REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

Department of Business Administration

IMPACT OF MANAGERIAL INTELLIGENCE AND LEADERSHIP STYLES ON EMPLOYEES JOB SATISFACTION, MANUFACTURING INDUSTRY IN THE UNITED ARAB EMIRATES

Master Thesis

Mohammad Omaid FAZLY

Supervisor
Asst. Prof. Dr. Zeynep Merve UNAL

Istanbul – 2021

THESIS INTRODUCTION FORM

Name and Surname : Mohammad Omaid Fazly

Language of the Thesis : English

Name of the Thesis : Impact of Managerial Intelligence and Leadership Styles on Employees Job Satisfaction, Manufacturing Industry in the UAE

Institute : Istanbul Gelisim University, Institute of Graduate Studies.

Department : Business Administration

Thesis Type : Master

Date of the Thesis : 17/08/2021

Page Number : 99

Thesis Supervisors : Asst. Prof. Dr. Zeynep Merve Unal

Index Terms : Managerial Intelligence, Leadership Styles, Autocratic Leadership, Democratic Leadership, Job Satisfaction

Turkish Abstract : Bu araştırmanın amacı (Yönetel Zeka ve Liderlik Tarzlarının Çalışanların İş Doyumuna Etkisi) incelemektir.

Distribution List : 1. To the Institute of Graduate Studies of Istanbul Gelisim University
: 2. To the National Thesis Center of YÖK (Higher Education Council)

Signature

Mohammad Omaid Fazly

REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

Department of Business Administration

IMPACT OF MANAGERIAL INTELLIGENCE AND LEADERSHIP STYLES ON EMPLOYEES JOB SATISFACTION, MANUFACTURING INDUSTRY IN THE UNITED ARAB EMIRATES

Master Thesis

Mohammad Omaid FAZLY

Supervisor
Asst. Prof. Dr. Zeynep Merve UNAL

Istanbul - 2021

DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

<div align="right">

Mohammad Omaid Fazly

…/…/2021

</div>

:

A C K N O W L E D G E M E N T

TO ISTANBUL GELISIM UNIVERSITY

THE DIRECTORATE OF SOCIAL SCIENCES INSTITUTE

THESIS APPROVAL FORM

The thesis study of Mr. Mohammad Omaid Fazly Titled as Impact of Managerial Intelligence and Leadership Styles on Employees Job Satisfaction, Manufacturing Industry in the UAE has been accepted as MASTER THESIS in the department of business administration by out jury.

Signature

Director   *Asst. Prof. Dr. Zeynep Merve UNAL*

(Supervisor)

Signature

Member   *Asst. Prof. Dr. Habibe GUNGOR*

Signature

Member   *Asst. Prof. Dr. Buket ALKAN*

APPROVAL

I approve that the signatures above signatures belong to the aforementioned faculty

members.

... / ... / 2021

Signature

Prof. Dr. İzzet GUMUS

Director of the Institute

ÖZET

Bu araştırmanın amacı (Yönetel Zeka ve Liderlik Tarzlarının Çalışanların İş Doyumuna Etkisi) incelemektir. Yönetsel zeka ve liderlik stilleri bağımsız değişkenler olarak, iş tatmini ise bağımlı değişken olarak ele alınmaktadır. Yönetsel zeka, natüralist, müzikal, mantıksal ve matematiksel, varoluşsal, kişilerarası, dilsel, bedensel kinestetik, içsel ve uzamsal olmak üzere dokuz boyut altında kavramsallaştırılmıştır. Sadece otokratik ve demokratik liderlik tarzları incelenmiştir.

Bu çalışmanın katılımcıları BAE'de imalat sektöründe çalışan çalışanlardır. Anket 130 kişi tarafından yanıtlanmıştır. Verilerin analizi için SPSS istatistik paketi kullanılmıştır. Regresyon analizi sonuçları, hem yönetsel zekanın hem de liderlik tarzlarının çalışanın iş tatmini üzerinde olumlu etkisi olduğunu göstermiştir. Yönetsel zekâ alt boyutundan sadece kişilerarası zekanın iş tatmini üzerinde açıklayıcılık gücü vardır. Demokratik ve otokratik liderlik, çalışanın iş tatminine olumlu yönde katkıda bulunmuştur. Demokratik liderliğin iş tatmini üzerinde otokratik liderliğe göre daha fazla açıklama gücü vardır.

Fark testi sonuçları, erkek çalışanlar için sadece yöneticinin algıladığı içsel zeka ortalamalarının kadın çalışanlara göre anlamlı derecede yüksek olduğunu göstermiştir.

Anahtar Kelimeler: Yönetsel Zeka, Liderlik Tarzları, Otokratik Liderlik, Demokratik Liderlik, İş Tatmini

ABSTRACT

The objective of this research is to examine the Impact of Managerial Intelligence and Leadership Styles on Employees Job Satisfaction. Managerial intelligence and leadership styles are addressed as independent variables, job satisfaction as dependent variable. Managerial intelligence was conceptualized under nine dimensions such as naturalistic, musical, logical and mathematical, existential, interpersonal, linguistic, bodily kinaesthetic, intrapersonal and spatial. Only autocratic and democratic leadership styles were studied. The participants of this study are employees who work in manufacturing industry in the UAE (United Arab Emirates). The questionnaire was answered by 130 participants. In order to analyze the data, SPSS statistical package was used. Results of regression analysis showed that both managerial intelligence and leadership styles have positive affect on employee's job satisfaction. From the sub-dimension of managerial intelligence only interpersonal intelligence has explanatory power on job satisfaction. Democratic and autocratic leadership contributes positively on employee's job satisfaction. Yet, democratic leadership has more explanation power on job satisfaction than autocratic leadership. The results of difference tests have indicated that only the means of manager's perceived intrapersonal intelligence for male employees is significantly higher than female employees.

Key Words: Managerial Intelligence, Leadership Styles, Autocratic Leadership, Democratic Leadership, Job Satisfaction

TABLE OF CONTENTS

CHAPTER ONE

BACKGROUND OF THE STUDY

CHAPTER TWO

LITERATURE REVIEWS

CHAPTER THREE

RESEARCH METHODOLOGY

CHAPTER FOUR

FINDING AND ANALYSIS

CHAPTER FIVE

CONCLUSION & RECOMMENDATIONS

ABBREVIATIONS

UAE	**:**	United Arab Emirates
GCC	**:**	Gulf Corporation Council
ANOVA	**:**	Analysis of Variance
IBM	**:**	International Business Machines
SPSS	**:**	Statistical Package for the Social Sciences
APA	**:**	American Psychological Association
GMT	**:**	Great Man Theory
IGU	**:**	Istanbul Gelisim University
SWT	**:**	Subhanahu wa ta'ala

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDIX

PREFACE

In this research the author investigates the relationship between Managerial intelligence, Leadership style and Job satisfaction and the main target and focus was employee's satisfaction within the manufacturing industry in the United Arab Emirates.

In this research the author has investigated about:

1 – History of job satisfaction
2 – Employee satisfaction
3 – Background study of leadership
4 – Leadership and types of leadership
5 – Major leadership theories
6 – Ten sources of power
7 – Two basic style of leadership which are
    a) Autocratic leadership
    b) Democratic leadership

In this research (66 items) questionnaires were distributed to (130) people and according to results of the research it is concluded that the Job satisfaction level of the employees, Managerial intelligence and Leadership style were determined as below;

H1: Autocratic leadership style has a negative contribution on employee's job satisfaction

H2: Democratic leadership style has a positive contribution of employee's job satisfaction

H3: Managerial intelligence has a positive contribution on employee's job satisfaction.

INTRODUCTION

This research is about the relationship between Managerial intelligence, Leadership style and Job satisfaction but the main target is to find out the employees' job satisfaction in the United Arab Emirates.

Since the establishment of vital findings of Hawthorne studies, job satisfaction has seen as one of the most important concepts to create better organization. Job satisfaction is the attitudes of employees related to their work (Brayfield & Rothe, 1951). Job satisfaction, on the one hand, can be determined by organizational variables such as organizational justice (Fatimah, Amiraa, & Halim, 2011), organizational citizenship behavior (Oplatka, 2009), on the other hand can also be determined by direct interaction in organization such as leadership types (Naveed, 2020; Ahmad, Alhammadi, & Jameel, 2021).

There has been a great interest for the leadership styles and their impacts on employees' job-related positive affectivity in literature. As it is known, leader is the one who directs the followers with the aim of the organization, influence others to achieve the organizational goals. As Burns (1978) highlighted those leaders create a collective purpose in organization and satisfy the human needs and their expectations. It is argued that leader makes positive contribution for the well-being of employees and organizational outcomes (Avolio et al., 2009). In other words, the effectiveness of organization can be determined by the leaders and their adopted leadership styles. Those leadership styles can also be shaped by the culture of the organization and countries. Ahmad et al. (2021) underlined that while some cultures appreciate assertive actions, other cultures embrace participative or authoritative actions. So, leaders are expected to behave in terms of the cultures where they live. The findings of Hofstede's insights (2021) explored that UAE has high score (90) in power distance dimension that means individuals accept the hierarchical order and do not question the inequalities. So, individuals are expected to be told what is required or done in a centralized mechanism. In United Arab Emirates, the mostly adopted leadership style is autocratic for top level management. (Naeem & Azam, 2017).

The respondents of Naeem and Azam (2017) underlined that top management also embrace the contextual approach where the situation requires changing style into democratic leadership. Karam and Kitana (2020) found out that both autocratic leadership and democratic leadership have a high explanatory power on institutional excellence in UAE. Yet, democratic leadership has more contribution on institutional excellence than autocratic leadership.

Ellickson and Logsdon (2002) underlined that the job satisfaction level of employees is predicted through the match between work environment and their needs, values or personal characteristics. One of the fulfillment ways is to manager's intelligence to communicate and manage. Gorenak, Spindler and Brumen (2019) found that a manager who has competencies in quality, innovation, responsibility, ethics, customers and employees leads to increase in employee's job satisfaction. In this study, managerial intelligence is taken into consideration under nine dimensions: naturalistic, musical, logical and mathematical, interpersonal, linguistic, bodily kinesthetic, intrapersonal, visual and spatial and existential.

In this research, the autocratic and democratic leadership styles and managerial intelligence are taken as independent variables, job satisfaction as dependent variable. It is expected that while democratic leadership and managerial intelligence have positive contribution on employee's job satisfaction, autocratic leadership will have a negative contribution on employee's job satisfaction.

CHAPTER ONE
BACKGROUND OF THE STUDY

1.1 Background of the study

A position of leadership is prone to many challenges, including the need to make good decisions despite time pressures (Busine, Watt, Wellins, & Boatman, 2013); uncertainty, and high stakes associated with crises (Hannah, Campbell, & Matthews, 2010; Pearson & Clair, 1998), and cultural differences threaten any leader's position. Projects often require involvement from various people from disparate areas, especially when they involve multicultural teams, foreign managers, and international partners (Kellerman, 2012). A leader needs to leverage optimal leadership traits, since motivation and effective power result in positive leadership throughout a hierarchy. Leadership is about developing unique, effective strategies to attain financial goals (Williams, 2005; David, 2014). Discussing problems that top managers face and devising policies to remove them serves to improve conditions for multiple stakeholders. However, every leader perceives a different meaning of leadership (Neal, Boatman, & Miller, 2013). For example, an army general might consider leadership the art of motivation to achieve desired results from soldiers (William, 2005). The United Arab Emirate is an area where many ventures require the skillful management of international cultures. It is therefore valuable to examine why and how (UAE) leaders focus on all potential risks associated with their respective organizations.

In 2008, Harris and Nelson write it about open communication and they said that open communication created difficulties for some leaders, especially for one who held a conflict resolution position. In this condition, manager's intelligence is crucial to manage the both external and internal environment.

In 2006, Kennan and Hazleton has written about the responsibility of leader, they said that it is the duty of the leader to resolve these conflicts. One of the conflict solving approaches is the interpersonal intelligence and leadership style of a leader.

In 2014, Mitchell, Ray and Van Ark a member of Dubai municipality has discussed about the constant pressure to get the aim, and the resulting importance of time management.

Leadership styles have a great impression on employees' job satisfaction and positive organizational behaviors.

In operative management is one of the fundamental factors for the low levels of job satisfaction in the construction industry.

It is clear in literature that group performance and achievement of aims is related to the leadership style employed by the leader, as it directly affects employee behaviour.

It also instructs them to use extra effort on their jobs and understand their leaders as effective. According to the social exchange theory, when leaders are sensitive to and respond to changes in employees' needs, employees will work more actively to repay their leaders. As a result, subordinates who are cared about by the leaders who are people-oriented, take care about his/her subordinates, know what should be done and take value-based decisions are more likely to increase subordinate's engagement (Jenabi, 2014) and satisfaction. In this research, both the democratic and autocratic leadership types and manager's intelligence such as naturalistic, musical, logical and mathematical, existential, interpersonal, intrapersonal, linguistic, bodily kinesthetic, intrapersonal and spatial are taken into consideration to predict employee's job satisfaction.

To analyze the relationship between variables the chapters are written as follows:

The first chapter is Introduction and background studies, the 2nd chapter is literature review, the 3rd chapter is discussing about research methodology, the 4rth chapter is about finding and analysis and last chapter no five is about conclusion and recommendations.

