

Leadership competencies and job satisfaction among Aviation employees of Pakistan International airline (PIA)

Competencias de liderazgo y satisfacción laboral entre los empleados de la aviación de la Aerolínea Internacional de Pakistán (PIA)

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Abstract

Job satisfaction and leadership style has always been tested and correlated in the past to understand the impact of the leadership on the degree of job satisfaction of employees. Since the passage of time employee satisfaction has become a great aspect of organizational success, therefore, different theories of management and leadership have been proposed. In the recent contest, theory of leadership competencies has been developed that measures the different competencies of the managers and leaders. In the current study, three independent variables namely emotional quotient (EQ), intelligence quotient (IQ), and managerial quotient (MQ) are being tested on the employee's job satisfaction level of PIA. Data was gathered by questionnaires and 212 responses were received. SPSS were applied for analysis of data and there is a confirming connection amid job satisfaction and the EQ, MQ, and IQ of PIA employees along with the positive relationship between the Leadership competencies (LC) and the job satisfaction and lastly the significant relationship between job satisfactions.

Keywords: Emotional Quotient, Intellectual quotient, Job satisfaction, Managerial quotient

Introduction

Job satisfaction is the association of tangible, psychological and environmental aspects of the person that allows the individual to state that he is satisfied with the job. It actually refers to the self-contentment of the individual with the job,

Resumen

La satisfacción laboral y el estilo de liderazgo siempre se han probado y correlacionado en el pasado para comprender el impacto del liderazgo en el grado de satisfacción laboral de los empleados. Desde el paso del tiempo, la satisfacción de los empleados se ha convertido en un gran aspecto del éxito organizacional, por lo tanto, se han propuesto diferentes teorías de gestión y liderazgo. En el concurso reciente, se ha desarrollado la teoría de las competencias de liderazgo que mide las diferentes competencias de los gerentes y líderes. En el estudio actual, tres variables independientes, a saber, el cociente emocional (EQ), el cociente de inteligencia (IQ) y el cociente gerencial (MQ) se están probando en el nivel de satisfacción laboral del empleado de PIA. Los datos se recopilaron mediante cuestionarios y se recibieron 212 respuestas. Se aplicaron SPSS para el análisis de datos y existe una conexión confirmadora en medio de la satisfacción laboral y el EQ, MQ e IQ de los empleados de PIA junto con la relación positiva entre las competencias de Liderazgo (LC) y la satisfacción laboral y, por último, la relación significativa entre el trabajo satisfacciones

Palabras clave: cociente emocional, cociente intelectual, satisfacción laboral, cociente gerencial

it's surrounding. According to Aziri (2011), job satisfaction is a strong impactful factor of organizational success. It has been found, that the changes in leadership styles and management affects the job satisfaction level of the

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employees. Such can also be assessed from the leadership theories and styles that depict the strong influence of the leadership on the job satisfaction level, and also on the performance of the employees. Researchers (White & Cooper, 2014) suggest the aviation industry should have strong leadership policies and guidelines that could enhance the job satisfaction level, leading to better performance.

According to (Turner, Muller, & Dulewicz, 2009), the strong leadership style and competencies enable the organization to enhance the performance of the individuals and direct them in a particular direction, so as to attain fruitful results. They also suggested that the leadership competencies can be collectively grouped together into managerial quotient (MQ), emotional quotient (EQ) and intellectual quotient (IQ). According to the study, these competencies can be learned over a period of time, enabling each of the individuals to become a leader in their own field. The dimension such as knowledge, skills, and abilities has been developed and tested to identify the right set of these dimension within an individual allowing him to become the leader. Since leadership style depicts the emotional quotient of the leader and affects the performance of the workers in the organization, the researchers aligned the leadership styles such as transformational and transactional leadership with the emotional quotient dimension. Moreover, it identified fifteen other factors that make up the managerial quotient of the organization along with the Emotional Quotient. Moreover, the extensive relationship among particular leadership style executes unique ethnic profiles that depict the attributes of the managers with unique cultural characteristics which generally rise to take on different leadership styles to assist their personnel reach construction tasks (Awan & Mehmood, 2010).

