sense of Cambodia as well, the

hypothesis of the relationship among transactional leadership style with the satisfaction of the employee in their work was developed as follow:

H2: there have significant positively relationship among the transactional leadership styles and employee job satisfaction in Cambodian public service.

The representatives of Laissez-faire hit the target to take accountability, defer decisions, offer no input and are unable to make any attempt to meet the needs including its supporters. Leaders weren't in interaction among followers and, thus, there are no exchanges with followers (Northouse, 2013). It has not been shown to be significant or adversely associated to work satisfaction in several previous literatures. But in the Cambodia institutional culture and traditions in the public sector, a positive partnership with job satisfaction was often designed for a leadership style with the privileges of subordinates, and the criteria for optimum power and wealth, the engagement with leadership and work satisfaction.

H3: there is significant positive relationship between the laissez-faire leadership styles and employee job satisfaction in Cambodian public service.

The transformational leadership paradigm tended to have greater predictability than most forms of employee satisfaction leadership, based on the most recent previous research and experimental background. In this study the influence of leadership models on workers' happiness in the civil service was significantly different.

H4: There is a significantly different effect of leadership styles (transformational, transactional and laissez-faire) on employee job satisfaction in Cambodian public service.

3.3 Conceptualization & Operationalization

3.3.1 Terms of Definition

For the purposes of this analysis, the following words are described and used operationally.

3.3.1.1 Transformational Leadership Style

The type of transformational style of the leadership is one of the separate predictor for this to research. This style of leadership entails a leader meeting the fundamental needs of supporters and larger expectations, as well as encouraging supporters to propose ways to work more successfully together and accomplish goals (B. J. Avolio, in 2011 and B. J. Avolio et al., in 1999, &2009; Bernard M Bass and Riggio, in 2006; Bernard M Bass, in 2000; Bolden et al., in 2003). This study covers operationally four sub-scores in transformational leadership (a) idealized control (b) individualized attention, (c) intellectual stimulus, (d) inspiring encouragement (Bernard M. Bass, in 1985; Mathew and Gupta, in 2015) and leadership dimension are calculated by the average of the twelve MLQ 6S items (four factors) for obtain respondent experience

3.3.1.2 Transactional Leadership Style

In this analysis, one of the independent variables is transactional type. For the intent of this research, the form of transactional leadership uses the sharing of appreciated items with workers to attain their attention, as well as those of employees. This form of leadership is a method of imposing incentives and penalties on workers to manipulate them. Employees will either be praised or disciplined for their work success or loss (Bernard M. Bass,1985). The Transactional style of leadership, operationally, consists in sub-scores that have two factor such as: (1) contingent of the reward and (2) management by the exception, and leadership traits are calculated As

the amount of the six elements (two factors) in MLQ 6S which obtain respondent experience (B.M. Bass and Avolio, in 2000).

1. Contingent incentives are attached to an explicit or ambiguous incentive arrangement for the accomplishment of the accepted objectives (Bernard and M. Bass, in 1985).
2. Management by the exception applies to the oversight and supervision of employees for negative violations, failures or infringement of laws and follow-up of disciplinary measures.

3.3.1.3. Laissez-faire Leadership Style

Another of the independent variables of this study is the laissez-faire leadership style. For the intention of the study, the style of laissez-faire leadership requires a chief that gives absolute independence to workers and refrains from actively impacting subordinates and providing guidance. In party or human decision making, those representatives should not participate (Bernard M. Bass, in 1985; Deluga, in 1990; Lewin et al., in 1939). Based on Lewin in 1939 mention that this community of representatives has no consistent means of meeting goals, while staff are given autonomy and have the appropriate tools to make choices and complete tasks while having their own style.

In this analysis, the organizational laissez faire style of leadership included a single sub-variable of the leaders' laissez-faire properties and the average MLQ 6 items (one factor) for respondent interpretation (B.M. Bass & Avolio, 2000)

3.3.1.4 Job Satisfaction

For this analysis, the satisfaction of the job is known as the dependent variable. For this analysis, the effects of "the assessment of a role as achieving or encouraging the accomplishment of essential values, such that these values are compatible with or lead to satisfying fundamental needs" (Locke 1976, p. 1319) reflect work satisfaction. Similarly, the fulfillment

of the needs and goals of an individual in his or her work (Wanous & Lawler 1972).

The eight variables (payment, promotion, management, fringe benefits, operating practices, peers, working existence and communications) are used for the organizational satisfaction of staff, as they are calculated by an averaging 32, in the Survey of Job Satisfaction (Paul E Spector in 1997). The outcome of the research is focused on the understanding and happiness rate of the respondents in their employment.

3.4 Measurement

The viewpoint on leadership style (transformational style transactional style and laissez-faire style) with employee satisfaction in their job was approved to use a questionnaire method, which contained 21 elements from (MLQ 6S) Multifactor Leadership Questionnaire 36 items from survey questionnaire (JSS) and 4 questions relevant to the demographic background of the respondent. Next, the MLQ 6S model has been used to display forms of leadership. This question consists of twenty-one elements in the Likert five scale point. The scale varies start from 1 =strongly disagree, 2= disagreed, 3= neutral, 4= agreed, 5= strongly agreed. These 21 elements were divided into 7 sub-score for identify 4 factor, that for the transformational leadership style has such as idealized influences, inspiring motivation, intellectuals' stimulation with the individualized consideration, and about the style of transactional have 2 factors such as contingent of the reward, and management by the exception. And for the last one ins laissez-fair leadership style has one factor (laissez-fair). Each sub score has 3 questions. (B. J. Avolio & Bass, 2004).

Additionally, to generate employee confidence in their satisfaction in the working, the Job Satisfaction Survey (JSS) was used. This method was created in 1985 by Paul E. Spector, based on Paul E Spector, 1997 and consists of 36 elements in the 6 point of the Likert scales to have the employee's assumption of the job satisfaction. 36 things for 9 sub scores on a five-point Likert scale ranging from 1 is strongly disagree, 2 is disagree,

3 is neutral, 4 is agree, and 5 is strongly agree were taken for the purpose of this analysis. JSS, then, consisting of the 9 sub score. Each one has 4 questionnaires to asked for respondents about job satisfaction, excepted the Operating Procedures has 5 items and the rewards has 3 items.

At last, four demographic variables related to individual characteristics of the respondents were considered in this research: gender, age, work experience and education level.

In order to achieve the objectives of this analysis in table 1 below the above-mentioned definitions will be calculated in the following manner.

Table 1. Measurement and Data of Variables

Type of variable	Variables	Sub Scores	Survey question	Measurement	Data source
Dependent variable	Job Satisfaction	Pay	1,3,4	Measured by using mean of the questions assigned to variables and factors	JSS in Five point Likert scale
		Promotion	6, 7, 8		
		Supervision	9, 10, 11,12		
		Fringe benefits	13,14,15,16		
		Operating Procedures	17, 18, 19, 20,		
		Coworkers	21,23		
		Nature of work	25,26,27,28		
		Communication	29,30,31,32		
		Reward	34, 35, 36		
Independent variables	Transformational leadership	Idealized influence,	Factor 2,3	Measured by using Mean of the	MLQ 6S Form:
		Inspirational motivation,	Factor 4,5		

	Intellectual stimulation,	Factor 7,8,9	questions assigned to variables and factors	Five points Likert Scale
	Individualized consideration	Factor ,11,12		
Transactional leadership	Contingent reward and	Factor 13, 14, 15		
	Management by exception	Factor 16, 18		
Laissez-faire leadership	Laissez-faire	Factor 19,20,21		
Control variables	Gender	Male Female	Factor 1	
	Group Age (in years)	20-29	Factor 2	Measured in years since birth
		30-39		
		Above 40		
	Experience of Working (in years)	Less than 10	Factor 3	Total work experience in civil service, measured in years
10- 20 above 20				
Education Level	Associate Degree Bachelor Degree Master Degree PhD	Factor 4	Level of academy degree acquired	Appendix D (Demographic Question)

3.5 Definition of Population

We have to search for population to refine the definition and measurements.

Population for an analysis is a group that we wish to conclude.

The population target in this study is the full time, permanent, civil employee (male, female) in high mediate and low level who have 40 hours working per week at the office of the council of ministers in Cambodia. The

overall population was 476 in this research that entailed the public officials working in eight general departments under Office of Council of ministers. We cannot, however, make all observations of them, so samples are chosen and researched (Baby E., 2010). The research population is all low, middle-level and senior public servants who perform the daily government tasks to do. The rank of public servants therefore ranged from normal public employee to department manager. the total population can be shown in level wise as below;

Table 2. Population levels and size

Employee Level	No. of employees
Seniors	30
Middle level	39
Juniors	407
Total	476

3.6 Sampling Frame and Sample

According to Bryman (2009), 80 convenience samples are permitted represents the large population and is used to draw conclusions about it inhabitants. The criteria that is going to use for selecting the population data in the sampling frame will be from cadre with different grades of public officials. The appropriate sample from this analysis will be selected using a proportionately embossed random sampling system from the sampling frame. To measure sample scales, Yamane (1967:886) gives a simplified formula. In this form, the sample sizes have been determined as shown below. It assumes a 95 percent confidence level and $P = 0.5$ ($n = N / 1 + N(e)^2$). N is size of population and e defend the precision level where n is the sample size. The size of the sample is 217. While this technique was wildly used in research in the social sciences as a means of collecting population information without calculation Questionnaires Information & Records Interviews & Interactions Population as a whole.

From the sampling system list, a stratified sample of 217 workers was collected using proportional random stratified sampling. Initially, the population of this sample was classified into 3 classes (senior, medium-level manager, Junior class). In addition, every stratum has been divided into male and female and quota is given in the overall population of this stratum according to their proportions. Then a necessary sample was taken and combined to produce a single sample of 217 workers of each class of relation to the gender groups, using a standardized sampling process.

The sample size must satisfy the sampling however, criteria for the data collection time and the willingness of the respondents to take part in an investigative survey. Sample criteria for all respondent's government ministries and institutions officials who met with the Subsequent criteria:

The brief and explanation had been made about the survey;

- Have the willingness to take part in the survey by introducing their level of perspective about environment of working place and understandings of underlying definitions of abuse
- Comprehending the current fundamental economic and society change in Cambodia
- To have worked the same place of work for no less than one year
- The hierarchical arrangement was observed in the workplace
- Self-motivate to commit to Cambodia 's success and reforms in public sector.