After data entry in the SPSS Software and analyzing of data we got the results along with relationship and effects of Managerial Intelligence and Leadership Styles on Employees Job Satisfaction, the research has been hypothesized and the results has been shown in the regression analysis sections: 4.6 Regression Analysis Results, Table No: 12. (Busine, Watt, Wellins, & Boatman, 2013)

H1: Autocratic leadership style has a negative contribution on employee's job satisfaction

H2: Democratic leadership style has a positive contribution of employee's job satisfaction

H3: Managerial intelligence has a positive contribution on employee's job satisfaction.

1.2 The Research Problem:

In a research problem we are actually looking for The impact of Managerial intelligence and leadership styles on employees job satisfaction, Manufacturing Industry in the United Arab Emirates**,** also we are looking to identify obstacles that leaders face during the operation of their respective companies, to find out that how leaders deal with numerous organizational cultures from which behavioral problems may arise and another aim is to evaluate the impact of employee participation during decision making.

1.3 The Research Questions:

There are many questions regarding this topic but the most important are mention below which need to focus on it.

- **What are the antecedents of job satisfaction?**
  The antecedents of job satisfaction represent theoretical perspectives that indicate workplace influences including task characteristics, social information processing, and dis-positional perspectives.

- **Are different types of intelligences of the manager crucial for the satisfaction of employees?**
- There is a need of different types of intelligence for the managers in order to have satisfied employees but if we talk about emotional intelligence it will be a natural skills, it is a skills which can be learned, honed and perfected. For having these types of intelligence in body of managers so they can easily help and build the important foundation of trust, respect and positive attitudes among their staff.
- **Which types of leadership can affect the satisfaction of employees?**
- The two very important type of leadership

a) Democratic leadership

b) Autocratic leadership.

As per the above mentioned types of leadership the democratic leadership has positive affect on job satisfaction and the autocratic leadership has negative affect on job satisfaction of employees.

1.4 The Research Objective (The impact of Managerial intelligence and leadership styles on employee's job satisfaction, Manufacturing Industry in the United Arab Emirates).

- To find out the level of employee's job satisfaction.

- To determine the influence of internal work environment on employee's job satisfaction.

- To find out how to increase the interest level of employees in the organization, by interest level the author means that whenever the employees feels satisfy from his / her job, job environment, Manager and beside all these whenever the employee completed the task as per schedule planning and then get motivated / appreciated from his / her senior or getting any bonus or Increment in his / her salary then definitely the Interest level of the employees get higher and higher towards his / her job.

1.5 Importance of Research:

This research will make positive contribution on organizational behaviour literature by finding out the importance of managerial intelligence and leadership styles as autocratic and democratic on job satisfaction of employees.

In this research author will find out the correlation between managers – leaders – organization – employees, here the author will discuss about the conflicts that arise in the organization and either leaders or managers are responsible to sort it out.

1.6 Scheme of the Study:

Overview of the Chapters:

Chapter No: 1

Is the introduction which represent the clear picture of the research that consist of clear introduction to the thesis title, Research problem represent the obstacles of the research, Research questions represent the (**antecedents, intelligence and leadership affection),** Research objective represent the target of the research and final the Importance of the research study shows the benefits of the study for the readers. Essential information is provided in order to get a general view of the dissertation.

Chapter No: 2

Literature review of the dissertation and Methodological Consideration is presented. This chapter includes topics of job satisfaction, managerial intelligence and leadership styles. Additionally, their relationships with each other are represented on the basis of related findings.

Chapter No: 3

Is the Research Methodology which represents the clear picture of the research that consists of introduction to research, types of research, sampling techniques, procedure of the research, the measurement tools of managerial intelligence, leadership styles, job satisfaction and research approaches.

Chapter No: 4

Is the finding and Analysis of the data which have been produced from dissemination and recollection of the questionnaires.

This chapter consists of Descriptive analysis, Reliability of scales, factor analysis, regression analysis, roles of demographic variables on the variables of the study.

Chapter No: 5

Is the Conclusion, Limitation of study, Recommendation, References and Appendix.

CHAPTER TWO
LITERATURE REVIEWS

2.1 Literature Reviews:

2.1 Job Satisfaction – Meaning and Definition:

When someone feels self-motivated, content and satisfied with his/her job that is called job satisfaction. Or when an employee shows higher productivity and received higher pay this is called job satisfaction.

According to Locke (1983) "Job satisfaction is the amount of pleasure or consent associated with a job''. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction.

DuBrins has written about the definition of job satisfaction, "Job satisfaction will be defined as the amount of overall positive effect or feelings that individuals have towards their jobs.

As Fieldman and Arnold has written about job satisfaction that job satisfaction is the set of favorable or unfavorable feelings with which employees view their work also Davis and Newstrom (1985) has written that job satisfaction is the employees perception of how well their job provides those things that are viewed as important.
Generally job satisfaction is recognized in the organizational behaviour field one of the most and important field which most of the time it has been taken under study.

Spector (1997) sum up the complete research regarding how people feel about their works, cultural and gender differences in job satisfaction, private and company causes and possible outcomes of job satisfaction and dissatisfaction.

Rowan (2008) has written about creation of happy work life but not to change the career. She makes a schedule of instructions in order to achieve job satisfaction and tries to overcome the obstacles that make her or so many of people in the job environment unhappy.

Hochheiser (1998) has evaluate the meaning of work environment and then he suggest a formula for success, he has written that if you wants to be success so forget the hard work instead focus on building a good relationship.
He said that the best way to be success in the job is to understand what is needed and play as a supportive person your colleagues.
Cranny, Smith, Stone (1992) revealed that perceiving future opportunity can actually be more motivating than actually receiving a raise, getting development or assigning more tasks.

(Stride, Wall and Catley , 2007) have presented widely used measurement scales of Job Satisfaction, Mental Health, Job related Wellbeing and Organizational obligations along with benchmarking data for comparison and also they has been collected a total of 60,000 respondents from 115 different types of companies across wide spectrum of industries and occupations.

In 2008 Joanna Penn has written about how to improve your current position in the current company, how to gain more from the current job, how to discover more about yourself and when you had stress management and people management then you are succeeded and will be happy and that can be resulted in satisfaction.

Chapman (1993) specified the employee level of job satisfaction and then he has helped in making of positive changes to increase both satisfaction level and quality of work.

Buhler and Scott (2009) have written about building an employee centered culture. In their inquiry of real world case study of a company that has experienced the economic

benefits of this practice has been clearly mentioned that modern businesses cannot afford so they should not to make employee satisfaction as a top priority.

The terms of job satisfaction was written by (Hoppock, 1935).

He explained that job satisfaction is a mixture of psychological, physiological and environmental factors that makes a person to accept that "I am happy at my job".

(Anju & George, 2011)

2.2 Short history of Job Satisfaction:

The concept of job satisfaction has been written by Bustilo (2014) the branch of industrial psychology and management studies.

It begins in 1930s which belongs to human relation movement.

In response to the increasing problems of performance and labor unrest associated with the spread of Taylorist work organization practices.

Mayo and Associates discussed regarding the feelings and emotions of workers at work environments and they mentioned that feeling and emotions are important determinants

Mayo and associates argued that workers' feelings and emotions at work were important of their productivity and union militancy.

Maslow's (1950) theory of hierarchy of needs has been drawing was mapped. On that time two factor of theory has been developed by Herzberg and associates, which posed a lack of balance in the determinants of satisfaction and dissatisfaction at work.

Herzberg (1950, 1959) has explained satisfaction as a motivation in the workers such as creativity, achievement, or recognition (sometimes called natural job attributes). Dissatisfaction has been explained by Herzberg which is hygiene factors, meaning extrinsic attributes such as pay and working conditions.

Herzberg's theory was influential, but in the 1970s, it started to be displaced by theories arguing that all workers don't have the same expectations from their jobs; it might be different expectation from different levels of jobs.

In 1968 Goldthorpe, Lockwood, Bechhofer, and Platt has argued that the analysis of job satisfaction had to be construct in an understanding of the meanings (called work orientations) that everyone is familiar with their works hence workers with an instrumental orientation towards their work could be satisfied even if their jobs pay little intrinsic rewards.

In 1977 this approach was further developed by Kleberg.

A few years later, however with some hesitations that has not been totally disappeared, finally economists take seriously job satisfaction as an economic indicator.

In 1978, Freeman has discussed that job satisfaction has a direct relationship with the labor and unionism it means if the labors are satisfied from their works so there will be no need of making unionism. (Bustillo, 2014).

2.3 Employee Satisfaction:

In 2009 Dr. Patricia Buhler, PM and Jason Scott, JS has written that how workers was treating in past. In the past the demand, need, culture around workers was taking absurd. They insisting that those days are over.

(Patricia Buhler, 2009) Saying that in today business world smart business of all size learned that if workers satisfied from their works so it is directly affect the production level and profit of the company.

They clearly know that the revolution is coming and they have to decide whether to walk with it or get left behind.

In the Employee Satisfaction Revolution, Patricia Buhler and Jason Scott present an academic argument for building an employee-centered culture. Along the way, they walk us through a real-world case study of a company that has experienced the economic benefits of this practice has been clearly mentioned that modern businesses cannot afford so they should not to make employee satisfaction as a top priority. (Patricia Buhler, 2009)

2.4 What is Leadership?

Leadership captures the essentials of being able and prepared to inspire others (Ward, 2020).

2.4.1 Definition of Leadership:

A leader is one who have tight follow and close supervision for his/her work and should have an inspire and motivates action along with can do personality and strong leadership skills and should have the courage to take the charge of any problems. And also,

A leader is one who inspires and motivates action; having a can – do personality and strong leadership skills is the key to leading the charge (Ward, 2020).

2.4.2 Power sources of leadership:

In 1959 according to John R. P. French, Jr. & Bertram Raven Power refers to the possession of authority and influence over others. According to them power is a tool that, depending on how it's used, can lead to either positive or negative outcomes in an organization. In 1959, American sociologists (John R. P. French, Jr. & Bertram Raven, 1959) published an article by the name of "The Bases of Power" that is regarded as the basis for classifying power in organizations.

They identified 10 sources of power.

1. Formal Power.
2. Legitimate Power.
3. Expert Power.
4. Referent Power.
5. Coercive Power.
6. Reward Power.
7. Informational Power.
8. Connection Power.
9. Political Power.
10. Charismatic Power.

2.4.2.1 Formal Power:

Formal power is given to someone related to the job and position held in the organization.

Formal power is normally recognize by written contract or official agreement through the organization.

2.4.2.2 Legitimate Power:

Legitimate power is power when someone derives from their formal positions or office held in the organization's hierarchy of authority.

For example, the president of a corporation has certain powers because of the office he holds in the corporation.

2.4.2.3 Expert Power:

Someone who has more knowledge or experience than other members of their team is expert power.

For example, an executive with 10 years of experience in their field has expert power over a recent college graduate who is just starting their career.

2.4.2.4 Referent Power:

When someone establishing trust, respect and credibility with the people around them in work or life this is called Referent power.

2.4.2.5 Coercive Power:

When someone afraid of losing something precious, or the person's ability to influence others via threats, punishments. (John R. P. French, Jr. & Bertram Raven, 1959)

2.4.2.6 Reward Power:

The power to give or withhold rewards,

For Example:

- Salary increment.
- Promotions.
- Bonuses.
- Recommendation.

2.4.2.7 Informational Power:

When someone have a high level of degree with lots of information and experience in the organization like PhD holders and rest of the employees are bachelors' holder. Or obtained when people have information that others must have to accomplish their goals.

2.4.2.8 Connection Power:

- Is based on the user's relationship with influential people.
- It is a form of organizational politics.
- Having connection or relationship with important people.

2.4.2.9 Political Power:

Political power identifies the ability to accomplish an authorized goal, either by compliance or by obedience; hence, authority is the power to make decisions and the legitimacy.

2.4.2.10 Charismatic Power:

Someone that considers the nature of charismatic leadership – authority, confidence, strong convictions and the ability to get followers on their sides.

For example: Adolf Hitler can be the best example for charismatic power because he was able to paint a vision of a future for people, which they took at face value.

2.5 Major leadership theories:

These types of Leadership theories seek to explain how and why certain people become leaders.

There are a few leadership theories that are more well-known. These more common leadership theories are important to understand and recognize, especially if you currently are leader, or are studying to be business leader in the future.

2.5.1 Behavioural theory:

This type of behavioral leadership theory focuses on how leaders behave, act and react and assumes that these traits can be copied by other leader.

2.5.1. (A) Consequences of Behaviour:

Positive or negative results of behavior are called consequences of behavior.

For example: If your child doesn't complete their homework, your child fails the assignment or he was given a traffic ticket as a consequence of running the red light.

2.5.1. (B) Determinants of Behaviours:

Individuals have a number of reasons for accepting or resisting behavior change. These obstacles or facilitators are called behavioral "determinants.

2.5.2 Contingency theory:

A contingency theory is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions.

Or

The contingency leadership theory (Greenleaf, 1997) sometimes called situational theory, focuses on the context of a leader. These theories look at the situational effects of the success or failure or a leader.

2.5.3 Great Man theory (GMT):

- According GMT history the author learned that Leadership is inherent not learned.

- Leaders come forth when they are needed the most (in times of crisis, wars).

- Heroic, mythic, usually male.