Since Leadership has a key and has an impact on the accomplishments of an organization, keeping in seeing the critics of the HRM; some investigations have taken a study of the association of authority patterns with the muse and representative execution. Dulewicz and Higgs (2003) elaborated the successful leadership is the combination of emotional quotient, managerial quotient, and intelligence quotient. These three capabilities of the managers enable the leaders to manage the people in the organization and also enhance the job satisfaction level of employees, leading to better performance. Higher productivity sustained the employee base of the organization.

Literature Review

Job satisfaction and employee performance has remained to be a core relationship in order to understand the core factors that governs and strengthens the relationship. Though a lot of research has been done previously, that shows the elements that enhance job satisfaction and improves achievement. According to Ramlall (2004), the degree of satisfaction on the job has a direct relation with work performance. He explained that the satisfaction of the employee derived from different motivation factors triggers the work performance and thus improves the results. In a study (Maharani, 2013), proclaimed that the motivation factors, extrinsic and intrinsic, greatly enhance the satisfaction level of the employee. He further explained, that the motivational drivers are different for each set of employees and the leaders have to note the employee motivation driver's order to safety the employee needs effectively.

Morrow (2011), explained, factors such as layoffs, cutbacks, rare funding and other similar factors as the reason for low employee job satisfaction. In a study proposed by Lioa (2009) he claimed, that the employee job satisfaction is important for the employee in delivering quality services to the client. It has been found to be an important factor that enhances employee performance and also anchors the employee within the organization. Under a study carried by Larkin (2015) the knowledge is now the new paradigm of success for the organization, which can stay within the organization with employee loyalty and job satisfaction. He undermined job satisfaction as the main factor to anchor the employee within the organization as it allows the organization to offer a competitive edge to the organization and deal with the changing turbulent market situations effectively.

Buttler (1990) also found out the confirmatory association amid job satisfaction and employee interaction and ownership within the organization. He explained that the employee that is content with the job tends to perform stably and uniformly in an organization by taking ownership and accountability of the work. He also related job satisfaction with employee absenteeism, suggesting, that satisfied employees are more active and present in the organization, rather than non-satisfied. Herold (2008) explained the relationship between job satisfaction and burnouts. He explained that the employees that have huge work pressure and are not satisfied with the work, tends to have work burnouts that lead to poor performance,

rebellious attitude and frequents switching to other organizations. Hombrados and Cosano (2011) express that they believe satisfaction to be a noteworthy indicator of behavior, for instance, for absence from work and profession changes. Along these lines, we agree with Staudt (1997), which states that job satisfaction is a genuine and significant zone of examination in social work,

Luchak (2003) explained various factors of significance of satisfaction, which can be delegated either extrinsic or intrinsic. Intrinsic sources depend upon the personal characteristics of the specific, such as frames of thought. External origins are circumstantial and depend upon the situation, for example, work environment atmosphere. It has been found that the Speculations which depend on extrinsic sources are all the more ordinarily embraced by business analyst and intrinsic by social sciences. A few researches show that assured HRM rehearses, for instance, active in clusters, autonomy and high work discretion in the work conditions and unlike representative contribution and compensate map, do induce laborers and henceforth create higher work performance (Van der Wiele, 2002). There are additionally not many studies that look to inspect the connection between the pay distribution inside a firm, including the impression of that dispersion by a specialist, and individual laborer execution or their job satisfaction. Ostroff (1992) found that organizations with increasingly satisfied employees would, in general, be more compelling than organizations with unsatisfied employees.

