Investigating the Relationship Between Coping Styles, Alexithymia, and Management Styles with Job Satisfaction
(Case Study: The Employees of the Maad Group)

Samira Sadat. Miri[1] , Hoshang. Zahiri[2*]

[1] M.A., Department of Psychology, Garmsar Branch, Islamic Azad University, Garmsar, Iran
[2] Assistant Professor, Department of Social Sciences, Garmsar Branch, Islamic Azad University, Garmsar, Iran

* Corresponding author email address: Mirisamira6565@gmail.com

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Objective: The personnel of any organization are considered its most principal and enduring assets; hence, understanding their needs for the implementation of organizational programs is essential. The present study aimed to investigate the relationship between coping styles, alexithymia, and management styles with job satisfaction among the employees of the Maad Group.

Materials and Methods: The research method of this study was descriptive-correlational. The study population consisted of employees of the Maad Group in Tehran in the year 2021, from which 127 individuals were selected through convenience sampling. The research instruments included the Smith, Kendall, and Hulin Job Satisfaction Questionnaire (1969), the Short Form of the Coping Strategies Questionnaire by Endler and Parker (1990), the Toronto Alexithymia Questionnaire (1986), and the Schmitt Management Styles Questionnaire (1998). Data were analyzed using Pearson's correlation coefficient and SPSS software version 22.

Findings: The results showed that there was a significant positive correlation between job satisfaction and democratic management style, goal-oriented management style, participative management style, and laissez-faire management style, as well as coping strategies ($P<0.01$). There was also a significant negative correlation between job satisfaction and alexithymia ($P<0.01$). A significant positive relationship existed between job satisfaction and problem-focused coping styles, while a significant negative relationship was found with emotion-focused and avoidance coping styles ($P<0.01$). Significant relationships were observed between job satisfaction and identifying feelings, difficulty describing feelings, and externally-oriented thinking ($P<0.01$).

Conclusion: It can be concluded that there is a relationship between coping styles, alexithymia, and management styles with job satisfaction.

Keywords: *Coping styles, Alexithymia, Management styles, Job satisfaction.*

1.   Introduction

The personnel of any organization are considered its most principal and enduring assets; therefore, being aware of their needs for implementing organizational programs is essential. With a close examination of the evolution of human resource management, it becomes evident that attention to the human aspect in the management and organizational world has been of interest to management experts from early times (Abbaspour & Barati, 2018; Khosroabadi et al., 2021). One of the most important duties of any organization or social institution is achieving its goals (Sharma et al., 2010). Given that human resources play a very significant role as a prominent factor in achieving organizational goals and considering that their attitudes can also impact reaching or diverging from these goals, lately, organizational behavior experts have focused on studying and investigating employees' job satisfaction, which is among the attitudes considered a fundamental necessity of the human factor in organizations (Emmanuel et al., 2020). Research findings indicate that employees with higher job satisfaction are in a good physical and mental condition, or job satisfaction is a set of feelings and beliefs individuals have about their current jobs (Pekrun et al., 2017)(Parsakia et al., 2022). Job satisfaction is a crucial factor in job success, a factor that leads to increased efficiency and also a sense of personal satisfaction (Kim & Chow, 2020). Job satisfaction means liking the conditions and tools of a job, the conditions under which work is performed, and the rewards received for it (Lee et al., 2020; Parsakia et al., 2022). Job satisfaction is a very important factor in increasing efficiency and creating a positive attitude in the individual towards their work. The inclination towards job satisfaction is influenced by the belief that satisfied employees perform at higher levels (Sinval & Marôco, 2020). Job satisfaction in the workplace leads to innovation, creativity in work, increased service delivery, reduced employee turnover, increased mental health of employees and consequently increased physical health of employees (Saha et al., 2021; San Park & Hyun Kim, 2009).