3.7 Survey Instrument

Twenty-one elements from the multifactor leadership questionnaire (MLQ 6S) were paired with a particular questionnaire sample (B. J. Avolio & Bass, 2004) to gain a viewpoint on leadership style (transformational, transactional, and laissez-faire) with job satisfaction. And there are 36 survey questions of job satisfaction (JSS) (1997, Paul E Sector) include 4 demographic background questions to respondents. The MLQ 6S of short version survey comprising 21 questions to analyze insight in to transformational leadership, transactional leadership and laissez-fair leadership style. For job

satisfaction survey comprising 36 questions that used to measure the perception of employee about the job satisfaction relevant to the pay, supervision, promotion, coworker, fringe benefits, nature of work, operation procedures, the last one were communication. For the demographic information conducted to 4 questions as age, work experience, gender and level of education and also include the letter of approval to respondents that include a declaration of data protection and the intent of the analysis. The survey questionnaires have been translating into Khmer languages before send to the respondents.

3.8 Data Collection Method

With the introduction by Google ways of an online survey mode, the entire list of randomly selected respondents has received a collection of questionnaires via email addresses via an online survey by Google. After a given period of time, the researchers downloaded all the information obtained from an online survey. All answers were initially reviewed to determine whether or not the whole area has been reacted entirely. The expectations reflected in the questionnaire were downloaded from Google forms in excellent format from Microsoft and imported in the informative and inferential data analysis programme of SAS. The answers to the questionnaire were kept in their entirety and the researcher trusted them. For data processing, only the average values of the views shared by the respondents are used

3.9 Methods of Data Processing and Analysis

In order to ensure proper analysis, the collected data code and inserted data obtained into Microsoft Excel and Statistical Package of the SAS Software according to each variable of the study for analysis. For the data collection is analyzed by using statistics descriptive to accomplish the research objective. The study further made use of multiple regression analysis to determine the strength of relationship existing among transformational

leadership, transactional leadership and laissez-fair leadership style as independent variables with employee job satisfaction as the dependent variable research employed the following regression model;

$$Y(JS)= \beta_0 + \beta_1 + \beta_4 + \beta_5+ \beta_5+ \beta_5 +E$$

$$Y(JS)= \beta_0 + \beta_2 + \beta_4 + \beta_5+ \beta_5+ \beta_5 +E$$

$$Y(JS)= \beta_0 + \beta_3 + \beta_4 + \beta_5+ \beta_5+ \beta_5 +E$$

Where;

Y = Employee job satisfaction

β_0 = the coefficient intercept,

β_1 = transformational style of leadership coefficient

β_2 = transactional style of leadership coefficient

β_3 = laissez-faire style of leadership coefficient

β_4 = coefficient gender

β_5 = coefficient age

β_7 = coefficient work experience

β_8 = coefficient level of education

E = error in the regression

3.10 Instrument Validity & Reliability

The questionnaire was pre-tested through pilot study to confirm the clarity and content validity before administering it. In this study, the Cronbach Alpha scale tested to measure the reliability of the survey instrument. This test carried out with the responses of 217 public officer with different levels. The instrument had a Cronbach alpha of 0.907as follows which is higher than 0.70.

Chapter 4. Analysis & Discussion of Findings

The result of the research obtained by the survey questions relating for the understanding of the leadership types with job satisfaction by civil servants. It is included the descriptive data in job satisfaction and the control variables as gender, age, experience in work place, education level) relating with leadership style. In addition, for test the expected conclusions of the research the statistical analysis was presented.

Generally, the entry age for civil servants in Cambodia starts at age 20 and the retirement age is between 60 and 65. The final selection of this report contained 217 civil servants. In the table 3 showed that mean of the age for the sample respondents is 21 years old. There are 107 employees who responded with the age between 20-29 years old, 94 were aged from 30 to 39 years old, and 3 respondents were in age above 40 years old. The majority of participants were between 20-29 years old with currently 49.31% of the overall sample, compared with 43.31% of the respondents in the age 30-39 years old and follow by 1.38% of the respondents were age above 50 overall.

In gender distribution, there are 132 (60.83 percent) respondents were the male, and 85 (39.17percent) were female.

Based on work experience most respondents have less than 10 years of experience were 166 (76.50 percent), while 47 (11.28 percent) respondents have 10 to 20 years of experience. Additionally, 4 (1.84percent) of respondents had 20 years of professional experience or more.

In level of education, the majority of respondents score were 117 (53.92%) at the level of bachelor's degree education, follow by the master's degree education that have the score 91(41.94%) and least of all were at the associate's degree got 6 (2.76%) and the PhD level of education were 3 (1.38%) respectively.

Table 3. Respondents statistic descriptive

Variables	Sub-variables	Frequency	Percentage
Age	20- 29	107.00	49.31%
	30-39	94.00	43.32%
	Above 40	3.00	1.38%
Gender	Female	85.00	39.17%
	Male	132.00	60.83%
Job Experiences	Less than 10	166.00	76.50%
	10-20	47.00	11.28%
	Above 20	4.00	1.84%
Level Education	Associate degree	6.00	2.76%
	BA	117.00	53.92%
	MA	91.00	41.94%
	PhD	3.00	1.38%

Additionally, the following table, Table 4 depicted the number of the public servants in the population and the sample with respect of levels.

Table 4. Population & sample size

Level	Senior	Middle	Junior	Total
Population	30	39	407	476
	6.30%	8.19%	85.51%	100.00%
Sample	14	18	185	217
	6.45%	8.30%	85.25%	100.00%

4.1 The Descriptive Components Statistics

4.1.1 Descriptive data on job satisfaction

Descriptive in table 5 related to and eight aspects of the contingent work satisfaction variable. In the ninth dimensions, the mean nature of the work was the highest score of 3.86(SD = 0.73) after that the supervision score is 3.69 (SD = 0.87), coworkers score is 3.47 (SD=0.56), communication score

is 3.36 (SD = 0.74), promotion score is 3.21 (SD=0.74), operation process score is 3.19 (SD=0.45), pay score is 3.17 (SD=0.41), fringe benefits score is 3.14 (SD=0.50) and reward get the lower score of mean 2.70 (SD=1) compare with other dimension of job satisfaction. The job satisfaction got the mean score in total 3.31 (SD=2.36).

Table 5. Statistically Description for job satisfaction& dimensions

Variable	N	Mean	SD	Minimum	Maximum	Std Error
Pay	217	3.17	0.41	2	4.25	0.03
promotion	217	3.21	0.74	1.25	5	0.05
supervision	217	3.69	0.87	1	5	0.06
Fringe benefits	217	3.14	0.50	1	4.5	0.03
Operating process	217	3.19	0.45	1.8	4.4	0.03
coworkers	217	3.47	0.56	1.5	5	0.04
Working nature	217	3.86	0.73	1.5	5	0.05
communication	217	3.36	0.74	1.25	5	0.05
reward	217	2.70	0.56	1	4.33	0.04
Job satisfaction	217	3.31	0.40	2.36	4.22	0.03

4.1.2 Comparisons of Demographic variables and job Satisfaction

In table 6 depicted the category of gender, female has the mean score 3.34 was the highest, above the total mean score = 3.31, and the male mean score is 3.30 was the lowest compare with the total mean =3.31.

In age range, the mean age group ranking of 20-29 was 3.30 was the highest (over the total mean =3.31) accompanied by the mean age group of 30-39 was 3.34 (over the total mean =3.31) and the mean age group above 40 is 3.21 (below the total mean =3.31).

In the field of work experience, the employee has less than 10 years' experience got the mean score 3.30 above the total mean =3.31 and the

employee has between 10- 20 work experience got the mean score 3.35 above the total mean score =3.31. Finally, more than 20 years' experience got the mean score 3.43 above the overall means = 3.31.

In the division of education, the associate degree holder with a mean score 3.48, preceded by Bachelor's degree 3.32 above the total mean score 3.32, the master's degree holder got the mean score 3.30 under the overall mean 3.31, and the last category of the education rang is PhD with the mean score 3.21 above the total mean score 3.31.

ANOVA analysis of a variance measure showed that the mean score between the various levels of the demographic group was no statistically significant.

Table 6. Comparisons the mean of demographic category & job satisfaction

Variables	Sub-Variables	N.Obs	Mean	SD	Minimum	Maximum
Age	20- 29	107	3.30	0.41	2.36	4.22
	30-39	94	3.34	0.40	2.53	4.19
	Above 40	16	3.23	0.36	2.70	3.89
Gender	Female	85	3.34	0.39	2.63	4.22
	Male	132	3.30	0.41	2.36	4.19
Work experience	Less than 10	166	3.30	0.40	2.36	4.22
	10-20	47	3.35	0.38	2.53	4.14
	Above 20	4	3.43	0.54	2.69	3.89
Level education	Associate degree	6	3.48	0.45	2.67	3.86
	BA	117	3.32	0.40	2.36	4.17
	MA	91	3.30	0.39	2.39	4.22
	PhD	3	3.21	0.53	2.70	3.75
Job Satisfaction	Total	217	3.31	0.40	2.36	4.22

4.1.3 Descriptive data on leadership style

The mean overall of transformational leadership type score was 4.22 (SD = 0.52). Similarly, the mean score was 4.07 (SD =0.65) for Transactional leadership. The total ranking was 3.41 (SD=0.81) for laissez-faire leadership. The transformation leadership type was the greater mean score of 4.22 among the three types of leadership which followed by transactional leadership type (4.07) and laissez-fair leadership type (3.41) show in table 7.

Table 7. Statistically descriptive of leadership styles

Variable	N	Mean	Std Dev	Minimum	Maximum	Std Error
Transformational leadership	217	4.22	0.53	1	5	0.04
Transactional leadership	217	4.07	0.65	1	5	0.04
Laissez-fair leadership	217	3.41	0.82	1	5	0.05

4.1.3.1 Comparisons of Demographic variables and Transformation leadership

In age category, the 20-29 mean score 4.12 was the lowest (below the total mean score = 4.22), the employee that have the age between 30-39 got the mean score 4.31(above the total mean score = 4.22), finally the age above 40 have the highest mean score 4.38 (above the total mean score = 4.22).

The female overall score of 4.14 became a lowest in the gender group (below the total mean = 4.22) as well as the male mean rating of 4.28 became a highest (above the total mean = 4.22).

In the field of work experience, the mean ranking of over 20 years of work is 4.77 (above the mean total = 4.22), and working experience between 10-20 years mean score =4.41 (above the total mean score = 4.22). Follow by

the working less than 10 years' score was =4.16 (below the total mean = 4.22).

In education group, associate' degree mean score is the biggest one =4.44 (above the total mean score = 4.22) after that the master' degree mean score =4.28 (above the total mean score = 4.22), follow by the bachelor's degree mean score =4.17 (below the total mean score= 4.22). And for the PhD level mean score was =4.22 it is mean equal to the total mean score=4.22.