Job satisfaction establishes a significant part of individuals' general life happiness (Rode, 2004). Specifically, being discontent with one's job was firmly connected with mental issues like burnout, sadness, and tension. Therefore, job satisfaction has all the reserves of being pertinent likewise for representatives in social work associations. For administrators of such organization (e.g., guiding focuses, schools and other instructive establishments, bunch homes, restorative foundations, centers and medical clinics, and so forth.), the potential interrelations of social laborers' job satisfaction with their work execution and the frequencies of truancy (e.g., because of regular wiped out leave) and vacillation (e.g., brought about by terminations of unsatisfied representatives) are vital. According to a study, staff pleasure has turned into a significant institutional goal in lately years with job satisfaction that seems to be a precondition for aggressive degree of value and institutional achievement (Garcia-Bernal et al.,

2005). Endeavors at characterizing "job satisfaction" perceive that fulfillment is the "last condition of a mental procedure" (Garcia-Bernal et al., 2005; Khaleghkhan, Babelan, Karimianpour, 2017). There is no widespread signification of "job satisfaction", but, it tends to be thought of as a multivariate idea that integrates a lot of great or ominous emotions as far as which representatives ensure their jobs. The significance of job satisfaction and inspiration to the prosperity of the development business has been featured (Fuentes-Del-Burgo & Navarro-Astor, 2003).

Managers' significance in maintaining the level of commitment, commitment and happiness of workers to their business (Peng et al., 2016) can be illustrated by examining work attributes (Hackman & Oldham 1974) and the temperament of an individual. Other Research depicts a stronger association between job satisfaction and job performance in more stressful and intricate cases. According to Mathieu (1991), businesses that do not foster employee satisfaction may experience deviant job conduct expressed as delays, absenteeism, and attrition, as well as disruptive activity that hurts the organization and occurs as bribery, vandalism, robbery, theft, abuse or fraud.

Methodology

The nature of the research is quantitative and research questionnaires were used to understand the impact of leadership attributes on job satisfaction. The managers on the top position as well as the workers on the mid-level have been surveyed. Approximately, people working for more than 3 years have been targeted, in order to understand the effect of leadership on job satisfaction. The random probability sampling technique has been used as it allows the researchers to pursue the study in given limitations with ease of time and money. Members were drawn nearer in their particular associations/workplaces either by the analyst or through research facilitators. The examination facilitators were working with members of different positions e.g. Technical and Non technical employees (Pilot, receptionist, quality controller, admin, airhostess, station controller, manager facilitation, procurement manager, safety manager, flight manager etc in PIA. In addition, 5 point Likert scale is used for data collection.

Results and Analysis

Regression analysis is utilized for checking the relationship between independent and dependent variables. Therefore, in current study, four hypotheses have been framed for anticipating the proposed relationship.

Hypothesis 1: Intellectual quotient has significant relationship with job satisfaction.

Table 4.1 shows an adjusted R Square' estimation of 0.374 states that 37% of the difference in Job Satisfaction can be represented by the intellectual quotient of PIA representatives. This outcome underpins the principal speculation of the examination that the IQ of PIA workers essentially foresee their job satisfaction.

Table 4.1. Model Summary (IQ and Job Satisfaction)

<i>Model</i>	<i>R²</i>	<i>Adj. R²</i>	<i>F</i>	<i>df</i>	<i>Significance</i>
1	.374	.371	125.443	210	.000

Independent Variable: Job Satisfaction

Table 4.2 demonstrates the steady estimation of 2.210 and an incline of 0.473 for the relapse line. This recommendation for a one-unit increment in IQ of PIA workers, the separate representatives

can altogether foresee a 0.473 increment in Job Satisfaction, whereas an incline of 0.473 for the IQ of PIA workers is delivered when test uses institutionalized free and ward variables.

Table 4.2: Regression

	<i>B</i>	<i>S. E</i>	<i>B</i>	<i>T</i>
Constant	2.210	0.15		14.18
IQ	.473	.042	.612	11.20

Hypothesis 2: Managerial Quotient has significant relationship with Job Satisfaction

Table 4.3 indicates results that show the Managerial Quotient of PIA employees significantly predict their Job Satisfaction. The second hypothesis (H2) of the study is supported.

