

THE CORRELATION BETWEEN EMPLOYEE JOB SATISFACTION AND LEADERSHIP
STYLE BY LEADERSHIP PERSONNEL IN MASSAGE BUSINESSES

by

Veronica Henry

Doctoral Study Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Business Administration

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Abstract

Job satisfaction plays a significant role in employee retention outcomes. Therefore, examining factors that contribute to employee job satisfaction is vital to formulating and implementing effective organizational protocols that increase job satisfaction, employee retention, and overall business performance. This study was designed to examine the relationship between leadership style and job satisfaction in massage-based businesses. The research question was as follows: Is there a relationship between job satisfaction and leadership style in massage businesses in Columbia, SC? This study utilized three primary leadership styles: transformational, transactional, and passive/ avoidant. The research question was answered through a quantitative correlational analysis of 169 massage business employees in Columbia, South Carolina. The analysis of the responses received showed a statistically significant relationship between the three primary leadership styles. The study's findings showed a positive relationship between transactional and transformational leadership and job satisfaction and a negative relationship between passive-avoidant leadership and job satisfaction.

Keywords: massage, leadership, job satisfaction, employee retention

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Dedication

I would like to dedicate my work to my husband, William. His love, support, and motivation made this journey possible.

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Section 1: Foundation of the Study

This study was designed to examine the relationship between leadership style and job satisfaction in massage-based businesses. Employee turnover is a sizeable problem in the hospitality industry (Faldetta, Fasone, & Provenzano, 2013). Massage and day spa businesses represent a category of all hospitality businesses. This particular category in the industry is underrepresented in available peer-reviewed studies.

Background of the Problem

Faldetta et al. (2013) identified employee turnover as a significant problem for hospitality industry businesses with citations of a lack of organizational commitment and job satisfaction as the cause of the high turnover rates. Hospitality industry businesses experience issues with employee retention due to the transition of the workforce from manual workers to knowledge workers (Karve & Dias, 2016). Since hiring and retaining great employees is vital to organizational success (Yahya & Tan, 2015), then addressing employee retention issues is a primary concern for hospitality industry businesses.

One of the principal responsibilities of leadership personnel is to help employees reach personal and organizational goals to increase overall productivity and performance. Although there are several types of leadership styles, transformational leadership and transactional leadership are the two most popular in today's business setting (Birasnav, Mittal, & Loughlin, 2015). Transformational leaders are more likely to engage in work activities with their team members to show their contribution and participation in daily operations teamwork. Team members view these types of leaders as role models because they lead by example (Birasnav et al., 2015). Transactional leaders take a more managerial approach to team leadership. They are

more comfortable leading or managing in a hierarchical system and giving rewards or punitive sanctions for work behaviors (Mgeni & Nayak, 2016).

Rothfelder, Ottenbacher, and Harrington (2012) conducted a study on hotel employees in Germany that indicated a strong relationship between leadership behavior and job satisfaction. This study utilized a correlation analysis and multiple regression analysis to measure information gathered through a quantitative survey methodology (Rothfelder et al., 2012). Another study by Kara, Uysla, Sirgy, and Lee (2013) determined that a transformational leadership style is more effective for increasing organizational commitment and enhancing the quality of employees work life. The findings from this study suggest the use of a transformational leadership style as a standard of practice in hospitality industry businesses (Kara et al., 2013).

Massage businesses represent a substantial portion of all hospitality industry businesses (American Massage Therapy Association, 2017). This economic contribution to overall hospitality industry revenue indicates a need for organizational solutions for this sector of commerce. This study seeks to fill the gap in knowledge about the relationship between leadership styles and job satisfaction in massage businesses for use in finding profitable solutions to the problem.

Problem Statement

The general problem to be addressed was selection and utilization of the most effective leadership style by leadership personnel in massage businesses to positively impact employee job satisfaction. Faldetta et al. (2013) identified employee turnover as a significant problem for hospitality industry businesses with citations of a lack of organizational commitment and job satisfaction as the cause of the high turnover rates. The hospitality industry has experienced challenges in fulfilling its labor needs (Pearlman & Shaffer, 2013) resulting in a loss of potential

revenue and shareholder profits. Chikwe (2009) referenced the common estimation that employee turnover can cost one and a half times an employee's income in hospitality industry businesses. Successfully addressing turnover issues with leadership and job satisfaction as primary factors in developing a culture of organizational citizenship behavior. Organizational citizenship behaviors contribute to increased productivity and overall performance (Tinti, Venelli-Costa, Martins Vieira, & Cappelozza, 2017).

The massage sector of the hospitality industry realized approximately twelve billion dollars in revenue in 2015 (American Massage Therapy Association, 2017). Massage businesses provide a substantial contribution to hospitality industry revenue and prove worthy of additional research. The specific problem to be addressed was the selection and utilization of the most effective leadership style by leadership personnel in massage businesses in Columbia, South Carolina to positively impact employee job satisfaction. The focus of this study is to explore current massage business employees' job satisfaction as it correlates to leadership styles and the impact of that leadership on employee commitment.

Purpose Statement

The purpose of this quantitative correlational study was to add to the body of knowledge by expanding the understanding of the effect of leadership style on job satisfaction. This greater problem was examined through studying the relationship between leadership style and employee job satisfaction in massage businesses in Columbia, South Carolina. Massage businesses represent a substantial portion of all hospitality industry businesses (American Massage Therapy Association, 2017). The information obtained from this study could help massage business leaders develop or employ leadership styles that are more conducive to increasing job satisfaction and employee commitment. The information gained from this study could also

prove useful in the development of leadership training programs for massage sector business leaders.

Yahya and Tan (2015) posited that businesses must hire and retain great employees to gain a profit and continue to see fiscal growth year after year. Therefore, there is a significant performance and financial benefit to reducing turnover rates. Two of the crucial factors needed to increase organizational performance through a rise in organizational citizenship behavior is personal job satisfaction and commitment to the organization (Sawitri, Suswati, & Huda, 2016). Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016).

Nature of the Study

Discussion of method. The quantitative research method translates data gathered through polls, surveys, and questionnaires into numerical information that is mathematically measurable (Babbie, 2010). Quantitative research develops knowledge by quantifying complex variables into numerical representations to establish the presence of a connection (O'Dwyer & Bernauer, 2013). In social science, a quantitative approach is helpful because of the ease in studying a larger sample population, a lower probability of personal bias, and it creates greater opportunities for study replication for a greater understanding of the selected phenomena (Babbie, 2010). However, some limitations of quantitative methods include lack of flexibility in discovery, lack of detail on the attitudes and behavior of the subjects, and lack of detail in the often-one-dimensional answer options in questionnaires, surveys, and polls (Singh, 2007). The quantitative method is the best for this study because the researcher seeks to measure two independent and one dependent variable using a survey by assigning a numerical value to establish the presence of a relationship.

Qualitative method. Lichtman (2014) described qualitative research as an ideal method to explore human behavior. Qualitative research does not utilize variables or hypothesis testing (Lichtman) in research analysis, but instead it relies on the researcher's subjective interpretation of the data collected (Alase, 2017). Data collection tools for qualitative research include interviews, focus groups, videos and other visual materials, and field notes (Saldana, 2011). The qualitative method is not useful for this study because of the researcher's desire to establish a relationship between variables as opposed to interpreting human observation of a sample population.

Mixed methods. Mixed methods research includes the use of both quantitative and qualitative tactics for data collection and analyzation (Creswell & Plano Clark, 2017). This approach allows the researcher the opportunity to utilize inferentially and rationalized logic as a practical means by which to analyze data (Creswell & Plano Clark). Although the mixed methods approach can provide more credibility for the research via research triangulation (Hesse-Biber, 2010), integrating the datasets through either convergent, explanatory, or exploratory design may be problematic as it relates to the resources available to complete this study (Creswell, 2014).

Discussion of design. The three research designs for quantitative research are descriptive, causal-comparative, and correlational. Researchers must choose a design that best fits their resources allocation for the study that can also prove or disprove the hypothesis with validity. The primary difference between these research designs is the degree to which the researcher can control the variables of the study (Creswell & Creswell, 2017).

Descriptive. A descriptive research design is observational and nature and is not useful when the researcher intends to authenticate a hypothesis (Anastas, 1999). The descriptive design

is most useful when seeking to describe the sample population to develop a deeper understanding (Heppner, Wampold, Owen, Thompson, & Wang, 2015). Although a descriptive design might work for this study, it is not the best option for this research design. This research study seeks to define the relationship between two variables as opposed to limiting the study to a description of the sample population.

Causal-comparative. The causal-comparative research design allows the researcher to test for the cause of a phenomenon that is already present in the sample population (Mertler, 2018). The independent variable, leadership style, would not be manipulatable in a causal-comparative study (Schenker & Rumrill, 2004). Therefore, we would not be able to examine the effect of transformational and transactional leadership on job satisfaction. Also, this study is not looking to establish cause, but rather the presence of a relationship between the variables.

Correlational. Correlational quantitative studies examine the relationship between two variables and establish that relationship as either positive or negative (Gray, Grove, & Burns, 2013). The correlational research design can also identify relationships between variables that warrant further study (Gravetter & Forzano, 2018). There is also little probability of researcher manipulation given that correlational studies are primarily observational (Gravetter & Forzano).

Nature of the study summary. The method and design of this study was quantitative and correlational. Quantitative research develops knowledge by quantifying complex variables into numerical representations to establish the presence of a connection (O'Dwyer & Bernauer, 2013). This study sought to examine the relationship between leadership style and job satisfaction. The correlational research design was ideal for this study because the researcher wanted to establish a relationship between variables and there was little information available regarding this type of study in the massage sector of the hospitality industry.

Research Question

The research question that this study answered is as follows: Is there a relationship between job satisfaction and leadership style in massage businesses in Columbia, SC? This study required the use of a survey of the sample population to answer this question. Punch (2003) stated that utilizing a quantitative survey instrument to show the relationship between variables is a primary research strategy that should be present in all educational research programs and quantitative research endeavors. A survey design defines the trends and opinions of the sample population in numerical terms (Creswell, 2014). The desired survey tool for this study is Survey Monkey; an online platform that allows users to develop and digitally distribute surveys for participant interaction (Survey Monkey, n.d.). A simple internet search provides numerous options for Likert scale type survey questions about leadership style and job satisfaction.

Information gathered via survey to answer the research question will be useful in addressing the overall hospitality industry problem of employee turnover (Faldetta et al., 2013). Successfully addressing turnover issues with leadership is a primary factor in developing a culture of organizational citizenship behavior. Organizational citizenship behaviors contribute to increased productivity and overall performance (Tinti et al., 2017).

Hypotheses

H_01 : There was no statistically significant relationship between job satisfaction and leadership style in massage businesses in the hospitality industry in Columbia, South Carolina. If the survey responses did not show consistency in respondent job satisfaction as it relates to either transformational or transactional leadership styles, then the null hypothesis was proven.

*H*₁1: There was a statistically significant relationship between job satisfaction and leadership style in massage businesses in the hospitality industry in Columbia, South Carolina. If the survey responses showed consistency in respondent job satisfaction as it relates to either transformational or transactional leadership styles, then this hypothesis was proven, disproving the null hypothesis.

Theoretical Framework

The researcher chose four traditional theories to support the framework for this study. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, and the Attribution Theory of Leadership support the necessity of examining leadership style. Herzberg's Motivation Theory, the Attribution Theory of Leadership, and Maslow's Needs Hierarchy support the need to explore job satisfaction.

Transformational-transactional leadership theory. Leadership style plays a significant role in several human resources and organizational culture factors that impact employees in the work environment (Birasnav et al., 2015). Although there are several types of leadership styles, transformational leadership and transactional leadership seem to be the two most popular in today's business setting (Birasnav et al.). A company's leadership personnel will influence organizational movement. The Transformational-Transactional Leadership Theory divides leadership styles into three categories: transformational, transactional, and laissez-faire (Antonakis & House, 2014). The Transformational-Transactional Leadership Theory indicates that the most productive leaders will demonstrate a blend of both styles of leadership to maximize employee production (Doucet, Fredette, Simard, & Tremblay, 2015).

The researcher focused on transformational and transactional leadership styles for this study. Although this study recognizes a blended leadership approach (Doucet et al., 2015), it

outlines the importance of each leadership style and thus demonstrates the need to study further the impact leadership style has on job satisfaction. The Transformational-Transactional Leadership Theory will help to inform the hypotheses by illustrating the importance of each leadership style.

Transformational leadership. Burns (1978) defined transformational leaders as those who work alongside their respective team members to identify and affect change according to the firm's mission and goals. Transformational leaders are more likely to engage in work activities with their team members to show their contribution and participation in daily operations teamwork. Team members view these types of leaders as role models because they lead by example (Birasnav et al., 2015). Interactions with employees in this manner help to create a positive work environment that encourages employee achievement. Other advantages of utilizing a transformational leadership style are an increase in creativity, input and motivation from organizational leaders, and personalized attention for team members (Birasnav et al.). Bass and Riggio (2006) identified inspirational, considerate, and stimulating leadership as a primary factor to inspire commitment and loyalty within an organization.

Martin (2016) stated that a transformational leadership style is more synonymous with positive performance. Two of the critical factors needed to increase organizational performance through a rise in organizational citizenship behavior is personal job satisfaction and commitment to the organization (Sawitri et al., 2016). Job satisfaction significantly influences employee commitment (Olçer, 2015). Employee commitment is the degree to which employees are connected and bonded to an organization that intrinsically motivates them to work for the organization (Hamidi, Mohammadibakhsh, Soltanian, & Behzadifar, 2017).

A transformational leadership style positively impacts job satisfaction and employee commitment (Ölçer, 2015). This style of leadership offers its greatest impact on employee attitudes commitment to both the leader and the organization (Bass & Riggio, 2006). Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016). Moreover, to experience consistent organizational growth, businesses must recruit and retain quality employees (Yahya & Tan, 2015).

Transactional leadership. Transactional leaders take a more managerial approach to team leadership. They are more comfortable leading or managing in a hierarchical system and giving rewards or punitive sanctions for work behaviors (Mgeni & Nayak, 2016). Many studies examine the adverse impact of transactional leadership, but there are also studies that highlight the value in utilizing this leadership style (Mgeni & Nayak). There is evidence that supports the most efficient use of transactional leadership involves an exchange of employee rewards for outstanding work performance (Mgeni & Nayak).

Though transactional leadership can contribute to organizational performance at the base level of operations, it fails to produce lasting employee motivation beyond the exchange of the work for the reward (Khan, 2017). Without continuous transactional interactions, employees become demotivated and the likelihood of the development of intrinsic motivation decreases (Khan). The work environment is also affected by transactional leadership. Just as employees can earn rewards for their work, they also are susceptible to punishment for performance that does not meet managerial standards (Benjamin, 2016). This type of organizational culture does not have a definite parallel with employee commitment or job satisfaction (Mgeni & Nayak, 2016).

Herzberg's Motivation Theory. Herzberg's Motivation Theory outlines factors present in the workplace that either promote job satisfaction or job dissatisfaction. Herzberg's Motivation Theory identified hygiene factors and motivation factors (Herzberg, Mausner, & Snyderman, 1959). Hygiene factors like pay and benefits, organizational administration, interpersonal relationships in the workplace, quality of leadership, job security, workplace environment, and work/life balance contribute to general job satisfaction when employee perception of each factor is positive (Herzberg et al., 1959). Motivation factors like personal achievement, rank, performance recognition, challenging work, work responsibility, and opportunity for company growth and advancement contribute to high motivation, high job satisfaction, and increased employee commitment (Herzberg et al.).

Sledge, Miles, and Coppage (2008) examined Herzberg's theory in a hotel business in Brazil and found the theory to apply to the hospitality industry business. Herzberg's Motivation Theory supported this study by providing an established model that recognizes the importance of understanding leadership style and its impact on job satisfaction. Job satisfaction is an essential aspect for business leaders to consider in the interest of reducing employee turnover and increasing commitment to the organization.

Maslow's Needs Hierarchy. In 1943, Abraham Maslow developed a motivational theory that presented a pyramid model of five human needs. The first level at the base of the pyramid is physiological needs and then moves up the hierarchy to safety needs, love and belongingness needs, esteem needs, and self-actualization needs (Maslow, 1943). This model defines the order of actions for human motivation. Maslow's theory (1943), suggests that humans could not pursue actions in an additional tier in the pyramid until the previous tier's requirements were met.

When applied to the work environment, Maslow's pyramid offers a parallel for workplace job satisfaction. Level two in Maslow's pyramid model represents safety needs. The question of safety lies in the employees' perception of fear of losing the job if work productivity does not meet the transactional leader's requirements (Benjamin, 2016). If the employee cannot move to actions in tier three of the pyramid's motivators, then lack of safety in tier two will prohibit the employee from moving to actions in tier three: workplace interpersonal relationships. Song, Kim, and Koln (2009) asserted that high-quality interpersonal relationships correlate to an increase in employee commitment and contribute positively to organizational culture. Therefore, Maslow's Needs Hierarchy Theory supports the argument that leadership style has a significant impact on job satisfaction factors and can help or hinder employee productivity.