A one-way ANOVA variance test study revealed no discrepancy of statistically meaningful mean score between the different age group groups.

Table 8. Comparisons demographic category & transformational leadership

Variables	Sub-va	N.Ob s	Mean	SD	Mini mum	Maxi mum
Age	20- 29	107	4.12	0.56	1	5
	30-39	94	4.31	0.49	2.83	5
	Above 40	16	4.38	0.40	3.75	5
Gender	Female	85	4.14	0.60	1	5
	Male	132	4.28	0.47	3.08	5
Work experience	Less than 10	166	4.16	0.53	1	5
	10-20	47	4.41	0.48	3	5
	Above 20	4	4.77	0.26	4.42	5
Level education	Associate degree	6	4.44	0.26	3.92	4.58
	BA	117	4.17	0.56	1	5
	MA	91	4.28	0.47	3.08	5
	PhD	3	4.22	1.21	2.83	5
Transformational leadership	Total	217	4.22	0.53	1	5

4.1.3.2 Comparisons of Demographic variables and Transaction leadership

Based on table 9, the age ranking started from the 20-29 mean score 3.93 was the lowest (below the total mean score = 4.07), the employee that have the age between 30-39 got the mean score 4.41(above the total mean score = 4.07), finally the age above 40 have the highest mean score 4.45 (above the total mean score = 4.07).

The female overall score of 4.00 became a lowest in the gender group (below the total mean = 4.07) as well as the male mean rating of 4.11 (above the total mean = 4.07).

In the category of job experience the mean score of over 20 years =4,71 is higher (above the mean total = 4,07), and working experience between 10-20 years mean score =4.31 (above the total mean score = 4.07). Follow by the working less than 10 years' score was =3.99 (below the total mean = 4.07).

In education group, master's degree mean score is the biggest one =4.16 (above the total mean score = 4.07) after that the bachelor' degree mean score =4.00 (below the total mean score = 4.07), follow by the associate 's degree mean score =3.94 (below the total mean score= 4.07), and the PhD level mean score was =3.94 (below the total mean score= 4.07) too

ANOVA examination of variation shows that the overall value difference between the levels of the age group is not statistically important.

Table 9. Comparisons demographic category & transactional leadership

Variables	Sub-Variables	N.Obs	Mean	SD	Minimum	Maximum
Age	20- 29	107	3.93	0.66	1	5
	30-39	94	4.17	0.63	2.17	5
	Above 40	16	4.45	0.41	3.83	5
Gender	Female	85	4.00	0.68	1	5

	Male	132	4.11	0.63	2.22	5
Work experience	Less than 10	166	3.99	0.64	1	5
	10-20	47	4.31	0.60	2.83	5
	Above 20	4	4.71	0.48	4	5
Level education	Associate degree	6	3.94	0.39	3.50	4.67
	BA	117	4.01	0.64	1	5
	MA	91	4.16	0.63	2.33	5
	PhD	3	3.94	1.54	2.17	4.83
Transactional leadership	Total	217	4.07	0.65	1	5

4.1.3.3 Comparisons of Demographic variables and Laissez faire leadership

In age ranking, the 30-39 mean score 3.35 was the lowest (below the total mean score = 3.41), the employee that have the age between 20-29 got the mean score 3.44 (above the total mean score = 3.41), finally the age above 40 have the highest mean score 3.65 (above the total mean score = 3.41).

The female overall score of 3.36 became a lowest in the gender group (below the total mean = 3.41) as well as the male mean rating of 3.45 (above the total mean = 3.41).

Job experience from 10-20 years was 3.52 times higher in the area of work experience (above the overall average = 3.41), and the working less than 10 years' score was =3.39 (below the total mean = 3.41). follow by the above 20 years' experience mean score which is the lowest =3.33 (below the total mean = 3.41).

In education group, associate' degree mean score is the biggest one =4.06 (above the total mean score = 3.41), after that the master' degree mean score =3.45 (above the total mean score = 3.41), follow by the bachelor's degree mean score =3.38 (below the total mean score= 3.41 and the PhD level

mean score was =2.44 that is the lowest one (below the total mean score= 4.07).

A one-way ANOVA variance test study revealed no discrepancy of statistically meaningful mean score between the different age group groups.

Table 10. Comparisons demographic category & laissez-fair leadership

Variables	Sub-va	N.Obs	Mean	SD	Minimum	Maximum
Age	20- 29	107	3.44	0.77	1	5
	30-39	94	3.35	0.87	1	5
	Above 40	16	3.65	0.82	1.67	5
Gender	Female	85	3.36	0.77	1	5
	Male	132	3.45	0.85	1	5
Work experience	Less than 10	166	3.39	0.77	1	5
	10-20	47	3.52	0.96	1	5
	Above 20	4	3.33	1.12	1.67	4
Level education	Associate degree	6	4.06	0.85	2.67	4.67
	BA	117	3.38	0.78	1	5
	MA	91	3.45	0.84	1	5
	PhD	3	2.44	0.84	1.67	3.33
Laissez fair	Total	217	3.41	0.82	1	5

4.2 Factor Analysis on independent variables scale

Table 11. Reconfiguration of the variables according to each loading factor

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
Variance explained	2.103	2.057	1.608	0.927	2.787	0.213	1.073
Factor name	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Contingent Reward	Management-by-Exception	Laissez faire
Items retained	1.2.3	4.5.6	7.8.9	10.11.12	13.14.15	16.17.18	19.20.21
Finally retained items	2.3	4.5	7.8.9	11.12	13.14.15	16.18	19.20.21
Cronbach's alpha	0.800	0.743	0.839	0.638	0.829	0.700	0.673
Leadership	Cronbach's alpha 0.878 of transformational leadership				Cronbach's alpha 0.856 of transactional leadership		Laissez faire 0.673
Total Cronbach's alpha	17 factor of MLQ Cronbach's alpha= 0.907						

The Principal Component analysis (PCA) and orthonormal rotation method(Varimax) were developed in order to determine for the validity of research process for investigative analysis of the outcome.

In this research were introduced the method of orthonormal rotation that call Varimax and PCA (principally component analyzed) to ensure the validity in the research instruments for analysis of the result. Through factor analysis, the loading factor have found above 0.5. The outcome in the PCA and varimax method doesn't minor difference in the relative of the MLQ

6S factor in the research context. There are seven factors of the theoretically which associated with the leadership styles in MLQ6S.

In table 11, there are four factors that retained under the transformational leadership style, Idealized Influence were the factor one that has items number 2 3 that retained in patterns of the factors in the method. And for the factor two (Inspirational Motivation) were include numbers 4 5 which retained in the patterns. Similarly, items 7, 8, 9 were retained in the factor three (Intellectual Stimulation), Individualized Consideration factor has items 11 12 which retained in this factor fourth.

Likewise, for the transactional leadership style has two factors that retained with, the contingent reward which refer to the factor five that has items 13 14 15 under the retained of the pattern factor, and factor six (Management-by-Exception) were change the items after running the Varimax method that has only two items under the retained, items 16 and 18. For the last leadership style is laissez-faire type which included items 19, 20 and 21 in the retained of the pattern of the factors. After determined the PCA, the validity of each factors, the total leadership 17 items were verified with the Cronbach's alpha method. The value of the Cronbach's alpha of factor 1 were 0.800, factor 2 were 0.743, factor 3 were 0.839 and factor 4 were 0.638 respectively. And total Cronbach's alpha of transformational leadership style was 0.878 under the 9 items, the transactional leadership style was 0.856 included 5 items, In the end, the value of Cronbach's alpha for Laissez-faire is 0.673 with 3 items respectively.

Based on the outcome from validity and reliability test, the total 17 items were verified with the Cronbach's alpha method of the three leadership styles were 0.097

In addition, confirmative analysis was applied to verify the reliability and validity in the retained variables and the process of maximal probability calculation was used to verify the conceptual validity of the instruments. Confirmative factor analyses found that the Adjusted Goodness of Fit (AGFI) were 0.80, The Comparative Fit Index (CFI) were 0.83, Standardized Root Mean Square Residual (SRMR) of $0.06 < 0.08$, Root

Mean Square Error of Approximation (RMSEA) estimate of $0.06 < 0.08$ and Probability of Close Fit of 0.01. The findings from the main element analysis, Cronbach alpha number and match indexes obtained from component analysis show that the five-factor MLQ 6S model has been accurate and reliable for research.

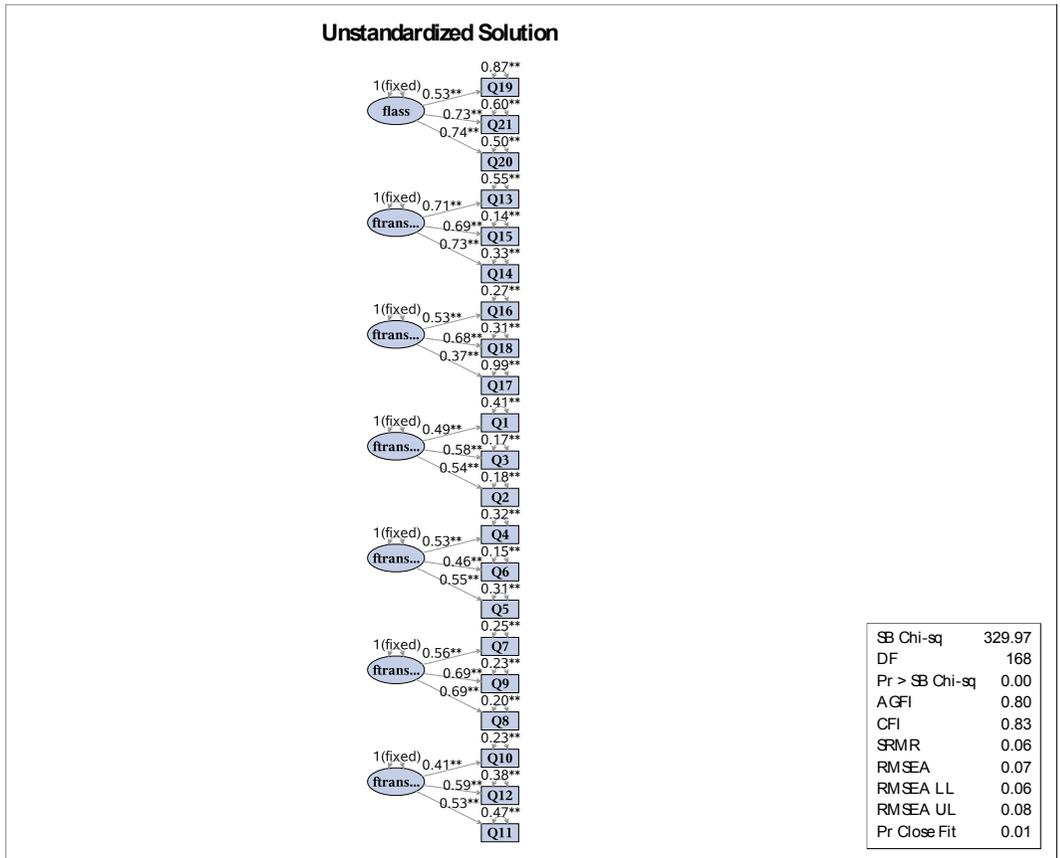


Figure 3. Estimated seven factor method of MLQ 6S

4.2.1 Factor Analysis on dependent variables scale

Table 12. Reconfiguration of the dependent variable according to each loading factor