If job satisfaction can be maintained at a normal level in the organization, it is expected that other factors of interest and influence would also be in ideal conditions (Weiss et al., 2022). One of the most important factors considered in organizations is coping styles. On the other hand, individuals' coping power is in the degree of flexibility and the ability to respond to environmental and personal needs, which, considering individual differences, response to stressful conditions and coping methods, or how individuals deal with problems and control situations accompanied by negative emotions are very different (Zhou et al., 2021). Even among those who perceive a situation as stressful, the effect of stress depends on how the individual copes with the event (Sapeta et al., 2021). Folkman and Lazarus (1989) define coping as an effort to deal with environmental pressures that cannot be overcome through reactions or organized skills and is associated with effort and struggle, trial and experience, and energy expenditure towards achieving a goal (Piotrowski et al., 2022; Puolakanaho et al., 2019). In an agreed classification, coping strategies are divided into problem-focused and emotion-focused styles. The problem-focused coping style includes strategies that are directly related to the problem that has arisen and strive to solve it (Hosseini Dowlatabadi et al., 2014). In the emotion-focused coping style, the individual deals with the problem or issue emotionally, and their focus is on eliminating the emotional symptoms caused by the problem (Khanjani et al., 2018). According to Folkman and Lazarus (1989), problem-focused coping includes: active coping, planning, self-control, seeking social support, and preventing disruptive activities. Positive emotion-focused coping includes: emotional and social support, positive reinterpretation and reinterpretation, acceptance, turning to religion, and humor. Negative emotion-focused coping includes: denial, focusing on emotions and their externalization, behavioral indifference, psychological indifference, and substance abuse (Dehghani & Kajbaf, 2013).

Another factor that can influence job satisfaction is the alexithymia of employees. Alexithymia consists of difficulty in identifying emotions, difficulty in describing emotions, and external-oriented thinking. These characteristics, which form the construct of alexithymia, indicate defects in the cognitive processing of emotions (Besharat, 2008). From the perspective of cognitive sciences, emotions are a set of schemas based on information processing that encompass symbolic and non-symbolic processes and representations (Luminet et al., 2006). Individuals suffering from alexithymia are unable to recognize and distinguish their emotions and cannot understand and describe their thoughts and feelings (Preece et al., 2023). Individuals with alexithymia exaggerate normal bodily sensations and misinterpret bodily signs of arousal; therefore, emotional inability may be a risk factor for many psychiatric disorders because individuals with this condition are highly stressed by bodily-emotional correlates that are not verbalized. This

deficiency impedes emotion regulation, making successful adaptation difficult. Individuals with alexithymia resort to destructive non-verbal activities to express their feelings (Obeid et al., 2019).

Another factor affecting job satisfaction is management style (Ahmadi & Bazrafshan, 2014). When considering challenging management problems in various organizations, we realize the real test of managers' and leaders' characteristics is how significant. Among these characteristics, which have been most studied by researchers, is management style. This concept is one of the most important elements of leadership success and determines the atmosphere, culture, and strategies governing the organization. Almost more management scholars agree that leadership style is a set of attitudes, traits, and skills of managers based on four factors: value system, trust in employees, leadership inclinations, and sense of security in ambiguous situations (Ghare & Hesami, 2016). The manager's style can provide the grounds for employees' maturity. Indeed, by adopting an appropriate style, he can create conditions for them to accept greater and more significant responsibilities (Mahram & Dashti Rahmat Abadi, 2010). In this case, their attachment to the organization increases, assisting the organization in achieving its goals. One of the important issues of social and educational organizations is reducing the various effects of psychological stress (Khosroabadi et al., 2021). The work environment and human activities are among the things that create different feelings in different people, the most important of which are the feeling of satisfaction or dissatisfaction, having mental health or lack thereof (Sang Long & Thean, 2011). Management knowledge and its various styles are among the most important factors determining efficiency, effectiveness, and ultimately, productivity in organizations and offices, and undoubtedly, the success and profitability of organizations depend on the effective use of human resources (Burton & Peachey, 2009). The success of each individual in the organization depends on their temperament, effort, motivation, and satisfaction, and the appropriate behavioral pattern of the manager in any organization creates a strong spirit and motivation in employees, increasing their satisfaction with their job and profession (Tanhaei et al., 2018).