Attribution theory of leadership. Mitchell, Green, and Wood (1981) developed the Attribution Theory of Leadership which states that factors that leadership personnel contribute to the work environment influence employee performance and subsequent leadership judgment. Leader's attributions to employee performance and employee attributions as a reaction to leadership's reaction to their performance are the basis for this theory (Mitchell et al., 1981). Leaders must be able to judge employee performance based on three dimensions of behavior: distinctiveness, consensus, and consistency (Mitchell et al.). However, the leader must also be able to recognize and adjust leadership attributions when necessary to positively influence employee work output.

Martinko et al. (2018) conducted a study that examined the effect of three variables, including leadership theories and attribution styles on the sample population's perception of the different leadership styles. The study conclusion supported the idea that leadership attribution

did have a direct and interactive effect on perceptions of leadership (Martinko et al., 2018). The Attribution Theory of Leadership supports this study by providing the evidence necessary to prove that leadership style does impact employee perception and performance, thus illustrating the need to define the relationship between leadership style and job satisfaction.

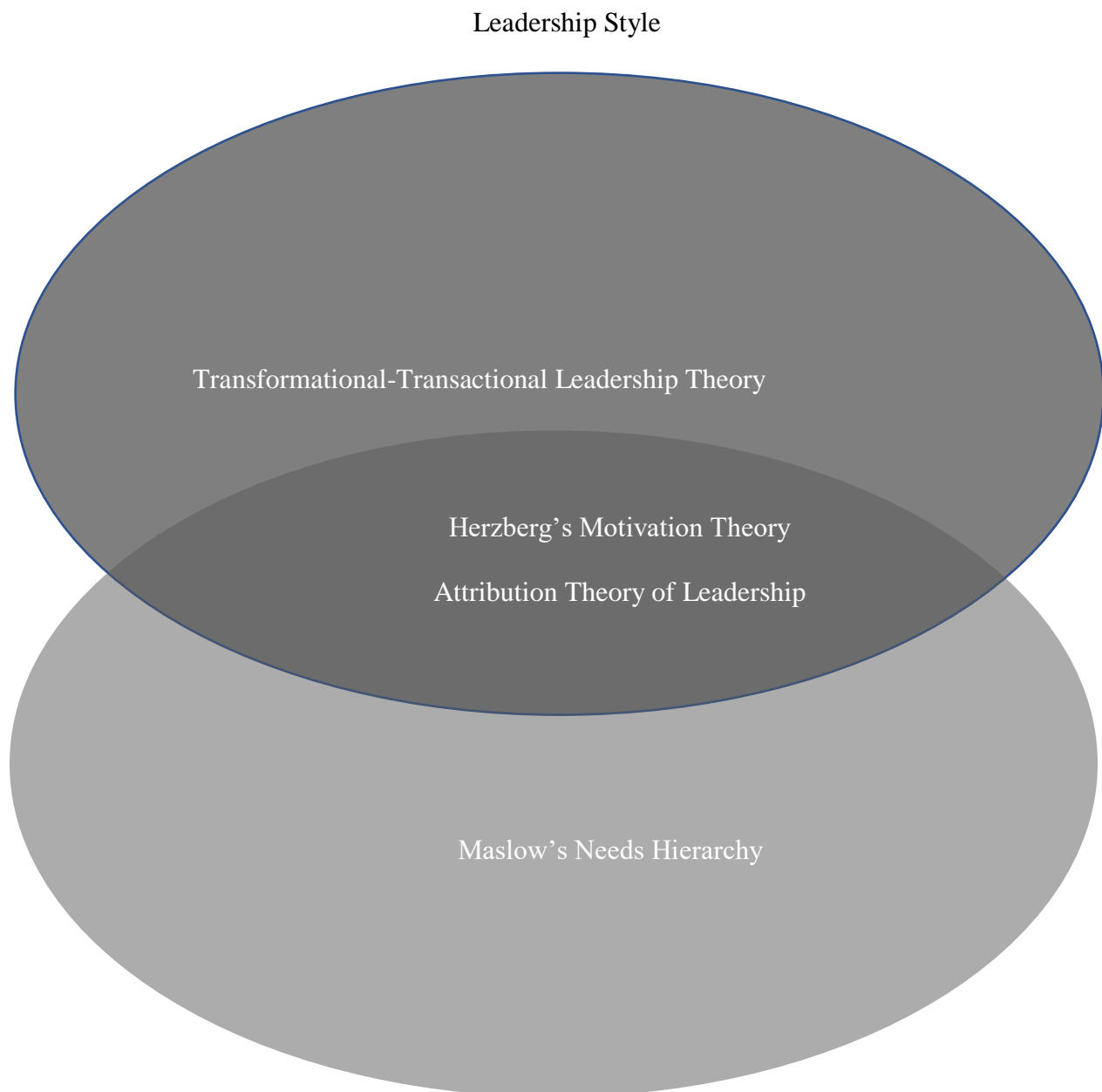


Figure 1. Relationship between theories and variables.

Discussion of relationships between theories and variables. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, and the Attribution Theory of Leadership support the necessity of examining leadership style. The style of leadership and the quality of that style that is present in the work environment impacts employee perception and overall workplace performance (Doucet et al., 2015; Herzberg et al., 1959; Mitchell et al., 1981). Herzberg's Motivation Theory, the Attribution Theory of Leadership, and Maslow's Needs Hierarchy support the need to explore job satisfaction. The contributions that leadership personnel offer to the workplace set the tone for employee security in that environment, which, in turn, sets the stage for workplace performance (Herzberg et al., 1959; Mitchell et al., 1981; Maslow, 1943). Employees must fulfill their workplace security need in order to move into the productivity stage of the work cycle (Maslow).

Summary of the theoretical framework. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, Maslow's Needs Hierarchy, and Attribution of Leadership Theory provide the framework that defines the need for this study. Leadership acumen and job satisfaction in the workplace are necessities for increased organizational performance (Doucet et al., 2015; Herzberg et al., 1959; Mitchell et al., 1981). Businesses in the massage sector of the hospitality industry could benefit from the findings of this study based on these four previous foundational studies.

Definition of Terms

The following definitions provide clarity to the research.

Organizational citizenship behavior: the commitment performance that people demonstrate as a part of an organized structure that is not a part their contractual obligations (Sawitri et al., 2016).

Transactional leadership: refers to a style of leadership where the leader takes a more managerial approach to leadership that is rooted in hierarchical systems, rewards, and sanctions to promote desired work behaviors (Mgeni & Nayak, 2016).

Transformational leadership: refers to a style of leadership where the leader works alongside their respective team members to identify and affect change according to the organization's mission and goals (Burns, 1978).

Assumptions, Limitations, Delimitations

Research assumptions can affect the way that the researcher interprets the study data (Slife & Williams, 1995). Human life experiences can affect the way that people perceive the world and how they respond to certain stimuli in their respective environments (Slife & Williams). Thus, previous life experiences will dictate interpretation of the workplace environment regarding this study. The assumptions for this study focus on the group of participants.

Assumptions. The first assumption is that participants wanted to participate in this study. If participants feel forced to participate in the study it could alter the results of the surveys (Conrad & Serlin, 2006). The research made the study available to potential participants and communicated that participation is not required. The researcher also needed to solicit the services of an independent research assistant to reach out to potential survey participants because the researcher was employed with a massage business in the city and industry of the target demographic and could have posed some influence over the candidate selection pool. The researcher needed to create some distance from the data collection phase of the study to reduce inadvertent influence over study's sample population.

The second assumption was that the participants in the sample population had similar and appropriate job responsibilities as the measure for inclusion in this study. If study participants did not work in a massage-based business in Columbia, South Carolina, then their responses to the survey would have skewed the results based on the study's boundaries. The researcher included the study participant qualifications at the beginning of the survey to minimize the risk of obtaining responses from massage business employees that were outside of the designated study parameters. Also, the survey included a demographic question regarding the location of the massage business with which the participants were affiliated to determine participant eligibility for inclusion in this study.

The third assumption was that the responses given by the participants were honest and reflective of their experiences in their respective workplaces. Survey responses that were not reflective of true and honest experiences would have skewed the results of the study and defeat the purpose of adding to the body of knowledge to expand the understanding of the effects of leadership style on job satisfaction. However, there are previous verified that studies that have determined self-reported data are valid and usable (Brown, Burton, Marshall, & Miller, 2008; Hesselmark, Eriksson, Westerlund, & Bejerot, 2015). The researcher chose the survey question wording in such a matter that allowed for the most authentic and truthful answer on a Likert scale survey. The questions were simple and did not include more than one single subject matter for each question to minimize confusion or misinterpretation.

Limitations. The primary limitation of this study was the sample size regarding location demographics. Limiting the study to just participants in Columbia, South Carolina limited the ability to draw conclusions that are applicable on a national or global scale. There were also resource limitations such as time and funding constraints.

Another limitation to this study was the use of a survey instrument for data collection. Respondents were limited to thought representations that the researcher creates. Utilizing statements with Likert Scale responses leaves little room for interpretation, although helpful for quantifying generalizations (Guthrie, 2010). Furthermore, the data collected from the survey responses were analyzed and interpreted by this researcher with little background in statistical analysis.

Delimitations. The scope of this quantitative study was the effect of transformational and transactional leadership on employee job satisfaction for employees of massage-based businesses in Columbia, South Carolina. The first delimitation for this study was the location of the businesses in which the research participants must work or have worked for inclusion in the study. This location was chosen for the research project because of resource limitation to complete the work. The second delimitation was the choice to focus on transformational and transactional leadership styles. Although there are several types of leadership styles, transformational leadership, and transactional leadership seem to be the most popular in today's business setting (Birasnav et al., 2015).

Significance of the Study

The findings of this study may serve as a necessary step on the pathway to reducing employee turnover in the hospitality industry. The massage sector's substantial contribution to the overall hospitality industry revenue (American Massage Therapy Association, 2017) justifies the need to increase the base of knowledge regarding massage-based businesses. Furthermore, the results from this study may either expand or diminish the reasoning behind leadership theories such as Transformational-Transactional Leadership Theory and Attribution Theory of Leadership as they pertain to massage businesses, acknowledging the necessity of leadership

style selection and the factors that managers and leaders contribute to the work environment (Antonakis & House, 2014; Doucet et al., 2015; Mitchell et al., 1981). The findings from this study may also either justify or denigrate support for these leadership theories in massage-based businesses. Successful support of the leadership theories can help business administrators create and implement more effective leadership training programs and policies to increase financial performance in these types of businesses. If the findings of this study do not align with these leadership theories, then future researchers may have a reference point for future studies involving massage-based businesses.

Reduction of gaps. Although there appears to be extensive peer-reviewed literature regarding the impact of leadership style on hospitality industry businesses, organizational performance, and employee turnover intentions (Doucet et al., 2015; Birasnav et al., 2015; Mgeni & Nayak, 2016; Khan, 2017; Antonakis & House, 2014; Asamoah, Doe, & Amegbe, 2014; Dai, Dai, Chen, & Wu, 2013; Hancock et al., 2013; Kang, Gatling, & Kim, 2015; Kara et al., 2013; Liang, Chang, Ko, & Lin, 2017; Mohr et al., 2012; Rothfelder et al., 2012; Tran, 2017), this researcher was unable to find literature that pertains explicitly to the massage sector of the hospitality industry. This study will help to fill in that gap in the literature. Furthermore, the sample population came from employees in massage-based businesses in Columbia, South Carolina. This researcher was unable to find existing peer-reviewed literature that examines this topic of study using participants from this city and state.

Implications for Biblical Integration. Proverbs 27:23 instructs leaders to be attentive to the state of their groups and attend to their needs. Moreover, the Bible discusses the importance of the type of leader that is necessary to create an atmosphere of increased job satisfaction (Prov. 29:2). Understanding leadership to meet organizational goals is biblical and thus justifies the

need for this study. Understanding the style of leadership that is required to best lead and manage God's people by creating an atmosphere that fosters employee job satisfaction can help with the advancement of God's kingdom in any business setting by increasing organizational performance (Hancock, Allen, Bosco, McDaniel, & Peirce, 2013; Mohr et al., 2012; Tran, 2017).

God's ultimate assignment is the advancement of His kingdom (Van Duzer, 2010). In the Bible, God calls man to be fruitful and multiply (Gen. 1:28), and the multiplication of said fruit is used to advance His kingdom through the creation of wealth (Van Duzer). This study should serve as an integral part of the knowledge base to be useful in the advancement of God's kingdom for this sector of the hospitality industry. Massage business administrators must be able to retain good employees to achieve consistent organizational performance (Yahya & Tan, 2015). Retaining good employees primarily involves creating an organizational culture that promotes individual employee job satisfaction and commitment (Sawitri et al., 2016). Leadership style has a substantial impact on a firm's ability to decrease employee turnover (Dai et al., 2013; Doucet et al., 2015). Therefore, this study is biblically supported and aligns with God's plan for the advancement of His kingdom.

Relationship to Field of Study. The researcher's field of study was Leadership in business. The massage sector of the hospitality industry represents a substantial portion of industry revenue (American Massage Therapy Association, 2017) and therefore warrants additional study. Leadership style does influence a hospitality business's financial performance (Tran, 2017). This study is essential to this field to increase the base of knowledge for massage sector hospitality businesses to be useful in the development of more effective business practices and protocols to achieve organizational goals and meet desired financial performance.

Summary of the Significance of the Study. Hospitality industry businesses are experiencing issues with employee retention due to the transition of the workforce from manual workers to knowledge workers (Karve & Dias, 2016). Since hiring and retaining great employees is vital to organizational success (Yahya & Tan, 2015), addressing employee retention issues is a primary concern for hospitality industry businesses. AlBattat and Som (2013) posited that the employee turnover, from an international perspective, begins when an employee becomes dissatisfied with the work environment and considers finding employment elsewhere. Kim (2014) suggested that support from supervisors and personnel management are important factors in job satisfaction for veteran employees and novices, respectively.

Since overall job satisfaction and employee retention exhibit a positive correlation (Rose & Raja, 2016), then contributing to the existing knowledge regarding job satisfaction is necessary to aid in solving the issues in employee retention that the hospitality industry currently faces. Soukup (2008) hypothesized that completing daily business operations with a high employee turnover rate is costlier than investing in employees and their needs and wants. Massage businesses represent a sector of the hospitality industry that provides a significant contribution to overall industry revenue (American Massage Therapy Association, 2017). Therefore, exploring the massage sector of the hospitality industry is noteworthy. The information gained through this study will provide a more in-depth framework from which to conclude the relationship between leadership style and employee job satisfaction in massage businesses. The assessment of the aforementioned leadership theories regarding massage businesses in Columbia, South Carolina provided more information to advance solutions for the overall issue of employee turnover. The researcher wished to aid massage sector business leaders and educators in the hospitality industry with the knowledge necessary to develop and

refine leadership training programs that are more efficient and effective for massage sector businesses.

Literature Review

This quantitative study to define the correlation between employee satisfaction and leadership style by leadership personnel in massage businesses was inspired by previous researchers' work that has explored this relationship for other types of hospitality industry businesses. The hospitality industry faces a significant problem with employee turnover that impacts industry performance and growth (Faldetta et al., 2013; Karve & Dias, 2016; Crowley, 2012). Previous quantitative studies have demarcated the importance of job satisfaction in employee retention efforts and productivity concerning the style of leadership (Kim & Jogaratnam, 2010; Maier, 2011; Rothfelder et al., 2012). Furthermore, there are studies that support the importance of leadership style and its impact on organizational performance in hospitality businesses (Dai et al., 2013; Kara et al., 2013; Tran, 2017; Liang et al., 2017; Kim, 2014; Kang et al., 2015; Darcishmotevali, Arasli, & Kilic, 2017; Tews, Michel, & Stafford, 2013; Jianxiong, Xin, & Ferns, 2013; Price & Weiss, 2013).

Yahya and Tan (2015) posited that businesses must hire and retain great employees to gain a profit and continue to see fiscal growth year after year. There are significant performance and financial benefits to reducing turnover rates. Two crucial factors to increase organizational performance through a rise in organizational citizenship behavior is a commitment to the organization and personal job satisfaction (Sawitri et al., 2016). Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016).

Four theories provide the framework for this study: The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, Maslow's Needs Hierarchy, and Attribution

Leadership Theory. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, and the Attribution Theory of Leadership support the necessity of examining leadership style. Herzberg's Motivation Theory, the Attribution Theory of Leadership, and Maslow's Needs Hierarchy support the need to explore job satisfaction. Leadership acumen and job satisfaction in the workplace are necessities for increased organizational performance (Doucet et al., 2015; Herzberg et al., 1959; Mitchell et al., 1981).