	FACTORS NAME	ITEMS RETAINED	FINALLY RETAINED ITEMS	TOTAL CRONBACH'S ALPHA
FACTOR 1	Pay	1.2.3.4	1.3.4	31 factor of JS MLQ Cronbach's
FACTOR 2	Promotion	5.6.7.8	6.7.8	

FACTOR 3	Supervision	9.10.11.12	9.10.11.12	alpha= 0.8298
FACTOR 4	Fringe benefits	13.14.15.16	13.14.15.16	
FACTOR 5	Operating process	17.18.19.20	17.18.19.20	
FACTOR 6	Coworkers	21.22.23.24	21.23	
FACTOR 7	Working nature	25.26.27.28	25.26.27.28	
FACTOR 8	Communication	29.30.31.32	29.30.31.32	
FACTOR 9	Reward	33.34.35.36	34.35.36	

The load factor at 0.5 was discovered by factor analysis. The outcome of the PCA and Varimax approach marked a small difference in the test background in relation to the survey of job satisfaction survey (JSS) conducted by Paul E Spector in 1997 component. Theoretically, there are 9 variables that are correlated with the job satisfaction survey (JSS).

In the table 12, there are ninth factors that retained under the dependent variable which is employee satisfaction in their job, there are pay, promotion, supervision, fringe benefits, operating process, coworkers, working nature, communication, and rewards. For each factors there are 4 items started from 1 to 36. After the loading factor analysis at 0.5 the result showed that the Pay were the factor one that has items number 1.3.4 that retained in patterns of the factors in the method. For the second factors as the promotion were include numbers 6.7.8 which retained in the patterns. The third factor as the supervision have items 9.10.11.12 after retained. In factor fourth were included items 13.14.15.16. Factor five were included items 17.18.19.20. The next factor which is factor sixth after the retained still have only items 21.23, when the factor seventh has items 25.26.27.28, factor eighth included the items 29.30.31.32 and the last factor, factor ninth which included only items 34.35.36 after the patterns retained.

Based on the result from validity and reliability test, the total 31 items were verified with the Cronbach's alpha method of the Job satisfaction which is dependent variable were 0.8298.

4.3 Analysis Pearson Correlations Coefficient between Variables

To measure the strength of the relationship between each pair of variables, Pearson correlation coefficients were determined. In the method, the leadership styles as independent variables have been calculated on a constant interval and ratio measurement scale and calculated as mean factor scores collected from various questions on the Likert scale using a constant unit of measurement. The dependent variable as job satisfaction was indeed the average factor scores achieved by using the continuous assessment scale in a variety of Likert questions. For the control variables are calculated either on the interval or on the rational scale of the measurement.

The work experiences and age range are considered as the numerical variables, for the age, it can range from 20 to 51 years old follow by the work experiences that can range from below 1 to above 40 years of employee work experiences. For the gender and level of education could considered as the categorical variables.

The correlation value of Pearson is a method for estimating the regression relationships between variables and also the probability of multicollinearity within each set of independent variables (Rubin & Babbie, 2011).

In the table, the job satisfaction and transformation leadership style have signification at 0.05 level with the correlation value =0.334, $p < 0.001$. Likewise, the coefficient value =0.338, $p < 0.001$ among satisfaction of the job with the transactional leadership is significant at 0.05 level. Also, the correlation coefficient value =0.130, $p=0.0543$) among job satisfaction and the laissez-faire leadership is significant at 0.1 level.

The outcome of Pearson correlation among job's satisfaction with different types of independent variable (transformation leadership, transaction leadership and Laissez faire leadership) show that, there were weak positive

significant relationship between job satisfaction and laissez fair leadership style, Furthermore, the result also considered there is moderate significant relationship between job satisfaction with transformation leadership style and transaction leadership style.

Furthermore, there are no significant correlated between job satisfaction with the control variables such as age, gender, work experiences and level of education at 0.05 level of significance. (Gender=0.06, $p=0.4417$, Age=0.034, $p=0.608$, Level of education=-0.079, $p=0.243$, Work experiences=-0.062, $p=0.352$).

At last, among transformation leadership and Transaction leadership have the correlation coefficient value = 0.774 $p < 0.001$ that show the significant relationship at 0.05 level and created a strong correlation that probability have multicollinearity between this of variables. And for the correlation coefficient value among transformation leadership style and the style of laissez-faire leadership is 0.316, $p < 0.001$ that show the moderate correlation significant relationship at 0.05 level. Otherwise, the correlation coefficient value between transaction leadership and laissez-fair leadership is 0.260, $p < 0.001$ indicate the weak correlation significant relationship at 0.05 level of confident show in table 13.

Table 13. Results of correlation coefficient analysis

Variables	1	2	3	4	5	6	7	8
1.Transformation	1							
2.Transaction	0.774* <.0001	1						
3.Laissez fair	0.316* <.0001	0.260* <.0001	1					
4.Gender	-0.124 0.0663	-0.061 0.3711	-0.056 0.404	1				
5.Age	0.235 0.0005	0.293* <.0001	0.022 0.739	-0.235 0.0005	1			
6.Experience	0.207 0.0021	0.236 0.0004	-0.008 0.9084	-0.195 0.0039	0.860* <.0001	1		
7.Education	0.072 0.285	0.083 0.220	-0.060 0.378	-0.159 0.0188	0.446* <.0001	0.418* <.0001	1	
8.Job satisfaction	0.334* <.0001	0.338* <.0001	0.130** 0.0543	0.06 0.4417	0.034 0.608	0.079 0.243	-0.062 0.359	1

*Correlation is significant at 0.05 level

**Correlation is significant at 0.1 level

Because the result of correlation coefficient between transformation leadership and Transaction leadership that show in the table above possibility to have the multicollinearity problem between these variables, so need to make a test to check about multicollinearity problem first.

4.4 The Variance Inflation Factors Test

The variance inflation factor test checks the multicollinearity. The variance inflation factor blows ten ($VIF < 10$) significance among indicators showed the lack of multicollinearity in the regression model.

The resistance and variance of the inflation factors which associated with variables were seen in table below in the model of regression. The VIF values were fluctuated from 1.08 to 4.20 for the component in the method. These scores specifically show that the regression model of the sample did

not provide multi-linearity (< 10). Since the tolerance attribute is mutual with VIF, VIF analysis is adequate to assess whether a multicollinearity is present or not.

Table 14. Collinearity of Tolerance & VIF coefficients

<i>Variables</i>	<i>Standard Error</i>	<i>Pr > t </i>	<i>Variance Inflation</i>
Intercept	0.34154	<.0001	0
Transformation	0.07714	0.0818	2.63342
Transaction	0.06214	0.0410	2.61911
Laissez-fair	0.03461	0.7247	1.12670
Gender	0.05668	0.2864	1.08175
Age	0.01017	0.1303	4.20463
Experience	0.01026	0.0963	3.89850
Education	0.05246	0.2650	1.26955

4.5. The Multiple Linear Regression Method

In the table 15, there are two models which present the multiple linear regression method between independent variable (transformation leadership, transactional leadership and laissez-fair leadership styles) with the dependent variable as the job satisfaction. In order to validate the major difference in mean values between variables the ANOVA testing and t-testing were also conducted. This section discusses the outcomes of various linear regression analyzes. Through linear regression model, the variables are considered in the process.

The linear regression analysis for leadership styles (independent variables) and employee job satisfaction (dependent variable) had conducted without control variables (Model I) and with control variables (Model II) of gender, age, work experience, and level of education.

The regression results in Model I expressed that the independent variable reliably predicts the dependent variable as the model p-value was <.0001 which is lower than 0.05 significant level. Considering the R-squared

0.128=12.8% of the variance in job satisfaction can be predicted from the independent variable of leadership styles. Thus, the independent variable of leadership styles was statistically significant at 0.05 level of significance as its p-value ($<.0001$) <0.05 . The outcome present evident of regression that showing the predictor of independence variables with the job satisfaction in statistically significant relationship model. So there are three cases that will be considered in model I. The first case is the to find out the relationship between transformational leadership style and job satisfaction of employee in Cambodian civil service. the regression results expressed that the independent variable (transformation leadership style) reliably predicts the dependent variable as the model p-value was 0.0928 which is greater than 0.05 significant level. So, it was including that there was statistically significant relationship between transformational leadership style and job satisfaction in 0.1 significant level. In addition, the coefficient value of transformational leadership style was 0.129. It was explaining that when transformational leadership style increase by one unit the job satisfaction can be increase by 0.129.

The second case is the to find out the relationship between transactional leadership style and job satisfaction of employee in Cambodian civil service. the regression results expressed that the independent variable (transactional leadership style) reliably predicts the dependent variable as the model p-value was 0.0518 which is greater than 0.05 significant level. So, it was including that there was statistically significant relationship between transactional leadership style and job satisfaction in 0.1 significant level. In addition, the coefficient value of transactional leadership style was 0.119. It was explaining that when transformational leadership style increase by one unit the job satisfaction can be increase by 0.119.

The third case, expressed that the independent variable reliably predicts the dependent variable as in the model, the p-value was 0.719 which is greater than all value of significant level. Thus, the independent variable of laissez-faire was statistically insignificant relationship in any significant level.

Under Model II with control variables of age, gender, work experience, and level of education, it was also expressed that the independent variable reliably predicts the dependent variable as the model p-value was $<.0001$ which is lower than 0.05 significant level. Considering the R-squared, $0.1536= 15.36\%$ of the variance in job satisfaction can be predicted from the independent variables. The first independent variable (transformation leadership style) reliably predicts the dependent variable as in the model p-value was 0.0818 which is greater than 0.05 significant level. But, it was including that there was statistically significant relationship between transformational leadership style and job satisfaction in 0.1 significant level. In addition, the coefficient value of transformational leadership style was 0.134. It was explaining that when transformational leadership style increase by one unit the job satisfaction can be increase by 0.134. For the transactional leadership style reliably predicts the dependent variable as the in model p-value was 0.0410 which is greater than 0.05 significant level. But, it was including that there was statistically significant relationship between transactional leadership style and job satisfaction in 0.1 significant level. And, based on the regression result showed that the laissez-fair leadership style was statistically insignificant relationship with the job satisfaction with the P-value=0.7247.