- Display certain traits that dictate leadership ability.

2.6 Leadership Styles:

2.6 Introduction:

In 1939 Lewin. K., Lippit. R. and White.R.K Psychologist and a team of researchers specified that there were 3 basic leadership styles:

1) Autocratic leadership.
2) Democratic leadership.
3) Laissez-faire leadership.

The leadership styles adapted by the leader is depends on certain variables like employees and leaders skills, behaviour and attitude.

2.6.1 Authoritarian Leadership:

According to authoritarian leadership style which is sometimes called the Autocratic style. This is where leaders spell out the goals, deadlines and methods while making decisions on their own with little consultation with other.

For Example: Military, in the military, a leader with the right to command is a good job for an authoritarian leadership style.

- However, it is a decisive way of leading and can suit high-risk, short-timescale decisions. Kurt Lewin noted that leaders who adopt this style can be seen by others as dictatorial and tend to get stuck in one mode of behavior. (Lewin. K., 1939)

2.6.2 Participative Leadership:

According to participative leadership style which is sometimes called the Democratic style.

In this type of leadership the leader's priorities and setting goals and making decisions but also taking part in team work and do accepts advices and suggestions from the employees.

However, the leader makes the final decision.

- This style can produce more creative problem solving and innovation than the Authoritarian approach so it makes sense to adopt it in competitive, non-emergency situations. (Lewin. K., 1939)

2.6.3 Delegative Leadership:

According to Delegative leadership style which is sometimes called the Laissez-Faire style. The Delegative style means the leader delegate the responsibility for results to the group.

- He or she lets employees to set goals, decide on work methods, define individuals' roles and set their own pace of work.
- It can work well provided the group shares the same overall intent as the leader and if he/she trusts all members of the group. (Lewin. K., 1939)

2.7 What is Effective Leadership?

In 2020 according to Ward, Susan effective leadership is about executing the company's vision or redefining and improving it.
In some cases and setting the tone and the culture for that particular organization (Ward, 2020).

2.8 Leadership in United Arab Emirates:

According to Author researches and investigations there has no general paper published about leadership in the United Arab Emirates (Jenabi, 2014).

Finally the author found out that very limited study has been published about UAE such as a dissertation written by (Warnstam, 2008) about "Leadership in an intercultural organizational context." Warnstam (2008) wrote about "How Swedish leaders in Dubai, United Arab Emirates, approach leadership in an intercultural organizational context.

The results indicate that leaders adapt their leadership approach to their staff in the way that they change and control their communication and performance. (Warnstam, 2008)

Implement their own ways and values into the organization in which they work and try to change their employees.

Other researches were focused on the **Gulf Cooperation Council (GCC)** and Arab world in general such as a research published by (Al Dabbagh, 2010) about "Leader Development: Advancing New Leadership Development Models in the GCC. Authors found that one significant distinguishing factor that delineates a difference between leadership growth and leader development.

(Sparling, 2014) Studied women leaders in workplaces and challenges in the GCC.

She surveyed more than 550 men and women to explore the challenges and opportunities that GCC women faced in the labour force, mainly women in leadership. She concluded her paper writing that achieved important sign in enabling women to reach leadership positions, with many government bodies and industry-leading companies nominated highly talented women to senior leadership positions for the first time (90% of the women have been interviewed were the first-ever to hold a leadership position in their companies).

These outstanding "first women" have shown deep capabilities and commitment, and have contributed to transforming social attitudes towards women in leadership while serving as role models for the younger generation.

In summary, an initial search for literature related to this study's topic revealed that few studies examine the issues leaders face, suggesting a gap in the literature. Studies conducted in the UAE suggest variations in both leadership styles and the

outcomes resulting from them are due to diversity in organizational environments, especially regarding the construction sector of the economy. (Jenabi, 2014) (Gargani, 2012), (Al Dabbagh, 2010), (Sparling, 2014)

2.9 Managerial Intelligence:

2.9.1 Definition of Intelligence:

Intelligence has been defined in many ways but the author wants to simply define the intelligence; understanding, self-awareness, learning, emotional knowledge, reasoning, planning, creativity, critical thinking, and problem-solving is called Intelligence.

2.9.2 Kind of Intelligence:

In 1983 an American developmental psychologist Howard Gardener described 9 types of intelligence,

1 – Naturalistic

2 – Musical

3 – Logical mathematical

4 – Existential

5 – Interpersonal

6 – Linguistic

7 – Bodily kinaesthetic

8 – Intra personal

9 - Spatial intelligence

2.9.2 These types of intelligence are described as follows:

2.9.2.1 Naturalistic:

Understanding living things and reading nature

2.9.2.2 Musical:

Discerning sounds, their pitch, tone, rhythm and timbre

2.9.2.3 Logical mathematical:

Quantifying things, making hypothesis and proving them

2.9.2.4 Existential:

Tackling the questions of why we live and why we die

2.9.2.5 Interpersonal:

Sensing peoples feeling and motivates

2.9.2.6 Linguistic:

Finding the right words to express what you mean

2.9.2.7 Bodily kinaesthetic:

Coordinating your mind with your body

2.9.2.8 Intra personal:

Understanding yourself what you feel and what you want

2.9.2.9 Spatial intelligence:

Visualizing the world in 3D

(Howard, 1983)

2.9.3 Which type of intelligence is attached for leaders?

According to (Howard, 1983) eight types of intelligence that influence how successful you are;

1) Word-smarts (linguistic intelligence).
2) People-smarts (interpersonal intelligence).
3) Self-smarts (intra-personal intelligence).
4) Number-smarts (logical-reasoning intelligence).
5) Nature-smarts (naturalist intelligence).
6) Picture-smarts (spatial intelligence).
7) Body-smarts (kina esthetic intelligence).
8) Music-smarts (musical intelligence).

Converted above words in to sentences:

1) Word-smarts (Linguistic intelligence)
- The ability to understand and use spoken and written

2) People-smarts (Interpersonal intelligence)
- The ability of a person to relate well with people and manage relationships such as Mahatma Gandhi and Cesar Chavez.

3) Self-smarts (Intra-personal intelligence)
- Those people who are strong in intrapersonal intelligence are good at being aware of their own emotional states, feelings, and motivations.

4) Number-smarts (Logical-reasoning intelligence)
- The ability to think logically, reason, and identify connections. Such as Albert Einstein, are good at working with numbers, complex and abstract.

5) Nature-smarts (Naturalist intelligence)

- The ability to identify, classify and manipulate elements of the environment, objects, animals or plants.

6) Picture-smarts (Spatial intelligence)

- The ability to generate, to hold, to recapture, and transform well-structured visual images.

7) Body-smarts (Kinaesthetic intelligence)

- The ability to learn through physical hand and body movement rather than reading or hearing about them.

8) Music-smarts (Musical intelligence)

- The ability in the performance, composition, and appreciation of musical patterns. (Howard, 1983)

2.9.4 Managerial Intelligence and its Objectives and Benefits:

2.9.4.1 Objectives:

Managerial intelligence is crucial for the organization itself and employees who work there. There are some main objectives of managerial intelligence. It creates a more flexible manager, builds team cohesion, reviews priorities during periods of change, improves leader's negotiation and communication skills, and manages the emotional dimension of leader's team.

2.9.4.2 Target audience:

Newly-appointed or first-time managers are not as experienced for the completion of projects as managers with several years of experience.

2.9.4.3 Pre-requisites:

We are consulting on ways of attracting experienced managers to small firms through equity – based remuneration schemes.

2.9.4.4 On-the-job benefits:

a) Excel in employee role as manager, using operational guidelines, tools and methods.

b) Develop your team's maturity.

c) Get better results by efficiently analyzing the stakes and issues.

d) Take account of emotions in your management.

2.10 The Impacts of Leadership Styles and Managerial Intelligence on Employee's Job Satisfaction:

Individuals' behaviors are shaped not only cognitive perspective but also the conditions of environment. One of the conditions that shapes the attitudes and behaviors of the employees is leadership and type of leadership. Leadership styles can impact employee's job satisfaction in a significant way. Democratic leadership has positive contribution on employee's job satisfaction (Algani, 2020; Munir & Iqbal, 2018) whereas autocratic leadership has a negative contribution on employee's job satisfaction (Fouad, 2019). Khuong and Khanh (2016) argued that autocratic leadership style affects negatively satisfaction of employees. According to findings above, the hypotheses are:

H1: Democratic leadership style has a positive contribution on employee's job satisfaction.

H2: Autocratic leadership style has a negative contribution on employee's job satisfaction.

Howard (1983) conceptualized intelligence under eight dimensions (e.g., linguistic, interpersonal, intra-personal, logical-reasoning, naturalist, spatial, kina-esthetic and musical) their contribution will be positive for the perception of employees about their job and organization. A manager who is able to understand and use spoken and written,

is able to communicate with other in efficient way, is aware their own emotions and behaviors, is able to make cause and effect relationship between situations and able to think abstract, is able to get in touch with the natural environment around her/his, is competent to learn through physical movement and has musical sense is called as an multiple intelligent manager.

According to (Howard, 1983) eight types of intelligence that influence how successful you are;

1) Word-smarts (linguistic intelligence).
2) People-smarts (interpersonal intelligence).
3) Self-smarts (intra-personal intelligence).
4) Number-smarts (logical-reasoning intelligence).
5) Nature-smarts (naturalist intelligence).
6) Picture-smarts (spatial intelligence).
7) Body-smarts (kina esthetic intelligence).
8) Music-smarts (musical intelligence).

Converted above words in to sentences:

1) Word-smarts (Linguistic intelligence)
- The ability to understand and use spoken and written

2) People-smarts (Interpersonal intelligence)
- The ability of a person to relate well with people and manage relationships such as Mahatma Gandhi and Cesar Chavez.

3) Self-smarts (Intra-personal intelligence)
- Those people who are strong in intrapersonal intelligence are good at being aware of their own emotional states, feelings, and motivations.

4) Number-smarts (Logical-reasoning intelligence)
- The ability to think logically, reason, and identify connections. Such as Albert Einstein, are good at working with numbers, complex and abstract.

24

5) Nature-smarts (Naturalist intelligence)
- The ability to identify, classify and manipulate elements of the environment, objects, animals or plants.

6) Picture-smarts (Spatial intelligence)
- The ability to generate, to hold, to recapture, and transform well-structured visual images.

7) Body-smarts (Kinaesthetic intelligence)
- The ability to learn through physical hand and body movement rather than reading or hearing about them.

8) Music-smarts (Musical intelligence)
- The ability in the performance, composition, and appreciation of musical patterns.

Managers whose intelligence level is higher can use humor in efficient way, understand others well, know his/her own emotions, care about environmental issues, enjoy drawing or visual arts, enjoy creating things with his/her own effort, be sensitive to rhythm and sounds.

These kinds of intelligences can foster job satisfaction of employees.

Hypothesis 3: Managerial intelligence has a positive contribution on employee's job satisfaction.

2.11 Figure 1. The Model of the Research:
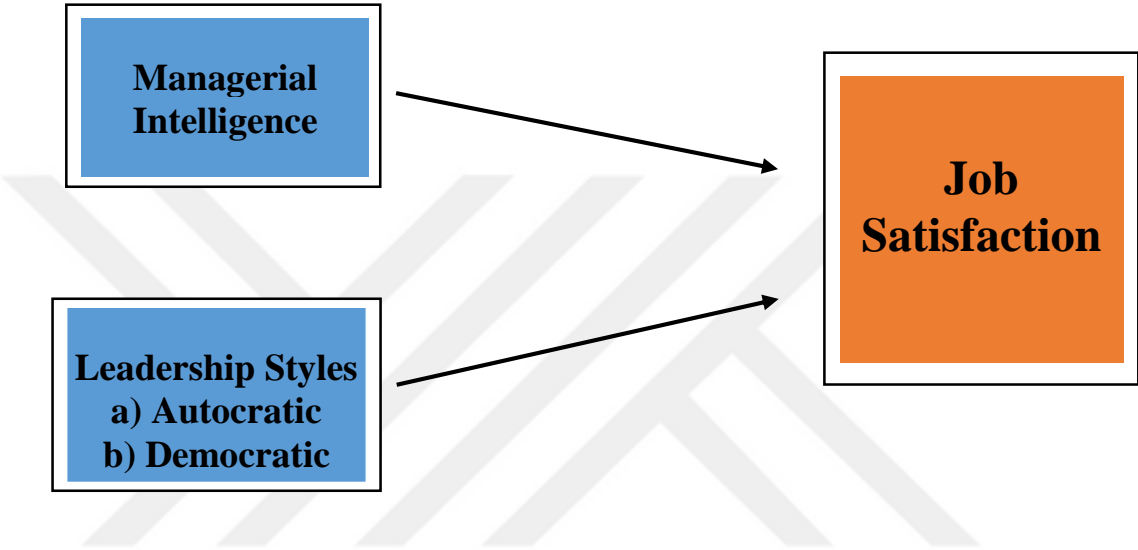
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction to Research Methodology:

Research Methodology is a collective term for the structure process of conducting research.

There are many different methodologies used in various types of research and the term is usually considered to include research design, data gathering and data analysis, and we have two kind of research methodology Quantitative and Qualitative Research but we will only discuss about Qualitative Research.

