



RESEARCH ARTICLE

The Impact of Leadership Roles and Strategies on Employees' Job Satisfaction in Oman

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ARTICLE INFO	ABSTRACT
<p>Received: May 11, 2024</p> <p>Accepted: Jul 15, 2024</p> <p>Keywords</p> <p>Leadership Roles</p> <p>Job Satisfaction</p> <p>Government Sector</p> <p>Strategy</p> <p>Oman</p> <p>*Corresponding Author:</p> <p>hisham.alghunaimi@asu.edu.om</p>	<p>This study explores the intricate relationship between leadership roles, strategies for influencing followers, and employee satisfaction within Oman government agencies, with a specific focus on the Ministry of the Interior. The research aims to deepen understanding of leadership roles among government officials and their strategic impact on employee satisfaction levels. Over the past decade, there has been a noticeable decline in the job satisfaction of Ministry of Interior personnel, necessitating a systematic investigation into the influence of leadership roles and strategies. Employing a descriptive analytical approach, the study utilized a structured questionnaire and SPSS analysis to scrutinize this relationship. The primary finding highlights a robust correlation between the satisfaction levels of Ministry of Interior personnel and the effectiveness of leadership strategies. Key factors contributing to this correlation include managers' efforts to foster a collaborative culture, consideration of subordinates' talents in task assignments, and openness to constructive feedback from staff members. To address these findings, it is recommended that the Ministry of the Interior adopts strategies promoting employee participation in decision-making processes, establishes open communication channels with employee management, and provides leadership training to department heads. Additionally, efforts should focus on enhancing subordinate satisfaction, ensuring fairness in benefit distribution, and addressing leadership challenges within administrative divisions to strengthen and advance the ministry. Practical recommendations include implementing a formal hierarchy and introducing promotion opportunities for outstanding performance, thereby fostering a more conducive work environment and enhancing overall organizational effectiveness within government agencies in Oman.</p>

INTRODUCTION

Leadership roles are paramount for the effective functioning of organizations, especially in large entities with traditional organizational structures. These roles, distributed across various levels, serve to motivate employees and channel their skills, potential, and initiatives towards achieving the organization's overarching goals. Collaboration within leadership roles fosters productive relationships with employees, inspiring and motivating them to diligently execute their assigned tasks (Abdul Muttalib, 2018). Scholars and experts have approached leadership positions from

diverse perspectives, highlighting the impact of professional experiences and the surrounding environment on the categorization of leadership responsibilities. These responsibilities encompass a leader's ability to drive transformation, inspire others, and effectively persuade within the workplace (Belabed & Hizam, 2021).

The link between leadership responsibilities and job satisfaction has gained increasing significance as businesses seek effective leadership strategies to align employee talents and abilities with organizational objectives. A strong leadership style directly influences employee happiness, thereby motivating them to contribute more effectively towards achieving company goals. It also serves as a guiding framework for managerial decisions and the formulation of strategic plans to advance organizational objectives (Adlan & Tayoush, 2021). Siham (2019) emphasizes the importance of a leader's approach to organizational management, their embodied leadership style, effective management traits, and their ability to leverage skills to foster meaningful work and promote positive interpersonal interactions among team members. These variables significantly influence an organization's ability to achieve its goals and inspire ongoing contributions from employees.

In the Sultanate of Oman's government sector, there is a pressing need to develop managerial staff and equip them with appropriate management competencies and techniques. Economic constraints have limited the conventional methods of incentivizing job satisfaction, such as financial incentives, rewards, and promotions. Consequently, the Ministry of Interior of the Sultanate of Oman, responsible for overseeing regional municipalities and governorates, stands as a focal point for investigating the impact of leadership responsibilities on employee job satisfaction (Al-Hadrami & Al-Toubi, 2022).