Table 4.3. Model Summary (Managerial Quotient and Job Satisfaction)

<i>Model</i>	<i>R²</i>	<i>Adj. R²</i>	<i>F</i>	<i>df</i>	<i>Significance</i>
2	.180	.176	46.198	210	.000

Independent Variable: Job Satisfaction

The quality of the relationship has appeared in Table 4.4 with the assistance of the estimations of block and slant for MQ of PIA workers; the Table 4.4 demonstrates the steady estimation of 2.47 and a slant of 0.375 for the relapse line. This recommendation for a one-unit increment in

Managerial Quotient of PIA workers, the PIA representatives can essentially foresee a 0.375 increment in Job Satisfaction, whereas an incline of 0.375 for MQ of PIA workers is delivered when test uses institutionalized free and ward variable.

Table 4.4. Regression Equation Coefficients (Managerial Quotient and Job Satisfaction)

	<i>B</i>	<i>SE</i>	<i>B</i>	<i>T</i>
Constant	2.470	0.216		11.425
MQ	0.375	.055	0.425	6.797

* $p < .05$

Hypothesis 3: Emotional Quotient has significant relationship with Job Satisfaction.

Table 4.5 indicates results that show that the Emotional Quotient of PIA employee

significantly predicts their Job Satisfaction. Hence, H3 is supported.

Table 4.5. Model Summary (Emotional Quotient and Job Satisfaction)

<i>Model</i>	<i>R²</i>	<i>Adj. R²</i>	<i>F</i>	<i>Df</i>	<i>Significance</i>
3	.432	.429	159.692	210	.000

Independent Variable: Job Satisfaction

The quality of the relationship has appeared in Table 4.6 with the assistance of the estimations of capture and slant for EQ of PIA representatives; the Table 4.6 demonstrates the steady estimation of 1.635 and a slant of 0.598 for the relapse line. This recommends for a one-

unit increment in EQ of PIA workers, the separate representatives can altogether foresee a 0.598 increment in Job Satisfaction, whereas a slant of 0.598 for EQ of PIA representatives is delivered when test uses institutionalized free and ward variable.

Table 4.6. Regression Equation Coefficients (Emotional Quotient and Job Satisfaction)

	<i>B</i>	<i>SE</i>	β	<i>t</i>
Constant	1.635	0.183		8.923
EQ	.598	.047	.657	12.637

Hypothesis 4: Leadership Competencies has significant relationship with Job Satisfaction.

Table 4.7 demonstrates a 'Balanced R Square' estimation of 0.426 that states that 42 % of the fluctuation in Job Satisfaction can be represented

by the Overall Leadership Competencies of PIA representatives. This outcome underpins the fourth speculation of the investigation that Leadership Competencies (LC) of PIA representatives essentially predicts their Job Satisfaction.

Table 4.7. Model Summary (The relationship of Leadership competencies and Job Satisfaction)

<i>Model</i>	<i>R²</i>	<i>Adj. R²</i>	<i>F</i>	<i>Significance</i>
4	.428	0.426	157.343	.000

Independent Variable: Job Satisfaction

The quality of the relationship is appeared in Table 4.8 with the assistance of the estimations of catch and inclines for Leadership Competencies of PIA workers; the Table 4.8 demonstrates the steady estimation of 1.475 and a slant of 0.017 for the relapse line. This recommendation for a one unit increment in

Leadership skills of PIA workers, the particular representatives can altogether anticipate a 0.017 increment in Job Satisfaction, where as a slant of 0.017 for Leadership Competencies of PIA representatives is delivered when test uses institutionalized free and ward variable

Table 4.8. Regression Equation Coefficients (The relationship of Leadership competencies of PIA employees and Job Satisfaction)

