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# "Carrot and stick" leadership style

Can it predict employees' job satisfaction in a contemporary business organisation?

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#### Abstract

Purpose – The purpose of this paper is to examine the relevance of "carrot and stick" (transactional) leadership style in predicting employees' job satisfaction in a modern business organization.
Design/methodology/approach – The study was cross-sectional in nature and made use of

Besign/methodology/approach — The study was cross-sectional in nature and made use of structured questionnaire to collect data. Stratified and simple random sampling techniques were used to select the respondents. In total, 215 questionnaires were returned by respondents out of the 220 administered. Taylor and Bowers (1974) overall job satisfaction questionnaire and Bass and Avolio (2004) multifactor leadership questionnaire, were used to measure job satisfaction ( $\alpha = 0.812$ ) and transactional leadership style ( $\alpha = 0.761$ ), respectively. Simple linear regression was also used to predict the relationship between the constructs.

Findings – Results indicated significant and positive relationship between managers transactional leadership style and employees overall job satisfaction ( $\beta = 0.292$ ,  $\rho < 0.001$ ). Moreover, contingent reward ( $\beta = 0.313$ ,  $\rho < 0.001$ ) and management by exception (active) ( $\beta = 0.208$ ,  $\rho < 0.001$ ) were, respectively, found to be statistically significant and positively related with job satisfaction. However, there was no significant relationship between management by exception (passive) and job satisfaction.

Originality/value — This study adds to research that transactional leadership is broadly ideal for employees of manufacturing firms in Ghana where tasks are routine, objectives are clearly stated and work outputs can easily be measured.

Keywords Job satisfaction, Leadership style, Transactional leadership Paper type Research paper

#### Introduction

The fact that the Ghanaian economy, like those of many other developing economies in Africa and around the world, is facing substantial issues caused by unemployment does not mean that organizations should not be concerned about the satisfaction levels of their employees. In economies where unemployment is an issue, employees often feel compelled to cling on to their work no matter how depreciatory the conditions may be at their workplaces, and most employers take advantage of such situations to treat their employees badly (Harper and Jones, 2011).

Organizations invest much in training employees and sometimes go further to poach talented employees from other organizations. These options are expensive to undertake, but organizations do so with the intent of achieving success. Hay (2002) has asserted that organizations should pay attention to retaining employees because employee turnover is associated with high costs and can affect organizations' operations badly. In order to reduce employee turnover, organizations tend to concentrate on increasing employees' job satisfaction because job satisfaction is an important organizational outcome that has a rippling effect on commitment and



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# The Carrot And The Stick Israels Policy In The Administered Territories 196768

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#### The Carrot And The Stick Israels Policy In The Administered Territories 196768:

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In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is actually astonishing. Within the pages of "**The Carrot And The Stick Israels Policy In The Administered Territories 196768**," an enthralling opus penned by a highly acclaimed wordsmith, readers set about an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve into the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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