The researcher's observations over a decade revealed a decline in work satisfaction among Ministry of Interior employees, with varying perspectives among staff members based on their individual competencies. It became imperative to conduct a scientific study impartially and objectively to understand the extent to which leadership roles influence work satisfaction among Ministry of Interior employees. The selection of the Ministry of Interior for this study stems from its crucial role in Oman's growth and development, with the belief that improvements within the ministry can contribute significantly to the country's progress.

Theoretical Background and Hypothesis Development

The Significance of Leadership

Leadership stands as one of the primary responsibilities of senior management, as highlighted by Schermerhorn et al. (1988: 277). Concerns surrounding leadership challenges have persisted since ancient times, but it was F.W. Taylor who initiated a comprehensive and methodical study of leadership. Despite significant research in this area, defining strong leadership and determining how to measure it remain contentious topics. Numerous attempts have been made to define leadership through national and international scientific conferences, books, articles, research, and discussions. The specialized literature on leadership has expanded notably over the past two decades (Vagu & Stegaroiu, 2006).

Most experts define leadership as a social influence process wherein the leader garners cooperation from followers to achieve group goals. Delia (2018) suggests that leadership is a social influence process wherein leaders strive for voluntary participation from followers, rewarding them for goal achievement (p. 329). Effective leadership, therefore, is a collaborative effort involving individuals who share a common aim or objective and express their thoughts and feelings in various circumstances.

Koontz and O'Donnell (Koontz et al., 1980) define leadership as the act of influencing people in a manner that inspires them to dedicate their efforts willingly towards achieving common goals. Another perspective, as proposed by Vihanskii et al. (1998), describes leadership as the capacity to effectively utilize all available resources of power to transform aspirations into reality.

Leadership and Job Satisfaction

Leadership, as defined by Lin et al. (2018), is the process through which a leader persuades followers or groups to achieve common objectives. In modern times, leaders, as emphasized by Maesaroh et al. (2020), prioritize collaboration and stimulating interest among colleagues rather than relying solely on their formal authority to coerce obedience. Okoli et al. (2021) describe leadership as the process by which a group leader motivates all members to pursue shared goals. Contemporary leaders engage in interaction and seek to expand their interests rather than resorting to authoritative commands, as noted by Sanou (2020). Throughout the 1990s, leadership studies focused on the philosophies of Burns (1978) and Bass (1998), which gained significant traction and support.

Research has consistently shown a strong correlation between leadership style and team job satisfaction in governmental organizations, as indicated by Nam and Park (2019). Leadership roles significantly impact social and organizational behaviors, as well as workers' job satisfaction, as highlighted by Jabbar (2020). Several studies have demonstrated a substantial relationship between leadership and employee job satisfaction, emphasizing its importance in the workplace (Muttalib, Danish, & Zehri, 2023). Additionally, Kalsoom, Khan, and Zubair (2015) concluded that leadership styles have a profound influence on employee job satisfaction. Utilizing an appropriate leadership style enables staff to realize their full potential. In government entities, leadership positions serve as a clear indicator of job satisfaction (Lin & Chen, 2018), with the chosen leadership style playing a crucial role in enhancing organizational effectiveness and goal achievement (Sutanto et al., 2021).

Job Satisfaction

Hobbock asserts that an employee's level of job satisfaction is influenced by a multitude of environmental, psychological, and functional factors, including conducive work environments (Adel, 2019). Indeed, various elements contribute to an employee's overall sense of happiness at work. Osmani emphasizes the importance of stability, loyalty, and a sense of belonging for achieving work fulfillment. He defines work fulfillment as "the extent of the worker's stability, loyalty, and sense of belonging to the organization, fostered through relationships with organizational leaders" (Osmani, 2017). Mirdad defines job satisfaction as "a state of psychological contentment for the employee, influenced by internal and external factors, resulting in increased productivity" (Mirdad, 2019), emphasizing the positive impact of job satisfaction on individual productivity.

