

# ABSTRACT

Title : Leadership Behavior of the Administrators  
and Satisfaction of Employees : A Case of  
Ratburana District Office of the Metropolitan  
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This study aims at a research for some facts and attitudes towards factors impinging upon the leadership behavior of the administrators and satisfaction of employees of the Ratburana District Office of the MEA, including :

- 1) the attitudes of the employees towards the leadership behavior of the administrators; and
- 2) the relationship between leadership behavior of administrators and satisfaction of the employees.

Likert's "System 4" of leadership serves as a basis for the conceptual framework of this research. With regard to satisfaction towards work, it was drawn from several theoretical frameworks, especially those variables

which are the causes of satisfaction resulting from leadership behavior

The samples used in this research are the 178 middle management, supervisory and operating employees.

The instrumentation for data gathering is based on a questionnaire mailing. The questionnaire itself is divided into 4 parts. Part 1 addresses itself to some personal statuses of the employees. Part 2 deals with an evaluation of the present leadership behavior of the administrators. Part 3 aims at the satisfaction towards work of the employees while working with the administrators. And the final part, Part 4, centers on an evaluation of the administrators' leadership behavior most expected by the employees. Thereafter, the questionnaire was treated in order to find a discriminatory power and reliability ( $r_{kk}$ ) via a statistical treatment

The measurement of the variables is based on a Likert's scale and the relationship between and among variables are based on a chi-square ( $\chi^2$ ) and on a coefficient values, respectively.

It was found from the study that :

(1) The leadership behavior of the administrators is related to satisfaction towards work of the employees.

(2) The satisfaction towards works of the employees from a consultative/participative perspective is higher than those resulting from an authoritative and benevolent authoritative ones.

(3) The administrators Process The highest leadership participative behavior.

(4) The majority of the respondents is male, 40 years of ages and less, and has an education of below a Bachelor's Degree level.

(5) The samples are equally satisfied with both the existing and expected leaderships.

(6) The attitudes of the Ratburana MEA employees towards the administrators are that the latter are trying to help and support the advancement of the former and the former are able to easily meet or consult the latter on the operation of the MEA.

(7) Concerning the attitudes of the Ratburana MEA employees toward the administrators expected leadership behavior, it was found that the employee prefer the most the opportunity to conveniently consult the administrators on operation.

(8) The respondents prefer that everybody in the agency is cooperative in working whenever requested.

(9) From the study of the relationship between age and the expected leadership behavior, it was found that age is related to all three leadership behaviors with a statistical significance of .01

(10) From the study of the relationship between sex and the three leadership behaviors, it was found that sex is related to the existing and expected leadership behaviors but not with the satisfaction of the employees.

(11) From this study it was found that the respondents express their opinion that they are very happy and satisfied with their present jobs.

The recommendation resulting from this study is that the administrators should improve their administrative behavior in accordance with what is expected by the employees. That is that the leaders should possess the consultative and participative leadership behaviors.