	<i>B</i>	<i>SE</i>	<i>B</i>	<i>T</i>
Constant	1.475	0.197		7.848
Leadership Competencies	0.017	.001	0.654	12.544

* $p < .05$

Discussion

The study depicts the strong relationship between the first hypotheses developed. The hypothesis stresses that there is a relationship between the levels of job satisfaction of the PIA employees with the leadership competencies of the managers/leaders. The test run in the above chapter includes the chi-square test, regression and descriptive that depicts, that there is a significant relationship between the Intellectual quotients of the managers with the jobs satisfaction level of the employees in PIA. It also shows that the Emotional quotient has an effect on in PIA employees showing the significance level above 0.05 percent. Moreover, the managerial quotient that has been measured by measuring 7 factors has also an influence effect on employee job satisfaction in PIA. Since under the leadership competencies, three factors have been analyses that are emotional quotient, managerial quotient and the intellectual quotients separate proposition has been developed and are tested discussed below:

According to the test run, it has been found that there is a valid significant relationship between

the intellectual quotient factor of the managers and the level of job satisfaction among employees in PIA. The test results show that 'Adjusted R Square' value of 0.374 that asserts that 37% of the variance in Job Satisfaction can be accounted for by the Intellectual Quotient of PIA employees. This result supports the first hypothesis of the study that the IQ of PIA employees significantly predict their Job Satisfaction. Also, the slope of 0.473 for the regression line suggests that for a one-unit increase in IQ of PIA employees, the respective employees can significantly predict a 0.473 increase in Job Satisfaction, whereas a slope of 0.473 for the IQ of PIA employees is produced when test utilizes standardized independent and dependent variable. Table 4.1 & 4.2 depicts the test results.

The result of the descriptive and adjusted R square depicts that the hypothesis is expected. It is due to the ability of the managers to manage the work and delineate the authorities efficiently, that on one hand manages the work load, while on the other hand, maintains the work ethics, that makes the work environment smooth, and hence

improves the performance and thus the job satisfaction of the employee.

Different researchers such as Hossein, Hojjat, Zeinab, Esmaeil, and Negar (2016) have been tested under the managerial quotient and have found a significant positive relation. According to the findings the significance of the relationship is shown in Table 4.3 with the help of the values of intercept and slope for MQ of PIA employees; the Table 4.4 indicates the constant value of 2.47 and a slope of 0.375 for the regression line. This suggests that there is a positive relationship between the managerial quotient and employee job satisfaction in PIA. The PIA employees can significantly predict a 0.375 increase in Job Satisfaction, where as a slope of 0.375 for MQ of PIA employees is produced when test utilizes standardized independent and dependent variable.

The finding depicts that the ability of the managers in the organization to empower teams, a helps employee work on the weak areas, to enhance the organizational political system increases the employee satisfaction with the job ad also enhances the organizational success. The direct relationship in the study also affirms the past studies that suggest that the managerial quotient which is the capabilities of the managers to facilitate the employees in the specified job role affects the job satisfaction level positively. According to Eby (2000) the team working and team building attributes of the organization plays a vital role in organizational success. It is due to the fact, that under the new organizational success formula, developing and maintaining the team is important, and thus the role of the managers' managerial quotient is been enhanced. The study also affirms that the managerial quotient of the managers has a direct relationship with the job satisfaction level. It is due to the fact, that the ability of the managers to develop team and assign the work according to the wok capabilities enhances the ability of the employees to perform effectively. Moreover, it also allows the manager to assess the weak points of the managers and thus helping them to overcome the weak areas. This ultimately increases the morale of employees and thus affects the only level of job satisfaction among employees. The table 4.3 & 4.4 below shows the relationship strength between MQ and Job satisfaction.