Thus, the importance of this issue is that recognizing weaknesses in the field of employees' job satisfaction can make them interested in their job and activities related to it with knowledge and awareness of this issue, which ultimately leads to increased physical and mental health in

them. Also, this level of awareness can bring about changes in their interactions and thinking about the consequences and dangers of alexithymia, increasing well-being in employees. Given the above, it is necessary to conduct various researches on employees and examine their alexithymia and coping styles from different aspects. If these issues are not addressed, they may have detrimental effects on the thoughts of employees in the future, and they may not be able to properly control their emotions, causing irreparable harm to themselves and others. Based on the discussions presented in this research, we seek to answer the question of whether there is a relationship between coping styles, alexithymia, and management styles with job satisfaction?

2. Methods and Materials

2.1. Study Design and Participants

The research method was descriptive-correlational. The study population consisted of the employees of the Maad Group in Tehran in the year 2021, with a defined population of 200 employees, allowing for a census approach. However, due to the non-cooperation of some employees, 127 individuals were selected as the final research sample. The sample size was determined based on the minimum appropriate sample size in structural equation modeling calculated based on the parameters. Therefore, considering the number of parameters of this model and to increase statistical power and manage potential participant dropout, a sample size of 127 was chosen. Due to careful data collection and exclusion of hastily completed questionnaires or those that participants refrained from completing due to fatigue; the study samples did not suffer from attrition. Entry criteria for the present study included being employed by the Maad Group, having more than 5 years of work experience, and being between the ages of 20 and 50. The exit criterion from the study was non-response to all questionnaire items.

After preparing the questionnaires and selecting participants, the research questionnaires were distributed to participants. The researcher provided necessary explanations about how to complete the questionnaires. Participants were asked to request further explanation if they encountered any difficulties during the process. Participants selected after expressing their consent to participate in the research and receiving assurance that their information would remain confidential proceeded to complete the questionnaires.

2.2. Measures

2.2.1. Job Satisfaction

Smith, Kendall, and Hulin Job Satisfaction Questionnaire (1969): The Job Satisfaction Index was first developed by Smith, Kendall, and Hulin (1969) at Cornell University in the United States and has since been used in various countries. This questionnaire covers the dimensions of the nature of work, supervision, colleagues, promotions, salary and benefits, and working conditions. Studies by Smith, Kendall, and Hulin (1969) reported its reliability coefficient to be between 0.62 and 0.89, and for the sub-tests, between 0.59 and 0.92 in the first study, and between 0.62 and 0.93 in the second study. In the research of Mousavi Bazargani and Ebrahimi (2020), the total reliability was reported to be 0.71, and for the sub-tests, between 0.73 and 0.85. In the present study, the total reliability coefficient was 0.86, and for the sub-tests, between 0.65 and 0.89 (Parsakia et al., 2022).

2.2.2. Coping Strategies

Endler and Parker's Coping Inventory for Stressful Situations (1990): In this research, the short form of Endler and Parker's Coping Inventory for Stressful Situations was used to examine students' coping strategies. Endler and Parker (1990) designed this questionnaire to assess different coping methods in stressful situations. The test consists of 21 items. Each question is scored on a 5-point Likert scale from "very little" (1) to "very much" (5). This questionnaire shows three coping styles: avoidance, problem-focused, and emotion-focused. The internal consistency of the test's subscales was calculated using Cronbach's alpha coefficient in the research of Hosseini Dolatabadi and colleagues (2014) for problem-focused coping strategies 0.64, for emotion-focused coping strategies 0.67, and for avoidance coping strategies 0.57. In the present study, Cronbach's alpha coefficient for the questionnaire was 0.89 for problem-focused, 0.85 for emotion-focused, and 0.80 for avoidance (Nejat et al., 2020).

2.2.3. Alexithymia

Toronto Alexithymia Scale (TAS-20) was created by Taylor in 1986 and later revised by Bagby, Parker, and Taylor in 1994. Bagby and colleagues in their validation

research found that TAS-20 possesses three structural factors that align with the construct of alexithymia. This 20-item self-assessment tool has three dimensions: difficulty identifying feelings, difficulty describing feelings, and externally-oriented thinking. Questions are scored on a 5-point Likert scale from "strongly agree" (1) to "strongly disagree" (5). Iraqi and colleagues (2020) calculated the reliability of this scale using Cronbach's alpha method in a sample of 80 couples, which resulted in 0.75 for the total scale and 0.72 for the difficulty identifying feelings, 0.72 for difficulty describing feelings, and 0.53 for externally-oriented thinking subscales. Concurrent validity of this scale was also examined by correlating the total Alexithymia scale score with the Emotional Intelligence scale. Results showed a significant relationship ($r = -0.47$) between the scores on this scale and emotional intelligence. In the present study, Cronbach's alpha for the subscales was 0.74, 0.61, and 0.50 (Habibi Asgarabad et al., 2023).