Optimists argue that job satisfaction involves fulfilling both material and moral needs through employment, translating into an individual's inner feeling toward work and its influence on performance, loyalty, and organizational commitment. Several scholarly publications propose a dialectical relationship between employee satisfaction and an organization's progress and expansion. According to Al-Mu'min (2018) and Suleman, Xiuli, and Ali (2019), a sense of security and psychological well-being with the company one works for defines job satisfaction. Employees seek to enhance their commitment and sense of belonging, fostering a collaborative and supportive environment. Hajjaj (2015) suggests that comparing expected and actual benefits from one's work influences job satisfaction, explaining why some employees may feel dissatisfied. The process of comparison prompts individuals to consider various options to attain expected returns aligned with perceived advantages. The concept of return on investment in job satisfaction includes both material and moral components, with individual satisfaction dependent on perceived deservingness.

Employee satisfaction is crucial for work success, leading to increased productivity. Hence, selecting the right workplace and area of expertise is vital for job satisfaction. Managers and employees alike find the topic of job satisfaction significant (Al Nuaimi, 2021). Considering these definitions, researchers note differences in theories explaining work satisfaction, aligning their definition with research goals. Leaders can achieve job satisfaction through various strategies, whether material or ethical. Organizations lacking material resources should focus on leadership approaches that meet moral obligations to fulfill employee needs.

Strategies to enhance job satisfaction include promoting employee participation in decision-making, fostering a sense of ownership, commitment, and loyalty, and facilitating closer departmental relationships. Additionally, investing in employee development, qualification, and training enhances competency, awareness, and cognitive capacity (Khuju, 2023).

Hypothesis Development

Leadership Roles and Job Satisfaction

Persuasion and Job Satisfaction

Persuasion stands as a cornerstone of leadership, wielding significant influence over followers and steering them toward desired outcomes. Defined as the "method by which an individual's attitude or perspective is altered, adapted, introduced, or established" (Zaidi & Sassi, 2015), persuasion represents a skillful cognitive process aimed at achieving goals while effecting a complete or partial change in the ideas, beliefs, and behaviors of others, as described by Mirdad (2019). Iberidan (2017) further characterizes persuasion as the process of influencing or molding the beliefs of followers to align with a specific position.

For a leader to successfully accomplish this aim, the target party must collaborate by resolving points of contention and emphasizing areas of agreement and mutual interest, thereby fostering a conducive relationship (Iberidan, 2017). Utilizing strategies and tactics to expedite the persuasion process and steer followers toward a predetermined goal enables a leader to instill, modify, or solidify particular directions, sentiments, or beliefs among their supporters. This inference is drawn from the definitions of persuasion.

A study by Mirdad (2019) identified key persuasion skills crucial for effective leadership, including the ability to select the appropriate dialogue style, timing, and setting for conversations, refrain from sarcasm or ridicule of others' opinions, listen attentively before making decisions, and provide timely feedback. Dialogues are valued for their ability to foster respect, clarity of topic, effective communication, utilization of body language, positivity, reasoned arguments, accommodation of diverse viewpoints, reciprocal appreciation, and provision of evidence and demonstrations to support one's position.

Based on the literature review, this study proposes Hypothesis 1:

Hypothesis 1: Persuasion will positively affect employee's job satisfaction at Ministry of Interior

Motivation and Job Satisfaction

Motivation serves as a cornerstone in fostering workplace stability by incentivizing individuals to leverage their capabilities, enhancing their sense of loyalty and connection to the organization, and bolstering their determination to achieve its objectives. An effective reward system is imperative to

ensure that individuals receive the incentives and rewards to which they are entitled by law. Incentives are crucial for cultivating a positive work environment, as they inspire employees to contribute meaningfully to the organization's success (Al-Mu'min, 2018).

Motivation holds significant importance in human resources, directly impacting the efficiency of workers and employees within a company. This rings especially true for local governments, which serve as the cornerstone for growth while preserving and promoting natural and human resources. Achieving comprehensive and sustainable growth necessitates adherence to policies, guidelines, and reward systems that support progress while also involving full stakeholder participation in regional development processes (Muezzin & Majdoub, 2014).