However, except number of dependents, the other control variables (age, gender, and level of education) have statistically insignificant relationship with employee job satisfaction, as their p-values were higher than 0.05 significance level. The control variable, work experience and employee job satisfaction, have statistically significant relationship as p-value (0.0963) <0.1 but with negative. When adding control variables to the model, the estimate coefficient of three independent variables increases but still it was positive and statistically significant for transformational leadership and transactional leadership styles and statistically insignificant for laissez-fair and job satisfaction.

For this study, employee job satisfaction was the dependent variable and leadership styles was the independent variable while age, gender, work

experience, and level education were the control variables. However, partial regression coefficients were statistically significant only for transformational leadership style, transactional leadership style and work experience. Thus, the multiple regression model can explain as follows;

$$Y (\text{Job satisfaction}) = 2.650 + 0.134 * \text{transformational leadership} + 0.127 * \text{transactional leadership} + 0.017 * \text{work experience}$$

According to the regression line, when transformational leadership increases by one unit, the employee job satisfaction increases by 0.134. And when transactional leadership increases by one unit, the employee job satisfaction increase by 0.127. However, when the number of dependents increases by one person, the employee job performance decreases by 0.017.

**Table 15. Model I: Regression of each independent variable.
Model II: Regression of independent variable with control variables**

Variables	DF	Model I			Model II		
		Parameter Estimate	Std. E	Pr>t	Parameter Estimate	Std. E	Pr>t
Intercept	1	2.283	0.206	<.0001	2.650	0.3415	<.0001
Transformational	1	0.129*	0.076	0.0928	0.134*	0.077	0.0818
Transactional	1	0.119*	0.060	0.0518	0.127*	0.062	0.0410
Laissez-fair	1	0.012	0.034	0.7190	0.012	0.034	0.7247
Gender	1	-	-	-	0.060	0.056	0.2864
Age	1	-	-	-	-0.015	0.0101	0.1303
Experiences	1	-	-	-	0.017*	0.0102	0.0963
Education	1	-	-	-	-0.058	0.052	0.2650
N	217	-	-	-	-	-	-

R-square		0.128	0.1536
F-value		10.44	5.42
P-value ANOVA		<.0001	<.0001

*Significant at 0.1 level of significance

4.5.1 Regression Analysis for Dimensions of independent variables

Table 16. Regression test for independent variables criteria's

Variables	Model I			Model II		
	Parameter Estimate	Pr > t 	Std. E	Parameter Estimate	Pr > t 	Std. E
Intercept	2.043	<.0001	0.211	2.391	<.0001	0.342
Idealized Influence	0.180*	0.0007	0.052	0.184*	0.0006	0.053
Inspirational Motivation	-0.007	0.890	0.051	-0.003	0.9491	0.051
Intellectual Stimulation	-0.025	0.6457	0.055	-0.031	0.5706	0.055
Individualized Consideration	0.011	0.8224	0.050	0.0175	0.7317	0.050
Contingent Reward	-0.017	0.7468	0.053	-0.001	0.9808	0.053
Management-by-Exception	0.156*	0.0039	0.053	0.150*	0.0056	0.053
Laissez-fair leadership	0.018	0.589	0.034	0.016	0.633	0.034

Age	-	-	-	-0.014	0.148	0.010
Gender	-	-	-	0.052	0.349	0.055
Work experiences	-	-	-	0.013	0.199	0.010
Level of education	-	-	-	-0.050	0.325	0.051
Model significance	<.0001			<.0001		
R²	0.1864			0.2080		

*Significant at 0.05 level of significance

Table 16 indicates the regression analysis for the criteria of independent variables. There are seven criteria under the independent variables as leadership style. And under transformational style of the leadership, there are fourth criteria such as Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Similarly, there are two criteria under transactional leadership style as Contingent Reward and Management-by-Exception. And the last one is the laissez- faire leadership.

The simple linear regression results in Model I, expressed that the dimensional variables together reliably predict the dependent variable as the model p-value was <.0001 which is lower than 0.05 significant level. The R-squared, 18.64% of the variance in job satisfaction can be predicted from the dimensional variables of leadership styles. The first scenario, under the transformational leadership style the variables of Idealized Influence was statistically significant at 0.05 level of significant as it p-value (0.0007) <0.05. However, the variable of Inspirational Motivation, Intellectual Stimulation, Individualized Consideration were statistically insignificant as p-value >0.05 significance level. The second scenario, for the transactional leadership style the variable of Management-by Exception was statistically significant at 0.95 level significant as it p-value equal

0.0039 which lower than 0.05. and the variable of Contingent Reward was statistically insignificant as it p-value (0.7468) < 0.05 . The third scenario, showed that the laissez-fair variables was statistically insignificant with the p-value 0.589 < 0.05 .

Under Model II with some variables (control variables) as gender, age, work experience, and level of education, it was also expressed that the independent variables reliably predict the dependent variable as the model p-value was $< .0001$ which is lower than 0.05 significant level. Considering the R-squared, 20.8% of the variance in job satisfaction can be predicted from the independent variables. Thus, the variables of Idealized Influence (transformational style of leadership) and Management-by Exception (transactional leadership style) were statistically significant in the 0.05 level significance with the p-value (0.0006) < 0.05 and (0.0056) < 0.05 . However, the other variable of transformational leadership such as inspirational the motivation, the intellectual stimulation, with the individualized consideration also the variables of transactional leadership style as contingent reward and the variable of the laissez-fair were statistically insignificant as p-values are greater than 0.05 and 0.1 significance level. However, except number of dependents, all the other control variables (gender, age, level of education and work experience) have statistically insignificant relationship with employee job performance, as p-values were higher than 0.05 level significance. When adding control variables to the model, the estimate coefficient of Idealized Influence increased to 0.184 from 0.180 by 0.004, being still at positive and statistically significant. However, when adding control variables to the model, the estimate coefficient of Management-by Exception decreased to 0.150 from 0.156 by 0.006 but still being statistically significant.

4.5.2 The regression coefficient of Hypotheses Test

A statistical analysis is required through the implementation of the regression factor for each independent variable form To verify the hypotheses (H1, H2, H3, H4) of the present analysis.

Testing H1:

There has significant positive relationship among the transformation leadership style and employee job satisfaction in Cambodian public service.

According the Pearson's correlation coefficient test of the transformational leadership style as the first independent variable in the research that the correlation coefficient among transformation leadership (independent) and satisfaction of the job (dependent) was 0.334 at 5% significance level. Thus, the regression coefficient value ($\beta_1=0.129$, $P=0.0928$) of independent variables was statistically significant predictor of the dependent variable of employee job satisfaction at 0.1 significant level. Based on the regression coefficient value, transformational leadership is a significant indicator of job satisfaction which is the dependent variable in this research. So, this proof could consider to reject null hypothesis for the first hypothesis in this research that considered the relationship positive among transformational style and the satisfaction in job of the worker.

Testing H2:

There has significant positive relationship among the transactional leadership style and employee job satisfaction in Cambodian public service.

The correlation coefficient test of the transactional style of leadership as second independent variable in the study that is 0.338 at 5% significant level. The coefficient value ($\beta_2=0.119$, $P=0.0518$) the regression method show the significant relationship at 0.01 level. Based on the regression coefficient value, transactional leadership is a significant indicator of job satisfaction which is the dependent variable in this research. So, this result could consider to reject null hypothesis for the second hypothesis in this research that considered the positive relationship among transactional style of the leadership and the satisfaction of employee of the worker.

Testing H3:

There has significant positive relationship among the laissez-faire leadership style and employee job satisfaction in Cambodian public service.

In this test, the correlation coefficient test of the laissez-fair leadership style as the third independent variable in the research was 0.130 at 5%. In regression coefficient test the coefficient value show that there was statistically insignificant in 0.05 significant level ($\beta_3=0.061$, $P=0.698$). The regression coefficient of an individual laissez-fair management style in the variable thus did not statistically significant with the dependent variable as job satisfaction in the model. There was no adequate evidence to refute the second hypothesis in this analysis that the association between a laissez-faire style of leadership and happiness at level 0,05 was optimistic but statistically not significant.

Testing H4:

There has a different significantly effect of types of leaderships (transformational style, transactional style, with laissez-faire style) on employee satisfaction in their job in Cambodian public sector.

After the regression test which include the control variables the value of the coefficient for the transformation leadership were the greatest among other independent variables such as transactional leadership and laissez-fair leadership. The coefficient value is 0.134, $P=0.0818$ then the following up coefficient value is transactional leadership style 0.127, $P=0.0410$ and the laissez-fair leadership style that have 0.012, $P=0.0724$ correlation coefficient value. The regression coefficient of transformational leadership and transactional leadership are significant relationship at 0.1 level. However, there was statistically insignificant for the laissez-fair leadership. Because, there was no result to support for accept the null hypothesis at significance 0.05level, so the null hypothesis has been reject in this research. So, there is significant different effect of leadership types with job satisfaction in Cambodian public sector.

The regression value of the transformational style is 0.134 that considered the positive significant and also has the highest among other independent

variable (laissez-fair leadership style and transactional leadership style) coefficient value. There was no result to support for accept the null hypothesis at significance 0.1level, so the null hypothesis has been reject. This is confirming that transformational leadership style has greater consistency in job satisfaction than laissez-faire and also transactional leadership type in Cambodian public sector.

Follow from transformational leadership style, the transactional leadership style has the regression coefficient value 0.127 that considered the positive significant. The coefficient value was below the transformational leadership style. There was no result to support for accept the null hypothesis at significance 0.1level, so the null hypothesis has been reject. This is showing that transactional style of the leadership has better consistency with satisfaction of the employee then laissez-faire style of the leadership, but least consistency with satisfaction in the job of employee then the transformational style leadership in Cambodian public sector.

Finally, the regression coefficient value of the laissez-fair leadership style 0.012 that considered the negative significant and also has the lowest among other independent variable (transformation leadership style and transactional leadership style) coefficient value. There was no result to support to reject null hypothesis, this was consistent with the acceptance of the null hypothesis that the model of laissez-fair leadership has less predictability in work satisfaction than the style of transformational and transactional leadership in the civil service of Cambodia.

The first control variable, ages weren't show significant relationship in the model2 with the P-value=0.130 for regression coefficient ($\beta_4 = -0.015$) in the regression analysis method.