This literature review defined the general hospitality industry problem of employee turnover and explored how it impacts different sectors of hospitality businesses. Then the researcher examined the literature that defines the relationship between employee turnover and organizational performance. Next, the literature review discussed the importance of job satisfaction including the variable's effect on employee turnover. Then, the researcher cited literature that supports leadership solutions to employee turnover issues.

After discussing literature that supports addressing employee turnover through leadership adjustments, the researcher defined transformational leadership and transactional leadership and cite literature that supports each style of leadership as impactful in business goals including employee turnover and organizational performance. Then this literature review explored the four primary traditional theories to support examining the correlation between job satisfaction and leadership style. The four traditional theories are Transformational-Transactional Leadership Theory, Herzberg's Motivation-Hygiene Theory, Maslow's Needs Hierarchy, and Attribution Theory.

General Hospitality Industry Problem

Faldetta et al. (2013) identified employee turnover as a significant problem for hospitality industry businesses with citations of a lack of organizational commitment and job satisfaction as

the cause of the high turnover rates. Hospitality industry businesses experience issues with employee retention due to the transition of the workforce from manual workers to knowledge workers (Karve & Dias, 2016). Manual workers are a requirement to run the service jobs in hospitality businesses and they are often subjected to dehumanizing, coercive control that impacts their work environments, and thus their turnover intentions (Crowley, 2012). This challenge to fulfilling labor needs has resulted in a loss of potential revenue and shareholder profits estimated at one and a half times an employee's income in a hospitality industry business (Pearlman & Shaffer, 2013; Chikwe, 2009). Since hiring and retaining great employees is vital to organizational success (Yahya & Tan, 2015), then addressing employee retention issues is a primary concern for hospitality industry businesses.

A study by Rehman and Mubashar (2017) examined psychological capital in job stress and employee turnover intention of 200 different hotel employees in Lahore, Pakistan. For the purposes of this study, psychological capital is defined as the degree to which hope, optimism and resilience, and efficacy are evident in employee interactions with job functions (Rehman & Mubashar). The results of the study support a negative correlation between psychological capital and employee turnover intentions with job stress as a primary factor in determining the level of psychological capital (Rehman & Mubashar). Furthermore, middle managers exhibited similar results, while upper-level managers had a higher psychological quotient (Rehman & Mubashar). Job stress contributes to the deterioration of job satisfaction. Employee job satisfaction level is a major contributor to the employee turnover intention (Kim & Jogaratnam, 2010; Maier, 2011).

AlBattat and Som (2013) posited that the employee turnover begins when an employee becomes dissatisfied with the work environment and considers finding employment elsewhere. The way that business leaders manage and interact with their human resources influences how

employees view their work environment, and their intent to stay with the said company or look for employment elsewhere (Bhayo, Shah, & Chachar, 2017). Depending on the size of the business, managers and department leaders will handle most human resources responsibilities. A firm's human resources management practices and employee interactions significantly impact employee turnover (Devi & Krishna, 2016). Organizational leadership and the style of leadership practices employed is vital to individual employee success and overall organizational performance.

Sectors of hospitality industry businesses. The hospitality industry contains service businesses including hotels, theme parks, travel and tourism, and leisure and recreation-focused companies. Firms in the hospitality industry can range in size from small local firms to large global entities. They can also focus on one point of service or many service amenities. The top categories in the hospitality industry are food and beverage, accommodations, travel and tourism, and leisure and recreation services. Approximately thirty-three percent of all global economic activity comes from the hospitality industry (Bharwani & Talib, 2017). Still yet, employee turnover is an industry issue that plagues all sectors of hospitality businesses.

Food and beverage. Foodservice businesses in the United States experience high employee turnover rates (Joung, Choi, & Taylor, 2018), which is the root problem of most major restaurant business issues (Sullivan & Bezos, 2017). Joung et al. conducted a survey to examine the differences in perceived factors, including job satisfaction, organizational commitment, and employee turnover intention in food service businesses. The study findings indicate that management is an integral component in the pursuit of obtaining and retaining committed employees for better organizational performance (Joung et al.). Furthermore, job satisfaction is a

primary factor in employees' perception of the work environment as it influences their employee turnover intentions (Bufquin, DiPietro, Orłowski, & Partlow, 2017).

Restaurant businesses experience a substantial employee turnover rate among hourly employees (DiPietro & Bufquin, 2018). A 2018 study by DiPietro and Bufquin examined the employee turnover intention on hourly employees in a fast-casual restaurant chain in the United States. The study results indicated that the factors that influenced hourly employee turnover intention included employee perception of management's concern for staff, job satisfaction, and organizational commitment (DiPietro & Bufquin). A 2017 study examining the factors that impact employee job satisfaction on wait staff in full-service restaurants in the United States cited manager emotional intelligence and management supports as primary influencers of employee job satisfaction among the study's participants (Han, Kim, & Kang, 2017).

Food and beverage businesses experience employee turnover issues that represent a significant problem for sales performance (Joung et al., 2018; Sullivan & Bezos, 2017; Bufquin et al., 2017; DiPietro & Bufquin, 2017). Job satisfaction is a vital factor in determining employee turnover intention in restaurant businesses (Bufquin et al., 2017). One of the primary influencers of job satisfaction is management presence and support (DiPietro & Bufquin).

Accommodations. The United States hotel industry experiences high turnover issues which impacts brand loyalty and image (Dusek, Ruppel, Yurova, & Clarke, 2014). Qiu, Haobin Ye, Hung, and York (2015) conducted a study on supervisory employees from a hotel business in Shenzhen, China that examined the causes of employee turnover among the study sample population. The results of the study showed career advancement opportunities, connectedness the work environment and the community in which the individual lives, employee wages, and

leadership as factors that had a profound impact on employee turnover intention (Qiu et al., 2015). Both internal and external factors contributed to employee turnover in this study.

A study by Dusek et al. (2014) explored the relationship between new hire service orientation and the employee turnover rate. The study found that service orientation explained up to 30% of the changeability in employee turnover rates for both leaving individual positions for another position within the same company and leaving the company altogether (Dusek et al., 2014). Service orientation is an onboarding activity that is typically overseen or completed directly by management or leadership personnel, thus establishing a link between leadership and employee turnover rates in hotels. Yan (2014) posited that turnover rates in the lower tiers of employment have the highest turnover rates. Subsequently, hourly positions are the ones that typically require management positions for staff guidance and motivation, thus further supporting leadership influence in employee turnover intentions.

Travel and tourism. The travel and tourism sector of the hospitality industry includes businesses that provide options for transportation to tourist attractions. One major component of the travel and tourism sector is travel consulting and tour guides. These hospitality jobs are highly dependent on the season for consumer traffic and the work for these jobs are often paid on commission only which can lead to perceived employee job insecurity (Pang, Kucukusta, & Chan, 2015).

Kim (2014) conducted a study identifying differences in turnover qualifications for new and veteran employees in the travel and tourism sector of the hospitality industry. The findings of the study identified supervisor support and personnel management were essential factors for veteran and novice employees, respectively (Kim, 2014). Kim, Kim, and Yoo (2012) cited supervisory support as a vital factor in career commitment for employee turnover intentions.

A 2015 study by Pang et al. examined variables that impact employee turnover in travel agencies in Hong Kong. The researchers used convenience sampling to select 200 frontline staff to participate in the study. The results showed five independent variables that significantly impacted employee turnover: employee training opportunities, career advancement, job security, job satisfaction, and job hopping (Pang et al., 2015). The findings of this studies indicate the need for appropriate leadership and human resources practices and protocols for travel industry businesses.

Leisure and recreation services. A study by Liu, Zhang, and Liu (2017) examined the link between employee turnover intention and the employee's relationship with the business leader. The study determined that there was a positive correlation between turnover intention if that employee experienced a satisfactory relationship with the leader (Liu et al., 2017). The massage sector of the hospitality industry falls into the leisure and recreation service category. Employee turnover issues plague other sectors of the hospitality industry with the potential for solutions residing in leadership practices (Joung et al., 2018; Dusek et al., 2014; Kim et al., 2012). Therefore, it is reasonable to assume that massage industry businesses face similar issues with the similar potential for solutions in leadership and management protocols and practices.

The massage industry has experienced substantial growth (McNeil & Ragins, 2005), but still faces issues with attracting and keeping quality employees to fill management positions in addition to the front desk staff and support positions (Rothfelder et al., 2012). Massage businesses represent a sector of the hospitality industry that provides a significant contribution to overall industry revenue (American Massage Therapy Association, 2017). The population of massage therapists in the United States is still growing, even if that growth is sluggish (Sweeney, 2016). The ever-growing population of massage therapists means that they will look for

employment at some point in the life cycle of their respective careers. Funk (2013) suggested that there is an increase in massage business franchises in the United States because there is a demand for the services. With such massage based business franchises such as Massage Envy, Hand and Stone Massage and Facial Spa, Massage Heights, Elements, Woodhouse Day Spa and others, this sector of the industry boasts several billions of dollars in national revenue with business models that make franchising increasingly attractive for potential massage business investors (Tice, 2015). More investors in massage businesses equal more opportunities to experience a common industry issue in employee turnover. Thus, requiring solutions so that each business owner can increase the probability of realizing full revenue potential for each organization. Massage businesses provide a substantial contribution to hospitality industry revenue and prove worthy of additional research.

Employee turnover is a significant problem for hospitality industry businesses (Faldetta et al., 2013). Businesses in each of the different sectors of the hospitality industry all experience issues with employee turnover that is caused by low employee job satisfaction (Joung et al., 2018; Sullivan & Bezos, 2017; Dusek et al., 2014; Bufquin et al., 2017; DiPietro & Bufquin, 2017). Some studies cite leadership style and supervisory support as primary indicators of job satisfaction in hospitality organizations (Liu et al., 2017; DiPietro & Bufquin, 2017; Pang et al., 2015; Dusek et al., 2014). Examining the correlation between job satisfaction and leadership style in massage businesses is the next step in expanding knowledge of and finding solutions for employee turnover in hospitality industry businesses.

Employee Turnover and Organizational Performance

Employee turnover is a primary problem for hospitality industry businesses that negatively impacts organizational performance (Faldetta et al., 2013; Soukup, 2008; Mohr et al.,

2012; Manning, Shacklock, Bell, & Manning, 2012). However, some studies do not support employee turnover as the stand-alone factor that is independently detrimental to fiscal performance (Hausknecht & Howard, 2013; Hancock et al., 2013). They suggest that other factors play an essential role in organizational performance that does not have an implicit connection to employee turnover.

Primary problem. Soukup (2008) found that completing daily business operations with a high employee turnover rate is costlier than investing in employees and their needs and wants. Mohr et al. (2012) found a strong negative correlation between operational performance and employee turnover in a study of 114 outpatient healthcare centers. Asamoah et al. (2014) also conducted a study regarding employee turnover and organizational performance in the banking industry in Ghana. The study concluded that higher performing banks also experienced lower turnover rates (Asamoah et al., 2014). A study by Karatepe (2013) examined work embeddedness and its impact on performance and turnover intentions for 174 full-time frontline hospitality industry employees from four- and five-star hotels in Iran. The results of the study suggested that high-performing employees displayed higher demonstrations of work embeddedness including decreased displays of behaviors that indicate intentions of leaving the organization (Karatepe).

A firm's organizational climate describes the characteristics of a workgroup and includes measured factors such as employee turnover which impacts customer satisfaction perceptions, which in turn, affects overall organizational performance (Manning et al., 2012). Employee turnover is a vital workplace issue that can lead to problems in other areas of operation or significantly impact overall business financial gain (Sullivan & Bezos, 2017; Yahya & Tan, 2015).

Alternate view. Alternately, Hausknecht and Howard (2013) posited that employee turnover is a complex issue that is not yet entirely quantifiable, indicating that other factors including proficiencies of leavers and newcomers, time distribution, and positional dispersion can reduce the effects of employee turnover and positively influence organizational performance. Another study by Hancock et al. (2013) noted that employee turnover's impact on organizational performance is also affected by the category of the employee involvement in the turnover action, the size of the organization, and the industry in which the firm operates its primary business.

A 2008 study by Meier and Hicklin examined the potential benefits from employee turnover. The researchers suggested that employee turnover could positively impact organizational culture and performance by providing the opportunity to replace underperforming employees with more productive people and motivate other employees to higher productivity based on the fear of losing their jobs (Meier & Hicklin). The study results indicated that employee turnover could be beneficial, to a degree, if the event does not occur to excess (Meier & Hicklin).

Employee turnover is a primary problem for hospitality industry businesses that negatively impacts organizational performance (Faldetta et al., 2013; Soukup, 2008; Mohr et al., 2012; Manning et al., 2012). However, there are some studies that support an alternate view that suggests that employee turnover is a complex issue that is not yet completely quantifiable (Hausknecht & Howard, 2013) and may not have a significant impact on organizational performance (Hancock et al., 2013). The study by Meier and Hicklin (2008) even supports the idea that employee turnover can have a positive impact on organizational performance. However, either point of view must acknowledge that employee turnover rates are directly related to employee turnover intention. Sometimes the decision is out of the employee's grasp.

However, considering the cost of recruiting and training, employee retention should be a primary concern for business leaders (Yahya & Tan, 2015). Therefore, exploring potential factors to increase job satisfaction should be of interest to business leaders. Thus, supporting the need to examine job satisfaction as a primary variable for this study.

Importance of Employee Job Satisfaction

Yahya and Tan (2015) posited that businesses must hire and retain great employees to gain a profit and continue to see fiscal growth year after year. There are significant performance and financial benefits to reducing turnover rates. Two crucial factors to increase organizational performance through a rise in organizational citizenship behavior is a commitment to the organization and personal job satisfaction (Sawitri et al., 2016). Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016).

Kim and Jogaratnam (2010) examined the job satisfaction and intent to stay of 221 hotel and restaurant employees. The researchers used a survey instrument for data collection from employees that are not classified in supervisory positions (Kim & Jogaratnam). The data indicated that participative decision-making was a good indicator of job satisfaction while supervisory leadership was a good predictor of intent to stay (Kim & Jogaratnam).

Maier (2011) studied the generational differences of 885 hospitality industry employees' perceptions of job dissatisfaction regarding their view of leadership and the impact of that dissatisfaction on their intent to leave the organization. The study completed a 34.3% return rate of the sample population resulting in responses from 511 hourly employees and 374 executive level employees (Maier). The results of the study showed that there was a significant difference in perception of job dissatisfaction regarding their view of leadership and between both generational markers and employment status (Maier).

Another study by Chaudhary, Bidlan, and Darolia (2015) examined the relationship between job satisfaction, psychological capital, and employee turnover intention. A sample of 124 insurance company employees in India included 24 females and 100 males (Chaudhary et al., 2015). Although the results of the study showed a significant positive correlation between psychological capital and job satisfaction and a negative correlation between job satisfaction and employee turnover, there were stark differences in perceived job satisfaction between male and female employees (Chaudhary et al.). These findings indicate that addressing job satisfaction issues might not have a one-fold approach to solving employee turnover issues. Job satisfaction concerns can impact employee turnover or they can affect organizational performance with no interference from turnover rates. Either way, attention to increasing employee job satisfaction can positively impact any of the factors for an overall increase in organizational performance (Rose & Raja, 2016; Sawitri et al., 2016).

Rothfelder et al. (2012) examined the impact of transformational, transactional, and non-leadership styles on employee job satisfaction in the German hospitality industry. The researchers conducted a quantitative study that included a correlation analysis and a multiple regression analysis (Rothfelder et al., 2012). The study's findings concluded that leadership behavior and job satisfaction have a strong correlation with the German hotel employees assessed in the study with significant differences noted between the impact of a transformational leadership style and a non-transformational leadership style on employee job satisfaction (Rothfelder et al., 2012).

Each of these studies sought to examine the relationship between job satisfaction and leadership style to address a significant problem within their respective industries. Faldetta et al. (2013) identified employee turnover as a significant problem for hospitality industry businesses

with citations of a lack of organizational commitment and job satisfaction as the cause of the high turnover rates. The studies support the necessity of increasing attention to solving the problem of employee turnover through addressing leadership style and leadership practices to increase employee job satisfaction, thus positively affecting overall organizational performance.

Leadership Solutions to Employee Turnover

Leadership style does influence a hospitality business's financial performance (Tran, 2017). Kim (2014) suggested that support from supervisors and personnel management are important factors in job satisfaction for veteran employees and novices, respectively. Effective organizational leadership can positively impact overall employee organizational commitment and career fulfillment (Kang et al., 2015). Successfully addressing turnover issues with leadership is a primary factor in developing a culture of organizational citizenship behavior. Organizational citizenship behaviors contribute to increased productivity and overall performance (Tinti et al., 2017).