3.2 Type of Research,

A) Qualitative Research:

Is using asking people how they feel about a certain situation of quality of data.
For the present study the Qualitative Research Method has been used.

B) Quantitative Research:

If you want to develop a more mechanistic understanding of a topic, or research involves hypothesis testing then the author need to collect quantitative data.

3.3 Sampling Technique:

Non-probability and convenience sampling techniques has been used for this research in order to collect the data because author was not able to collect the data about all companies that exist in United Arab Emirates.

3.4 Procedure of Research:

The questionnaires were sent via e-mail and online platforms. (See Appendix I). Data were collected from 130 employees working in different sectors through convenience sampling method.

The respondents were reached from the April 15th, 2021 and April 30th, 2021. The questionnaire involved an introduction part explaining purpose of the study, the type of participants and emphasized that all responses would be anonymous and remain confidential.

3.5 The measurement tools:

The questionnaire is designed to measure the variables of the study, consisted of 3 main parts.

1 – **Managerial Intelligence:**

The items of the first scale measured managerial intelligence that are naturalistic, musical, logical and mathematical, existential, interpersonal, linguistic, bodily kinesthetic, intrapersonal, spatial intelligence.

2 – **Leadership Styles:**

The second scale involves the leadership styles as democratic and autocratic leadership.

3 – **Job Satisfaction:**

The third scale includes the items of job satisfaction.

3.5.1 Managerial Intelligence:

Managerial intelligence was measured by 37 itemed scales. The items related naturalistic, musical, logical and mathematical, interpersonal, linguistic, bodily kinesthetic, intrapersonal, visual and spatial intelligence along with other existential constructs were measured and also developed by **Allan and Shearer (2012)** and described by Howard (1983). In order to measure the intelligence of manager, the multiple intelligence scale was used. The original scale items are in the form of first-person singular. So, the items are converted into third-person singular as ''my manager''. The sample item for manager's naturalistic intelligence is ''My manager keeps or like pets of other domestic animals'', for manager's musical intelligence is ''My manager remembers things like telephone numbers by rhythmic repetition'', for manager's logical and mathematical intelligence is ''My manager always does thing one step at a time'', for manager's interpersonal intelligence is ''My manager enjoys community activities and social events'', for manager's linguistic intelligence is ''My manager has a well-developed vocabulary and s/he is expressive with it'', for manager's bodily kinesthetic intelligence is ''My manager has a good sense of balance and enjoys physical movement'', for manager's intrapersonal intelligence is ''My manager knows herself/himself well and understands why s/he behaves as s/he does'', for manager's visual and spatial intelligence is ''Charts, diagrams, visual displays are important for my manager's learning''.

The scale for existential intelligence was developed by Allan and Shearer (2012). They use the term existential thinking in place of existential intelligence. Scale includes 9 items; only 4 items that can be answered by employees related to their leaders were added into questionnaire. One of the sample items is ''my manager discusses or asks questions to probe deeply into the meaning of life''. Respondents answered the questions from the scale of 1 = strongly disagree to 6 = strongly agree.

3.5.2 Leadership styles:

Autocratic leadership and democratic leadership scales were developed by Molero et al. (2007). Autocratic leadership scale includes 4 items and democratic leadership includes 5 items. A sample item for autocratic leadership is ''my leader direct group with a rod iron'', for democratic leadership is ''my leader tries to encourage that choices are made by group members''. Respondents answered the questions from the scale of 1 = Almost never to 6 = Almost always.

3.5.3 Job Satisfaction:

In this part the author measured 20 - itemed scales which is developed by Weiss, Dawis, England and Lofguist (1967). The scale was developed by the assumption that the work fit is dependent on the fit between individual skills and the reinforcements in the work environment (Weiss et al., 1967). Respondents answered the questions from the scale of 1 = completely dissatisfied to 5= completely satisfied.

3.6 Research Approaches:

Research approaches are plans and the procedures for research. That spans the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. Quantitative research approach has been use in this research due to numerical data analysis.

3.7 Types of Data:

3.7.1 Primary Data:

The author collected primary data directly from main sources through interviews, personal visits, general discussions, emails, WhatsApp call.
The basic tool for gathering primary data was in person survey as it is the only technique with maximum response rate.

3.7.2 Secondary Data:

In Secondary data, the Author has already collected the data through primary sources which made readily available for researchers to use for their own research. It's a type of data that has already been collected in the past.

Here is the source where Author found the data.

- Google
- Emails
- WhatsApp
- Facebook
- LinkedIn

3.8 Data Analysis:

The author has used IBM SPSS Software, version 20 in order to analyses the data.

First author entered the collected responses of questionnaires in to the SPSS software, after data entry the author has computed the data in to the SPSS Software after computing the data, frequency distributions were examined by creating APA style tables and finally the last were examined descriptives statistics along with Regression and analysis of variance in order to determine Managerial Intelligence, Leaderships styles and the level of Job satisfaction of participants.

Cronbach's alpha reliability values are calculated for each variable and their sub-dimensions. Additionally, principle component analysis and varimax rotation technique were used to determine the factorial structures of the scales. It was considered that Kaiser Meyer Olkin was above .50, the result of Barletta Sphericity test was significant at .05 levels.

CHAPTER FOUR
FINDING AND ANALYSIS

4.1 Finding and Analysis:

In this study, exploratory factor analysis was run for the leadership intelligence scale. Reliability analyses were conducted to see the internal consistency of the scales. Pearson correlation analysis was conducted to detect the relationship between variables. Then, regression analyses were carried out to test the research hypotheses. Finally, the independent samples t-tests and one- way ANOVA were applied to see whether the means of the scales differ with respect to demographic variables.

4.2 Descriptive Analysis:

The author has used frequency analyses for the evaluation of descriptive variables such as

a – Age

b – Education

c – Gender

d – Marital status

e – Sector (Private / Public)

f – Total work experience

Average results were calculated for each question of questionnaires through SPSS Software and also general types of Managerial intelligence, Leadership styles and Job satisfaction has been revealed by the author in this research.

Descriptive Analysis:

Table No: 01

Age of Respondent		
Description	**N**	**Percentage (%)**
25 & Less than 25	13	10.0%
26 - 35	94	72.3%
36 - 45	22	16.9%
46 - 55	1	0.8%
Total	**130**	**100%**
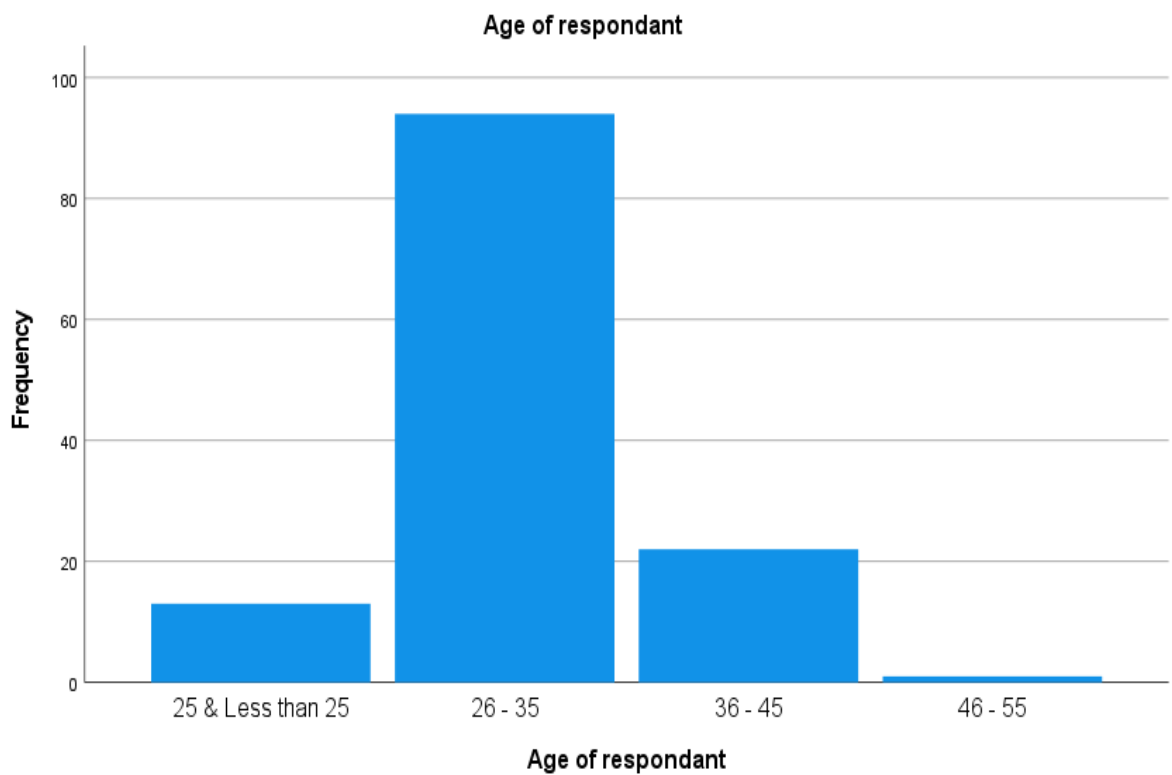
Interpretation:

Based on collected data in (Table No: 01), 10% of employees are in the age of 25 & less than 25, 72.3% are 26 – 35, 16.9 % are 36 – 45 and 0.8% are between 46 – 55 ages.

Descriptive Analysis:

Table No: 02

Education of Respondent		
Description	**N**	**Percentage (%)**
Associate degree	12	9.2%
College	57	43.8%
Master	51	39.2%
PHD	10	7.7%
Total	**130**	**100%**

Education of respondant
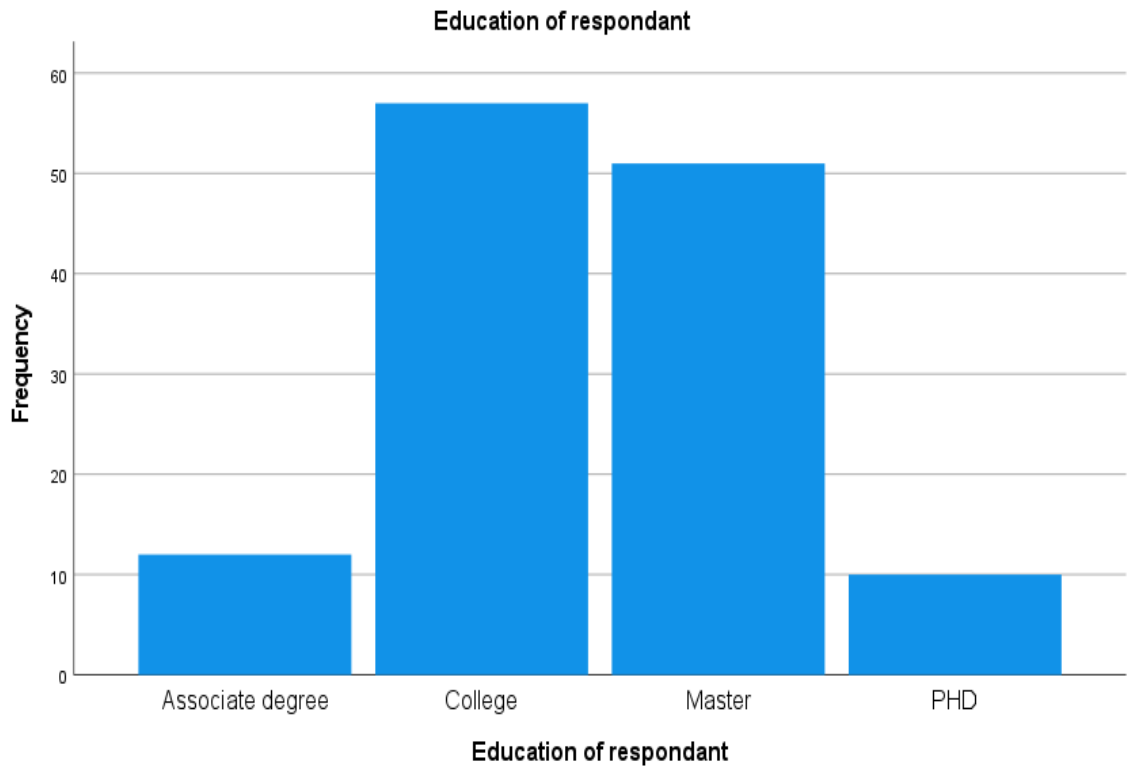
Interpretation:

Based on collected data in (Table No: 02), 9.2% of employees are having Associate degrees, 43.8% are college, 39.2% are Master and 7.7% are PHD holders.

