



## A STUDY ON IMPACT OF VARIOUS LEADERSHIP STYLES ON EMPLOYEE'S JOB SATISFACTION IN SELECTED BUSINESS SCHOOLS IN PUNE

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### Abstract

*Employee's satisfaction is important for any organizational productivity and effectiveness. It has been seen that leadership styles has a great impact on employee's morale and motivation. Leadership practices seem to have quite positive effects on teacher's lifelong professional development in the school context (Flores 2007) because they have the potential to empower teachers towards a commitment to change and enhance their learning in school organization (Bogler, 2001; Fullan, 2002; Day et al, 2001). This paper has been written with a specific aim to explore various leadership styles and parameters of employee's motivation and job satisfaction in selected Government Primary schools.*

**Keywords:** *Employee's motivation, leadership styles, morale, productivity.*



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### Introduction:

According to Flynn (2009), leadership is a process whereby one influences the behaviour of another through personality and intellect rather than violence or threat. Leaders are unique, and varying leadership styles may influence transformation differently, with some leaders being more effective than others. Naidu and Van Der Walt (2005:2) viewed that an effective leadership style influences change and creates the impetus for transformation. Leadership is considered to be key for organizational success and so the role of a leader is very important for organizational success. Organizations today faced tough situations in the background of globalization, changing technology and geo politics. Employees are considered to be intangible assets for any organization's success. Their performance decides the performance of the organization. In such a situation job satisfaction becomes important. Apart from material rewards, achievement, recognition, good working conditions influence job satisfaction of an employee. This research paper basically tries to set a relationship between leadership styles and job satisfaction.

### **Literature Review:**

This segment of the research paper reviews theories, models pertaining to various leadership styles and employee's motivation levels. Leadership is a process by which an individual influences working colleagues toward accomplishing common goals (Flynn, 2009:2). There are various leadership styles which influences organization's working culture and employee's morale and motivation. All the leadership styles have its own pros and cons and are effective depending upon the situations and conditions. No leadership style is perfect to be applied effectively in all the situations and problems. It may also happen that a leader is exhibiting different set of leadership styles at different point of time depending upon the needs and requirements. The effectiveness of leadership styles also depend upon types of organizations, cultural trends, educational level of employees etc.

According to Flynn (2009) leadership Styles is the adaptation of varying techniques used by leaders to provide guidance and influence participation of subordinates in a specified course to be navigated. According to Mester, Visser and Roodt (2005) transformational leadership is a people-oriented leadership style that encourages subordinates to excel beyond normal performance levels for the sake of the organisation. In this process, emotional attachments occur between the leader and follower. Transactional leadership is a task-orientated leadership style, relating to reward based performance initiatives (Naidu and Van De Walt, 2005:2). Laissez-Faire leadership is a passive style that is reflected by high levels of avoidance, indecisiveness and indifference (McColl-Kennedy and Anderson, 2005:116). Job Satisfaction is the amount of positive overall feelings that individuals have towards their jobs (Peerbhai, 2005:13). Job satisfaction can be broadly defined as the extent to which employees are content with their jobs (Mester *et al.*, 2003:72).

The various literatures on this subject suggest that job satisfaction is related with motivation of employees. There are various motivation theories given by scholars from time to time. Maslow theories of need hierarchy deals with physiological needs, safety needs, self-esteem and self-actualization needs. Herzberg's two factor theory is based on motivators and hygiene factors. The theory emphasized that satisfaction is associated with factors such as achievement, recognition, promotion considered to be motivators while dissatisfaction is associated with pay, policies, working conditions, job security etc. considered to be hygiene factors. The motivators increase satisfaction while the hygiene factors reduce dissatisfaction. Mclelland's need theory emphasizes three types of needs i.e. achievement oriented, affiliation oriented, and power oriented.

Anthony Solomon, Renier Styen in their paper leadership style and leadership effectiveness: Does cultural intelligence moderate the relationship (2016) found that leader cultural intelligence and its dimensions do not moderate the relationship between empowering leadership and leadership effectiveness; they do nonetheless negatively moderate the relationship between directive leadership and leadership effectiveness. This moderation was, however, assessed to be of no practical significance.