The second control variable gender (male, female) wasn't show the significant relationship with the job satisfaction. The P-values are ($P_1 = 0.286$) > 0.05 . So there was no significant relationship between age and the independent variable as job satisfaction of the employee.

The third control variable as work experiences (less than 10y, from 10-20y, and above 20y) were show the statistically significant relationship with the

job satisfaction. The P-values of the control during linear regression coefficient test with the three independent variables are ($P= 0.096$, $\beta_3=0.017$). Therefore, there were weak significant relationship between work experiences with the independent variable as job satisfaction of the employee.

The fourth control variable as level of education (associate 'degree, bachelor' degree, maters' degree, PhD) wasn't show the significant relationship with the dependent variable. The P-values are ($P=0.265$, $\beta_4=-0.058$). Therefore, there were no significant relationship between work experiences with the independent variable as job satisfaction of the employee.

In this research, after testing the regression coefficients between each independent variable include all the control variables, the result show that the independent variables such as transformational leadership, transactional leadership and only work experiences as the control variable that have statistically significant with the dependent variables as job satisfaction.

4.6 Outcome the survey of Personal Interview

This research conducted a survey of personal interview with 6 officials from various ranks at the OCM to gather individual opinions on the following 3 questions. The result that get from the answers of the six officials (senior level, middle level, and junior level) found that the transformational leadership and were practices the most in OCM there are only one respondent who mention about the transactional leadership style. In the senior levels officer's perception, the transformation leadership style was the most favorable one that can improve the employee job satisfaction. And in the middle level official they mention about the laissez fair leadership style with the transformational leadership style which the increase the employee job satisfaction. In the junior level, mentioned about the transactional leadership style and also recommend to implemented the three types of leadership styles together to increase employee job satisfaction.

Name or position of the respondents	Question 1	Question 2	Question 3
	Q1. What kind of leadership theory (Transformational, Transactional or Laissez-faire Leadership) did you see in the OCM? Please, Explain it in short.	Q2. Which style of leadership (Transformational, Transactional or Laissez-faire Leadership) you considered more favorable to improve the work satisfaction of employee in the OCM? Please list a couple of explanations.	Q3. What leadership style indicator do you propose to incorporate in order to improve the job satisfaction of workers in the OCM? Please include three suggestions.
H.E.Sao Phalla Under Secretary of State	I considered that in my organization the transformational leadership theory style were found the most practice among the leaders	I think among the 3 types of leadership styles as showing above can always be useful according the organization's needs. But, as I believed, in my organization the transformational leadership style was considered more favorable to	-Involvement in activities: The leader should know of his supporters, their desires, actions and emotions. The participation of leaders in the behavior of followers brings improved outcomes and greater work satisfaction. OCM is certainly no different.

		<p>improved employee job satisfaction.</p> <p>Because it could:</p> <ul style="list-style-type: none"> -Able to learn from each other's experiences -Define work program plans and work prospects <p>Understand the needs, good points and points to supplement to the employee.</p>	<ul style="list-style-type: none"> -Encourage understanding and consideration to find solutions to problems -Try to find ideas, join active groups, participate in giving opinions
<p>H.E.Kong Chanveasna Under Secretary of State</p>	<p>I considered combining both leadership style such as transformational leadership and transactional leadership were appeared in my organization</p>	<p>I like transformational leadership style which have many good practice that can improve the employee job satisfaction.</p>	<p>I think the idea which mention about the Idealized Influence of transformational leading style. The idealized influence applies to the leader as a person be a role model who works to build a common goal and strengthen the relationship with followers.</p>

<p>H.E.Yom Pharot Deputy General Director</p>	<p>My Director General lead the organization by using the Transformation leadership.</p>	<p>Transformation leadership is the most preferable and efficient in my organization because (1) Set the clear objective of the organization, (2) Have a role model of the leader and (3) The officers are encouraged to have their own idea to improve their works.</p>	<p>For my opinion, I prefer the second row kind of "Put the right person in the right place" because it is important for the leader to understand on their resource human , especially the capacity and skill of all officers and the leader can know how to develop or train their staffs to achieve the goal of the organization.</p>
<p>Mr.Heng sochea Director of department</p>	<p>I found that the Transformation leadership style have been using in my organization.</p>	<p>I am more pleased with the transformation leadership style with the laissez-fair leadership style which can make the employee job satisfaction. Transformational refers to how to lead, discuss, consider skills, strengths and weaknesses with group participation. Laissez- fair leadership style provides greater autonomy, individuality and</p>	<p>Transformational as well as laissez-faire leadership should be concentrated on in order to maximize the workplace satisfaction of the workers. There are 3 points that I prefer.</p> <ul style="list-style-type: none"> -Exchange mutual benefits -Share work experience from leaders to followers -The rewards, recruitment and promoted based on ability

		versatility for followers. Team members perform their duties on their own with high performing expertise, skills and awareness. On the part of followers, this would lead to greater support and morale and benefit both the followers and the organization as a whole.	
Mrs. Len Chief of office	I emphasized that in my organization I noticed that the leadership style that were practiced among the leaders is the bureaucratic work style.	In the organization, I found transformative leadership style more favorable to increasing employee job satisfaction.	The executive, whether the highest or the medium levels should have certain charismatic features aligned with the integrity aspect.
Mrs. Socheata Officer	The transformational leadership style which I found more practice in my organization	A combination of leadership style as each style has their own weakness and strange. A strong leader need to adopt one than one style.	Observe subordinate and adopt the styles accordingly. And also Transactional leadership as they involve in daily work and give reward based on work performed.

4.7 Discussion on the findings

This research was carried out to check the relationship among three different leading styles through the full of the range leadership philosophy with the job satisfaction of the employee in public sector in Cambodia. After the processing the data, there are some result that found in this research.

The first, the mean value at three different leadership styles (transformation leadership style, transaction leadership style and the laissez-faire leadership style). The mean scores were 4.22 for transformational leadership, 4.07 for transactional leadership, and 3.41 for laissez fair leadership style. So, this show that these mean score of transformational leadership style was the greater and then the mean score of transactional leadership style whereas the mean score of laissez-fair leadership style was the lowest of implementation in the leadership styles in OCM. In addition, it's found that there were no significant between the three leadership styles (transformation leadership style, transaction leadership style and the laissez-faire leadership style) with the various classes of demographics in Cambodian civil service who work in OCM.

The next finding is the job satisfaction of the employee mean score that get 3.31. The score is greater the neutral midpoint value Likert-5-point scale but near the average positive value of the scale, it defined that the Cambodian public officers whom working in OCM are satisfied in some extend with the job. And, out of the ninth sub-factor of the job satisfaction only the mean score of reward that were found less than 3 indicated and for other factor such as pay, promotion, supervision, fringe benefits, operating process, coworkers, working nature and communication were near to the positive of Likert- 5-point scale. By the way, the mean of 3 factors such as natural working, supervision, and coworkers are the highest factor in employee job satisfaction. This indicated their pleasure with their tasks assigned and also the processes they took to carry out their duties. They still feel relaxed; they are pleased with the work place's colleagues and bosses.

This opened the potential of unity and team bonding at the workplace if their representatives wanted to inspire them to work as a team and in partnership. In comparison, the mean gap of job satisfaction faced by public servants was considers not significant relationship among the various demographic classes.

Moreover, next finding that show about the correlation coefficient result among the leadership styles and the job satisfaction variables. The significant coefficient value between transformation leadership style and job satisfaction 0.334, which considered a correlation and moderate relationship with satisfaction of employee. And, for the transactional leadership style coefficient value were 0.338 which also considered a moderate correlation relationship with satisfaction of employee follow by the laissez-faire leadership style value were 0.130 which indicated the weak significant relationship with the job satisfaction. Moreover, all the control variables were found not significant correlated with the job satisfaction.

Finally, out of the 3 leadership styles, transformation leadership style was indicating more predictor with job satisfaction then the transactional leadership which become the second and the last one were laissez-fair leadership style. Just two leadership models (transformational leading style and transactional leading styles were positive significant relationship with the employee job satisfaction as the dependent variable. However, the laissez-fair leadership style was statically insignificant.

The result from the data collected of the qualitative questions were showed that are consistent with the result of quantitative model. The transformational leadership style was found that have more increase the employee job satisfaction in Cambodia public service. Than following by transactional and laissez-fair leadership style which get less emphasized from the Cambodian public servants' perspective but they still need in some case. The results confirm the observations of quantitative data from qualitative data obtained from personal data. Therefore, this study successfully used the combine methods both quantitative and qualitative

approaches which analyze the link between leadership styles and job satisfaction of employees.

4.7.1 Discussion on transformation leadership style with Job satisfaction

As predicted in the alternative hypothesis and most previous literatures, the style of transformative leadership has been shown to be a significant indicator of Cambodian civil service work satisfaction. The findings of this study indicated that leadership leads to improve employee job satisfaction of public sector administrative in Cambodia. In other words, the results of this study has generalized into scenario where the leader behavior which significantly influence on their job performance.

As predicted, related to many literatures in the previous time considered that the transformation leadership style was demonstrated to be an efficient predictor to the employee job satisfaction in Cambodian civil servants.

Public servants see bureaucracy managers as a role model that allows to build a common mission and strengthen the relationship with supporters. So, their ideal higher level officials are being preceded by the junior staff. Leaders build a supportive atmosphere and understand subordinate wishes, interests, and encourage and help them as an advisor to reach their goals (Bass, with Jung, and Avolio in 1999; B.M. Bass with Avolio, in 2000; Bernard M. Bass, in 1985; Mathew with Gupta, in 2015; Bolden et al., in 2003). They consider constructive and important leadership conduct in public services through which they are pleased with their work. Since OCM is a major center of control and authority for both the policy level and administrative level, workers are fulfilled by revolutionary leaders in public service. They will be inspired to do their job higher amount and quality with the increased level of satisfaction. In the end, this would improve both individual and corporate objectives and goals. Transformational leadership consists of information exchange among subordinates to promote creativeness, innovations, strategies and goals, to reflect on a goal and to

inspire pride, appreciation and trust in the supporters. Increasing leadership is guided by high legal and ethical values (B. J. and Avolio et al., in 1999; B.M. Bass with Avolio, in 2000; Bernard M. Bass, in 1985; Lowe et al . , in 1996). The simple correlation revealed that, with the drastic and fast political transition in the world, bureaucratic cultures have shifted over time. Likewise, the OCM managers encourage teamwork and build more subordinate aspirations, so that they feel happy and inspired to continue throughout the job and accomplish similar or challenging goals. A transformative leader can have a beneficial impact on the culture of enterprise and overall growth. Implementing transformational leadership will undoubtedly make the public sector reactive, transparent, innovative and functional to fulfill 21st century needs. Improved corporate values and practices can improve employees' attitudes and actions to adopt transformational leadership which increase their satisfaction with their work.