Descriptive Analysis:

Table No: 03

Gender of Respondent		
Description	**N**	**Percentage (%)**
Male	88	67.7%
Female	42	32.3%
Total	**130**	**100%**
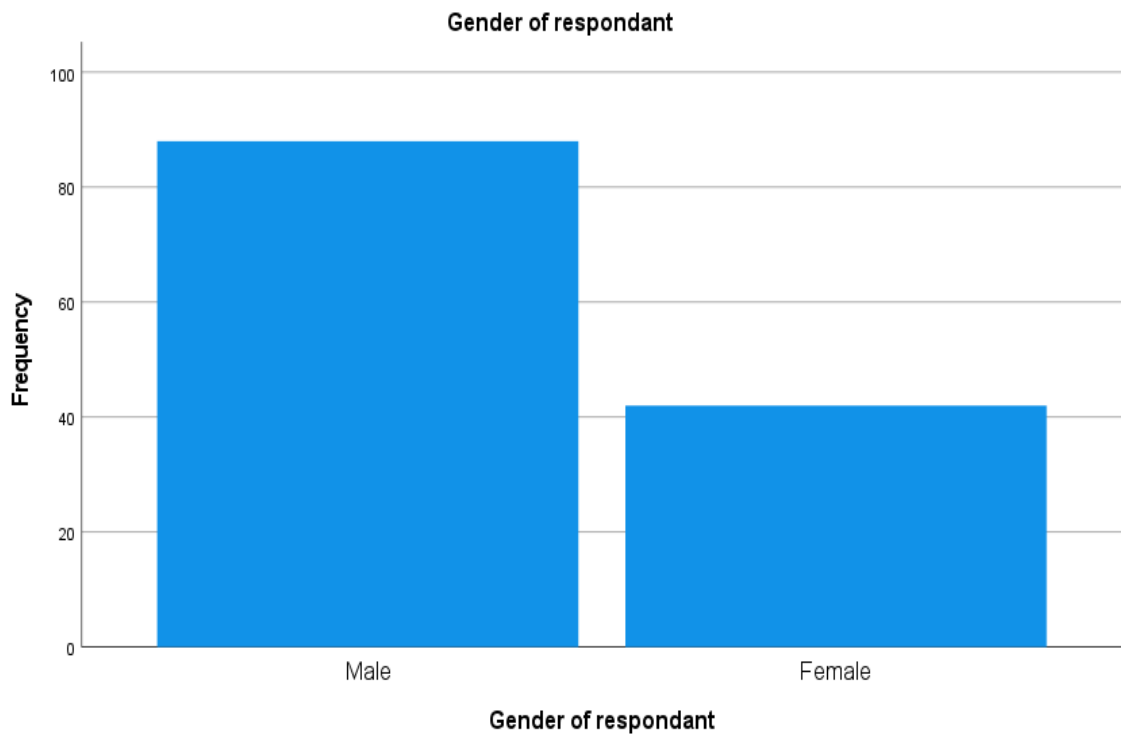
Interpretation:

Based on collected data in (Table No: 03), 67.7 % of employees are Males and 32.3 % are Females employees.

Descriptive Analysis:

Table No: 04

Marital status of Respondent		
Description	**N**	**Percentage (%)**
Single	64	49.2%
Married	66	50.8%
Total	**130**	**100%**
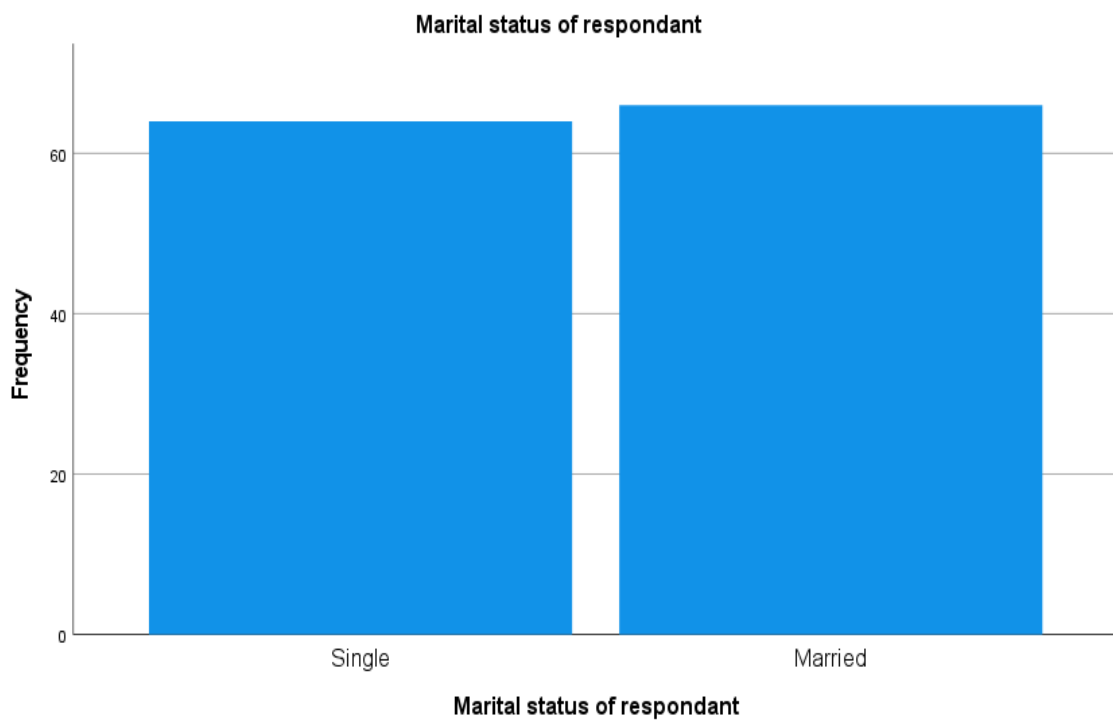
Interpretation:

Based on collected data in (Table No: 04), 50.8 % of employees are Married and 49.2 % are Single.

Descriptive Analysis:

Table No: 05

Sector of Respondent		
Description	**N**	**Percentage (%)**
Public	39	30.0%
Private	91	70.0%
Total	**130**	**100%**
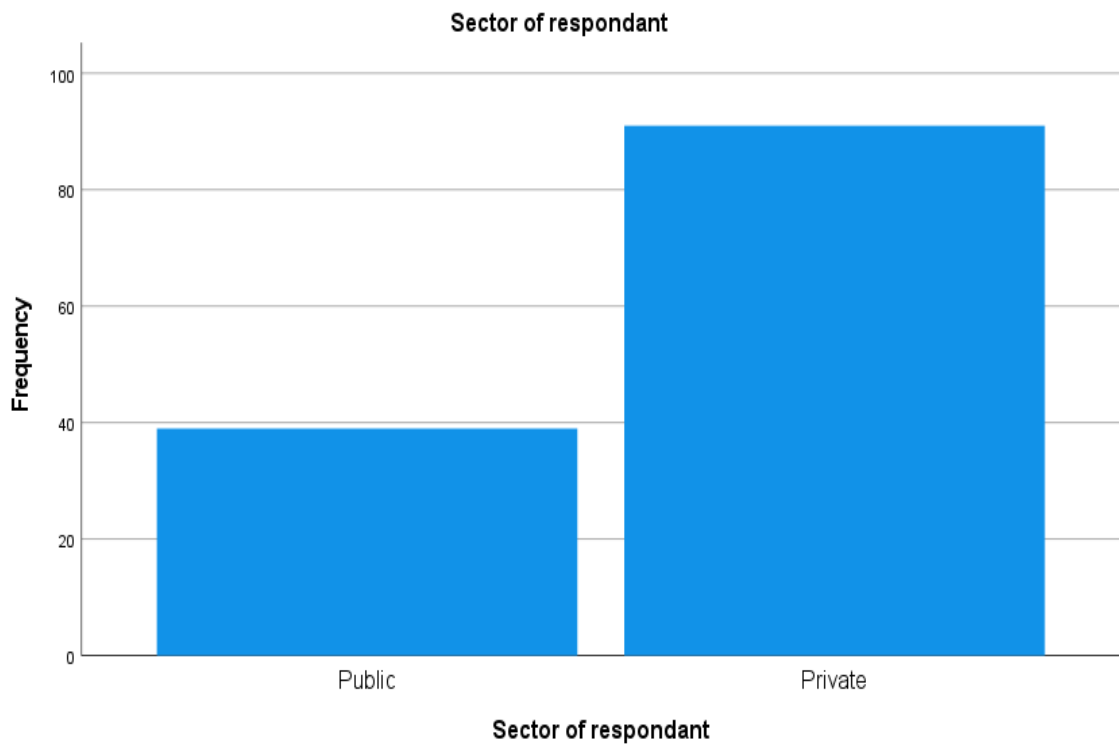
Interpretation:

Based on collected data in (Table No: 05), 70 % of employees from Private sectors and 30 % of employees are from Public sectors.

Descriptive Analysis:

Table No: 06

Total work experience of Respondent in current company		
Description	**N**	**Percentage (%)**
1 - 5 years	99	76.2%
6 - 10 years	23	17.7%
11 - 15 years	6	4.6%
16 - 20 years	2	1.5%
Total	**130**	**100%**

Total work experience of respondant in current comapany
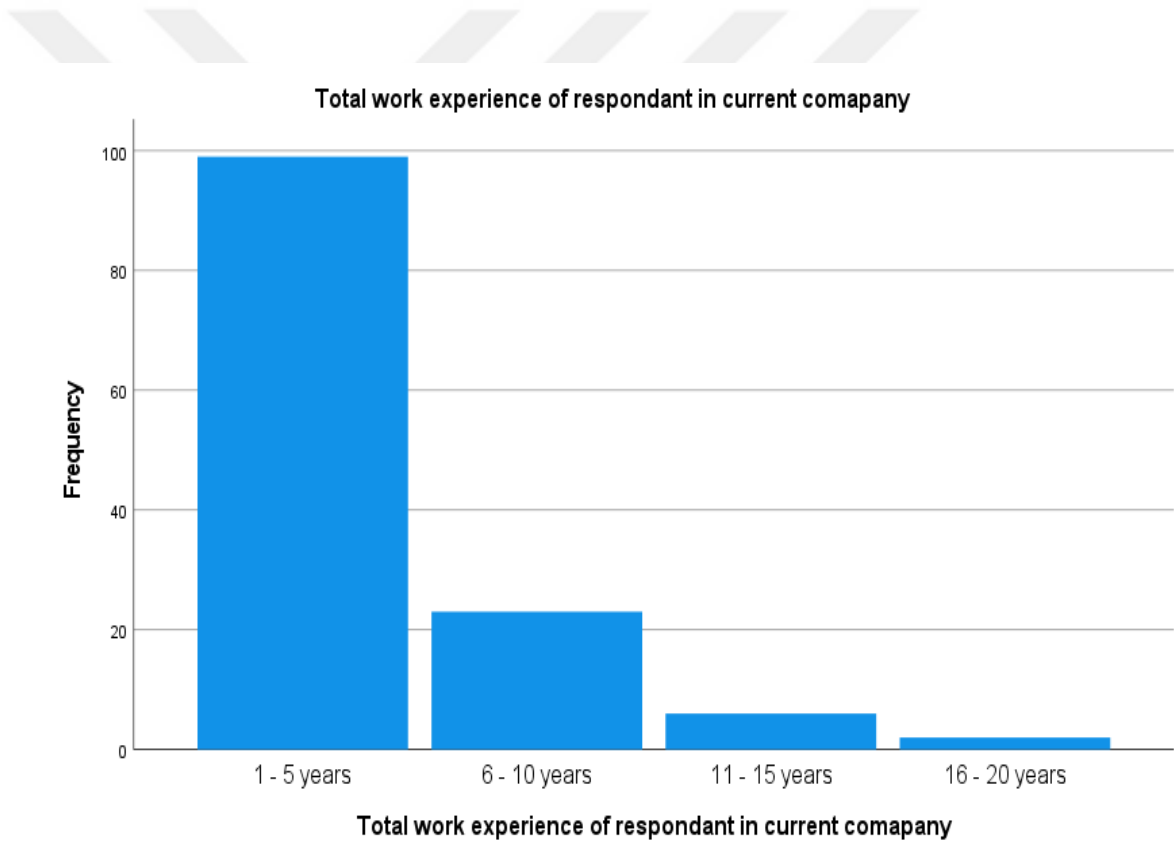
Interpretation:

Based on collected data in (Table No: 06), 76.2 % of employees are having job experience in the current company from 1 – 5 years, 17.7 % are 6-10 years, 4.6 % are 11-15 years and 1.5 % is between 16 – 20 years.

4.3 Reliability of scales:

The reliability results of the managerial intelligence scale, leadership scale and job satisfaction are presented in table 07. As it can be seen from the table, reliability levels of managerial intelligence and job satisfaction are higher than .70 (Durmuş, Yurtkoru & Çinko, 2013). However, reliability level of leadership style is below .70. George and Mallery (2003) suggested that alpha level which is higher than .50 can be accepted as acceptable but also controversial. Although the alpha values did not yield high internal consistencies for leadership scale and its sub-dimensions, they were not excluded from the analysis to prevent significant data loss.

The Results of Reliability Analysis:

Table No: 07

S/N	Scales	Cronbach's Alpha
1	Managerial Intelligence	0.87
2	Leadership Styles	0.60
3	Job Satisfaction	0.87

Interpretation:

Based on collected data in (Table No: 07), Cronbach's Alpha for Managerial Intelligence is 0.87, Cronbach's Alpha for Leadership Styles is 0.60 and Cronbach's Alpha for Job Satisfaction is 0.87.

4.4 Factor Analysis of Scales:

4.4.1 Factor Analysis of Managerial Intelligence:

The factor analysis of the "**Managerial Intelligence**" reveals six factors (KMO = 0.75 and Bartlett's Test of Sphericity Chi Square: 924.991 df: 190; $p<.001$) explaining 63.97 per cent of the total variance.

1- First factor "Interpersonal intelligence" explains 13, 91 per cent of total variance.