Konsolas Emmanouil, Anastasiou Osia MA in their research paper: the impact of leadership on teacher's effectiveness emphasized the involvement of educational leader in the teacher's education process, Leadership style is a crucial factor for the teacher's effectiveness. Their main finding states that transformational leadership seems to include all the appropriate practices that strongly influence teachers' effectiveness. However, regardless of the leadership model employed, this could be effective if the appropriate procedures were applied.

Ijaj Ahmad and Muhammad Zafar (2012) in their research article try to establish relationship between leadership styles and learning outcomes of the school. The study was conducted with a sample of 300 and found a strong association between leadership styles and school effectiveness. The study also found that there is a significant difference between leadership styles of teachers on the basis of gender both in the public and private sector.

Ang Tun Ping (2015) in his research the relationship between leadership styles and Employees job satisfaction in Small and Medium Enterprises focused that the perception towards gender has shown to contribute to variations in job satisfaction among employees. The perception towards ethnicity has not been shown to contribute any variation in job satisfaction among employees.

**Objectives of the Study: The main objectives of the study are following:**

- a) To study various leadership styles.
- b) To identify employees perceptions of their leader's styles.
- c) To study various parameters of employees job satisfaction.
- d) To determine which leadership style best predicts overall employee's job satisfaction.

**Research Methodology**

The research design for the study is descriptive. The sample size selected for the study was 50. Simple random sampling was used as the preferred type of probability sampling for this research. The study will be mainly based on primary data collected through a set of questionnaire from faculty members. The research technique will be survey based, contact method will be personal survey and research instrument will be questionnaire. Statistical

tools such as correlation and regression have been used to interpret and analyze the data to derive conclusions.

The transformational, transactional and laissez faire leadership styles were measured using an adapted version of the Multifactor Leadership Questionnaire (MLQ) developed by Bass, Avolio and Jung (1997). Though this model was taken as the base but few changes were made in the questions considering the objectives of the study. The purpose of the questionnaire was to distinguish the three leadership styles. The questionnaire measured five components of transformational leadership, three components of transactional leadership and one component of laissez faire leadership. The questionnaire consisted of 27 questions. Questions 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 19, 21, 25, 27 deals with the three attributes of transformational leadership. Questions 1, 2, 3, 16, 17, 18, 20, 22, 26 deals with the three attributes of transactional leadership. Questions 5, 7, 27 and 31 address laissez-faire leadership. All questions use a five-point Likert measurement scale, with “not at all” forming the one end of the continuum and “always”, the other end. Respondents were required to tick the selected box for not at all, once in a while, sometimes, fairly often and always, respectively.

The overall job satisfaction was measured using the questionnaire consisted of 14 questions, all of which utilized a five-point Likert measurement scale, with “very dissatisfied” forming the one end of the continuum and “very satisfied”, the other end. Instructions were given regarding the rating of the questions. “Very dissatisfied” indicated low levels of job satisfaction while “very satisfied” indicated high levels of job satisfaction.

### **Findings and Conclusions**

Based on the data analysis, a very strong correlation exists between seeking different perspectives when solving problem, suggesting new ways of completing assignments, mentoring and coaching subordinates and different dimensions of job satisfaction. Thus transformation style of leadership is very effective in leading to job satisfaction of employees as compared to transactional and laissez faire style of leadership in selected samples of employees of B-schools in Pune. The variables of transactional and laissez faire style of leadership shows weak association with dimensions of job satisfaction. Thus based on the findings it can be concluded that transformational style of leadership is largely effective in boosting the morale and productivity of the employees leading to higher job satisfaction.

### **Limitations of the study:**

a) The study is only limited to small sample. No generalized conclusions can be derived from small sample.

b) The perceptions of the respondents and the researcher about various leadership styles may vary.

c) Only few leadership styles have been selected for the study.

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