Darcishmotevali et al. (2017) completed a study examining the relationship between job insecurity and job performance of frontline employees from prestigious hotels in Cyprus. The study's results showed that job insecurity negatively impacted individual job performance (Darcishmotevali et al., 2017). Furthermore, the researchers suggest that supervisor support was an important factor in decreasing the adverse effects of job insecurity, and thus impacting overall employee turnover to the advantage of the organization (Darcishmotevali et al.).

Tews et al. (2013) completed a study with 195 servers from one restaurant chain examining the impact of fun in the workplace on employee performance and turnover. The study concluded that fun in the workplace could have both a positive and negative impact on employee turnover intention and performance, respectively, based on management support and

involvement (Tews et al., 2013). The findings from this study demonstrate the importance of the role of leadership personnel in the workplace. Since managers are responsible for motivating, allowing, or sanctioning activities in the workplace, then the impact that they have on the staff experience is direct and highly influential.

A study by Jianxiong et al. (2013) examined the relationship between job satisfaction and employees' perceptions of leaders' social responsibility via questionnaire survey for luxury hotel employee in Changsha, China. The study found that three primary factors impacted employee job satisfaction: salary, work environment, and work relations (Jianxiong et al., 2013). The study also acknowledges that employee perception was that leaders had a social responsibility in each of the factors as they impacted the employee.

Dai et al. (2013) completed a research study that examined the connection between leadership style and organizational citizenship behaviors in international tourist hotels in Taipei to establish support for determining the best leadership style for productivity in the hospitality industry. The study utilized questionnaires to obtain responses from 358 out of 700 distributed to employees of eight international hotels in Taipei (Dai et al., 2013). The study results showed a positive correlation between a transformational leadership style and organizational commitment and a negative relationship between a transactional leadership style and organizational commitment (Dai et al.).

A study by Kara et al. (2013) examined the idea that a transformational leadership style is more effective than a transactional leadership style in a hospitality industry business. The researchers used a survey instrument to gather information from 443 employees at five-star hotels in Turkey (Kara et al., 2013). The study concluded that a transformational leadership style is more conducive to positive effects on employees for organizational productivity (Kara et al.).

Price and Weiss (2013) studied the relationship between leadership by coaches and peers and the outcomes of individual players and the team in adolescent athletes that participate in a team sport. The researcher assessed coach and teammate transformational leadership behaviors, the perception of confidence, intrinsic motivation, team cohesiveness, and team efficiency in 412 adolescent female soccer players (Price & Weiss). This study proves limited support for transformational leadership theory as the framework for explaining relationships between teammates and leadership and team outcomes (Price & Weiss).

Tran (2017) conducted a study to examine how leadership style effects financial performance of hotel businesses. The quantitative study's sample population was comprised of Chief Executive Officers (CEO) of 36 publicly traded hotel businesses (Tran). Tran's study analyzed vision statements, the age of CEO and tenure with the company, net income, assets and equities over three years. The study found that transformational leaders had a profound impact on financial performance with and the correlation between leadership style and financial performance (Tran). The study's researchers also acknowledged that managerial behaviors, though significant, is not the only indicator of company financial performance (Tran).

Liang et al. (2017) explored the relationship between transformational leadership and employee voice behavior. The researchers utilized a questionnaire to survey 251 Taiwanese hospitality industry employees (Liang et al., 2017). This study's results indicated that transformational leadership encouraged employee engagement and relational identification (Liang et al.).

Leadership style affects organizational performance (Tran, 2017). The way that managers conduct new hire onboarding, train, interact with, motivate, and sanction employees affect the organizational culture and the individual employee experience. That experience then

impacts employee performance (Manning et al., 2012). Appropriate leadership protocols and practices should be important to business owners and managers to maximize productivity. Each of these studies supports the use of leadership style as a primary variable for examination in this study.

Leadership Style

Although there are several types of leadership styles, transformational leadership and transactional leadership seem to be the two most popular in today's business setting (Birasnav et al., 2015). Different styles of leadership offer different rewards and may vary from business to business or industry to industry. There is a benefit to both transformational and transactional styles of leadership.

Transformational leadership. Burns (1978) defined transformational leaders as those who work alongside their respective team members to identify and affect change according to the firm's mission and goals. Transformational leaders are more likely to engage in work activities with their team members to show their contribution and participation in daily operations teamwork. Team members view these types of leaders as role models because they lead by example (Birasnav et al., 2015). Interactions with employees in this manner helps to create a positive work environment that encourages employee achievement. Other advantages of utilizing a transformational leadership style are an increase in creativity, input and motivation from organizational leaders, and personalized attention for team members (Birasnav et al., 2015). Bass and Riggio (2006) identified inspirational, considerate, and stimulating leadership as a primary factor to inspire commitment and loyalty within an organization. Transformational leaders tend to embody all of these traits.

Martin (2016) stated that a transformational leadership style is more synonymous with positive performance. Two of the critical factors needed to increase organizational performance through a rise in organizational citizenship behavior is a personal commitment to the organization and job satisfaction (Sawitri et al., 2016). Job satisfaction significantly influences employee commitment (Olçer, 2015). Employee commitment is the degree to which employees are connected and bonded to an organization that intrinsically motivates them to work for the organization (Hamidi et al., 2017).

A transformational leadership style positively impacts job satisfaction and employee commitment (Olçer, 2015). This style of leadership offers its greatest impact on employee attitudes and commitment to both the leader and the organization (Bass & Riggio, 2006). Job satisfaction also plays a significant role in employee retention outcomes (Rose & Raja, 2016). Moreover, to experience consistent organizational growth, businesses must recruit and retain quality employees (Yahya & Tan, 2015). Retaining those employees by decreased employee turnover intentions requires a commitment to increasing job satisfaction in the workplace.

Literature support for transformational leadership. Transformational leadership has a significantly positive impact on creative self-efficacy and role identity and is moderated by job complexity (Wang, Tsai, & Tsai, 2014). A study by Newman and Butler (2014) investigated the relationship between transformational leadership and performance with respect to individual cultural values. Data collection via survey for this study presented the responses of 398 of employees of four hotels in Zheijang, China (Newman & Butler). The results of this study showed that transformational leadership had some form of positive impact on most employees surveyed no matter the studied cultural values (Newman & Butler).

Slåtten and Mehmetoglu (2015) completed a study examining the relationship between transformational leadership with perceived employee creativity and innovative behavior. The study utilized 345 frontline hospitality industry employees to determine that transformational leadership and employee service creativity significantly influences innovative behavior (Slåtten & Mehmetoglu). Innovative behavior has a substantial impact on organizational performance (Coca & Ştefan, 2016).

Bodenhausen and Curtis (2016) conducted a study on the perceptions of senior student hospitality majors of Generation Y as they embarked upon entering the workforce. The students that had experience in the workforce through internships and externships expressed a desire for work environments with transformational leadership (Bodenhausen & Curtis). The study results supported the use of transformational leadership for increased employee involvement when engaging Generation Y employees.

Transactional leadership. Transactional leaders take a more managerial approach to team leadership. They are more comfortable leading or managing in a hierarchical system and giving rewards or punitive sanctions for work behaviors (Mgeni & Nayak, 2016). Many studies examine the adverse impact of transactional leadership, but there are also studies that highlight the value in utilizing this leadership style (Mgeni & Nayak). There is evidence that supports the most efficient use of transactional leadership involves an exchange of employee rewards for outstanding work performance (Mgeni & Nayak).

Corbin and Alleyne (2014) explored perceptions of a sample of senior managers in hotels in the Caribbean. The study found that a non-transactional leadership style presented a greater opportunity for increased job satisfaction. A study by Kara et al. (2013) also noted the negative effects of a transactional leadership style on employee well-being on the 443 surveyed

employees of five-star hotels in Turkey. However, neither of these studies focus on the hotel's financial performance.

Though transactional leadership can contribute to organizational performance at the base level of operations, it fails to produce lasting employee motivation beyond the exchange of the work for the reward (Khan, 2017). Without continuous transactional interactions, employees become demotivated and the likelihood of the development of intrinsic motivation decreases (Khan). The work environment is also affected by transactional leadership. Just as employees can earn rewards for their work, they also are susceptible to punishment for performance that does not meet managerial standards (Benjamin, 2016). This type of organizational culture does not have a definite parallel with employee commitment or job satisfaction but can positively impact organizational performance (Mgeni & Nayak, 2016).

Performance. Brahim, Ridić, and Judić (2015) explored the effects of a transactional leadership style on employee performance as determined by 132 individuals in Algerian Banking Institutions via survey. The study found that transactional leadership had a positive impact on job performance when coupled with positive rewards for individual performance efforts (Brahim et al., 2015).

A study by Ejere and Abasilim (2013) investigated the impact of leadership style on 184 randomly selected Nigerian workers. The researchers found that a transactional leadership style did not have a substantial positive impact on organizational performance by itself, but rather coupled with transformational leadership style tendencies (Ejere & Abasilim). Similarly, Birasnav (2014) outlined the necessity of a transactional leadership style even if transformational leadership practices must be present for knowledge management and organizational performance as outlined by human resource managers and general managers from 119 service businesses.

The study by Rothfelder et al. (2012) demonstrated a drastic difference in the impact that transactional leadership had on employee job satisfaction versus a transformational leadership style. Transactional leadership showed a negative correlation on the 101 German hotel employees that participated in the survey (Rothfelder et al., 2012). However, Tran (2017) noted the positive impact that transactional leadership had on overall financial performance for publicly traded hotel companies that participated in the study. The dichotomy of the impact that transformational and transactional leadership styles have on an organization is worthy of future study as it pertains to hospitality businesses in the massage sector of the industry.

Attention to leadership style is essential and may differ from business to business or industry to industry. Transformational leaders identify inspirational, considerate, and stimulating leadership that tends to produce organizational commitment and a positive impact on organizational performance (Bass & Riggio, 2006). Transactional leaders operate in a hierarchical system that is based on giving sanctions or rewards for organizational performance (Mgeni & Nayak, 2016). The purpose of this study is to gain a better understanding of the effect of leadership style on job satisfaction through examining the relationship between the two variables. The study will help the researcher discern if one leadership style is more impactful than the other on the dependent variable, job satisfaction.

Theories to Support Research Variables

The researcher chose four traditional theories to support examining the correlation between leadership style and job satisfaction. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, and the Attribution Theory of Leadership support the necessity of examining leadership style. Herzberg's Motivation Theory, the Attribution Theory of Leadership, and Maslow's Needs Hierarchy support the need to explore job satisfaction.

Transformational-Transactional Leadership Theory. The Transformational-Transactional Leadership Theory divides leadership styles into three distinct categories and indicates that the most productive leaders blend transformational and transactional leadership practices for the most effective leadership to maximize employee performance (Antonakis & House, 2014; Doucet et al., 2015). Transformational leadership can increase performance outcomes in unexpected ways (Bass & Riggio, 2006), but transactional leadership practices are necessary for baseline organizational goals (Birasnav, 2014). The combined influence of both styles of leadership could impact employee productivity so the organization can realize its full revenue potential.

In 2017, Alatwi completed a study that reexamined the additive effect of the transformational model as a standalone predictor of organizational performance. The study found that productivity factors like idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are only able to reach maximum total outcome with influence from all three major styles of leadership proving that the additive effect of transformational leadership is an unreliable predictor of maximum performance outcomes when utilized by itself (Alatwi, 2017). The use of a blended style of leadership can help firms both reach primary goals and full earning potential with proper execution of human resource management protocols and practices (Antonakis & House, 2014; Doucet et al., 2015; Bass & Riggio, 2006; Birasnav, 2014).

Herzberg's Motivation-Hygiene Theory. Herzberg's Motivation-Hygiene Theory outlines factors present in the workplace that either promote job satisfaction or job dissatisfaction. Herzberg's Motivation-Hygiene Theory identified hygiene factors and motivation factors (Herzberg et al., 1959). Hygiene factors like pay and benefits, organizational

administration, interpersonal relationships in the workplace, quality of leadership, job security, workplace environment, and work/life balance contribute to general job satisfaction when employee perception of each factor is positive (Herzberg et al.). Motivation factors like personal achievement, rank, performance recognition, challenging work, work responsibility, and opportunity for company growth and advancement contribute to high motivation, high job satisfaction, and increased employee commitment (Herzberg et al.). The motivation factors lend to job satisfaction, and though the hygiene factors do not directly impact job satisfaction, the absence of the hygiene factors contribute to job dissatisfaction (Herzberg et al.).

Romanian job satisfaction was explored in a study by Issa Eid in 2016. The purpose of the study was to empirically determine overall job satisfaction motivator-hygiene factors and the variance of those factors based on gender (Issa Eid, 2016). Although the study found statistical differences between males and females concerning salary as a motivator, other factors such as achievement, recognition, responsibility, advancement opportunities, interpersonal relationships, working conditions, the work itself, and supervisor support were shown to have a profound impact on job satisfaction in both gender groups (Issa Eid).

Supervisory support is a hygiene factor in Herzberg's Motivation-Hygiene Theory (Herzberg et al., 1959). Based on the theory, hygiene factors do not directly add to employee satisfaction, but the absence of hygiene factors can lead to employee dissatisfaction (Herzberg et al.). Islam and Ali (2013) conducted a study examining Herzberg's Motivation-Hygiene Theory on teachers in private sector universities where the results regarding the variable, 'relation with the boss,' rejected Herzberg's theory on supervision and noted that leadership support in this scenario was, indeed, a motivator for job satisfaction.

Sledge et al. (2008) examined Herzberg's Motivation-Hygiene Theory on a sample population of Brazilian hotel employees. The study indicated that most of the sample population displayed no dissatisfaction with management and exhibited increased job satisfaction regarding the theory's motivation and hygiene factors (Sledge et al., 2008). Further review of the, 'supervision/managerial relations' section of the study found that the participants in the study that were dissatisfied with management desired more individualized time with leadership to explore the issues (Sledge et al.). This study further supports the necessity of leadership in the workplace as a construct to influence employee job satisfaction and overall business performance (Kim, 2014; Kang et al., 2015).

Supervisor support. Support from leadership personnel is important to business operations in many ways (Kim, 2014; Kang et al., 2015; Darcishmotevali et al., 2017). The relationship between job satisfaction and supervisor supports is both positive and linear and contributes to overall organizational performance (Uzen & Ozdem, 2017). Supervisor support and practices of the different leadership styles work in collaboration with interpersonal work relationships to create a positive work environment that promotes employee commitment to the overall organizational mission and vision (Hassan, 2012). Commitment to the overall business and its vision positively impacts organizational performance (Sawitri et al., 2016).

Herzberg's Motivational-Hygiene Theory defines the factors necessary for employees to experience job satisfaction in the workplace (Herzberg et al., 1959). Though supervisor support is considered a hygiene factor, it is still paramount to job satisfaction. Employees care about their organizational administration and their interactions with leadership personnel (Islam & Ali, 2013; Sledge et al., 2008; Kim, 2014; Kang et al., 2015; Darcishmotevali et al., 2017; Uzen & Ozdem, 2017; Hassan, 2012).

Maslow's Needs Hierarchy. In 1943, Abraham Maslow developed a motivational theory that presented a pyramid model of five human needs. The first level at the base of the pyramid is physiological needs and then moves up the hierarchy to safety needs, love and belongingness needs, esteem needs, and self-actualization needs (Maslow, 1943). This model defines the order of actions for human motivation. Maslow's theory (1943) suggests that humans could not pursue actions in an additional tier in the pyramid until the previous tier's requirements were met. In the workplace environment, Maslow's needs hierarchy could serve as guidance for leadership practices to motivate individual performance to meet organizational goals.

Physiological needs. Physiological needs are the first level of human requirement for motivation as defined in Maslow's Needs Hierarchy (Maslow, 1943). Examples of physiological needs are air to breathe, food to eat, and sleep. Gyamfi's (2014) study explored how stressors influenced job satisfaction for 200 police officers at Accra North Division of Ghana Police Service. The researcher examined factors such as physical work environment, supervisor support, and role overload. The results of the study showed a negative relationship between physical environment and job satisfaction. There was a positive relationship between supervisor support and job satisfaction (Gyamfi, 2014). Based on the findings of this study, the researchers recommended leadership practices that influenced better addressing physiological needs of the police officers to improve job satisfaction (Gyamfi, 2014). Increasing job satisfaction in this manner could positively impact employee turnover and overall organizational effectiveness amongst the Accra North Division of Ghana Police Service (Sawitri et al., 2016; Rose & Raja, 2016). Similarly, the results of this study could be applied to other industries and organizational environments.

Raus, Haita, and Lazăr (2012) conducted a study investigating Maslow's needs hierarchy and perceived and ideal leadership style in employees of a police school. The purpose of the study was to identify issues and determine effective solutions for managerial practices (Raus et al., 2012). The results of this study showed a slight contradiction in the order of human motivation for the sample population versus Maslow's Needs Hierarchy, however physiological needs proved to be generally more significant than the other four categories (Raus et al.). Furthermore, all groups in the sample population preferred a leadership style that leaned more towards transformational leadership practices (Raus et al.). This study by Raus et al. supports the belief that physiological needs are the primary concern for human motivation and that leadership practices are heavily influential in organizational productivity regarding meeting employee physiological need.