Various academics and researchers have offered distinct definitions of motivation. Qatnani (2014) defines motivation as "any statement, practice, or signal that guides a person toward better behaviors or ensures their continuation." Conversely, Sarwar et al. (2022) define motivation as the intent of movement and the reason of utility in decisions, constituting one of an individual's engaged methods for achieving what others possess, whether related to material or moral matters.

Hypothesis 2: Motivation will positively affect employee's job satisfaction at Ministry of Interior.

Change at Work and Job Satisfaction

The dynamic nature of the business landscape, shaped by political, social, technological, and economic shifts, underscores the constant need for organizational adaptation and regulation. Businesses are compelled to navigate and respond to these external factors to maintain relevance and competitiveness. Organizational transformation has garnered increased attention from academics and specialists across disciplines like sociology, communication, and business administration. This interest stems from the necessity for organizations to evolve in alignment with modern management principles, emphasizing effectiveness, efficiency, and adaptability to external changes (Tricky, 2017).

Administrative leaders face formidable challenges in facilitating organizational transitions. Successfully achieving goals without adversely affecting the company or its employees requires leaders to confront these challenges head-on (Adel, 2019). Change management emerges as a critical administrative leadership responsibility, necessitating leaders to be well-versed in every aspect of the process. Defined as a method aimed at rectifying and addressing organizational imperfections, inaccuracies, and flaws under a structured approach, change management involves deliberately transitioning from the current equilibrium state to the desired stability point (Yaghmour et al., 2018). According to Al-Subaie (2009), change represents intentional action aimed at enhancing organizational performance and facilitating transitions from one state to another, where the organization can achieve efficiency and adaptability. These definitions highlight the multifaceted nature of organizational transformation and its strategic importance (Tricky, 2017).

Leaders play a crucial role in imparting organizational significance to employees, guiding them in understanding their responsibilities, and translating this understanding into action. Human resource development is integral to managing organizational change, as it enables leaders to align activities with the organizational vision and navigate change effectively (Abdul Rahman, 2017). Adigwe and Oriola (2015) explored the relationship between job satisfaction and organizational change, emphasizing the influence of effective change management on employee satisfaction levels. Cullen et al. (2014) examined employees' adaptability and anxiety toward organizational change.

In conclusion, all definitions of change management underscore a planned and systematic managerial process aimed at fostering organizational growth while maintaining stability. These definitions converge on fundamental components of change management, emphasizing its strategic significance in organizational development.

Based on this literature review, the researcher proposes the third hypothesis, suggesting that leadership may influence workplace change and consequently enhance job satisfaction.

Hypothesis 3: Change at work would positively affect employee's job satisfaction in Ministry of interior.

METHODOLOGY

This section outlines the methodology employed to achieve the article's objective, which was to examine the impact of leadership roles on job satisfaction among employees of the Ministry of the Interior in the Sultanate of Oman. It details the data collection and evaluation methods, as well as the variables and measurements utilized in the study.

To address the study's objectives and address its research questions, a quantitative approach was adopted. A questionnaire was employed to gather primary data, as quantitative methods enable the identification of patterns in the data, leading to evidence-based conclusions. Quantitative methods are particularly advantageous in management studies as they allow researchers to obtain numerical data on organizational rules and procedures without necessitating alterations to existing policies. This method is widely utilized due to its effectiveness in generating quantitative evidence.

The target population for this study comprised all employees of the General Office of the Ministry of Interior in the Sultanate of Oman, totaling approximately 1000 individuals across various directorates, centers, and offices associated with the General Office. A representative sample size of 10% of the workforce was selected, determined by the researcher's expertise and capacity to gather responses. Figure 1.1 illustrates the relationships between the different variables examined in the study. It is hypothesized that leadership roles within the Ministry of Interior of the Sultanate of Oman have an impact on employee job satisfaction.