4.7.2 Discussion on transactional leadership style with Job satisfaction

The correlation between this study's transactional leadership style and employee job satisfaction showed positive but statistically not significant. As the civil servants in OCM were pleased with the transformation leaders in the service, the managers and workers did not see any trade of the valuables to suit their interests. However, this component of transformation is very normal and can be done on several levels across all forms of organizations (Burns, in 2012; and Warrick, in 2011). Because of the larger impact of transformational leaders at OCM, the general conduct of transactional leadership hides the general conduct of transactional leadership who tends to set forward incentives and penalties that effect workers. Employees are praised or disciplined for their achievement or failure. (Bernard M. Bass, in 1985). Civil servants' income, incentive-oriented habits tend to be overruled by supervisors' coaching, advice, and encouragement. It is likely that the long-term growth policy implemented

by the Office to accomplish socio-economic reforms in Cambodian society would impact, inspire and hold civil servants happy that they are compliant with existing national agendas.

In a few years, the overall public service image was not very strong. In their workplace in decision making, the civil service as a whole was accused of enjoying personal relations and near affinities both within and outside the service. Furthermore, civil servants are also more driven by orientation, attribution, hierarchy and collective expectations (Jamil and Dungal, in 2009). But as social dynamics and corporate cultures shift, they tend to exchange expertise, to delegate them and inspire them to accomplish long-term aims and objectives.

Through implementing a clear, democratic quotas scheme, the Cambodian bureaucracy followed a strategy of inclusiveness and representativeness. The path has now been opened for agents of reform, ambitious officials and the disintegration of the underground bureaucratic society. OCM officials therefore feel that transactional leadership does little substantial work satisfaction.

4.7.3 Discussion on laissez-fair leadership style with Job satisfaction

The relationship among laissez-fair leadership and the satisfaction of employee in their job of this study revealed that there was a statistically insignificant positive relationship. In this research showed that the Cambodian public servant who work at OCM were not pleased with laissez-faire leadership style. The result showed the less favorable than transformational style and transactional leadership style.

Leaders in laissez-faire's field provides workers absolute independence from providing a direct control and direct leadership over subordinates. They are not interested in collective or internal making decision processes (Bernard M. Bass, in 1985; and Deluga, in 1990; Lewin et al., in 1939). In context of Cambodia, civil servants don't want much freedom to carry out their duties with inadequate resources support. In addition, it makes them

not so relaxed and unsatisfied in their organization because of no clear schedule and quid line for the long time goal . Sometime, they appreciated autonomy instead of interfering with their boss and knowledge empowerment and self-performance in some work. The officials are selected to fulfill their duties at the workplace through a system of competitive tests likely to have experience, skills and expertise to join in their office. They expect enough capacity and expertise to be delegated; required in order to accomplish their assignments.

From the other side, followers perform their activities through their own with high performing talents, experience and ability. This will contribute to greater work satisfaction, improved motivation and confidence on the part of followers and help both the followers and the organization as a whole. Simultaneously, inadequate of long-term objectives, exercise of teams and lack of studying the experience and knowledge from others may be deficiencies for modern organizations that are needed to perform the anticipated amount of team work and multiple interdependent activities for the agency vision, task, and goals (Lewin et al., 1939). Thus, government should apply laissez-faire leadership theories cautiously in the context of lengthy and strategic planning phase. Therefore, before implementation in order to please the public servant, the government and the upper executives should be aware of this lack of laissez-faire behavior.

According to Maslow's hierarchy principle of need, assumed that transaction leader raises the need for followers in to hierarchy need of 3 levels, the first is food, the second is security, the third is love (Daft, 2008). While Cambodia still be a developing country, so the job satisfaction of the public servants was under limited. It is necessary for them to enter the 3 levels. This leads one to believe that a transformational leadership style is more relevant in the situation in Cambodia as such leadership might support followers with what they want.

Chapter 5. Conclusion & Recommendations

5.1 Summary of the Study and Conclusion

This research was conducted to test the leadership hypothesis (transformation leadership theory, the theory of transactional leadership and the theory of laissez-faire leadership), which links these types of leadership to employee work satisfaction in the public service of Cambodia. Multiple regression models were conducted including the data obtained from a survey related to independent and dependent variables in order to evaluate the hypotheses that were created to address this study's specific research question. The study was conducted through primary data collected from online questionnaire distribute to respondents which the sample size was 217 who have responded. The study answered to the research question of “What is the relationship between leadership styles and employee job satisfaction in Cambodia public service?”. These main objectives were to study the relationship between three difference type of leadership styles (transformational leadership style, transactional leadership and laissez-fair leadership style) with the job satisfaction in Cambodian public service, to analyze the relationship among three difference type of leadership styles with job satisfaction and to observe variation of demographic factors (gender, age, working experience, and level of education) on the employee job satisfaction. Based on the literatures related to the research question were studied and developed research hypothesis to achieve set objectives. Descriptive analysis referred to job satisfaction as the dependent variable in the analysis section, with the independent variable including 3 styles of leadership as a transformative leadership style, transactional leading style with the laissez-fair leading style and the control variables (gender, age, work experience and education level) carried out. Under bivariate analysis, correlation analysis and curve fit analysis conducted. Transformational style, transactional style with laissez-fair style of leadership were positive

correlated with the satisfaction of the employee. And all the control variables were negatively correlated with employee job satisfaction.

Multiple regression method was developed for test the hypothesis of this study. The first hypothesis was not accepted by concluding which the relationship among transformational style of leadership and employee satisfaction in their working was statistically and significant at 0.05 significance level showing that transformational style of the leadership showed the predictor of satisfaction of the employee by explaining 13.1% of variability in the employee job satisfaction. And, for the second null hypothesis also was rejected, as the knowledge offered ample evidence to refute the null hypothesis, it was necessary. Hence, it concluded that transactional leadership style was the predictor of employee job satisfaction by explaining 12.5% of the employee satisfaction variability as it was statistically significant at 0.05 significance level. The third hypothesis was not accepted to confirm that it was a statistically and significant relationship between involvement balance and employee job performance at 0.1 level of the significance and the laissez-fair leadership was the predictor by explaining 3.4% of variability in the employee job satisfaction. The fourth and last hypothesis was also not accepted by confirming that it was a statistically and significant different effect the styles of leadership with employee satisfaction in Cambodian civil service.

Therefore, the key results of this analysis are assumed to support the Cambodian civil service in the area of public administration and control of human capital. In such a sense, the government has considerable responsibility of overcoming the challenges caused by differences type of leadership style that implement by the rank of leaders as neglecting this issue will miscarry through having significant negative consequences such as lower job satisfaction, the deterioration of employee productivity and inefficacy which ultimately resulting overall less productive government.

5.2 Policy Recommendations

Since the study identified a positive and important association between employee job satisfaction and the three differences leadership style such as transformational leading style and the transactional leading style and laissez-fair styles of leadership, it was suggested that Cambodian government and OCM management to improve their employee job satisfaction by embracing these leadership styles in a broader range.

The Cambodian government should definitely consider how to improve the officials job satisfaction in their working place. Employee should be inspired to achieve long term progress of the organization.

The implementation the ideas of transformational leadership may be a way of increasing OCM as same as other public organization in Cambodia 's declining degree of employee satisfaction in their job.

Royal Government should focus on transformative leadership with the ultimate aim of developing a knowledge-based economy. The government needs to identify and utilize talents. In addition to material incentives – and we can emulate the General Department of Taxation which has an incentive scheme for tax officers linked with performance – those with talents also need to be recognized. Without doubt, they want to contribute their ideas and policy inputs to generate positive impacts and changes.

The transformational leading style and the transactional leading style are separate principle and also the strongest leaders should have both of the leadership styles (Judge & Piccol, 2004). Therefore, in order to obtained good outcome that can get from the satisfaction of the employee, government should adopt both transformation and transactional leadership styles.

The introduction of the laissez-faire leadership model is often challenging for the organization's managers. This style of leadership favors the allocation of power and appropriate support to subordinates to make choices when fulfilling their duties. However, subordinates should be knowledgeable and capable.

To use their power and expertise efficiently. Otherwise, the outcome of laissez-faire leadership adoption may not be successful with corporate viewpoints. This style of leadership often would not rely on long-term viewpoints. So, Cambodian government should think to introduce laissez fair leadership style to make public servants feel satisfied in their work by provide the availability of trained and skill in human capital for long terms objective.

5.3 Recommendations for Further Research

The goal of this study was to connect three different leadership types, such as transformational, transaction leading and the laissez-faire leading style, with public servants' employee satisfaction. Thus, studies with similar topic that cover the public sector as whole is recommended for future study because there were lack of the research with this kind topic in Cambodian public organization. In addition, comparative studies with other governments which have similar governmental contexts also important for identify the areas that miss by the Cambodian government and learn from there' policies.

5.4 Limitations of the Study

In this analysis, there were a few shortcomings found by the researchers. A further limitation of this analysis is the dynamic social phenomena captured by the use of a descriptive sample. A broad number of questions from MLQ 6S and JSS were included in the survey to resolve this restriction. 57 questions were used to analyses the perception of the participants and waited for two months for the questions to be answered. The research also collected perceptions of management styles and job satisfaction using an independent survey design. In the view expressed by the participants, the true circumstances of management and work satisfaction could become deceptive, inaccurate, or incomplete.

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Appendix A: Letter to Consent for Participants Survey

Dear Participants,

Throughout the study entitled "The Relationship between Leadership Styles and Employee Job Satisfaction in Cambodian Public Service," this structured questionnaires instrument was used for the fulfilment of the requirement of the specification for a Master's degree in Public Administration from Seoul National University, South Korea. The platform was developed to gather data on your understanding of leadership style (transformative, transactional and laissez-faire) and employee job satisfaction. Please give your accurate and real impressions for the answering the questions that used in the survey, the results of this study are considered to be valuable for recognizing leadership qualities and work satisfaction ratings, and for public sector reform in the Cambodian public service in the long term goals. This thesis includes the use of average expectations for interpretation, which is why your particular views and perceptions are completely confidential and secret. You are invited humbly to give your independent and free viewpoints on the statements of this survey.

If you have any issues or questions, please feel free to email me. Please answer all the questions. Your interest in the survey is highly regarded.