2.2.4. Management Styles

Management Styles Questionnaire was designed and validated by Schmidt (1998). The questionnaire consists of 12 closed-ended items that examine dimensions of goal-oriented (questions 1 to 3), member-oriented (questions 4 to 6), laissez-faire (questions 7 to 9), and middle (questions 10 to 12) styles, using a Likert scale ranging from "very much" (5) to "very little" (1). In the research of Abbaspoor and Barati (2018), the composite reliability was reported as 0.95, 0.90, 0.85, 0.86, and 0.77. In the current study, the reliability of the management style questionnaire was 0.84, 0.79, 0.83, 0.78, and 0.90 using Cronbach's alpha method (Abbaspour & Barati, 2018).

2.3. Data analysis

After the questionnaires were filled out by the participants, they were collected. The data were analyzed using Pearson's correlation coefficient. SPSS software was used for statistical data analysis.

3. Findings and Results

The mean (standard deviation) age of participants in this study was 38.79 (8.44), with a minimum and maximum age of 25 and 49 years, respectively. Descriptive statistics of the research variables are presented in Table 1.

Table 1

Descriptive Statistics of Scores in Variables of Coping Styles, Alexithymia, and Management Styles with Job Satisfaction

Variable	Mean	Standard Deviation	z	Significance Level
Job Satisfaction	69.827	17.013	1.271	0.279
Nature of Work	12.103	2.375	1.246	0.190
Supervision	12.655	2.605	1.486	0.124
Salary	11.000	2.011	1.512	0.121
Promotion	10.172	2.462	1.313	0.640
Colleagues	12.931	2.659	1.024	0.246
Work Environment	12.827	2.013	0.084	0.195
Coping Strategies	38.760	10.974	1.112	0.144
Avoidance	14.111	3.251	1.219	0.191
Emotion-focused	14.424	3.759	1.086	0.156
Problem-focused	10.555	2.970	1.069	0.140
Identifying Feelings	11.666	2.934	1.067	0.121
Difficulty Describing	12.316	2.965	2.374	0.102
Externally-oriented Thinking	15.656	2.091	2.597	0.436
Alexithymia	38.618	8.797	2.272	0.908
Goal-oriented Management Style	12.026	2.732	2.738	0.807
Member-oriented Management Style	11.888	2.567	1.018	0.995
Laissez-faire Management Style	13.516	2.285	0.784	0.095
Democratic Management Style	12.548	2.074	0.745	0.183

Table 1 shows the descriptive statistics for scores on coping styles, alexithymia, and management styles with job satisfaction. The mean job satisfaction score is 69.82. Additionally, the mean coping strategies score is 38.76, and the alexithymia score is 38.61. The mean scores for goal-oriented management style are 12.02, member-oriented management style 11.88, laissez-faire management style 13.51, and middle management style 12.54. Given the significance level in coping styles, alexithymia, and management styles with job satisfaction is greater than the considered error level of 0.05, there is no reason to reject the null hypothesis, indicating that the scores are not significant and the data are normally distributed.