Safety needs. When applied to the work environment, Maslow's pyramid offers a parallel for workplace job satisfaction. Level two in Maslow's pyramid model represents safety needs. The question of safety lies in the employees' perception of fear of losing the job if work productivity does not meet the transactional leader's requirements (Benjamin, 2016). If the employees cannot move to actions in subsequent tiers of the pyramid's motivators, then optimum motivation is unattainable (Maslow, 1943). The lack of safety in tier two will prohibit the employee from moving to actions in tier three: workplace interpersonal relationships. Song et al. (2009) asserted that high-quality interpersonal relationships correlate to an increase in employee commitment and contribute positively to organizational culture. The relationship between employee and leadership personnel counts as a workplace interpersonal relationship (Kang et al., 2015). Therefore, organizational leaders have a paramount responsibility in creating a safe workspace for employees.

A study by Mokoka, Ehlers, and Oosthuizen (2011) attempted to identify influential factors to persuade registered nurses in South Africa to stay with their current employers to dissuade employee turnover. A total of 108 study participants completed a questionnaire instrument of whom approximately 73% had considered or were considering leaving their current positions (Mokoka et al., 2011). The results of the study found that 90% of the study participants considered the most important factors to persuade turnover intention included job security and safety, finances, and management (Mokoka et al.). The researchers in this study determined that Maslow's need hierarchy was proven accurate with this sample population and the first tiers of Maslow's pyramid promoted job satisfaction with the participants of this survey (Mokoka et al.).

Love and belongingness needs. After an employee feels safe within their work environment, the next step in Maslow's Pyramid for motivation is connectivity to the organizational group (Maslow, 1943). The need for acceptance and connectedness within a group contributes to organizational citizenship behavior and thus promotes productivity (Den Hartog, De Hoogh, & Keegan, 2007; Sawitri et al., 2016). A study by Den Hartog et al. (2007) tested the effects of feelings of belongingness on compliant helping within manager-subordinate relationships. The results of the study indicated that managerial charisma impacted employees' feeling of connectedness to the organizational group and determined their level of helping and compliance in accordance with achieving organizational goals (Den Hartog et al.). Employees must be able to self-identify with contributions to the responsibilities of their work environment to move to the next level in Maslow's needs hierarchy (Maslow).

Hershcovis, Ogunfowora, Reich, and Christie (2017) completed two studies examining the extent to which workplace belongingness and embarrassment impact job insecurity. The

researchers examined the mediating effect of incivility from one perpetrator versus two perpetrators. The study results indicated that no matter the number of perpetrators, workplace incivility created job insecurity and affected the employee's ability to connect to the work environment and establish a feeling of belongingness (Hershcovis et al., 2017). This study supports Maslow's Needs Hierarchy and the requirement of the tiers steps being completed in order. The participants in Hershcovis et al.'s study first needed to feel safe in an environment free from incivility before they can create and accept a feeling of belongingness. The leadership personnel in any organizational environment plays an essential role in maintaining a safe work environment (Bhasin, 2014).

Esteem needs. After connecting to the workplace group, employees' next need for motivation is a positive self-view of their individual perceived contribution to the work environment (Maslow, 1943). Yang, Zhang, Kwan, and Chen (2018) conducted a study examining the effects of servant leadership on job satisfaction through the lens of an organization based self-esteem evaluation. As of late, servant leadership is being included in the conversation with major leadership styles like transformational, transactional, and laissez-faire (Yang et al., 2018; Birasnav et al., 2015). Servant leadership achieves productivity through emphasizing moral behavior and addressing the holistic needs of employees which ultimately impacts overall organizational performance (van Dierendonck, 2011; Yang et al., 2018).

Yang et al.'s (2018) study surveyed 199 employees in the People's Republic of China to determine the effects of servant leadership on job satisfaction. The study found that servant leadership positively impacted the job satisfaction of the study participants with a mediating effect of individual employee self-esteem (Yang et al.). Self-esteem is a positive psychological

resource that organizational leaders can employ for increased organizational performance and individual efficacy (Yang et al.).

Self-actualization needs. Self-actualization is at the top of Maslow's pyramid and occurs when a person can fully reach their potential within an organization (Maslow, 1943). Self-actualization is the product of proper motivation throughout the different tiers of the Maslow's needs pyramid. Once an employee reaches the self-actualization stage of performance, the leader must diligently continue to motivate the outstanding employee by observing the employee, providing positive feedback to the employee, allowing the employee to initiate and delegate responsibilities to others, and creating an environment that is conducive to achieving (Atwood, 2018).

Organizational leaders must be able to retain quality employees to reach appropriate financial goals (Yahya & Tan, 2015). If an employee reaches the fourth tier of Maslow's pyramid, then it is safe to assume that they are a quality employee with the potential to contribute to the organization positively. Keeping a quality employee engaged requires consistent motivation from leadership (Atwood, 2018) even though the employee maybe self-motivated. Business leaders still must maintain an environment that is conducive to achieving (Atwood).

Work environment. An organization's internal work environment is made up of the physical workspace, activities within the workspace, and the employee behaviors that result from the activities in the workspace (Karyotakis & Moustakis, 2016). The physical work environment that employees inhabit is important to work performance and overall job satisfaction (Chandra & Priyono, 2016). Leadership personnel has a heavy influence on the internal work environment by establishing standards of practice, implementing policies and procedures and establishing and managing interpersonal relationships with employees. A work environment that is appropriately

managed regarding human resource management can be a catalyst for outstanding overall business performance (Bhasin, 2014).

Attribution Theory. Mitchell et al. (1981) developed the Attribution Theory of Leadership which states that factors that leadership personnel contribute to the work environment influence employee performance and subsequent leadership judgment. Leaders' attributions to employee performance and employee ascriptions as a reaction to leadership's reaction to their performance are the basis for this theory (Mitchell et al., 1981). Leaders must be able to judge employee performance based on three dimensions of behavior: distinctiveness, consensus, and consistency (Mitchell et al.). However, the leader must also be able to recognize and adjust leadership attributions when necessary to positively influence employee work output.

Martinko et al. (2018) conducted a study that examined the effect of three variables, including leadership theories and attribution styles on the sample population's perception of the different leadership styles. The study conclusion supported the idea that leadership attribution did have a direct and interactive effect on perceptions of leadership (Martinko et al.). The Attribution Theory of Leadership supports this study by providing the evidence necessary to prove that leadership style does impact employee perception and performance, thus illustrating the need to define the relationship between leadership style and job satisfaction.

Attribution Theories is centered on causality for certain behaviors to be able to identify why certain actions take place. In the workplace, answering why questions to determine the cause of employee behavior involves examining contribution factors to the internal work environment and the overall organizational culture. Identifying causal attributions can help business leaders understand workplace behavior and use that information to influence future behavior (Gaier, 2015). Any firm that relies on human resources to achieve organizational goals

need leadership personnel to guide productivity. In doing so, leaders and managers are responsible to complete certain business tasks motivate and develop the firm's human resources in pursuit of the overall goal (Tran, 2017; Kim, 2014; Kang et al., 2015; Tews et al., 2013; Dai et al., 2013; Price & Weiss, 2013).

Leadership roles. Business leaders are often responsible for human resource roles, all of which can impact factors of the employee experience including employee turnover and organizational productivity (Knies, Boselie, Gould-Williams, & Vandenabeele, 2015). Leaders are responsible for human resource roles like hiring, training, and staff development. Each role can impact the work environment differently, but also significantly.

Leaders operating in the administrative expert role must manage to recruit and make hiring decisions that will impact employees that are already employed by the organization. This is the first step in the process of meeting organizational goals: hiring the right people to execute daily operations. Diversity in demographic markers and skill level can provide a competitive edge in the marketplace (Yap, Ineson, Tang, & Fong, 2015; Kim, 2017). To the contrary, an environment that is rich in heterogeneity can cause conflict and reduce productivity (Kim, 2017). Leadership personnel have the responsibility of adding people to the work environment that will benefit productivity and positively impact the employee experience because people and interpersonal relationships are primary components of the internal work environment (Karyotakis & Moustakis, 2016; Bhasin, 2014; Den Hartog et al., 2007; Sawitri et al., 2016). It is the responsibility of the leader to manage the workplace in such a way to realize the full benefits of a diverse work culture.

Another part that leaders play in the work environment is the strategic partner role. The responsibilities of strategic partners center on providing employees with the necessary materials

for development to encourage longevity with the organization. Proper training and ongoing education help to prepare employees for work productivity and impacts how they view their positions (Awadzi-Calloway, Awadzi, & Awadzi, 2016). An employee's capital value should increase as they advance in their careers (Harris, Pattie, & McMahan, 2015) and this feat is only achievable through ongoing employee development. Employee development is a practice that leaders must facilitate.

Another essential leadership task is motivating the staff through establishing practices and protocols in the change agent role. Motivation and stimulation are factors that help to create an organizational culture (Mesko Stok, Markic, Bertoncelej, & Mesko, 2010). Leadership personnel must manage the work environment to promote a positive organizational culture as it directly impacts overall performance (Karyotakis & Moustakis, 2016).

The researcher chose four traditional theories to support examining the correlation between leadership style and job satisfaction. The Transformational-Transactional Leadership Theory supports the idea that both styles of leadership can be beneficial to meet organizational goals (Antonakis & House, 2014; Doucet et al., 2015). Herzberg's Motivational-Hygiene Theory outlines the factors in the workplace that either promote job satisfaction or dissatisfaction. Maslow's Needs Hierarchy illustrates human needs that define the order of actions for human motivation. The Attribution Theory of Leadership supports the idea that leadership personnel and their leadership practices are heavy contributors to the work environment, and thus, employee performance. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, and the Attribution Theory of Leadership support the necessity of examining leadership style. Herzberg's Motivation Theory, the Attribution Theory of Leadership, and Maslow's Needs Hierarchy support the need to explore job satisfaction.

Businesses in the massage sector of the hospitality industry could benefit from the findings of this study based on these four previous foundational studies. Understanding the correlation between leadership style and job satisfaction in massage businesses in Columbia, South Carolina is essential to solving the overall industry issue of employee turnover. The influence that leaders have on the work environment is paramount (Mitchell et al., 1981) and either motivates or demotivates employee and overall organizational performance (Herzberg et al., 1959). Meeting employee needs within the work environment will also impact job satisfaction and employee turnover intentions.

Summary

Faldetta et al. (2013) identified employee turnover as a significant problem for hospitality industry businesses with citations of a lack of organizational commitment and job satisfaction as the cause of the high turnover rates. Hospitality industry businesses experience issues with employee retention due to the transition of the workforce from manual workers to knowledge workers (Karve & Dias, 2016). This challenge to fulfilling labor needs has resulted in a loss of potential revenue and shareholder profits estimated at one and half times an employee's income in a hospitality industry business (Pearlman & Shaffer, 2013; Chikwe, 2009).

Approximately 33% of all global economic activity comes from the hospitality industry (Bharwani & Talib, 2017). Still yet, employee turnover is an industry issue that plagues all sectors of hospitality businesses. The hospitality industry contains service businesses including hotels, theme parks, travel and tourism, and leisure and recreation-focused companies. Massage businesses represent a sector of the hospitality industry that provides a significant contribution to overall industry revenue (American Massage Therapy Association, 2017). Even with a substantial contributes to hospitality revenue, there is not much information readily available

about massage business employee turnover factors and statistics. However, with the growth in popularity of massage-based franchises (Tice, 2015), there will inevitably be more opportunities for occurrences of employee turnover issues which will require viable solutions to realize full earning potential.

Employee turnover is a primary problem for hospitality industry businesses that negatively impacts organizational performance (Faldetta et al., 2013; Soukup, 2008; Mohr et al., 2012; Manning et al., 2012). However, some studies do not support employee turnover as the stand-alone factor that is independently detrimental to fiscal performance (Hausknecht & Howard, 2013; Hancock et al., 2013). However, research heavily supports addressing job satisfaction because it is an essential contributor to employee turnover intentions (Sawitri et al., 2016; Rose & Raja, 2016; Kim & Jogaratnam, 2010; Maier, 2011; Chaudhary et al., 2015; Rothfelder et al., 2012). Studies also support adjusting leadership style to impact employee job satisfaction (Tran, 2017; Kim, 2014; Kang et al., 2015; Darcishmotevali et al., 2017; Tews et al., 2013; Jianxiong et al., 2013; Dai et al., 2013; Kara et al., 2013; Price & Weiss, 2013; Liang et al., 2014; Manning et al., 2012).

Although there are several types of leadership styles, transformational leadership and transactional leadership seem to be the two most popular in today's business setting (Birasnav et al., 2015). Burns (1978) defined transformational leaders as those who work alongside their respective team members to identify and affect change according to the firm's mission and goals. Transformational leaders are more likely to engage in work activities with their team members to show their contribution and participation in daily operations teamwork. Transactional leaders take a more managerial approach to team leadership. They are more comfortable leading or

managing in a hierarchical system and giving rewards or punitive sanctions for work behaviors (Mgeni & Nayak, 2016).

The researcher chose four traditional theories to support examining the correlation between leadership style and job satisfaction. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, and the Attribution Theory of Leadership support the necessity of examining leadership style. Herzberg's Motivation Theory, the Attribution Theory of Leadership, and Maslow's Needs Hierarchy support the need to explore job satisfaction.

The Transformational-Transactional Leadership Theory divides leadership styles into three distinct categories and indicates that the most productive leaders blend transformational and transactional leadership practices for the most effective leadership to maximize employee performance (Antonakis & House, 2014; Doucet et al., 2015). Herzberg's Motivation-Hygiene Theory outlines factors present in the workplace that either promote job satisfaction or job dissatisfaction. Herzberg's Motivation-Hygiene Theory identified hygiene factors and motivation factors (Herzberg et al., 1959). Maslow's need hierarchy identified human needs for motivation that must be met in order for optimum, long-lasting motivation (Maslow, 1943). Mitchell et al. (1981) developed the Attribution Theory of Leadership which states that factors that leadership personnel contributes to the work environment influence employee performance and subsequent leadership judgment. Leaders' attributions to employee performance and employee ascriptions as a reaction to leadership's reaction to their performance are the basis for this theory (Mitchell et al., 1981).

Transition

Employee turnover is a sizeable problem in the hospitality industry (Faldetta et al., 2013). Massage and day spa businesses represent a category of all hospitality businesses. This

particular category in the industry is underrepresented in available peer reviewed studies. The massage sector of the hospitality industry realized approximately twelve billion dollars in revenue in 2015 (American Massage Therapy Association, 2017). Massage businesses provide a substantial contribution to hospitality industry revenue and prove worthy of additional research. This study examined the relationship between leadership style and job satisfaction of employees in massage-based businesses in Columbia, South Carolina.

Section 2 of this dissertation will discuss the data assembly of the applied doctoral research project. It will review the role of the researcher and describe the participants of the study. There will also be further discussion of the research design and data collection.

Section 2: The Project

This section will cover the different aspects of the project that examined the correlation with leadership style and job satisfaction of employees in massaged based businesses in Columbia, South Carolina. This segment of the dissertation will cover the role of the researcher and define the participants and sample population of the study. Then the researcher will discuss the research method and design and data collection process. Finally, this section will conclude with an analysis of the data and a discussion of reliability and validity.

Purpose Statement

The purpose of this quantitative correlational study was to add to the body of knowledge by expanding the understanding of the effect of leadership style on job satisfaction. This greater problem was examined through studying the relationship between leadership style and employee job satisfaction in massage businesses in Columbia, South Carolina. Massage businesses represent a substantial portion of all hospitality industry businesses (American Massage Therapy Association, 2017). The information obtained from this study could help massage business leaders develop or employ leadership styles that are more conducive to increasing job satisfaction and employee commitment. The information gained from this study could also prove useful in the development of leadership training programs for massage sector business leaders.

Yahya and Tan (2015) posited that businesses must hire and retain great employees to gain a profit and continue to see fiscal growth year after year. Therefore, there is a significant performance and financial benefit to reducing turnover rates. Two of the crucial factors needed to increase organizational performance through a rise in organizational citizenship behavior is

personal job satisfaction and commitment to the organization (Sawitri et al., 2016). Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016).

Role of the Researcher

The researcher was connected to the massage business industry in Columbia, South Carolina and had immediate access to and influence over potential members of the sample population. Therefore, the researcher acted only as an administrator of the survey instrument for data collection with little to no direct verbal interaction with research participants to avoid imposing accidental research bias. Having a power relationship over many potential research participants can inadvertently place interpersonal relationships over objectivity in the research process and must be avoided to preserve research integrity (Payne & Payne, 2004).