2- Second factor "Intrapersonal intelligence" explains 12.47 per cent of total variance.

3- Third factor "Visual and spatial intelligence" explains 10.87 per cent of total variance.

4- Fourth Factor "Kinaesthetic intelligence" explains 9.99 per cent of total variance.

5- Fifth factor ''Linguistic intelligence'' explains 8.80 per cent of total variance.

6- Sixth factor ''Mathematical and logical intelligence'' explains 7.91 per cent of total variance.

Item 3, 4, 5, 10, 12, 15, 17, 21, 22, 26, 28, 30, 32, 34, 35, 36, 37 were excluded from the analysis due to low factor and cross factor loadings.

Table 8 indicates factorial loadings of all items and their reliability and factor variance of all factors.

Results of Factor Analysis of Managerial Intelligence:

Table No: 08

Items	Factor Loadings	Factor Variance (%)	Alpha (α)
Factor 1: Interpersonal Intelligence		**13.910**	**0.77**
29. My manager enjoys working or learning independently of others	0.747		
25. In teams, my manager co-operates and builds on the ideas of others	0.661		
6. My manager knows herself/himself well and understands why she/he behaves as she/he does	0.635		
20. My manager has a natural ability to sort out	0.622		

arguments between friends			
8. My manager learns well from talks, lectures and listening to others	0.473		
2. My manager has a well-developed vocabulary and He/she is expressive with it	0.431		
Factor 2. Intrapersonal Intelligence		**12.478**	**0.72**
14. My manager is sensitive to the moods and feelings of those around her/him	0.695		
23. My manager likes privacy and quiet for working and thinking	0.677		
33. My manager is an independent thinker and she/he knows her/his own mind.	0.674		
Factor 3. Visual & Spatial Intelligence		**10.877**	**0.66**
31. My manager is angered by environmental neglect or obvious pollution.	0.800		
27. My manager is observant and will often see things others miss	0.708		
13. Charts, diagrams, visual displays are important for my manager's learning	0.595		
1. My manager always does thing one step at a time.	0.452		
Factor 4. Kinesthetic Intelligence		**9.994**	**0.70**
19. My manager has a good sense of direction	0.827		
7. My manager enjoys community activities and social events	0.797		
Factor 5. Linguistic Intelligence		**8.800**	**0.63**
11. My manager likes to think out loud, to talk through problems and ask questions.	0.731		
18. My manager is able to explain topics which are difficult and make them clear.	0.676		
9. My manager is skillful in working with objects.	0.566		
Factor 6. Mathematical & Logical Intelligence		**7.915**	**0.60**
16. My manager orders and prioritizes and tends to work off a to do list	0.873		
24. My manager can discern patterns and relationships between experiences or thing	0.669		
Total Variance Explained:			**63.974**
Kaiser-Meyer-Olkin Measure of Sampling Adequacy:			**0.755**
Barlett's Test of Sphericity Chi-Sq:			**924.991**
Df.:			**190**
Sig:			**.000**

4.4.2 Factor Analysis of Leadership Styles:

The factor analysis of the "**Leadership scale**" reveals two factors (KMO = 0.53 and Bartlett's Test of Sphericity Chi Square: 110.124 df: 21; p <.001) explaining 47.58 per cent of the total variance.

1 - First factor "**democratic leadership**" explains 23.95 per cent of total variance.

2 - Second factor "**autocratic leadership**" explains 23.63 per cent of total variance.

Item 38, 39, 40, 41, 42, 43, 50 were excluded from the analysis due to low factor and cross factor loadings.

Table 09 indicates factorial loadings of all items and their reliability and factor variance of all factors.

Results of Factor Analysis of Leadership styles:

Table No: 09

Items	Factor Loadings	Factor Variance (%)	Alpha (α)
Factor 1: Democratic Leadership		23.950	0.55
48. Shares information with the group.	0.815		
51. Creates an environment that everyone is free to work with whomever he or she chooses and the division or responsibility is left up to the group.	0.656		
49. Tries to encourage that choices are made by group members.	0.586		
Factor 2. Autocratic Leadership		23.634	0.52
44. Determines all policies as regards group activities and procedures.	0.703		
47. Tries to be a regular member.	0.696		
46. Takes responsibility for assigning the activity task and companions of each group members.	0.584		
45. Communicates techniques and activity steps.	0.511		
Total Variance Explained:			**47.583**
Kaiser-Meyer-Olkin Measure of Sampling Adequacy:			**0.535**
Barlett's Test of Sphericity Chi-Sq:			**110.124**
Df.:			**21**
Sig.:			**.000**

4.4.3 Factor Analysis of Job Satisfaction:

The factor analysis of the "**Job Satisfaction**" reveals two factors (KMO = 0.81 and Bartlett's Test of Sphericity Chi Square: 733.815 df: 136; $p < .001$) explaining 42.65 per cent of the total variance.

1 - First factor ''**intrinsic satisfaction**'' explains 22.12 per cent of total variance.

2 - Second factor ''**extrinsic satisfaction**'' explains 20.52 per cent of total variance.

Item 51, 54, 55 were excluded from the analysis due to low factor and cross factor loadings. Table 10 indicates factorial loadings of all items and their reliability and factor variance of all factors.

Results of Factor Analysis of Job satisfaction:

Table No: 10

Items	Factor Loadings	Factor Variance (%)	Alpha (α)
Factor 1: Intrinsic Satisfaction		**22.12**	**0.78**
60. The chances for the advancement on this job	.686		
71.The way my company policies are put into practice	.618		
65. The feeling of accomplishment I get from the job	.614		
62. The chance to try my own methods of doing the job	.560		
64. The praise I get for doing a good job	.495		
67. My pay and the amount of work I do	.420		
61. The freedom to use my own judgment	.680		
66. The way my coworkers get along with each other	.679		
56. Being able to do things that don't go against my conscience	.613		
Factor 2: Extrinsic Satisfaction		**20.52**	**0.79**
59. The chance to do something that makes use of my abilities	.767		
52. Being able to keep busy all the time	.630		
70. The chance to tell people what to do	.562		
63. The working conditions	.478		

58. The chance to do things for other people	.691		
69. The competence of my supervisor in making decisions	.651		
57. The way my job provides for steady employment	.522		
68. The way my boss handles his her workers	.439		
Total Variance Explained:			**42.64**
Kaiser-Meyer-Olkin Measure of Sampling Adequacy:			**0.81**
Barlett's Test of Sphericity Chi-Sq:			**733.814**
Df.:			**136**
Sig.:			**.000**

4.5 Descriptive Statistics of Variables and Relationships among Them:

Before conducting hypothesis testing, descriptive and correlational analysis between variables was performed (See Table 11). It is assumed that there is a significant correlation among independent and dependent variables and their relationship will be used to test the regression analysis. Additionally, the means and standard deviations of the variables are indicated in table 11. According to this table, all variables and their sub-dimensions are significantly correlated. This means that independent variables and dependent variable are appropriate for further analysis. The highest correlation is found between leadership styles and it's one of the sub-dimensions, autocratic leadership (r = .817, p < .01). On the other hand, the lowest significant correlation is found among kinaesthetic intelligence and autocratic leadership (r = .204, p < .01).

Descriptive Analysis:

Table No: 11

Description	Mean	Std. d.	1	2	3	4	5	6	7	8	9	10	11
Autocratic L.	**3.66**	0.97	1										
Democratic L.	**3.73**	1.15	.246**	1									
Interpersonal I.	**3.76**	1.01	292**	.418**	1								
Intrapersonal I.	**3.71**	1.20	360**	.402**	.578**	1							
Visual & Spatial I.	**3.61**	1.06	379**	.262**	.384**	.341**	1						
Kinesthetic I.	**3.87**	1.26	204**	.301**	.350**	.400**	235**	1					
Linguistic I.	**3.87**	1.10	399**	.280**	.503**	.444**	.413**	.239**	1				
Math & Logical I.	**3.38**	1.12	257**	.380**	.339**	.278**	.298**	.108	.297**	1			
Leadership Styles	**3.69**	0.83	.817**	.759**	.445**	.481**	.410**	.316**	.434**	399**	1		
Managerial I.	**3.72**	0.77	.458**	.493**	.845**	.752**	.674**	.524**	.709**	.505**	.600**	1	
Job Satisfaction	**3.57**	0.90	.262**	.305**	.379**	.284**	.222**	094	.301**	.140	.357**	.375**	1

**Correlation is significant at 0.01 levels.

Interpretation:

Based on collected data in (Table No: 11),

a) The result for (**Autocratic leadership**) shows that as per collected respondents and data analyzing the author reach to the point that most of the people views are to some extend **usually** in the organization.

b) The result for (**Democratic leadership**) shows that as per collected respondents and data analyzing the author reach to the point that some of the people views are to some extend **usually** in the organization.

c) The result for (**Interpersonal I.**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people views is **Agree** in the organization.

d) The result for (**Intrapersonal I.**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people views is **Agree** in the organization.

e) The result for (**Visual & Spatial I.**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people view is **Agree little** in the organization.

f) The result for (**Kinesthetic I.**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people view is **Agree** in the organization.

g) The result for (**Linguistic I.**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people view is **Agree** in the organization.

h) The result for (**Math & Logical I.**) shows that as per collected respondents and data analyzing the author reach to the point that people views is **Agree little** in the organization.

i) The result for (**Leadership Styles**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people views is **sometimes** in the organization.

j) The result for (**Managerial I.**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people views is **Agree** in the organization.

k) The result for (**Job Satisfaction**) shows that as per collected respondents and data analyzing the author reach to the point that to some extent people views is **somewhat dissatisfied** in the organization.

4.6 Regression Analysis Results:

This study mainly hypothesized that:

H1: Autocratic leadership style has a negative contribution on employee's job satisfaction

H2: Democratic leadership style has a positive contribution of employee's job satisfaction

H3: Managerial intelligence has a positive contribution on employee's job satisfaction.

The Results of Simple Regression Analysis for Testing the Main Effect of Autocratic Leadership on Job Satisfaction:

Table No: 12

Description	R	R^2	Adj R^2	F	p	β	t	p
Autocratic Leadership	262[a]	**.069**	.061	9.413	.003	.262	3.068	.003

a. Predictors: Autocratic Leadership

Dependent Variable: Job Satisfaction

Interpretation:

As indicated in (Table No: 12) we can see that R-square value is 0.069, which means that our independent variable that is Autocratic leadership causes .069% change in the dependent variable which is Job Satisfaction.

The Results of Simple Regression Analysis for Testing the Main Effect of Democratic <u>Leadership on Job Satisfaction:</u>

Table No: 13

Description	R	R^2	Adj R^2	F	p	β	t	p
Democratic Leadership	305[a]	**.093**	.086	13.168	.000	.305	3.629	.000

a.Predictors: Democratic Leadership

Dependent Variable: Job Satisfaction

Interpretation:

As indicated in (Table No: 13) we can see that R-square value is 0.093, which means that our independent variable that is Democratic leadership causes .093% change in the dependent variable which is Job Satisfaction.

The Results of Simple Regression Analysis for Testing the Main Effect of Managerial <u>Intelligence on Job Satisfaction:</u>

Table No: 14

Description	R	R^2	Adj R^2	F	p	β	t	p
Managerial Intelligence	375[a]	**.141**	.134	20.987	.000	.375	4.581	.000

a.Predictors: Managerial Intelligence

Dependent Variable: Job Satisfaction

Interpretation:

As indicated in (Table No: 14) we can see that R-square value is 0.141, which means that our independent variable that is Managerial Intelligence causes 14.1% change in the dependent variable which is Job Satisfaction.

The Results of Multiple Regression Analysis for Testing the Main Effect of Managerial <u>Intelligence Sub-Dimensions on Job Satisfaction:</u>

Table No: 15

Description	R	R^2	Adj R^2	F	p	β	t	p
Managerial I.	413[a]	**.170**	.130	4.210	.001			
Interpersonal I.						.281	2.547	**.012**
Intrapersonal I.						.086	.799	.426
Visual & Spatial I.						.061	.641	.523
Kinesthetic I.						-.080	-.873	.384
Linguistic I.						.122	1.212	.228
Mathematical &Logical I						-.025	-.279	.781

a.Predictors: **Interpersonal intelligence, intrapersonal intelligence, visual and spatial intelligence, kinesthetic intelligence, linguistic intelligence, mathematical and logical intelligence**
Dependent Variable: Job Satisfaction

Interpretation:

As indicated in (Table No: 15) we can see that R-square value is 0.170, which means that our independent variable that is Managerial Intelligence causes 17% change in the dependent variable which is Job Satisfaction.

4.7 Roles of Demographic Variables on the Variables of Study:

In this section, findings related to demographic variables of this study are showed through independent sample t-test analysis for two sub-groups variables and for other variables One-way ANOVA test were conducted.

4.7.1 Independent Sample t-tests for the Employees Gender:

Independent samples t-test was conducted whether there is a significant difference among men and women on the basis of autocratic, democratic, interpersonal intelligence, intrapersonal intelligence, visual and spatial intelligence, kinesthetic intelligence, linguistic intelligence, mathematical and logical intelligence, job satisfaction and managerial intelligence. There is only significant difference between man and women based on intrapersonal intelligence. ($p = .045 < .05$). There is a significant perceived managerial intrapersonal intelligence between men (mean = 3.86) and women (mean = 3.40).