Table 2

Correlation Coefficients between Coping Styles and Job Satisfaction

	1	2	3	4	5	6	7	8	9	10	11
1	-	0.571**	0.636**	0.651**	0.685**	0.307**	0.353**	-0.916**	-0.332**	-0.758**	0.604**
2		-	0.570**	0.459**	0.470**	0.176	0.180	0.767**	-0.723**	-0.498**	0.645**
3			-	0.676**	0.717**	0.021	0.056	0.670**	-0.541**	-0.492**	0.574**
4				-	0.866**	0.145	0.140	0.677**	-0.342**	-0.592**	0.631**
5					-	0.146	0.170	0.700**	-0.396**	-0.574**	0.656**
6						-	0.627**	0.242*	-0.050*	-0.351**	0.159
7							-	0.241*	0.074-	-0.289**	0.192
8								-	0.569**	0.846**	0.812**
9									-	0.196	0.329**
10										-	0.722**
11											-

*p<0.05; **p<0.01; 1- Job Satisfaction; 2- Nature of Work; 3- Supervision; 4- Pay; 5- Promotion; 6- Coworkers; 7- Work Environment; 8- Coping Strategies; 9- Avoidant; 10- Emotion-focused; 11- Problem-focused

Table 2 shows the correlation coefficient between coping styles and job satisfaction. Considering the correlation coefficient and the significance level of variables, there is a significant positive relationship between problem-focused coping styles and job satisfaction and a significant negative relationship between emotion-focused and avoidance coping styles with job satisfaction at the 0.01 level.

Table 3

Correlation Coefficients between Alexithymia and Job Satisfaction

	1	2	3	4	5	6	7	8	9	10	11
1	-	0.571**	0.636**	0.651**	0.685**	0.307**	0.353**	-0.618**	-0.778**	-0.457**	-0.691**
2		-	0.570**	0.459**	0.470**	0.176	0.180	-0.613**	-0.778**	-0.467**	-0.689**
3			-	0.676**	0.717**	0.021	0.056	-0.606**	-0.776**	-0.476**	-0.685**
4				-	0.866**	0.145	0.140	-0.613**	-0.778**	-0.467**	-0.689**
5					-	0.246*	0.270*	-0.285*	-0.243*	-0.291*	-0.290*
6						-	0.627**	-0.170	-0.700**	-0.396**	-0.656**
7							-	-0.927**	-0.242*	-0.050	-0.159
8								-	0.241*	0.074	0.192
9									-	0.569**	0.916**
10										-	0.329**
11											-

*p<0.05; **p<0.01; 1- Job Satisfaction; 2- Nature of Work; 3- Supervision; 4- Pay; 5- Promotion; 6- Coworkers; 7- Work Environment; 8- Emotional Awareness; 9- Difficulty Describing; 10- Externally-Oriented Thinking; 11- Alexithymia

Table 3 shows the correlation coefficient between alexithymia and job satisfaction. Considering the correlation coefficient and the significance level of variables, there is a significant relationship between identifying feelings, difficulty describing, externally-oriented thinking, and job satisfaction at the 0.01 level.

Table 4

Correlation Coefficients between Management Styles and Job Satisfaction

	1	2	3	4	5	6	7	8	9	10	11
1	-	0.571**	0.636**	0.651**	0.685**	0.307**	0.353**	0.618**	0.778**	0.457**	0.673**
2		-	0.570**	0.459**	0.470**	0.176	0.180	0.613**	0.778**	0.467**	0.667**
3			-	0.676**	0.717**	0.021	0.056	0.606**	0.776**	0.476**	0.660**
4				-	0.866**	0.145	0.140	0.613**	0.778**	0.467**	0.667**
5					-	0.246*	0.270*	0.285*	0.243*	0.291*	0.187*
6						-	0.627**	0.170	0.700**	0.396**	0.574**
7							-	0.927**	0.242*	0.050	0.351**
8								-	0.241*	0.074	0.289**
9									-	0.569**	0.846**
10										-	0.196
11											-

*p<0.05; **p<0.01; 1- Job Satisfaction; 2- Nature of Work; 3- Supervision; 4- Pay; 5- Promotion; 6- Coworkers; 7- Work Environment; 8- Goal-Oriented Management Style; 9- Member-Oriented Management Style; 10- Shadowing Management Style; 11- Middle Management Style

Table 4 shows the correlation coefficient between management styles and job satisfaction. Considering the correlation coefficient and the significance level of variables, there is a significant positive correlation between job satisfaction and democratic management style, goal-oriented management style, participative management style, and laissez-faire management style, with a 99 percent confidence level (p < 0.01).