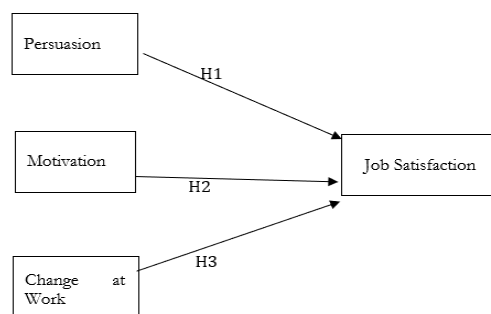


Figure 1: Conceptual Framework

Measures

The research utilized a structured questionnaire to collect data from a randomly selected sample of participants who were employees of the Ministry of Interior in the Sultanate of Oman. The choice of a questionnaire was informed by the study's problem, objectives, questions, and variables, as well as

insights from prior research and literature. It was deemed the most suitable method for achieving the study's objectives. To establish the respondent profile, demographic information was gathered. A standard five-point Likert scale (1 = strongly disagree, 5 = strongly agree) was employed to assess leadership roles, alongside other study variables. Specifically, seven items were designated for measuring persuasion, seven for motivation, and nine for gauging change at work, while eight items were used to evaluate employee job satisfaction.

The primary quantitative tool for data collection in the study was an online questionnaire. This method allowed for efficient and convenient data gathering from a geographically dispersed sample, ensuring timely and comprehensive data collection.

Data Analysis

Therefore, 100 respondents were recommended as the sample size for the study, and they would be selected at random. The researcher sent out 120 surveys to ensure that the required number was obtained. The research sample distribution is shown in Table 1 below:

Table 1: Sample distribution and study population

	Population Study			Sample Study		
	Male	Female	Total	Male	Female	Total
Department heads and managers	72	2	74	16	2	18
Employees	727	200	927	58	44	102
Total	799	202	1001	74	46	120

RESULTS

The acquired data underwent analysis using the Cronbach's α test to evaluate the component correlation, with a minimum acceptable value set at 0.70. The field of change demonstrated the highest Cronbach's α coefficient at 0.96, while job satisfaction exhibited the lowest at 0.91. The overall reliability coefficient for the scale stood at 0.93, meeting acceptable standards. All results surpassed 0.60, indicating the consistency of questionnaire items and the reliability of the study tool for statistical analysis.

Quantitative data analysis was conducted using SPSS 23, computing correlation consistency through mean and standard deviation participation. Descriptive statistics were applied to identify significant differences between populations.

Responses from the study sample to paragraphs in each field of study reflected the researcher's efforts to address questions posed in the first chapter. Arithmetic means and standard deviations were calculated for each variable's questions. Regarding independent variable results on leadership positions, arithmetic averages and rankings based on academic disciplines, regions, and degree of impact were determined: persuasion claimed the top spot at 3.74, followed by motivation at 3.68, and change at 3.66. Leadership responsibilities secured the third position at 3.69.

In summary, the areas of persuasion, motivation, and change achieved high levels with arithmetic averages of 3.74, 3.68, and 3.66, respectively, while the change field reached high levels with an average of 3.68. These findings offer a comprehensive understanding of the observed effects.

Measures finding

The researchers employed multiple linear regression analysis to investigate the central hypothesis, which posits a positive correlation between the level of job satisfaction among Ministry of Interior personnel and their leadership positions, including capacities for persuasion, motivation, and change. The findings, summarized in Table 1.2, reveal the following results:

Table 1: Multiple Regression for the association between leadership roles and the level of job satisfaction

	R	R ²	F	B	Df	Sig
Leadership Roles and Employee's Job Satisfaction	.751	.565	48.857	.987	3	.000.
					113	
					116	

The correlation between leadership roles and job satisfaction is detailed in Table 2. Notably, the computed F value of 48.857 surpasses the tabulated value of 1.667. This comparison indicates that the calculated value from testing the hypothesis exceeds the reference value. Additionally, the coefficient of determination (R²) is 0.565, the coefficient of influence (B) is 0.987, the correlation coefficient (R) is 0.751 at a significance level of 0.05 (α), and the significance level (sig) is 0.000.