The researcher invited participants to complete the survey via email and social media contact. Although the use of the Internet for data collection is not comprehensive due to a lack of access for all potential participants, the format is increasing in use for scholarly research (Fowler, 2013) and will serve the purpose of reaching participants for this study. Participants also received a request to share the survey with other massage business employees in Columbia, South Carolina that they think would want to participate in the study. The researcher distributed the survey instruments through the Survey Monkey online platform. Finally, the researcher analyzed the data collected from the participants by the survey instrument. The survey instrument used for this study was be a Likert style survey to easily translate opinion statements into a numerical form with strong consistency (Croasmun & Ostrom, 2011).

Participants

The participants in this study were any person that was employed by any massage-based business in Columbia, South Carolina. There were no limits regarding the position held within

the company or any socially identifying demographic markers. The researcher invited participants to complete the survey via email and social media contact. Although the use of the internet for data collection is not comprehensive due to a lack of access for all potential participants, the format is increasing in use (Fowler, 2013) and served the purpose of reaching participants for this study. The surveys distributed for the study allowed the participants to respond anonymously for privacy. The working relationship between the researcher and the participants was minimal as the researcher only administered the survey via the online platform to preserve validity. Research validity depends on the degree to which the information obtained in the study is trustworthy (Taylor, 2013). Therefore, limited participant interaction with the researcher decreased the opportunity to inflict unintentional influence to create bias in the responses the survey questions. Furthermore, the use of participants that did not work directly with the researcher is paramount to increase reliability of the data gathered.

The survey instrument instructions included a participation consent that informs all participants of their right to anonymity and shares with them information about how the data collected will be used. Honesty, trust, and reciprocity are necessary to overcome power inequalities between the researcher and participants (Bryman & Bell, 2015). The participants can also view the research findings now that the study is complete.

Research Method and Design

The method and design of this study were quantitative and correlational. This study examined the relationship between leadership style and job satisfaction. The quantitative research method translates data gathered through polls, surveys, and questionnaires into numerical information that is mathematically measurable (Babbie, 2010). Quantitative research develops knowledge by quantifying complex variables into numerical representations to establish

the presence of a connection (O'Dwyer & Bernauer, 2013). In social science, a quantitative approach is helpful because of the ease in studying a larger sample population, a lower probability of personal bias, and it creates more significant opportunities for study replication for a greater understanding of the selected phenomena (Babbie). A survey instrument will be utilized to gather the data for analysis in this study. The survey will be organized in a Likert style to easily translate opinion statements into a numerical data to establish consistency (Croasmun & Ostrom, 2011). The quantitative method is appropriate to the problem being studied because the researcher seeks to measure an independent variable, leadership style, and a dependent variable, job satisfaction, by assigning a numerical value to the variables to establish the presence of a relationship.

The research design was correlational. Correlational quantitative studies examine the relationship between two variables and establish that relationship as either positive or negative (Gray et al., 2013). The correlational research design can also identify relationships between variables that warrant further study (Gravetter & Forzano, 2018). There is also little probability of researcher manipulation given that correlational studies are primarily observational (Gravetter & Forzano). This study was an ideal fit for the correlational design because the researcher wanted to establish a relationship between leadership style and job satisfaction and there is currently a lack of information regarding leadership style and job satisfaction as it pertains to massage industry businesses. The necessity of further study for the massage sector of the hospitality industry made the correlational design the best fit for the study.

Population and Sampling

The sample for this study came from a population of current and former employees of massaged based businesses in Columbia, South Carolina within the last ten years that the

researcher could access through social media contact either directly or indirectly through other potential survey participants. The survey instrument asked participants to focus on their time working at the massage businesses in Columbia when selecting survey responses. The population is the universe from which the sample size of participants will come from to participate in the study (Levy & Lemeshow, 2013). This type of sample would be classified as a nonprobability sample because each person included in the population did not have the opportunity to participate in the study due to contact methods and time frame to complete the project (Levy & Lemeshow).

Sampling is an essential part of gathering data for research (Lim & Ting, 2013). Utilizing responses from a sample of the desired population allows the researcher to save time and money as opposed to a census while still allowing assessment generalizations about the full population (Lim & Ting). Convenience sampling is a sample design that is made up of people that are easy to reach (Thompson, 2012). Since every response from every participant in this study was be usable for data analysis, convenience sampling was the best design for this project. Applying an additional step was be necessary for this study considering the researcher had an unknown sample size which was completely dependent on the number of people in the population the researcher reached via social media and the population members' choice to participate in the study. However, the data can be separated into subsets such as length of employment, age, race, and gender after data collection.

Quantitative research studies that seek out to test a relationship tend to place a significant emphasis on larger sample sizes (Kumar, 2010). There are approximately twenty massage-based businesses that employ ten or more staff members for normal daily operations in Columbia, South Carolina. Staff members in each business range from approximately 10 to 30 employees

in each firm. The researcher estimated an approximate average of 15 employees per business which created a population size of 300 massage business employees in the study population. The typical internet mediated research survey instrument would garner a 25% - 30% response rate (Sheehan & Hoy, 2006). The researcher anticipated a reach of approximately 75-100 participants based on the researcher's scope of reach through direct invitation. That value nearly doubled via indirect invitation from study participants to other potential participants. Therefore, the anticipated sample frame was 150-200 participants. The researcher needed at least 169 survey responses to achieve a 95% confidence level for accurate proportion estimates. The confidence level represents the probability of confidence in the study findings if the study were repeated (Altman, Machin, Bryant, & Gardner, 2013). Reaching this desired number of total survey responses constructed an approximate 56% nonresponse bias which is above the research expectation of no greater than 40% nonresponse bias for survey research (Fincham, 2008). However, this gave the researcher enough participants to establish accurate mean values with only a required sample size of 52 which gave the researcher enough data to achieve a 95% confidence level in the statistical analysis.

The eligibility criteria for study participants was employment with a massage-based business in Columbia, South Carolina within the last ten years. The employment tenure must be longer than 30 days with no respect to the type of position held within the company. These participant parameters were important to the study because massage business employees have a wide range of demographic markers (American Massage Therapy Association, 2017) and the researcher wanted to encourage participation to gather as many survey responses as possible.

Data Collection

Data collection for this study was derived from participant completion of two survey instruments: The Job Descriptive Index (JDI; Bowling Green State University, 2009) and the Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 1995). Each study participant did take both surveys. The researcher analyzed the data from both surveys to develop a response to the research question.

Instruments.

Job descriptive index. The Job Descriptive Index is a questionnaire style instrument designed to measure employee job satisfaction by asking participants to rate their satisfaction with different aspects of their jobs (Bowling Green State University, 2009). The concepts that the JDI measures are satisfaction with coworkers, satisfaction with the work on the present job, satisfaction with pay, satisfaction with opportunities for promotion, and satisfaction with supervision (Bowling Green State University). The JDI requires that participants identify descriptive words or phrases in response to five questions about each concept with a 'Y' for 'yes' for a positive response, an 'N' for 'no' for a negative response, or '?' if undecided for the many items listed under each question for a total of 72 responses (Bowling Green State University). JDI scoring is divided into subscales where favorable worded items with a 'Y' are worth three points, an 'N' is worth zero points and a '?' is worth one point (Bowling Green State University). Unfavorably worded items award three points for 'N' responses, zero points for 'Y' responses and one point for a '?' response (Bowling Green State University). The final score is calculated by adding the points from the subscales for each item. Omitted questions are treated as a '?' response and scored accordingly (Bowling Green State University). The scale of measurement for the JDI is nominal which is the least limiting scale of measurement and is widely used in

business research (Krishnaswamy, Sivakumar, & Mathirajan, 2009). After participants completed the survey, the JDI scales were scored to determine overall values. Higher values indicate higher levels of satisfaction with that item and, conversely, lower scores indicate lower levels of satisfaction with the measured concept (Bowling Green State University). Score calculation also includes some reverse scoring to ensure accurate reporting results. The JDI has high reliability and validity scores with each facet of the survey earning a Cronbach's coefficient alpha of greater than .80 and significant validity coefficients measured as Pearson correlations (Bowling Green State University).

The JDI was distributed to participants via the Survey Monkey online format for ease of use and the simplicity of compiling the data obtained from the study's participants. The raw data are available with the final research analysis and by request from the researcher. The data produced in this study provided nominal information regarding the job satisfaction variable in this study.

Multifactor leadership questionnaire. The Multifactor Leadership Questionnaire is a set of questions that assess leadership style whether through self-assessment or follower assessment (Bass & Avolio, 1995). The MLQ is a widely popular leadership assessment tool that has been used in many theses, dissertations, and research programs (Pittenger, 2001). Participants in this study used the Rater's Form of the MLQ. The MLQ is a 45-item survey that offers a Likert-scale response system for data assessment. Each statement is designed to measure the propensity towards the different leadership styles: transformational leadership, transactional leadership, and passive/avoidant leadership. For each descriptive statement, the respondent rated the frequency that they have observed the cited behavior in leadership activities. The responses are 0 for 'not at all,' 1 for 'once in a while,' 2 for 'sometimes,' 3 for 'fairly often,' and 4 for 'frequently.'

Once the data were collected, the researcher grouped the survey items by scale: idealized influence attributes, idealized influence behavior, inspirational motivation, intellectual stimulation, individual consideration, contingent reward, management-by-exception active, management-by-exception passive, laissez-faire leadership, extra effort, effectiveness, and satisfaction (Bass & Avolio, 1995). Each item is measured on an ordinal scale that allows for the ranking of the response indicating a greater than or less than scale for each response (Krishnaswamy et al., 2009). Once divided into scales, the researcher added the scores for the responses and divided by the total number of responses for that item, calculating an average score for each. Then the average for each scale was viewed in comparison to the norm tables that come with the MLQ information and permission package. The scores assess the rater's perception of the leadership behavior based on the MLQ responses. This assessment tool holds a reliability range of moderate to good and has shown strong evidence for validity (Pittenger, 2001). The MLQ has high reliability and validity scores with each facet of the survey earning a Cronbach's coefficient alpha of greater than .70 and significant validity coefficients measured as Pearson correlations for transformational and transactional leadership questions (Bass & Avolio, 1995).

The MLQ was distributed to participants via the Survey Monkey online format for ease of use and the simplicity of compiling the data obtained from the study's participants. The raw data are available with the final research analysis and by request from the researcher. The data produced in this study provided ordinal information regarding the leadership style variable in this study.

Data Collection Technique. The Survey Monkey online platform was used to collect data. The researcher invited participants to complete the survey via an email weblink and social

media contact. Participants received a request to share the survey with other massage business employees in Columbia, South Carolina that they thought would want to participate in the study.

Data Organization Technique. The data were secure in the Survey Monkey online platform because the website requires login credentials to access the information (Survey Monkey). The researcher was the only person that had access to this information. The researcher used research logs to keep track of data and emerging understandings that remained in a locked research office for data security. It is not uncommon for unexpected data to emerge in the data organization phase (Olsen, 2011) and an easily labeled journal is the more simple and effective organization technique for the researcher.

Data Analysis

The independent variable of this study was leadership style. The Multifactor Leadership Questionnaire (MLQ) provided ordinal data from participants for analysis. The dependent variable of this study was job satisfaction. The Job Descriptive Index (JDI) provided nominal data from participants for analysis.

Table 1

Variables and Corresponding Surveys

Variable	Survey Instrument	Type of Data
Leadership Style	MLQ	Ordinal
Job Satisfaction	JDI	Nominal

Faldetta et al. (2013) identified employee turnover as a significant problem for hospitality industry businesses with citations of a lack of organizational commitment and job satisfaction as the cause of the high turnover rates. Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016). Leadership style plays a significant role in several human resources and organizational culture factors that impact employees in the work environment (Birasnay et al., 2015). A company's leadership personnel will influence

organizational movement. The style of leadership and the quality of that style that is present in the work environment impacts employee perception, employee turnover, and overall workplace performance (Doucet et al., 2015; Herzberg et al., 1959; Mitchell et al., 1981). Therefore, exploring the correlation between job satisfaction and leadership is a logical progression in the promotion of overall organizational performance.

Previous quantitative studies have demarcated the importance of job satisfaction in employee retention efforts and productivity concerning the style of leadership (Kim & Jogaratnam, 2010; Maier, 2011; Rothfelder et al., 2012). Although there is extensive literature regarding the impact of leadership style on hospitality industry business performance and employee turnover intentions, the researcher has been unable to find literature that pertains to the massage sector of the industry. This study will help to fill in that gap in the literature starting with a convenience sample of participants near the researcher's residence.

The research question that this study answered is as follows: Is there a relationship between job satisfaction and leadership style in massage businesses in Columbia, SC? The findings of this study may serve as a necessary step in the pathway to reducing employee turnover in the hospitality industry. The massage sector's substantial contribution to the overall hospitality industry revenue (American Massage Therapy Association, 2017) justifies the need to increase the base of knowledge regarding massage-based businesses. The hypothesis states that there is a significant relationship between job satisfaction and leadership style in massage businesses in the hospitality industry in Columbia, South Carolina. The null hypothesis states that there is no statistically significant relationship between job satisfaction and leadership style in massage businesses in the hospitality industry in Columbia, South Carolina. Proving either hypothesis can provide business leaders in the massage sector of the hospitality industry with

more information with which to make informed leadership decisions in the pursuit of optimal organizational performance.

Statistical Package for Social Sciences (SPSS) Software was the computer program the researcher used for comprehensive data analysis. The researcher incorporated descriptive and inferential statistics in the data analysis for this study. Descriptive statistics provide a summary of characteristics of the sample population to assist with making research inferences from the data collected (Brown & Saunders, 2007). The descriptive analysis included measures of mean, median, and mode, frequency distributions, and variance based on participant responses and demographic breakdown. A correlation analysis was utilized to determine statistical significance with an alpha level of .05, which gives us the standard confidence interval of 95% (Lacort, 2014). The researcher also used a multiple regression analysis and t-test. Multiple regression analysis is a statistical process that is used to estimate relationships between one dependent variable and two or more independent variables (Morgan, Leech, Gloeckner, & Barrett, 2013). T-tests were used to assess the means of two groups to predict the chance of the event occurring at any given time (Morgan et al., 2013). Reliability and validity of statistical tests were confirmed by analyzing a residual plot of standardized residuals and predicted values.

The decision to accept or reject the null hypothesis came from post hoc testing to obtain inferential statistics. Inferential statistics provide information the researcher uses to judge the validity of the data gathered for general inferences of the population being studied (Brown & Saunders, 2007; Lacort, 2014). These descriptive and inferential statistics was assessed for both the JDI and MLQ

The data gathered from the JDI were analyzed overall and displayed age, gender, and length of time employed with the business. The data gathered from the MLQ were analyzed

overall and in categories of age, gender, and length of time employed with the business. The researcher then utilized the Pearson product-moment correlation coefficient via SPSS to determine the connection, if any, between the dependent and independent variables. The Pearson product-moment correlation coefficient is a formula used to show the linear correlation between an independent and a dependent variable (Calmorin, 1997). Job satisfaction was the dependent variable and leadership style was the independent variable for this study.

Reliability and Validity

The JDI and MLQ are both established data collection tools that have been extensively tested for both discriminant and convergent validity (Bowling Green State University, 2009; Bass & Avolio, 1995). Chronbach's coefficient alpha is an instrument of measurement that is used to indicate the relativity of the JDI and MLQ to similar scales (Bowling Green State University; Bass & Avolio).

Testing of the subscales of the JDI resulted in Chronbach coefficient alphas of .90, .88, .91, .92, .92, and .92 for the JDI facets of work, pay, promotion, supervision, co-workers, and job in general, respectively (Bowling Green State University). Chronbach's coefficient alpha of equal to or greater than .80 are highly reliable (Bowling Green State University). The general consistency of the coefficient alpha scores indicates a high level of validity (Bowling Green State University).

The MLQ has been revised several times since its development in 1985 (Bass & Avolio, 1995). However, the questionnaire's refinements have not negated the significance or relevance of the theories tested using the instrument (Bass & Avolio). The coefficient alphas for the MLQ transformational leadership subscales are .89, .76., .86, and .89 for idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, respectively

(Bass & Avolio). The coefficient alphas for the MLQ transactional leadership subscales are .89, .73, .73, and .79 for contingent reward, management-by-exception active and passive, and laissez-faire, respectively (Bass & Avolio). The general consistency of the coefficient alpha scores, which are all above .70 indicates high levels of validity (Bass & Avolio).

Measuring validity in quantitative research ensures that the researcher gathers appropriate data to answer the research question (Muijs, 2010). However, there are some assumptions that, if misread, could alter the study's findings. Research assumptions can affect the way that the researcher interprets the study data (Slife & Williams, 1995). The first assumption was that participants wanted to participate in the study. Participation in this study was not mandatory. However, the researcher was employed with a massage business in the city and industry of the target demographic for this study, additional measures may be necessary to ensure that the researcher had sufficient distance from the data collection phase of the study to reduce inadvertent influence over the study's sample population. The second assumption was that the responses given by the participants are honest and reflective of their experiences in their respective workspaces. Survey responses that were not reflective of true and honest experiences would have skewed the results of the study and defeat the purpose of adding to the body of knowledge to expand the understanding of the effects of leadership style on job satisfaction. However, there are previous verified studies that have determined self-reported data are valid and usable (Brown et al., 2008; Hesselmark et al., 2015).