4. Discussion and Conclusion

The present research aimed to investigate the relationship between coping styles, alexithymia, and management styles with job satisfaction among the employees of the Maad Group. The findings of this research indicate that there was a significant positive correlation between job satisfaction and democratic management style, goal-oriented management style, member-oriented management style, and laissez-faire management style, as well as coping strategies. There was also a significant negative correlation with alexithymia. Additionally, the research findings showed that there was a significant positive relationship between problem-focused coping styles and job satisfaction, and a significant negative relationship with emotion-focused and avoidance coping styles.

Thus, it can be said that all job stressors affect job rewards, environment, self-esteem, and administrative management of job satisfaction. Furthermore, the research results demonstrated a significant relationship at the 0.01 level between identifying feelings, difficulty describing, externally-oriented thinking, and job satisfaction. These findings are consistent with the results of previous (Khanjani et al., 2018; Lee et al., 2020; Parsakia et al., 2022; Piotrowski et al., 2022; Saha et al., 2021; San Park & Hyun Kim, 2009; Sang Long & Thean, 2011; Sharma et al., 2010; Sinval & Marôco, 2020; Tanhaei et al., 2018; Weiss et al., 2022). These findings suggest that the level of employee job satisfaction can be influenced by factors such as coping styles, alexithymia, and management styles, and the impact of an increase in one factor on employee job satisfaction can be observed.

In explaining the findings, it can be said that individuals who use problem-focused coping strategies have high job satisfaction and general health. People who use such a strategy deal with problems in a logical and step-by-step manner, utilizing all environmental and psychological possibilities to confront the problem ahead and manage job stress and tensions well. However, individuals who use emotion-focused coping strategies focus on the emotions associated with that situation rather than controlling the situation itself and seek to alleviate the emotions resulting from the stressful situation. This strategy temporarily helps in emotional relief, provided it is accompanied by the expression of emotions. Often, individuals use emotion-focused coping styles to prevent emotional burnout, but this prevents them from engaging in practical problem-solving methods. In this type of coping, the person does not make a specific effort to reduce or eliminate stress but focuses all their effort on reducing unpleasant feelings. Avoidance coping is an efficient short-term strategy, but in the long run, it prevents psychological adaptation and increases symptoms of distress such as depression.

Understanding the impact of management style and job satisfaction on employees' intention to leave is vital and an integral part of an organization's success. Leaders must know that the correct leadership skill style affects employee job satisfaction. A good understanding of management style is essential in supporting human capital management and will likely be a key factor in determining the success of leaders as individuals and organizations. Additionally, employees who find their work meaningful, enjoyable, and important, do not have too much work, and find the rules comfortable, suffer less from mental distress. The current study's results show that satisfaction with the nature of work significantly predicts alexithymia. A previous study by Zhou and Zheng (2022) showed that work stress conditions are associated with the creation of psychosomatic complaints. Moreover, the path model showed that poor working conditions are directly associated with job dissatisfaction and difficulty in thinking and indirectly associated with mental health problems (Zhou & Zheng, 2022). The results of this study showed that employee satisfaction with promotions significantly affects difficulty in describing feelings. These findings suggest that individuals dissatisfied with their opportunities for job advancement suffer from a lack of focus on performing their tasks. On the other hand, according to the research findings, it can be said that the use of avoidance coping and the perception of workload are significant predictors of alexithymia. Evidence indicates that the use of humor had a moderating effect on the relationship between stress and alexithymia, and there is also support for the impact of job satisfaction on this relationship. These results support some of the stress interaction models as situational factors affect coping and employees' perception of stress. Further empirical studies, such as the one conducted by Sakız and Hakan (2020), showed that teachers' perception of managers' management skills has a significant impact on teachers' job satisfaction and often concluded that school principals who employ a goal-oriented management style are likely to enhance and strengthen job satisfaction among teachers, compared to principals who are not transformative in their management styles. Also, job satisfaction acts as a perceived relationship between what an individual wants from their job and what they perceive it to offer, wherein the type of management style in an organization can play a role in the level of job satisfaction among all employees. In the member-oriented management style, the satisfaction of members and different levels of employees is one of its most central goals, creating work motivation and enhancing organizational performance, as well as intimate relationships and group participation and the existence of formations at different levels of the organization's employees, providing for the financial, welfare, and psychological needs of employees are other characteristics of it (Sakız et al., 2020). From another aspect, considering the existence of emotional connections and extensive intimacy and insufficient application of reward and punishment policies, cases of indiscipline and lack of sufficient continuity seem probable. In this regard, adjusting managerial behaviors and considering organizational and individual necessities simultaneously is of significant