From the perspective of the study sample, these results support the acceptance of the hypothesis, which proposes a positive correlation between leadership roles (specifically, capacities for persuasion, motivation, and change) and the level of job satisfaction among Ministry of Interior employees.

The subsequent tables present the outcomes of testing hypotheses derived from the primary hypothesis. The initial hypothesis focuses on a leader's responsibility for persuasion and proposes a positive connection between this capacity and employees' job satisfaction. The hypothesis underwent a simple linear regression analysis to assess its impact, as detailed in the following findings:

Table 2: Results of the simple linear regression test for the first sub-hypothesis

	R	R ²	T	B	Sig
Persuasion Role	.709	.502	3.951	.997	.000.

Table 3 depicts the relationship between employees' job satisfaction and the leader's persuasiveness. Notably, the tabulated T value is 1.667, while the observed value is 3.951. Upon comparison, the calculated value exceeds the tabulated value, indicating significance. The correlation coefficient (R)

stands at 0.709 at a significance level ($\alpha \geq 0.05$), while the coefficient of determination (R^2) reaches 0.502, and the coefficient of influence (B) is 0.998. The level of significance (sig) is 0.000, surpassing the calculated value. Consequently, the hypothesis is accepted, confirming a positive correlation between employees' job satisfaction and the leader's ability to persuade, a key leadership role.

Transitioning to the second hypothesis

This hypothesis posits a positive correlation between employee job satisfaction and a leader's capacity for motivation, one of the leadership responsibilities. To validate this hypothesis and ascertain its impact, the researcher conducted a simple linear regression analysis, the results of which are presented in Table 4.

Table 3: Results of the simple linear regression test for the second sub-hypothesis

	R	R²	T	B	Sig
Motivation Role	.709	.502	5.265	1.223	000.

Table 4 displays the relationship between employee job satisfaction and the leader's capacity for motivation, a significant leadership responsibility. The tabulated value listed in the table is 1.667, whereas the calculated T value is 5.265. A comparison of the results from testing this hypothesis reveals that the computed value exceeds the tabulated value. The effect (B) is 1.223, the correlation coefficient (R) is 0.709 at the significance level ($\alpha \geq 0.05$), the coefficient of determination (R^2) is 0.502, and the significance level (sig) is 0.00. This supports the proposition that "A leader's capacity for motivation is positively correlated with one of their other leadership tasks and the job satisfaction of employees."

Moving forward to the examination of the third hypothesis

This hypothesis proposes a positive correlation between the leader's ability to enact change, a key leadership role, and employee job satisfaction. To validate this hypothesis and evaluate its impact, a simple linear regression analysis was conducted, with the results presented in Table 5.

Table 4 Results of the simple linear regression test for the third hypothesis

	R	R²	T	B	Sig
Change at work Role	.709	.502	5.265	1.223	000.

Table 5 illustrates the relationship between employee job satisfaction and the leader's ability to instigate change, a crucial leadership responsibility. Remarkably, the tabulated T value is 1.667, while the calculated value stands at 11.701, indicating a significant difference. The impact (B) is 0.651, the correlation coefficient (R) is 0.737 at a significance level ($\alpha \geq 0.05$), and the coefficient of determination (R^2) is 0.544. These findings support the proposition that "the leader's capacity to enact change, as one of the leadership tasks, is positively correlated with employee job satisfaction." After meticulous analysis and hypothesis testing, the study arrives at the following conclusions:

1. Addressing the primary inquiry regarding the impact of leadership positions on worker satisfaction within the Ministry of Interior in Oman, the study establishes a positive

association between leadership responsibilities—specifically persuasion, motivation, and change—and employee satisfaction. This relationship is elucidated by the manager's dedication to nurturing a collaborative environment, recognizing employee talents, and valuing input from team members.