Measuring reliability in quantitative research ensures that the researcher can apply the analyzed findings of the data from the sample set to the whole population (Muijs, 2010). A limitation of the study was the use of a survey instrument for data collection. Utilizing statements with Likert Scale responses leaves little room for interpretation, although helpful for

quantifying generalizations (Guthrie, 2010). Furthermore, the data collected from the survey responses was analyzed and interpreted by this researcher with little background in statistical analysis. Another notable limitation of the study was the sample size location demographics. Limiting the study to just participants in Columbia, South Carolina limited the ability to draw conclusions that are applicable on a national or global scale. There were also resource limitations such as time and funding constraints.

Section 3: Application to Professional Practice and Implications for Change

This section of the dissertation will present an overview of the study. The researcher will then present the findings from the study and discuss a practical application to professional practice. Finally, the researcher will make recommendations for further study and propose recommendations for actions for ways to implement the recommendations.

Overview of the Study

Faldetta et al. (2013) identified employee turnover as a significant problem for hospitality industry businesses with citations of a lack of organizational commitment and job satisfaction as the cause of the high turnover rates. Since hiring and retaining great employees is vital to organizational success (Yahya & Tan, 2015), then addressing employee retention issues is a primary concern for hospitality industry businesses. Leadership style does influence a hospitality business's financial performance (Tran, 2017). Kim (2014) suggested that support from supervisors and personnel management are important factors in job satisfaction for veteran employees and novices, respectively. Effective organizational leadership can positively impact overall employee organizational commitment and career fulfillment (Kang et al., 2015). The general problem to be addressed is selection and utilization of the most effective leadership style by leadership personnel in massage businesses to positively impact employee job satisfaction. The purpose of this quantitative correlational study is to add to the body of knowledge by expanding the understanding of the effect of leadership style on job satisfaction.

This quantitative correlational study sought to examine the relationship between leadership style and job satisfaction via the administration of the Job Descriptive Index (JDI) and the Multifactor Leadership Questionnaire (MLQ) to study participants for response analyzation. Permission from Mind Garden, Inc. and Bowling Green State University was obtained to use the

MLQ and JDI questionnaires, respectively. The researcher invited study participants through direct and indirect invitation via social media platforms to complete the surveys. The study population consisted of current and former employees of massaged based businesses in Columbia, South Carolina within the last 10 years. The Survey Monkey online platform was used to collect the data. The survey responses were recorded as anonymous. Statistical Package for Social Sciences (SPSS) Software is the computer program that was used for the comprehensive data analysis. The research question for this study is – Is there a difference in job satisfaction based on leadership style in massage businesses in Columbia, South Carolina? The study's findings show a positive relationship between transactional and transformational leadership and job satisfaction and a negative relationship between passive-avoidant leadership and job satisfaction.

Presentation of the Findings

This research study's findings include both descriptive and inferential statistics. The descriptive statistical analysis includes measures of central tendency, frequency distributions, and demographic percentages based on age, length of time working with the massage business, and gender. Descriptive statistics provide a summary of characteristics of the sample data which can assist in making research inferences from the collected data (Brown & Saunders, 2007).

Table 2 illustrates the demographic profile for participants of this study. The results show that of all 169 participants, 21.3% were male and 78.7% were female. Most participants (65.1%) were between the ages of 25 and 44. Employment duration ranged from less than one year to more than ten years with the majority (53.9%) being employed between two to six years.

Table 2

Demographic Profile of the Participants

		n	%
Gender	Male	36	21.3
	Female	133	78.7
Age (years)	18 – 24	33	19.5
	25 – 34	81	47.9
	35 – 44	19	17.2
	45 – 54	21	12.4
	55 – 64	3	1.8
	65 or more	2	1.2
Employment duration (years)	Less than 1 year	44	26.0
	2 – 4	50	29.6
	4 – 6	41	24.3
	6 – 8	13	7.7
	8 – 10	14	8.3
	More than 10	7	4.1

The survey results were scored using the scoring instructions appropriate to the JDI and MLQ. For the JDI scale, the overall job satisfaction score was computed by adding the total score for each dimension of JDI: work itself, pay, promotion, supervision, job in general, and coworkers. While aggregating, consistency regarding the number of items in each facet was retained by multiplying the total score of opportunity for promotion and pay facet of JDI. This is because all other dimensions have 18 items while pay and opportunity for promotion have nine items. This aggregate score for overall job satisfaction is the dependent variable in the study.

For MLQ scale, survey items were grouped by dimensions of MLQ as: idealized influence attributes, idealized influence behavior, inspirational motivation, intellectual stimulation, individual consideration, contingent reward, management-by-exception active, management-by-exception passive, laissez-faire leadership, extra effort, effectiveness, and satisfaction (Bass & Avolio, 1995). Then, those responses were aggregated to determine scores for the three primary leadership categories: Transformational, Transactional, and Passive

Avoidant. The primary leadership categories are the three independent variables in this study. Table 3 presents descriptive statistics summary of measures of aggregated responses of primary leadership categories for MLQ. The standard deviation is a statistical measure that determines the spread of a data around the determined average of the data set between the approved range (Morgan et al., 2013). The lower standard deviations listed in Table 3 indicate that the MLQ scores for the three primary leadership styles are close to the mean. This means that the data are constant in a normal distribution.

Table 3

Descriptive Statistics of Management Leadership Quality (MLQ) Scale

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational	169	.00	4.00	2.236	.900
Transactional	169	.00	4.00	2.085	.496
Passive / Avoidant	169	.00	4.00	1.749	.862

Table 4 shows the descriptive statistics for job satisfaction for each of its dimensions and the overall satisfaction obtained after aggregation of coded and scored JDI scale responses. The use of summary measures like mean and standard deviation is appropriate because the aggregated scores of responses to the JDI scale generate an interval scale to indicate respondent's satisfaction scores (Morgan et al., 2013). Figure 2 displays the histogram of the overall job satisfaction scores. The distribution of job satisfaction scores shows a fairly symmetric bell shape with no obvious extreme scores. The higher standard deviation calculations of each job satisfaction dimension as indicated in Table 4 indicate a wider spread of the data set. Although the data are dispersed over a wider range, the distribution is still normal.

Table 4

Descriptive Statistics of Satisfaction Components and Overall Satisfaction

Satisfaction dimension	N	Minimum	Maximum	Mean	Std. Deviation
People (Coworkers)	169	.00	54.00	34.266	12.546
Income (Pay)	169	.00	27.00	8.017	7.689
Promotion opportunities	169	.00	27.00	8.728	6.948
Supervision	169	.00	54.00	32.402	15.790
Work	165	.00	54.00	29.812	12.325
Job in General	169	.00	54.00	35.177	12.405
Overall Satisfaction	165	5.00	313.00	165.758	57.319

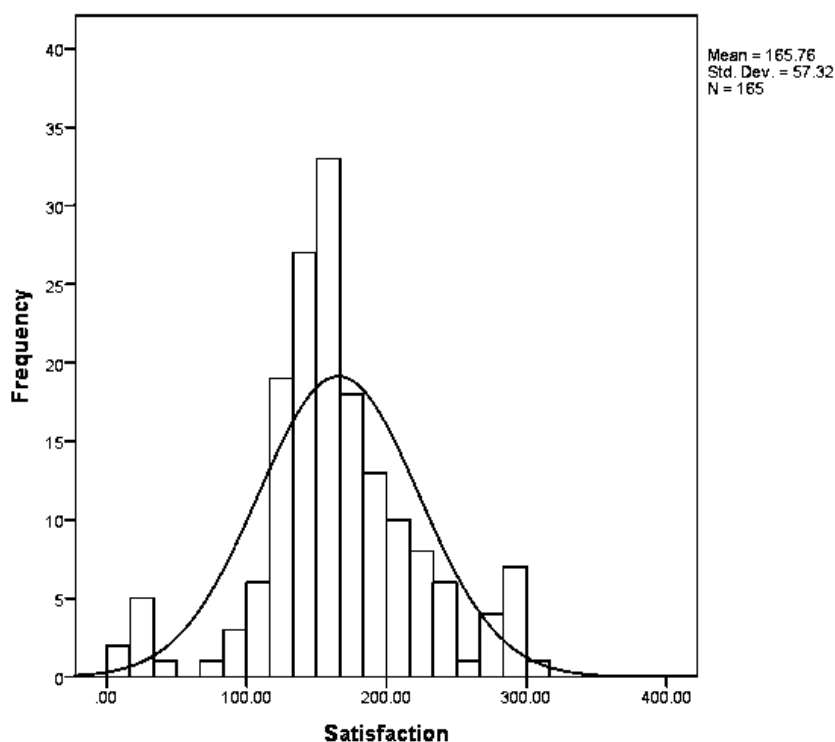


Figure 2. Histogram of the distribution of job satisfaction scores.

Inferential statistics help the researcher develop conclusions about a population that extends beyond the data that are immediately available from a study sample (Brown & Saunders, 2007).

Table 5 shows the correlation coefficient of job satisfaction with each primary leadership style for both Pearson's and Spearman's correlation analyses. All three leadership styles showed a significant correlation with job satisfaction ($p < .05$). Transformational leadership style had a significant positive correlation with job satisfaction ($r = .929, p < .001$). Transactional

leadership style had a significant positive correlation with job satisfaction ($r = .445, p < .001$). Passive/avoidant leadership style showed a significant negative correlation with job satisfaction ($r = -.578, p < .001$). Therefore, it can be concluded that there is a statistically significant relationship between job satisfaction and leadership style in massage businesses in Columbia, South Carolina.

Table 5

Correlation of Satisfaction with Leadership Dimensions

	Correlation			
	Pearson (r)	p	Spearman (r)	P
Transformational	.929	<.001	.899	<.001
Transactional	.445	<.001	.388	<.001
Passive/Avoidant	-.578	<.001	-.465	<.001

A multiple regression analysis was performed to test the significance of the predictive effect of leadership style on job satisfaction. Multiple regression analysis is a statistical process that is used to estimate relationships between one dependent variable and two or more independent variables (Morgan et al., 2013). The regression model had a high R squared ($= .951$) indicating that leadership style explains 95.1% of the total variance in job satisfaction. The overall model was statistically significant ($F(3,141) = 916.246, p < .001$). Table 6 below presents the estimates of effects of each dimension of leadership style on job satisfaction. T-tests are used to assess the means of two groups to predict the chance of the event occurring at any given time (Morgan et al., 2013). Results of the t-test confirmed that all three leadership styles have significant effects on job satisfaction ($p < .05$). Transformational and transactional leadership styles had a significant positive effect on job satisfaction (transformational – $b = .971, t(141) = 24.768, p < .001$; transactional – $b = .138, t(141) = 2.247, p = .026$). Passive/avoidant leadership style had a significant negative effect on job satisfaction ($b = -.185, t(141) = -5.051, p = .013$).

Table 6

<i>Estimated Effects of Leadership Dimensions on Satisfaction and Tests of their Significance</i>							
	β	Standardized β	t	P value	95% CI for β		VIF
Intercept	.179		1.947	.053	-.003	.360	
Transformational	.971	.858	24.768	<.001	.894	1.049	3.468
Transactional	.138	.068	2.247	.013	.017	.260	2.682
Passive Avoidant	-.185	-.145	-5.051	<.001	-.257	-.112	2.389

Figure 3 is a histogram of the distribution of the standardized residuals of the multiple regression model. The histogram indicates a symmetric distribution of the standardized residuals with all observations within the range of -3 to +3. This implies that the regression model effects are not adversely affected by any statistical outliers. Figure 4 is a residual plot of standardized residuals and predicted values. The residual plot does not indicate any non-linear or cone-shaped pattern so there is no violation of linearity or constant error variance assumptions to run multiple regression analysis. Therefore, the multiple regression model and effects are valid and reliable.

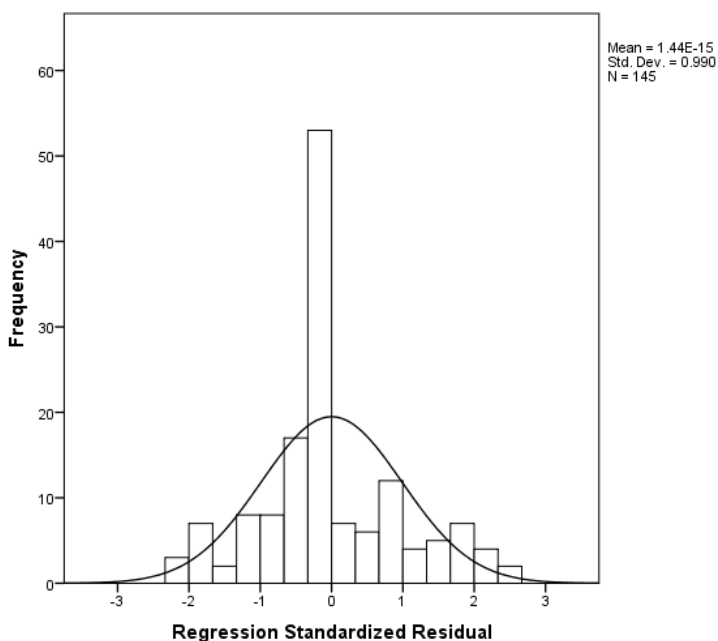


Figure 3. Histogram of standardized residuals.

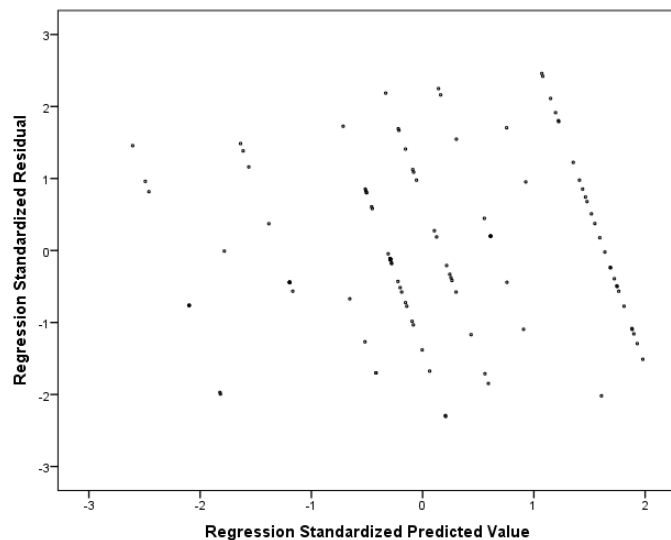


Figure 4. Residual plot of standardized residual and standardized predicted value.

The results of both the correlation and regression analyses indicate that there is a statistically significant relationship between leadership style and job satisfaction in massage businesses in Columbia, South Carolina. This means that leadership style has significant predictive effects on job satisfaction. Transformational and transactional leadership has a positive effect on job satisfaction while passive/ avoidant has a negative effect on job satisfaction. The research question for this study is – Is there a difference in job satisfaction based on leadership style in massage businesses in Columbia, South Carolina? The study’s findings show a positive relationship between transactional and transformational leadership and job satisfaction and a negative relationship between passive-avoidant leadership and job satisfaction. Thus, indicating a statistically significant relationship between the variables. The results of this study support a positive response to the research question and a rejection of the null hypothesis.

Relation of findings to previous studies. The findings of this study are also consistent with some previous studies examining job satisfaction and leadership style. Erkutlu (2008)

conducted a study examining the influence of leadership behaviors on organizational and leader effectiveness for hospitality industry employees in 60 boutique hotels. The researcher used the MLQ and the JDI to assess leadership behaviors and employee job satisfaction levels, respectively (Erkutlu). Erkutlu's findings also indicated a significant relationship between the variables. Hancock (2010) conducted a study that examined the leadership behaviors that enhance job satisfaction. Hancock used the MLQ, JDI, and other assessment tools. Hancock's study is quantitative correlational and found that transactional behaviors have a positive correlation with work, supervisor, and promotions facets of the JDI dimensions while transformational behaviors have a positive correlation with overall job satisfaction, pay, and promotion facets of the JDI dimensions (Hancock). The consistency of the acknowledgement of the importance of utilizing both transformational and transactional leadership styles through assessments by the JDI and MLQ further validates the findings of this study with similar findings.

Although there are several types of leadership styles, transformational leadership and transactional leadership seem to be the two most popular in today's business setting (Birasnav et al., 2015). Different styles of leadership offer different rewards and may vary from business to business or industry to industry. The results of this study support the use of both transformational and transactional leadership styles. Transformational leaders identify inspirational, considerate, and stimulating leadership that tends to produce organizational commitment and a positive impact on organizational performance (Bass & Riggio, 2006). Transactional leaders operate in a hierarchical system that is based on giving sanctions or rewards for organizational performance (Mgeni & Nayak, 2016). This study supports the use of

both styles of leadership in massage businesses in Columbia, South Carolina as a positive impactor of job satisfaction.