importance. In the middle-management style, the interaction between meeting the goals of the organization and its members, which was mentioned in the previous section, is anticipated in the operational structure and management practices. In fact, a balance between the satisfaction of individuals and employees and the appropriate qualitative and quantitative output and productivity is created. In this management style, as in some management styles, participation in decision-making and the emergence of innovation and creativity are among the main characteristics. The necessity of precision in management practices and maintaining balance and equilibrium between occasionally diverse affairs, the existence of reward and punishment policy while paying attention to the work result, the practical and applicable guidelines, and the absence of problematic bureaucracy are other features of this efficient and common management style. In the laissez-faire style, the functional framework of the manager is generally specific to decision-making and issuing orders to members, and there is no adequate and continuous supervision and control over its implementation. In laissez-faire management, the assessment of goals and their provision in organizational and individual dimensions comes after the personal interests of the manager, and thus none of the fundamental managerial characteristics that lead to setting goals and striving towards them in the respective organization is deemed important in this management style and generally, the application of such management styles is associated with many problems and is likely to fail. Given the characteristics of the laissez-faire management style, it cannot be expected that employees will experience a high level of job satisfaction. Management styles are one of the critical and vital factors in enhancing organizational performance. Leaders of every organization are expected to perform their duties to the maximum extent with limited resources to maintain their competitive advantage and preserve the organization's profitability position. Managing has also been cited by various researchers as key elements to maintain and improve the organization's competitive advantage among its competitors. Therefore, managing is an important element for the success of an organization. In this relation, Maslow's hierarchy of needs theory suggests that individuals are motivated by multiple needs in a hierarchical order. Needs of a lower order must be satisfied before higher-order needs can be addressed. These needs are, in order, physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs. When there are no motivating factors, employees are indifferent to their work. However, workers are highly motivated and satisfied with the presence of motivating factors. Herzberg stated that the best way to motivate employees is to create challenges and opportunities for success in their job, i.e., to create intrinsic motivation.

5. Limitations & Suggestions

The study's limitations primarily revolve around its sample and methodology. The research was conducted on a specific group of employees within the Maad Group, limiting the generalizability of the findings to other organizations, industries, and cultural contexts. The reliance on self-reported measures might also introduce biases such as social desirability or inaccuracies in self-assessment, especially concerning alexithymia and coping strategies. Furthermore, the cross-sectional design restricts the ability to infer causality between the studied variables. The absence of longitudinal data prevents understanding of how changes in management styles, coping strategies, or alexithymia levels over time might influence job satisfaction.

Future research should aim to address these limitations by incorporating diverse samples from different sectors and cultural backgrounds to enhance the generalizability of the findings. Longitudinal studies could provide insights into the causal relationships and how changes in coping styles, alexithymia, and management styles might impact job satisfaction over time. Additionally, employing objective measures alongside self-reported data could minimize biases and offer a more accurate assessment of the variables in question. Exploring the role of mediating factors such as organizational culture, work environment, and employee engagement could also enrich the understanding of the dynamics between management practices, employee psychological states, and job satisfaction.

The implications of this study suggest that organizations should prioritize understanding and implementing effective management styles that foster job satisfaction, considering the positive association between democratic, goal-oriented, member-oriented, and laissez-faire management styles with job satisfaction. Encouraging problem-focused coping strategies among employees could be beneficial for enhancing job satisfaction and overall well-being, given the negative impact of emotion-focused and avoidance coping strategies. Organizations could also benefit from developing programs to help employees manage alexithymia, as its negative correlation with job satisfaction highlights the importance of emotional intelligence and awareness in the workplace. Providing training for managers on adaptive

leadership styles and emotional intelligence could further support a positive work environment, leading to higher job satisfaction levels among employees.

Acknowledgments

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

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Authors' Contributions

All authors equally contributed in this article.

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