4.7.2 Independent Sample t-tests for the Employees Marital Status:

Independent samples t-test was conducted whether there is a significant difference among single and married employees on the basis of autocratic, democratic, interpersonal intelligence, intrapersonal intelligence, visual and spatial intelligence, kinesthetic intelligence, linguistic intelligence, mathematical and logical intelligence, job satisfaction and managerial intelligence. The test indicated that there is no significant difference between single and married employees in terms of each variable.

4.7.3 Independent Sample t-tests for the Employees Sector of Organization:

Independent samples t-test was conducted whether there is a significant difference among single and married employees on the basis of autocratic, democratic, interpersonal intelligence, intrapersonal intelligence, visual and spatial intelligence, kinesthetic intelligence, linguistic intelligence, mathematical and logical intelligence, job satisfaction and managerial intelligence. There is no significant difference between public and private sector employees in terms of each variable.

4.7.4 One-way ANOVA test for the Employees Education and Total Work Experience:

In order to test the mean difference of more than two independent groups, One-way ANOVA variance analysis is conducted. The results of ANOVA analysis indicated that there is no significant difference among levels of education and work experience of the employees in terms of autocratic leader, democratic leader, interpersonal intelligence, intrapersonal intelligence, visual and spatial intelligence, kinesthetic intelligence, linguistic intelligence, mathematical and logical intelligence, job satisfaction and managerial intelligence.

CHAPTER FIVE
CONCLUSION & RECOMMENDATIONS

5.1 Conclusion:

In this research the aim was to investigate the relationship between Managerial intelligence, Leadership style and Job satisfaction and the main target and focus was employee's satisfaction within the manufacturing industry in the United Arab Emirates.

In this research the author has investigated about:

1 – History of job satisfaction

2 – Employee satisfaction

3 – Background study of leadership

4 – Leadership and types of leadership

5 – Major leadership theories

6 – Ten sources of power

7 – Three basic style of leadership which are,

  a) Autocratic leadership

  b) Democratic leadership

  c) Laissez-Faire leadership

And also in Managerial intelligence section the author investigate and explained kind of intelligence, types of intelligence and objectives for intelligence.

As a result of research investigation shows that managerial intelligence and leadership style do significantly affect the job satisfaction level of employees.

According to Buhler (2009) in today business world smart business of all size learned that if workers satisfied from their works so it is directly affect the production level and profit of the company.

They clearly know that the revolution is coming and they have to decide whether to walk with it or get left behind.

Also according to (Freeman, 1978) job satisfaction has a direct relationship with the labor and unionism it means if the labors are satisfied from their works so there will be no need of making unionism.

In this research (66) questionnaires were distributed to (130) people and according to results of the research it is concluded that the Job satisfaction level of the employees, Managerial intelligence and Leadership style were determined as below;

H1: Autocratic leadership style has a negative contribution on employee's job satisfaction

H2: Democratic leadership style has a positive contribution of employee's job satisfaction

H3: Managerial intelligence has a positive contribution on employee's job satisfaction.

The findings of regression analyses indicated that autocratic leadership does not have negative contribution on employee's job satisfaction. So, H1 is not supported. An autocratic leader who engages in hierarchical power and chain of command has high control in the environment and is decision maker. Yet, autocratic leadership may not be perceived as a bad light. Autocratic leaders have clear goals and share them with the subordinates to show what they are going to do, and how they are going to do. Accordingly, subordinates are able to be performing their tasks effectively such as completing their tasks on time that may lead to increase in job satisfaction.

Second regression analysis showed that democratic leadership has a positive contribution on employee's job satisfaction. So, H2 is supported. Results also indicated that the explanatory power of democratic leadership on job satisfaction is more than autocratic leadership' explanatory power. As Likert (1961) underlined employees are likely to be more satisfied and work better under the democratic leaders rather than autocratic leadership style.

It can be concluded that democratic leaders create a culture where employees feel free to think and belong themselves to their organizations and work there intrinsically motivated.

The last regression analysis for hypothesis 3 demonstrated that managerial intelligence has a positive contribution on employee's job satisfaction. So, H3 is supported. Only one of the sub-dimensions of intelligence, interpersonal intelligence has impact on employee's job satisfaction. Social exchange theory (Blau, 1964) posits that employees are likely to respond positively when they perceive their leaders as sensitive to the moods and feelings of those around.

As we know in the manufacturing industry, high level of job satisfaction of employees is very important in terms of business result in order to have productions on time and customer satisfaction along with quality satisfaction and good profit.

NOTE:

Delegative (Laissez-Faire) Leadership has not been used in this research because on the time of data entry in the SPSS Software by the author, the author didn't receive many responses from the questionnaires when the author had distributed.

As we know that there is a requirement of SPSS software and on the time of data analyzing the point / score was too weak / less in order to analyze the report so the author decide to remove the Delegative (Laissez – Faire) from the research and focus only on Autocratic and Democratic leadership.

5.2 Limitations of the Study:

The limitations of a study are its flaws or shortcomings which could be the result of unavailability of resources, small sample size, flawed methodology, etc. No study is completely flawless or inclusive of all possible aspects.

So within the limit of time and budget restrictions, employees of manufacturing industry In Istanbul Turkey, United Arab Emirates, Afghanistan, London, USA and Malaysia countries has been selected as the sample of study.

Thus the sample size was limit to (130) employees.

During the sample collections the author has faced some problems which are mentioned below;

1- People were not showing interest to answer the questionnaires so convincing the people was a time consuming task.

2- It was really problematic task to find the experienced people to fill out the Questionnaires except some qualified employees.

3- Delays in receiving back the questionnaires.

4- Some of the employees were not familiar with Google format.

5- Some of the employees were facing the understanding of the questions in order to answer the questions.

6- Some of the employees were not happy to fill questionnaires through Google format and they ask for hard copy and this was time consuming task for the author.

7- Due to COVID – 19 and Quarantine the author was not able to distribute the questionnaires to more employees and even some of the employees were not ready to cooperate with the author to fill the questionnaires.

8- On the time of distributing the questionnaires the author was explaining the questionnaires one by one to each person in order to fill the questionnaires properly and this was also a time consuming task for the author.

5.3 Recommendations:

Based on the competitive analysis that has been done in this research which I have realized and found out through a proper survey and investigation,

H1: Autocratic leadership style has a negative contribution on employee's job satisfaction

H2: Democratic leadership style has a positive contribution of employee's job satisfaction

H3: Managerial intelligence has a positive contribution on employee's job satisfaction.

Every boss wants a good profit plus improvement and a dignity in the market from his/her investments and same, every managers wants a good output from their juniors within the office and it's a clear message for all types of bosses or managers that without employees a company can't reach to the target and so for this issues we need to take some actions instead of reactions in order to have satisfied employees.

If an employee satisfied from the company then pretend that no one can stop a company from the improvement plus success.

As I know that most of the issues of dissatisfaction of employees within the organizations, are not being satisfied with the top management because of timing issues because of salary increment because of bad behaviour of the managers and because of different types of policies which is applying on employees forcedly which causes dissatisfaction for the employees plus a decline graph of employees output in their appraisal forms.

Also in some organization when a employees are performing their duties effectively and efficiently for the company improvement or when an employee completing task on time without any problem there is a demand for them to be appreciated or rewarded from their bosses or managers but they not so this is also a part of dissatisfaction of employees within the organization.

Sometimes it's necessary to have a participation of junior staff in meetings or management decision just to motivate them that they are important too for the company but they are not, this is also called a dissatisfaction of employees within the organization.

<u>Here are my Recommendations:</u>

1- One of the best improvement and job satisfaction for the employees are to promote them, motivate them and give them chances to participate in daily, weekly or monthly meetings, involve them in a management decision ask them questions if they have any better way for the improvement of the company and that's how a company can reach to the target by coordination's of all employees.
   NOTE: by involving them in management decision means only juniors staff not supporting staff and supporting staff can do participate in the general meetings of the company.

2- Whenever the managers give a task to the subordinates and the mangers knows that the given task is done properly on the exact time so for that he should appreciate his / her subordinate / give him / her appreciation certificate, some bonus or some other things that the subordinates feel comfortable that at least there is someone who is doing follow up with them during their work time.

3- We should give a task to the employees as per his / her Job Description. After joining the company an employee needs to know his / her work responsibilities. It's the duty of manager to prepare a clear job description for his / her junior staff and guide them properly.

4- Duties should be equally divided between co – workers, this is very important case sometimes it become a big issue within the office, I recommended that all duties should be equally divided between employees according to their job description, specially in the operations department this bring equality + Management in the office as per division their job description the head of departments (HODS) can easily control the system properly.

5- The Human Resource Policies is like a heart in human body so we should understand that how much it is important for the controlling of the management, I recommended that first of all the human resource manager should clearly draft the HR policy and should clearly mention all rules and regulations of the company on it and should make a hand book from it and distributed among the employees, let the employees understand all rules and regulations of the company properly before doing some mistake / crime in the office.

This is the HR duty to control and handle the problem within the office. The human resource department should draft a policy in national and international languages.

This will help all the employees from any nation to understand the HR policy properly and it have a direct positive affect on staff. When there is a management and rules so there will be a job satisfaction of employees. HR should also keep in touch with upper management to give them feedback about the experienced issues and motivation of the employees in organization.

6- Training opportunities for the employees, We all know better that in every organization we have employees which is too weak in performing his / her duty so this is the manager work to arrange a training for the weak employees, we should motivate them that the company is with them and the employees should understand that the company is trying to remove the weak point of them and wants them to be stronger and better in order to have a good performing in their duties.

7- In the last I want to say that leadership is similar but not to apply their rules on their junior employees. I recommended saving a leadership and managerial techniques for the effectiveness of the office not for the dissatisfaction of employees. For the cultures where power distance and collectivism is high, autocratic and democratic leadership can be embraced by leaders. Two of them can be beneficial, yet it is found out that participative or **democratic leadership** is recommended to create a positive organizational culture and increase in job satisfaction

REFERENCES

Ahmad, A. R., Alhammadi, A. H. Y., & Jameel, A. S. (2021). National Culture, Leadership Styles and Job Satisfaction: An Empirical Study in the United Arab Emirates*, Journal of Asian Finance, Economics and Business*, 7 (6), 1111-1120.

Al Dabbagh, A. D. (2010, December). "Leader Development: Advancing New Leadership Development Models in the GCC.". *The impact of Leader style on employee job satisfaction, journal; http://www.untestedideas.com/journals.php?journal=LPQ, 3*(4), p. 211.

Amutha, V. (2017, April). Original Research Paper Management. *A Theoritical Framework on Leadership, 6*(4), p. 521 - 522.

Blau, P. (1964). *Exchange and power in social life.* New York: John wiley .

Burns, J. M. (1978). *Leadership.* New York: Harper & Row, Publishers.

Bustillo, E. F. (January 2014). Job Satisfaction. In E. F. Bustillo, *Job Satisfaction* (pp. 34 - 51). UAE: Springer.

Freeman. (1978). Job satisfaction. In Freeman, *Job satisfaction* (Vol. 68, pp. p. 34 - 51). United Arab Emirates : Model Town,. Lahore. Rego, A.

Gargani, A. D. (2012, December 1). "Rethinking Women Leadership Development Programs in the UAE". *The Impact of Leadership Style on Employee Job Satisfaction, 3*(4), p. 211.

Greenleaf. (1997). Servant Leadership. *A journey into the nature of legitimate power & greatness., 16,2016*(2422-8397), p. 2.

Hoppock. (1935). *Job Satisfaction* (Vol. 3). New york: Aziri B.

Howard, G. (1983). *Frames of Mind: The Theory of Multiple Intelligences* (3rd ed.). New York : New York : Basic Books, ©1983.

Jenabi, B. A. (2014, December 0). The Impact of Leadership Style on Employee Job Satisfaction. *Original Research Article, 3*(4), 207-226.

John R. P. French, Jr., & Bertram Raven. (1959). The Bases Of Social Power. *Power, Influence and*, P. 259-269.

Lewin. K., L. R. (1939, October 1). Patterns of aggressive behavior in experimentally created. *Social Climates, "Journal of Social Psychology"*, p. 271–279.

Likert, R. (1961). *New patterns of management.* New York: McGraw - Hill.

Locke. (1976, 1 1). *Google* . Retrieved Sep 26, 2017, from Google : https://www.google.com/search?q=Definition+of+Satisfaction+in+published+books&oq=De&aqs=chrome.0.69i59j0i67j69i57j69i59j0i67j69i60j69i61j69i60.2799j0j7&sourceid=chrome&ie=UTF-8

Man, H. &. (1950 - 1959). Herzberg and associates developed the 2 factor theory. *Maslows theory of hierarchy of needs*, p. 200.

Mimon, O. &. (2008). Principle Reasons as to why job satisfaction researched is that it relates to significant association with life satisfaction . *Principle Reasons as to why job satisfaction researched is that it relates to significant association with life satisfaction* , 12.

Mrs Anju K J & Mr.Sona George. (2011). *A Study on Job Satisfaction of Employees in Bpcl – Kochi Refinery Limited, Ambalamugal* (Vol. 2011). Bangalore- 560 029, India: N/A.

Nawaz, A. (2016, Feb 11). Leadership Theories and Styles. *Journal of Resources Development and Management, 16*(2422-8397), p. 1-7.