Link to theoretical framework. The researcher chose four traditional theories to support the framework for this study. The Transformational-Transactional Leadership Theory, Herzberg's Motivation Theory, and the Attribution Theory of Leadership support the necessity of examining leadership style. Herzberg's Motivation Theory, the Attribution Theory of Leadership, and Maslow's Needs Hierarchy support the need to explore job satisfaction. The Transformational-Transactional Leadership Theory indicates that the most productive leaders will demonstrate a blend of both styles of leadership to maximize employee production (Doucet et al., 2015). The statistically significant positive relationship between job satisfaction and the transformational and transactional leadership styles is consistent with the Transformational-Transactional Leadership Theory.

Herzberg's Motivation Theory outlines factors, including quality of leadership, that either promote job satisfaction or job dissatisfaction (Herzberg et al., 1959). Quality of leadership was quantified in this study through the leadership style classifications. The results of this study are consistent with Herzberg's Motivation Theory because it supports quality of leadership as either a promoter or detractor job satisfaction.

Maslow's Needs Hierarchy indicates that leadership style has a significant impact on job satisfaction factors and can help or hinder employee productivity (Maslow, 1943). The results of this study are consistent with Maslow's Need Hierarchy. The statistically significant relationships between job satisfaction and the three leadership styles as outlined by the MLQ are consistent with Maslow's Needs Hierarchy. The Attribution Theory of Leadership states that factors that leadership personnel contribute to the work environment influence employee

performance (Mitchell et al., 1981). Two crucial factors to increase organizational performance through a rise in organizational citizenship behavior is a commitment to the organization and personal job satisfaction (Sawitri et al., 2016). Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016). The results of this study are consistent with the Attribution Theory of Leadership as it outlines the statistical significance of leadership style on job satisfaction in the work environment.

Results Summary

This quantitative correlational study sought to examine the relationship between leadership style and job satisfaction via the administration of the Job Descriptive Index (JDI) and the Multifactor Leadership Questionnaire (MLQ) to study participants for response analyzation. The research question for this study is – Is there a difference in job satisfaction based on leadership style in massage businesses in Columbia, South Carolina? The study's findings show a statistically significant positive relationship between transactional and transformational leadership and job satisfaction and a statistically significant negative relationship between passive-avoidant leadership and job satisfaction. This means that leadership style has significant predictive effects on job satisfaction. The results of this study support a positive response to the research question and a rejection of the null hypothesis. The findings of this study are also consistent with some previous studies examining job satisfaction and leadership style.

Applications to Professional Practice

The purpose of this quantitative correlational study is to add to the body of knowledge by expanding the understanding of the effect of leadership style on job satisfaction. This greater problem was examined through studying the relationship between leadership style and employee job satisfaction in massage businesses in Columbia, South Carolina. The lack of organizational

commitment and job satisfaction is a major contributor to employee turnover rates (Faldetta et al., 2013). Effective organizational leadership can positively impact overall employee organizational commitment and career fulfillment (Kang et al., 2015). However, defining effective organizational leadership is an important aspect of this scenario. Many studies (Darcishmotevali et al., 2017; Tews et al., 2013; Jianxiong et al., 2013) cited leadership or supervision as an important factor in job satisfaction. Leadership style does influence a hospitality business's financial performance (Tran, 2017). Therefore, it is paramount to make sure the appropriate style of leadership is utilized to maximize organizational performance. Northouse (2016) defined leadership as a process through which one person influences a group of people to achieve a common goal. Organizational leadership comprises influencing business practices to achieve business goals. Overall leadership includes influencing people and the practices that effect the people with respect to achieving one common goal (Northouse).

Leadership style. A company's leadership personnel will influence organizational movement. The Transformational-Transactional Leadership Theory divides leadership styles into three categories: transformational, transactional, and laissez-faire (or passive avoidant) (Antonakis & House, 2014). The Transformational-Transactional Leadership Theory indicates that the most productive leaders will demonstrate a blend of both styles of leadership to maximize employee production (Doucet et al., 2015).

The results from this study supports a preference for both transformational and transactional leadership styles because of information from employees of massage-based businesses in Columbia, South Carolina that participated in this study showed a statistically significant relationship between job satisfaction and transformational and transactional leadership. Burns (1978) defined transformational leaders as those who work alongside their

respective team members to identify and affect change according to the firm's mission and goals. Team members view these types of leaders as role models because they lead by example (Birasnay et al., 2015). Transactional leaders are more comfortable operating in a rewards and punishment system (Mgeni & Nayak, 2016), but it fails to produce lasting employee motivation beyond the exchange for the reward (Khan, 2017). Transactional leadership may seem to be the best fit for the type of work that massage businesses employees engage in, but the results from this study also support transformational leadership activities. Interactions with employees in this manner help to create a positive work environment that encourages employee achievement. Other advantages of utilizing a transformational leadership style are an increase in creativity, input and motivation from organizational leaders, and personalized attention for team members (Birasnay et al., 2015). Bass and Riggio (2006) identified inspirational, considerate, and stimulating leadership as a primary factor to inspire commitment and loyalty within an organization. Transformational leadership activities coupled with a transactional leadership rewards-based system are more likely to encourage outstanding organizational performance for massage business leaders (Ejere & Abasilim, 2013).

The participants of this study are massage business employees. This means that a significant number of respondents were likely service technicians (massage therapists, estheticians, or nail technicians) as most massage business demographic breakdowns include a significantly larger number of service technicians than front desk associates or management persons. The typical workday of a service technician does not involve a great amount of interaction with members of management because most of their time is spent providing their respective services to clients in a treatment room or a secluded space where management is not present. Therefore, a service technician's perception of leadership in their workspace is limited

by their capacity to understand what the manager does in relation to their work.

Transformational leaders are more likely to engage in work activities with their team members to show their contribution and participation in daily operations teamwork. So, a transformational leader would have to find ways to engage in work activities with service technicians in between clients and consistently throughout the work day with front desk associates.

Similarly, transactional leaders must find ways to show their leadership skills to staff members. Transactional leaders take a more managerial approach to team leadership. They are more comfortable leading or managing in a hierarchical system and giving rewards or punitive sanctions for work behaviors (Mgeni & Nayak, 2016). There is evidence that supports the most efficient use of transactional leadership involves an exchange of employee rewards for outstanding work performance (Mgeni & Nayak). It might be easier to operate as a transactional leader in massage businesses due to the time constraints for interactions with service technicians, but then leaders must consider interactions with other employees that are not service technicians, like front desk and support staff. This is one example of when a blend of both styles of leadership within an organization would be beneficial.

Leadership contributions. Studies have shown that there is a strong relationship between leadership behavior and job satisfaction (Rothfelder et al., 2012; Kim, 2014; Kang et al., 2015; Darcishmotevali et al., 2017; Tews et al., 2013; Jianxiong et al., 2013). However, there are other aspects of business that company leaders must consider for overall business performance. Leadership personnel must be able to positively influence all facets of an organization. Mitchell et al. (1981) developed the Attribution Theory of Leadership which states that the factors that leadership personnel contribute to the work environment influence employee performance and subsequent leadership judgment. Leaders' attributions to employee

performance and employee attributions as a reaction to leadership's response to their performance are the basis for this theory (Mitchell et al.). Leaders must also be able to recognize and adjust leadership attributions when necessary to positively influence employee work output. This idea supports the use of a blend of transformational and transactional leadership styles.

The Attribution Theory of Leadership draws parallels to the Transformational-Transactional Leadership Theory in that both theories acknowledge a need for effective leadership for optimal business performance. This study's findings showed that there is a statistically significant positive relationship between job satisfaction and transformational and transactional leadership styles. A transformational leadership style positively impacts job satisfaction and employee commitment (Olçer, 2015). This style of leadership offers its greatest impact on employee attitudes and commitment to both the leader and the organization (Bass & Riggio, 2006). Transactional leadership has a positive impact on job performance when coupled with positive rewards for individual performance efforts (Brahim et al., 2015). This positive impact on job performance translates into increased overall financial performance (Tran, 2017). Job performance also impacts overall employee job satisfaction (Tran, 2017). Job satisfaction plays a significant role in employee retention outcomes (Rose & Raja, 2016). Moreover, to experience consistent organizational growth, businesses must recruit and retain quality employees (Yahya & Tan, 2015). Retaining those employees by decreased employee turnover intentions requires a commitment to increasing job satisfaction in the workplace. Understanding this concept is vital to the human resource process, including recruiting, hiring, and training. The next issue to address is how to blend the styles of leadership effectively with respect to the industry.

Focusing on the employee experience with leadership personnel with respect to a more blended leadership style could enhance recruiting, training, and retention efforts positively impacting organizational performance. Massage business leaders must make a strong impact on recruiting employees, training those employees, and retaining great employees to contribute to overall business performance. Recruiting, training, and employee retention should be a primary concern for business owners (Yahya & Tan, 2015). Addressing these areas of concern could have lasting effects on employee job satisfaction and overall business performance. Williams, Chen, and Argawal (2017) argued that though new leadership talent with less specific industry experience may be desirable due to the fresh perspective that they can offer; this new talent operates best on a management team that is comprised of other senior leaders with greater industry experience. Working with and learning from other industry professionals with industry experience can help new leaders in massage businesses learn the appropriate balance of leadership style activities. Accumulating experience, engaging in dialogue, and interpreting experience are three important aspects in practical leadership development (Hibbert, Beech, & Siedlok, 2017). It would serve massage business owners well to invest in its human resources throughout the entire employment process for lasting organizational benefits. Incorporating a focus on instilling a blend of both transformational and transactional leadership styles is proven through this study and previous study to offer long-term benefits.

Biblical integration. Leadership is important to any workplace (Northouse, 2014). Poor leadership is not conducive to a positive workspace and is demoralizing (Prov. 29:2, AMP). However, good leadership brings stability and security (Prov. 29:4, AMP). The Christian worldview acknowledges that leaders must put their trust in God as He promises to strengthen and uphold them with His righteous hand (Isa. 41:10, AMP). This means that leaders must trust

God not only in the overarching big picture of His ultimate design for our lives, but also in the seemingly minute details of everyday life. God is the author of leadership (Jer. 1:5, AMP) and leading in God's kingdom requires a focus on letting God use man to achieve his divine purpose (John 3:30).

The Lord promises to instruct and teach us all in the way that we should go (Psalm 32:8, AMP). God's word applied to leadership situations is assurance that allowing Him to direct and guide decision-making ensures His most favorable outcomes (Psalm 37:16-17, AMP). Business leaders must follow God and pay special attention to all their resources to be able to lead effectively (Isa. 41:10; Prov. 27:23-24, AMP). Paying attention and being aware of resource needs, including those of the business's human resources, opens the door for operative decision-making that is the best fit for the situation. Although consistency in a certain leadership style may be favorable, seeking God in all decisions creates a space for optimal supervision and leadership. This creates a workspace that both serves God's kingdom in the moment and promotes business performance to continue serving God's kingdom in the future.

A good leader interacts with the team by showing them the way as an imitation of Christ (1 Cor. 11:1, AMP). All interactions with the organizational team should be led by the Lord through the leader with confidence (Heb. 13:5-6, AMP). In that confidence, leaders should also not forget that God calls leaders to be servants for their team members as they shepherd the flock (John 10:11, AMP). In this servanthood, leaders must also understand that they must contribute compassion and encouragement to their teams to help keep their teams on the right track just as God seeks the lost and strengthens the sick (Ezekiel 34:16, AMP). And when corrective actions are necessary, leaders must remember that even when correcting employee mistakes, the love of

God is necessary without creating fear or anxiety for the employee (Prov. 3:12, AMP).

Leadership contributions to the work environment must be purposeful and lead by Christ.

Recommendations for Action

The researcher suggests a few recommendations for action based on the findings of this study. The first recommendation is that massage business owners should develop a hiring process for the selection of their leaders that is heavily based on leadership style. This could include hiring outside applicants or promoting employees from within with a natural aptitude toward a blend of transformational and transactional leadership styles. Implementation of this recommendation just requires the use of a leadership style assessment during the hiring process.

The second suggestion is that massage business owners should develop a training process for newly hired leaders that is comprehensive, interactive, and continuous. Leadership personnel and their respective activities offers a profound impact on the work environment (Mitchell et al., 1981). A greater investment into leadership training with an emphasis on utilizing criteria that reinforce a blend of transformational and transactional leadership styles can have a lasting impact on the work environment by providing employees with leadership trainees that are skilled in a style of leadership that studies support for a better workplace environment and allowing newly hired or promoted leaders to become more confident as they grow in their roles with the expectation of an eventual increase in productivity. Implementation of this suggestion requires additional budgeting of hiring and training costs and regular interaction from business owners of upper level management with the leadership personnel. The interaction must be planned and scheduled regularly to confirm parallel thoughts and actions toward business structure and leadership style.

Another suggestion for massage business owners is periodic job satisfaction assessments for employees to assist with leadership training and development. This practice can help to keep leadership personnel abreast of the current job satisfaction climate in the workplace and to adjust where appropriate and necessary. Implementation for this suggestion can include administering the survey at regularly scheduled staff meetings or making the surveys available in the employee breakroom and a requirement for each employee to turn in the assessment before their own regularly scheduled employment evaluations. This will give leadership personnel a chance to address any issues with employees on an individual basis and affirm necessary leadership style adjustments.

Recommendations for Future Research

Two types of recommendations are presented in this section of this dissertation. The first type of recommendation is for study replication and the second type of recommendation is to expand and enhance the study. The first recommendation for a replication of this study is to utilize a larger sample size for greater accuracy in overall industry implications. Larger sample sizes are conducive to greater confidence in the study's results (LeBlanc, 2004).

The second recommendation to expand and enhance this study is to distinguish the correlation between job satisfaction and leadership style for each type of massage business employee (e.g., service technician, front desk associate, management, etc.). This study did not distinguish correlations by type of employee due to time constraints for dissertation completion. Future studies could examine the phenomena by type of employee to discover any differences or similarities in the findings.

Another recommendation to expand and enhance this study is to incorporate other survey instruments for job satisfaction and leadership style assessment that may be easier for study

participants to answer in a shorter amount of time. Data collection for this study was a tedious task with reported participant feedback indicating frustration with the length of the survey questionnaire. This feedback was reported by study participants and research assistants.

Reflections

The researcher's experience with this research process was interesting. The researcher has over 10 years of experience in the massage sector of the hospitality industry which has fostered some personal biases and preconceived ideas and values based on personal experiences in the workplace. The researcher does favor a transformational style of leadership in massage businesses. For this reason, the researcher did not directly interact with this study's participants during the data collection phase. The researcher does recognize the importance of a blended style of leadership after determining the results of this study which are consistent with the findings of similar studies.

The research that supports utilizing a blended style of leadership suggests that this approach to organizational management is profitable. Searching for knowledge is biblical as outlined in Proverbs 25:2 and Proverbs 2:2. The contributions that leaders make to the work environment are important and will impact organizational movement. Business leaders must follow God and pay special attention to all their resources to be able to lead effectively (Isa. 41:10; Prov. 27:23-24, AMP). God promises to provide direction for leaders (Psalm 32:8, AMP) which ensure His ultimate plan for His kingdom (Psalm 37:16-17, AMP). Leaders are important to the kingdom of God and necessary for the advancement of that Kingdom.

Summary and Study Conclusions

This quantitative correlational study sought to examine the relationship between leadership style and job satisfaction via the administration of the Job Descriptive Index (JDI) and

the Multifactor Leadership Questionnaire (MLQ) to study participants for response analyzation. Permission from Mind Garden, Inc. and Bowling Green State University was obtained to use the MLQ and JDI questionnaires, respectively. The researcher invited study participants through direct and indirect invitation via social media platforms to complete the surveys. The study population consisted of current and former employees of massaged based businesses in Columbia, South Carolina within the last 10 years. The Survey Monkey online platform was used to collect the data. The survey responses were recorded as anonymous. Statistical Package for Social Sciences (SPSS) Software is the computer program that was used for the comprehensive data analysis. The research question for this study is – Is there a difference in job satisfaction based on leadership style in massage businesses in Columbia, South Carolina? The study’s findings show a positive relationship between transactional and transformational leadership and job satisfaction and a negative relationship between passive-avoidant leadership and job satisfaction.

The findings of this study are also consistent with some previous studies examining job satisfaction and leadership style. Similarly, the results of this study are supported by some traditional research theories that served as the catalyst for this study: The Transformational-Transactional Leadership, Herzberg’s Motivation Theory, Maslow’s Needs Hierarchy, and the Attribution of Leadership Theory. The results of this research study closes the gap in the literature concerning job satisfaction and leadership style for the massage sector of the hospitality industry.

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