Under the given proposition, the relationship between the emotional quotient and the job satisfaction of the PIA employees within an organization has been tested. It has been developed that one utilizes in the value of

emotion quotient gives rise to the 0.598 increase in job satisfaction level. This depicts a strong relationship between the emotional quotient of the managers and the employee job satisfaction in PIA employees. It has also been tested that there is a constant value of 1.635 and a slope of 0.598 for the regression line that suggest that for a one-unit increase in EQ of PIA employees, the respective employees can significantly predict a 0.598 increase in Job Satisfaction, whereas a slope of 0.598 for EQ of PIA employees is produced when test utilizes standardized independent and dependent variable.

The above findings match with the past studies discussed in the literature, that the ability of the employees to empathize, motivate and offer emotional support increases the job satisfaction. This is due to the increased comfort level of employees within the organization and ease to express feelings and emotions in the workplace. Heath and Martin (2017) explained that the managers are the bridge between the organization and the employees, and to develop the strong, the employees have to use MQ, IQ and EQ skills.

Under the given proposition, it has been developed, that the extent of job satisfaction is affected by the leadership competencies that are incorporated in the organization. These leadership competencies are broken down into three other categories out of which the relationship with job satisfaction has separately been developed. Yet to understand the whole frame of the leadership and its effect on job satisfaction level, a hypothesis is developed that develops a correlation between the variables. In the given research, it has been found that, Adjusted R Square's value of 0.426 that asserts that 42 % of the variance in Job Satisfaction can be accounted for by the Overall Leadership Competencies of PIA employees. This result supports the fourth hypothesis of the study that Leadership Competencies (LC) of PIA employees significantly predicts their Job Satisfaction.

Conclusion, Recommendations and Future Research

This chapter concludes the findings of the overall study and converge the hypothesis developed into concrete set of researches that could help the organizations and spectacle PIA to develop the strategies that help the people to improve performance through modern leadership types. The given chapter also offers the set of recommendation followed by the future aspect of

the research in order to make the research useful for the future use. The direction of the chapter will include the discussion/conclusion of the hypothesis in precise manner, followed by the recommendations, and the future research.

The study reveals that there is a positive relationship between the leadership competency and job satisfaction of the PIA employees. This has been due to the less stress at job, ability of the managers to understand job hurdles and also the ability to accommodate, motivate employees while making them perform fully at the job. It has been further found, that among the three factors/attributes of the leadership competency, the emotional quotient has an immense effect on the job satisfaction of the employee. It has also been found, that the leadership competency plays a strong role in bringing the jobs attraction is due to the ability of the managers/leaders to understand, develop, connect, lead and manage the conflict along with the change in people. One of the major factors found in absence of the leadership is the inability to the managers to influence and inspire the people, which lead them to fail in conveying the organizational message and bring everyone on same page, thus failing to achieve the goals. Perhaps, the leadership competency enables the managers to influence and inspire the employees, making them follow the given trajectory to success. This has been found to have a positive effect on the job's satisfaction level of employees.

Since the IQ, MQ and EQ directly effects the job satisfaction level of employee, it is important for the organization and also the PIA to set up the strategy that trains the mangers and nourishes the existing managers and the leaders to learn the art of EQ, MQ, and IQ. This would require the company to bring change that might create resistance. Hence in order to overcome the resistance, the new organization strategy or vision should be communicated that is based on the values learned from the leadership competencies. While training thee employees and the management on the new leadership strategy, it's recommended that the organization should inaugurate the seminars that talk about leadership and also invest in the exercise and the vision that creates the leadership mindset. This will help the organization in creating a leadership mindset in the organization that will ultimately increase the job satisfaction level.

Lastly, it is recommended that the importance of employee mental health and care and the concern regarding it should be shared within the values of the organization, This can be done by promoting

the work-life balance, an open communication with them managers if the work is stressful other deadlines are tight. In addition, the HR policies in defining the job roles and responsibilities should be revised or developed in a way, that the employees at the mature cycle of the employment get more involved in supervision as they have experience while the people at young employment level are kept at the front line for energetic works they have energy to prosecute it effectively, and then manage both the groups through the perks of work life balance and other motivation drivers respectively.

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