2. Regarding the initial query concerning the relationship between a leader's ability to persuade, a crucial leadership role, and employee job satisfaction, the research unveils a direct and favorable correlation. This finding is underpinned by the manager's focus on fostering strong interpersonal connections, effective communication, and an inspirational leadership approach.
3. Addressing the question about the relationship between a leader's ability to motivate, another essential leadership role, and employee job satisfaction, the study affirms a positive connection between motivating others and job contentment. This result is attributed to the manager's practices of offering feedback, recognizing employee accomplishments, promoting idea-sharing, and delegating authority.
4. Regarding the inquiry concerning the relationship between a leader's ability to enact change, a pivotal leadership role, and employee job satisfaction, the research identifies a positive correlation. This is credited to the manager's initiatives in dismantling organizational barriers, assisting employees in resolving work-related challenges, and cultivating a culture of initiative and accountability.

DISCUSSION AND CONCLUSION

Discussion

Following the thorough analysis and testing of hypotheses, the study draws insightful conclusions in response to the primary inquiry: "What impact do leadership positions have on the satisfaction of workers in the Sultanate of Oman's Ministry of Interior?"

The study affirms that job satisfaction among Ministry of Interior personnel is intricately linked with leadership responsibilities, particularly in the domains of persuasion, motivation, and change. This positive correlation underscores the manager's commitment to fostering a collaborative work environment, leveraging the talents of subordinates, and valuing input from team members.

Regarding the first hypothesis, "What is the nature of the relationship between the leader's ability to persuade, as one of the leadership roles, and employee job satisfaction?". The research decisively establishes a direct and positive relationship between a leader's persuasive prowess and employee job satisfaction. This connection is elucidated by the manager's efforts to cultivate positive working relationships, communicate effectively, and embody an inspiring demeanor that influences the behavior and morale of team members.

Considering the second hypothesis, "What is the nature of the relationship between the leader's ability to motivate, as one of the leadership roles, and employee job satisfaction?". The study reveals a robust positive association between a leader's capacity to motivate and employee job satisfaction. This finding is attributed to managerial practices such as offering constructive feedback, acknowledging employee achievements, fostering an environment conducive to idea-sharing, and empowering individuals with delegated authority.

Exploring the third hypothesis, "What is the nature of the relationship between the leader's ability to effect change, as one of the leadership roles, and employee job satisfaction?"

Employee job satisfaction is found to be positively correlated with a leader's capability to instigate change, a crucial aspect of leadership responsibilities. This favorable outcome is credited to the manager's proactive efforts in dismantling organizational barriers, assisting employees in resolving work-related challenges, and instilling a culture of initiative and accountability.

In summary, the study underscores the pivotal role of leadership in shaping employee satisfaction within the Ministry of Interior in Oman, highlighting the significance of effective persuasion, motivation, and change management practices in fostering a positive work environment.

Conclusion

In conclusion, this research delves into the intricate relationship between leadership roles and employees' job satisfaction, uncovering positive correlations with key leadership responsibilities such as persuasion, motivation, and a focus on non-material aspects of motivation. The findings underscore the critical role that effective leadership plays in fostering a satisfying work environment and enhancing employee morale. Moving forward, the study recommends additional research endeavors, including comparative studies examining the variables influencing work satisfaction across both public and private sectors. By conducting such comparative analyses, researchers can gain deeper insights into the unique dynamics at play within different organizational contexts, thereby informing strategies aimed at enhancing worker happiness and productivity across various sectors. Ultimately, this research contributes valuable insights to the ongoing discourse on leadership effectiveness and its impact on employee job satisfaction, offering valuable implications for organizational leaders and policymakers seeking to cultivate thriving work environments.

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