Thank you so much for your help,

Student Name:

Roth Sopheak Boros

Global Master of Public Administration

Graduate School of Public Administration

Seoul National University, Seoul, South Korea

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Appendix A: Demographic Information

Demographic Questions

Demographic Information Form

Please, mark () one appropriate alternative from the following description regarding your personal information.

1. Gender:

What is your gender?

Male

Female

2. Age:

How old are you?.....

3. Work Experience:

How long have you been working as civil service?(years)

4. Level of Education:

Which of the following best describes your highest level of education?

Associate's

Bachelor's

Master's

Doctoral/Ph.D.

Appendix C: Multifactor Leadership Questionnaire (MLQ) Form 6S

Multifactor Leadership Questionnaire (MLQ) Form 6S

Instructions: This section of questionnaire provides a description for your leadership style. Twenty- one descriptive questions are listed below. Please judge how frequently each statement fits you. The word others may mean your followers, clients or group members

Extremely Disagree (1)	Disagree (2)	Not Decided (3)	Agree (4)
Extremely Agree (5)			

Leadership Behaviors

A. Transformational leadership

+ Idealized Influence

- 1. I make feel good to be around them.**
- 2. Others have complete faith in me.**
- 3. Others are proud to be associated with me.**

+ Inspirational Motivation

- 4. I express with a few simple words what we could and should do.**
- 5. I provide appealing images about what we can do.**
- 6. I help others find meaning in their work.**

+ Intellectual Stimulation

- 7. I enable others to think about old problems in new ways.**
- 8. I provide others with news ways of looking at puzzling things.**
- 9. I get others to rethink ideas that they had never questioned before.**

+ Individualized Consideration

- 10. I enable others develop themselves.**
- 11. I let others know how I think they are doing.**

12. I give personal attention to others who seem rejected.

B. Transactional Leadership

+ Contingent Reward

13. I tell others what to do if they want to be rewarded for their work.

14. I provide recognition/ rewards when others reach their goals.

15. I call attention to what others can get for what they accomplish.

+ Management-by-Exception: Active (MBEA)

16. I am satisfied when others meet agreed-upon standards.

17. As long as things are working, I do not try to change anything.

18. I tell others the standard they have to know to carry out their work.

C. Laissez faire (Avoidant Behavior)

19. I am content to let others continue working in the same ways always.

20. Whether others want to do is OK with me.

21. I ask no more of others than what is absolutely essential.

Appendix D: Job Satisfaction Survey (JSS)

Job Satisfaction Survey (JSS)

Please circle the one number for each question that comes closest to reflecting your opinion about it

Extremely Disagree (1) Disagree (2) Not Decided (3) Agree (4)
Extremely Agree (5)

Job Satisfaction

A. Pay

1. I feel I am being paid a fair amount for the work I do.
2. Raises are too few and far between.
3. I feel unappreciated by the organization when I think about what they pay me.
4. I feel satisfied with my chances for salary increases.

B. Promotion

5. There is really too little chance for promotion on my job.
6. Those who do well on the job stand a fair chance of being promoted.
7. People get ahead as fast here as they do in other places.
8. I am satisfied with my chances for promotion.

C. Supervision

9. My supervisor is quite competent in doing his/her job.
10. My supervisor is unfair to me.
11. My supervisor shows too little interest in the feelings of subordinates.
12. I like my supervisor.

D. Finger Benefits

13. I am not satisfied with the benefits I receive.
14. The benefits we receive are as good as most other organizations offer.

15. The benefit package we have is equitable.

16. There are benefits we do not have which we should have.

E. Operating Process

17. Many of our rules and procedures make doing a good job difficult.

18. My efforts to do a good job are seldom blocked by red tape.

19. I have too much to do at work.

20. I have too much paperwork.

F. Coworkers

21. I like the people I work with.

22. I find I have to work harder at my job because of the incompetence of people, I work with.

23. I enjoy my coworkers.

24. There is too much bickering and fighting at work.

G. Working Nature

25. I sometimes feel my job is meaningless.

26. I like doing the things I do at work.

27. I feel a sense of pride in doing my job.

28. My job is enjoyable.

H. Communication

29. Communications seem good within this organization.

30. The goals of this organization are not clear to me.

31. I often feel that I do not know what is going on with the organization.

32. Work assignments are not fully explained.

I. Reward

33. When I do a good job, I receive the recognition for it that I should receive.

34. I do not feel that the work I do is appreciated.

35. There are few rewards for those who work here.

36. I don't feel my efforts are rewarded the way they should be.

Appendix E: Qualitative Questionnaire

Respected Sir /Madam,

I'd like to request you briefly respond following questions which will be a part of a dissertation written on “The Relationship between Leadership Styles and Employees Job Satisfaction in Cambodian Public Service”, and submitting to Seoul National to partial completion of a public administration Master's degree.

Please read the following notes about Leadership style characteristics if you feel these beneficial for you to clearly understand leadership concepts.

Transformational style of leadership:

- It requires an extraordinary type of power that drives followers at higher than anticipated speeds to perform their assignments.
- It typically requires dynamic and innovative leadership.
- A method that alters and changes individuals with an emphasis on feelings, beliefs, ethics, norms and long-term objectives.
- Focus is focused on meeting and fulfilling the needs of followers like a full human being (Northouse, 2013).

Transactional style of Leadership

- Share valuable items with employers and employees to attain their interests.
- Applies to the plurality of management styles based on exchanges among representatives and adherents.
- This form of management sharing dimension is very common and can be carried out on different levels in all sorts of organizations (Burns, in 2012; Warrick, in 2011).
- A method of granting incentives and fines the personnel staff.

- Jobs participants shall be gratified or sanctioned due to their achievement or loss in the business at work.

Laissez-faire style of leadership

- Reflects non-transactional actions, characterises politicians as not happening and takes a higher level of conduct.
- Managers miss the mark to take ownership, postpone decision making, do not comment, not able to do everything possible to satisfy the needs of supporters,
- Leaders are not in touch, and so no followers' transactions take place,
- Gives workers absolute independence and no involvement from personally controlling subordinates; leaders are not interested in individual or party decision-making,
- Allows the followers more equality, individuality and versatility.

Q1. What kind of leadership theory (Transformational, Transactional or Laissez-faire Leadership) did you see in the OCOM? Please, Explain it in short.

Q2. Which style of leadership (Transformational, Transactional or Laissez-faire Leadership) have / have you considered more favorable to improve the work satisfaction of workers in the OCOM? Please list a couple of explanations.

Q3. What leadership style indicator do you propose to incorporate in order to improve the work satisfaction of workers in the OCOM? Please include three suggestions.

국문초록

캄보디아 공공부문의 리더십 스타일과 직무만족 간 관계에 관한 연구

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글로벌행정전공

본 연구는 캄보디아 공공부문의 변혁적 리더십 스타일, 거래적 리더십 스타일, 방임형 리더십 스타일과 같은 리더십 스타일과 캄보디아 공공부문 종사자의 직무만족 간의 관계를 살펴보았다. 캄보디아 공공서비스에 대한 선행연구는 찾아보기 어려워 일반적인 리더십 이론과 직무만족이론을 중심으로 살펴보았다. 본 연구 질문은 ‘공공부문의 종사자의 직무 만족과 리더십 철학(변혁적, 거래적, 방임형) 간 어떠한 연관성이 있는가?’이다. 본 연구는 캄보디아 공공부문, 특히 476 명의 공무원을 고용하고 있는 내각청(OCM)에 초점을 맞추어 살펴보았다. Yamane(1967:886)의 층화계통추출법을 활용하여 217 명의 응답을 확보하였다. 다요인 리더십 설문지(MLQ) 6S 양식(Avolio and Bass, 2004)과 직무 만족도 설문조사를 통하여

리더십 스타일과 직무만족도를 살펴보았다(Speechor, 1985). 베리맥스(varimax) 요인 회전을 통하여 살펴본 결과 캄보디아 맥락에서의 결과는 일반적인 MLQ 6S 요인의 분포와 차이가 존재하는 것으로 나타났다.

본 연구의 가설을 검증하기 위하여, 기술 통계 분석, 상관관계 분석, 분산분석(ANOVA), t 검정, 그리고 다중 회귀분석을 수행하였다. 분석 결과, 본 연구에서의 3 가지 독립변수 중 2 개의 독립변수(변혁적 리더십, 거래적 리더십 스타일)가 종사자의 직무만족도와 통계적으로 유의미한 양의 관계가 있는 것으로 나타났다. 그리고 방임형 리더십 스타일은 유의수준 0.05 에서 통계적으로 유의미한 관계가 없는 것으로 나타났다. 통제 변수의 경우 직무만족과 통계적으로 유의미한 관련성이 없는 것으로 나타났다. 변혁적 리더십 스타일은 회귀계수가 0.134 로 나타나 유의수준 0.1 에서 가장 높은 직무 만족도의 예측 가능성을 보여주었다.

본 연구결과는 선행연구의 결과를 종합한다. 본 연구의 핵심적인 결과는 캄보디아 공공부문의 인사 및 행정에 기여할 것으로 기대된다. 본 연구는 캄보디아 정부가 공무원의 직업 만족도를 높이기 위하여 선택할 수 있는 리더십 이론과 관련된 세가지 차별적인 선택지를 제시한다. 변혁적 리더십 이론은 조직이 시행하고자 하는 장기적 관점의 정책을 추진하기 위하여 거래적, 자유방임적 리더십 방식에 따라 강력하게 장려되었다.

본 연구는 직무 만족도와 3 가지 상이한 리더십 스타일(변혁적 리더십, 거래적 리더십, 자유방임적 리더십) 간 중요한 관련성을 확인하였으나 캄보디아 정부와 내각청은 이러한 스타일을 활용하여 직무만족도를 향상시킬 것을 포괄적으로 제안하였다. 왕실 정부는 지식기반경제 발전이라는 궁극적인 목표를 달성하기 위하여 변혁적 리더십에 초점을 맞추어야 한다. 정부는 인재를 발굴하고 적절히 활용해야 한다. 물질적 유인책 이외에도 (조세 관련 부처의 성과와 연계된 인센티브 제도를

참고할 필요성이 있으며) 역량을 갖고 있는 종사자는 인정받아야 된다. 역량 있는 종사자들은 긍정적인 영향을 미치고 변화를 만들기 위하여 아이디어와 역량을 투입하기를 원한다. 방임형 리더십 모델은 조직 관리자에게 도전적이기도 하다. 기업의 관점에서 방임형 리더십은 성공적이지 않을 수 있다. 이러한 스타일의 리더십은 장기적 관점에 의존하지 않기 때문이다.

주제어: 변혁적 리더십 스타일, 거래적 리더십 스타일, 방임형 리더십, 직무만족, 캄보디아, 내각청

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