Patricia Buhler, P. M. (2009, October 1). The Employee Satisfaction Revolution. *Understanding and Unleashing the Power of a Satisfied Workforce*, p. 96.

Patricia M. Buhler and Jason Scott. (2009). *The Employee Satisfaction Revolution: Understanding and Unleashing the Power of a Satisfied Workforce.* New York City Metropolitan Area: Prestwick House.

Paul E. Spector. (1997). *Job Satisfaction.* Florida, USA : N/A.

Skinner, B. F. (March 20, 1904 – August 18, 1990). B. F. Skinner the developer of Behavioural theory. *B. F. Skinner the developer of Behavioural theory*, p. 1.

Sparling. (2014, December 1). women leaders in workplaces and challenges in the GCC. *The impact of Leadership style on employee job satisfaction, 3*(4), p. 211.

Stride, Wall and Catley . (2007). Used measurement scales of job satisfaction. *Mental Health*, N/A.

Ward, S. (2020, September 17). What is Leadership. *The Balance small business*, p. 1.

Warnstam. (2008, December 1). Original Research Article. *The Impact of Leadership Style on Employee Job Satisfaction, 3*(4), p. 210-211.

İSTANBUL GELİŞİM ÜNİVERSİTESİ

SURVEY FORM

DEAR SIR / MADAM;

This questionnaire is set to be used for a master research conducted in Istanbul Gelisim University. The aim of this research is to identify the attitudes and behaviors of employees working in various departments in the organization.

This is not a test. There is no right or wrong answers for any items.

Please, do not leave any item without answering.

Obtaining reliable results from this research is completely dependent on sincerity of your answers.

The questionnaire consists of 4 parts in total, and responding will take approximately 15-20 minutes.

We thank you in advance for your valuable time and contribution.

Sincerely

Mohammad Omaid Fazly
Master of Business Administration student (Istanbul Gelisim University) Istanbul, Turkey
Advisor: Asst. Prof. Dr. Zeynep Merve Ünal

The questionnaire below is presented statements that define some of the behaviors your immediate manager exhibit. Please indicate the degree of **how much you agree** with the statement by considering your immediate manager from the range of ''highly disagree'' to ''highly agree''.

NOTE:
Please select your Answers by ticking in the empty Column of result section.

S/N	Question	Satisfy / Dissatisfy	Result	
1	My manager always does thing one step at a time.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
2	My manager has a well-developed vocabulary and He/she is expressive with it.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
3	My manager enjoys and value taking written notes.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
4	My manager has a good sense of balance and enjoys physical movement.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
5	My manager keeps or like pets or other domestic animals.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
6	My manager knows himself/herself well and understands why He/she behave as He/she does.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
7	My manager enjoys community activities and social events.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
8	My manager learns well from talks, lectures and listening to others.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
9	My manager is skillful in working with objects.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
10	My manager enjoys logical problems.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
11	My manager likes to think out loud, to talk through problems and ask questions.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
12	My manager remembers things like telephone numbers by rhythmic repetition.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
13	Charts, diagrams, visual displays are important for my manager's learning.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
14	My manager is sensitive to the moods and feelings of those around her/him.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
15	My manager enjoys being outdoors and is comfortable there.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
16	My manager orders and prioritizes and tends to work off a to do list.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
17	My manager likes to think through problems whilst doing something such as walking or running.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
18	My manager is able to explain topics which are difficult and make them clear.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
19	My manager has a good sense of direction.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
20	My manager has a natural ability to sort out arguments between friends.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
21	My manager can take things apart and reassemble them easily.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
22	My manager enjoys games involving other people.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
23	My manager likes privacy and quiet for working and thinking.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy		Result
24	My manager can discern patterns and relationships between experiences or thing.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
25	In teams, my manager co-operates and builds on the ideas of others.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
26	My manager is interested in psychology and human motivation.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
27	My manager is observant and will often see things others miss.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
28	My manager gets restless easily.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
29	My manager enjoys working or learning independently of others.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
30	My manager enjoys making music.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
31	My manager is angered by environmental neglect or obvious pollution.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
32	My manager has a facility with numbers and mathematical problems.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
33	My manager is an independent thinker and he/she knows his/her own mind.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
34	My manager spends time in reading or discussing philosophy or beliefs.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
35	My manager has a philosophy of life that helps her/him to manage stress or make important decisions.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
36	My manager spends time in meditation, prayer or reflecting on the mysteries of life.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

S/N	Question	Satisfy / Dissatisfy	Result	
37	My manager discusses or asks questions to probe deeply into the meaning of life.	Highly Disagree	1	
		Almost Disagree	2	
		Agree little	3	
		Agree	4	
		Almost Agree	5	
		Highly Agree	6	

- **Section 2:**

The questionnaires below are presented items defining some of the behaviours **Leaders** exhibit in business life. Please, indicate the frequency of the behaviour exhibited by your immediate manager from the range of ''almost never" to "almost always".
1- Almost never 2- Rarely 3- Sometimes 4- Usually 5- Most of the time
6- Almost always

S/N	Question	Satisfy / Dissatisfy	Result	
38	Directs the group with an iron rod.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy	Result	
39	Determines all policies as regards group activities and procedures.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy	Result	
40	Communicates techniques and activity steps.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy	Result	
41	Takes responsibility for assigning the activity task and companions of each group members.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy	Result	
42	Tries to be a regular member.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy	Result	
43	Shares information with the group.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy		Result
44	Tries to encourage those choices are made by group members.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy		Result
45	Embraces the attitudes that policies are a matter of group decision and discussion with active encouragement and assistance.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

S/N	Question	Satisfy / Dissatisfy		Result
46	Creates an environment that everyone is free to work with whomever he or she chooses and the division or responsibility is left up to the group.	Almost never	1	
		Rarely	2	
		Sometimes	3	
		Usually	4	
		Most of the time	5	
		Almost always	6	

- **<mark>Section 3:</mark>**

The questionnaire below is prepared to have an opinion on how you feel about your job. Please ask yourself the question: "**How satisfied am I with this aspect of my job**" for the following statements from the range of ''completely dissatisfied'' to ''completely satisfied''.

S/N	Question	Satisfy / Dissatisfy		Result
47	Being able to keep busy all the time.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
48	The chance to work alone on the job.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
49	The chance to do different things from time to time.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
50	The chance to be ''somebody'' in the community.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
51	Being able to do things that don't go against my conscience.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
52	The way my job provides for steady employment.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
53	The chance to do things for other people.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
54	The chance to do something that makes use of my abilities.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
55	The chances for the advancement on this job.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
56	The freedom to use my own judgment.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
57	The chance to try my own methods of doing the job.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
58	The working conditions.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
59	The praise I get for doing a good job.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
60	The feeling of accomplishment I get from the job.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
61	The way my co-workers get along with each other.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy	Result	
62	My pay and the amount of work I do.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
63	The way my boss handles his/her workers.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
64	The competence of my supervisor in making decisions.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
65	The chance to tell people what to do.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

S/N	Question	Satisfy / Dissatisfy		Result
66	The way my company policies are put into practice.	Completely dissatisfied	1	
		Mostly dissatisfied	2	
		Somewhat dissatisfied	3	
		Somewhat satisfied	4	
		Mostly satisfied	5	
		Completely satisfied	6	

Demographic Questions:

The questionnaire below is prepared to have a short introduction about you.

Your immediate response is highly appreciable in this regards.

You can have your answers in the empty Column.

S/N	Descriptions	Answers
1	Name	
2	Age	
3	Gender (Male / Female)	
4	Marital status (Single / Married)	
5	Education status High School / Associate degree / College / Master / PHD	
6	Sector (Public / Private)	
7	Total work experience in current company	

Thank you for taking the time for completing this survey.

MOHAMMAD OMAID FAZLY

Finance & Management Specialist

OBJECTIVE

I place myself adequately qualified and acquitting with personality,
I would add that I am a person of high ideals, total commitment and great
Endurance To share hard work.
I intent my career growth with an esteemed Organization in order to Enhance
My potential and serve them with conviction, I believe in devotion, discipline
And punctuality towards my job which will be Helpful infilling your
Requirements and my Development.

PROFESSIONAL EXPERIENCE

Nov-20	Nov-20	**Finance Coordinator at Geo Chem Middle East**
		Internal Control.
		Financial Management.
		Budget Monitoring.
		Financial partnership management.
		Team Management.
		Loan follow up with the suppliers and customer etc.
		Reporting all relevant issues to HOD & President.
		Handling utility and other bills swiftly.
		Improving and redesigning process within office.
		Maintaining records and documentations.
		Maintaining confidentiality of information.
		Ensuring accurate billing of customers.
		Preparing monthly forecasting for finance dept.
		Bank Reconciliations.
		Helping Auditors during Auditing within office.
		Checking and controlling HOF & Branches Payrolls.
		Checking on daily basis Trail Balance through QB.
		Helping CEO & Business Development Specialist for making proposals on time of biddings for the projects.
		Note: leave my job just to complete my thesis.
2013	2019	**Finance & Admin Officer at Geo Chem Middle East**

Monitor all Bank Deposits and Payments.

Preparing monthly and quarterly finance report to
The management.

Preparing Cash Book and Report monthly balance at
The end of each month to the management.

Preparing bank reconciliation Statements and
report To the management.

Preparing monthly payable and receivables.

Follow up daily routine works.

Preparing of all financial documentation, Vouchers
And recording them, after all process at site.

Collecting and checking all bills and properly
Recording in the System.

Clear all financial issues on time.

Maintain and update proper petty cash book on
time.

Maintain Quick Books and record daily transactions.

Follow up administration work day to day.

2010	2013	Admin & HR Manager at KCC Group of Companies

Implementing and revising a company's
Compensation program.

Creating and revising job descriptions.

Conducting annual salary surveys.

Developing, analyzing, and updating the company's
Salary budget.

Developing, analyzing and updating the company's
Evaluation program.

Performing benefits administration.

Developing, revising, and recommending personnel
Policies and procedures.

Maintaining and revising the company's handbook
On policies and procedures.

Maintaining affirmative action programs.

Overseeing recruitment efforts for all personnel,
Including writing and placing job ads.

Conducting new employee orientations and
Employee relations counseling.

Overseeing exit interviews.

Recommending new policies, approaches, and
Procedures.

Plan and coordinate administrative procedures and

Systems and devise ways to streamline processes.

Recruit and train personnel and allocate Responsibilities and office space.

Assess staff performance and provide coaching and Guidance to ensure maximum efficiency.

Responsible for Preparing and controlling of lease contracts under the consideration of the leasing standards of the company in order to minimize the risks in the projects.

Monitor inventory of office supplies and the Purchasing of new material with attention to Budgetary constraints.

Monitor costs and expenses to assist in budget Preparation.

Organize and supervise other office activities (recycling, renovations, event planning etc.)

Ensure operations adhere to policies and Regulations.

Keep abreast with all organizational changes and Business developments.

2009	2009	**Senior Sales Account Executive at RANA Technologies**

Develop and Manage ISP sales activities Countrywide.

Sufficiently understand customers business and Suggest ICT Products and turnkey Solutions to meet Their need.

Create matrix teams to resolve customer issues and Cater for 100% Quality Service lead sales initiatives From inception through conclusion by using sales Expertise, industry contacts and business.

Manage the customers to achieve 100% customers Satisfaction.

Achieve monthly target – 100%.

Overseeing a team of Account Executives to ensure That sales objectives are achieved.

Setting reasonable sales quotas to be achieved by The sales team.

Developing long-lasting relationships with new Customers.

Managing existing customer accounts by ensuring That existing customers remain satisfied with

Company products and services.

Developing and implementing effective account
Plans to retain existing customers.
Identifying customer needs and communicating
how Company products and services fulfill those
needs.

Developing solid sales proposals to convince
Potential and existing customers to purchase
Company products and services.

Collecting customer feedback to determine product
And service shortfalls.

2008	2008	Admin & Logistics Manager at ARZ Groups

Establishes office management manual and
Guidelines and manages internal communications.

Oversees facilities and office management functions
And directly manages administrative support team
With such tasks as reception, secretarial functions
And conference facilities.

Supports staff travel including visas, advances,
Transport, and accommodations needs.

Oversees procurement and maintains inventory of
Project equipment and supplies, including liaising
With vendors and maintenance firms to ensure
Timely payment and receipt of goods.

Manages polices and systems for staff safety and
Project resource security.

Strategically plan and manage logistics, warehouse,
Transportation and customer services.

Direct, optimize and coordinate full order cycle.

Liaise and negotiate with suppliers, manufacturers,
Retailers and consumers.

Keep track of quality, quantity, stock levels, delivery
Times, transport costs and efficiency.

Arrange warehouse, catalog goods, plan routes and
Process shipments.

Resolve any arising problems or complaints.

Supervise, coach and train warehouse workforce.

Meet cost, productivity, accuracy and timeliness
Targets.

Maintain metrics and analyze data to assess
Performance and implement improvements.

Comply with laws, regulations and ISO

		requirements.
2007	**2007**	**Translator at AFSOTER (American Base)**
		Provided, written and simultaneous translation Services from Pashto / Dari into English and vice Versa.
2004	**2007**	**English Language Teacher / Safi, Oxford, Aryub, Tolo-e-Bahar & Rana English language institutes**
		English Language Teacher.