

A theoretical assessment of leadership styles which have impact on occupational stress, workplace environment and job satisfaction in Indian scenario

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Abstract - Leadership is crucial in any field. As a result, the health of the connection between management and staff is essential to the success of any business. Leadership styles in India's Construction Industry are the focus of the present research. Appropriate management strategies and leadership are essential for the growth of India's construction sector. This paper aims to fulfil three needs stemming from this imperative: (i) it will investigate the leadership styles employed by Indian construction industry top brass; (ii) it will analyse the connection between leadership and employee satisfaction and loyalty; and (iii) it will assess the same relationship between leadership and company loyalty.

Therefore, this study focuses on the theoretical aspects and analysed those literature to assess the impact of leadership styles which have impact on occupational stress, workplace environment and job satisfaction in Indian scenario.

Keywords: Leadership, Occupational stress, and job satisfaction

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INTRODUCTION

One of India's fastest-growing service sectors, the hospitality industry offers young people a broad variety of career opportunities. In addition to accounting for 8.78% of all jobs in the country, manufacturing contributes 6.23% to GDP. Because of its expanding customer base, the hospitality industry, and hotels in particular, need to recruit skilled workers who can meet the needs of their clients by providing them with the kind of attentive service and warm welcome they crave. The hotel industry relies heavily on its human resources, yet it can't thrive without the satisfaction and commitment of its employees, especially the front desk staff. In the view of guests, the front desk agents are the embodiment of the hotel's service, brand, and ultimate marketing strategy. As a result, hotel management must monitor the constantly shifting levels of job satisfaction and commitment among front desk staff, factors that are crucial not only to the performance of the individual but also to the prediction of such things as future output, performance, and productivity.

Satisfaction and dedication at work are two concepts typically referred to as employee attitudes, and are seen as predictors of a company's future success. Employees' attitudes are formed on the basis of job satisfaction and organisational commitment, according to a large body of research. In which a number of studies have shown that job satisfaction is a significant predictor of employees' loyalty to their employers. Among the many employee attitudes studied in the business and management literature, job satisfaction and dedication to the company rank high. Employees can have a variety of perspectives on their jobs and companies, including satisfaction, involvement, commitment, perceived support, and engagement; however, the present study restricts itself to the perspectives of job satisfaction and commitment. Job satisfaction and dedication to the hotel's mission were two of the factors studied in this study of front desk employees' opinions.

The state of our health and happiness is crucial to the quality of our lives. While recent advances in medicine and science have made it feasible to treat a wide range of serious illnesses, modern society

also faces new challenges to its members' mental and physical health. Many people are finding it more difficult to keep up with the hectic pace of modern life, which is characterised by factors like globalisation, urbanisation, and significant technology breakthroughs. The quality of a person's life is increasingly dependent on their work environment and their physical and mental health.

Workplace stress has emerged as a major problem in modern life. Worker health and happiness might be negatively impacted, with potential for physiological, psychological, and behavioural problems. Employee productivity, performance, and satisfaction, not to mention turnover, may all be negatively impacted by stress in the workplace. Occupational stress is a multifaceted and multifaceted concept that has to be explored not just in isolation but also in relation to other factors that influence an individual's working environment. There seems to be a strong negative correlation between occupational stress and job satisfaction, which might have a positive effect on loyalty in the workplace.

Due to the high stakes involved in providing excellent customer service, those employed in the hospitality industry are more likely to experience occupational stress and burnout. As a mediator between the company, its management, and its customers, employees often find themselves in a tense situation. Due to the round-the-clock nature of hotel operations, many hospitality occupations need shift work or flexible scheduling. In the hospitality industry, employees are among the most valuable assets, therefore it's important to understand what causes occupational stress and how to deal with its effects if they arise.

Academics have spent the better part of the last several decades studying occupational stress, workplace satisfaction, and employee loyalty. Despite this, there is still a lot of mystery around the factors that affect hotel employees. The situation is exacerbated by the fact that the differences between the various hotel types have not been the subject of nearly enough research.

Strong leadership abilities are essential for effective food and beverage managers. Therefore, managers need to keep tabs on their employees to gauge their degree of motivation and enthusiasm for the job at hand and the company as a whole. They have to find common ground between the company's long-term ambitions and its immediate priorities. Inspiring and motivating your team to achieve the division's goals is a crucial component of being a strong leader.

There is a link between leadership style and worker happiness, which might have repercussions on productivity and efficiency. Worker happiness in the hospitality industry is strongly influenced by factors including autonomy and acknowledgment, opportunities for growth and promotion, equality of treatment, and the effectiveness of incentive and

evaluation programmes. And his coworkers Hanbury et al. It is vital to distinguish between leadership style and the attributes that impact employee happiness on the job. The study's goal is to establish whether and how a manager's leadership style influences the contentment of their staff.

Varieties of Leadership

Researchers are investigating the connection between leadership and workforce motivation. Leadership may be thought of as a managerial job with a broad focus on people and their relationships with one another. In addition, it's a tactic for getting people fired up about achieving the business's stated goals and objectives. Managers in authoritative roles must possess the abilities to motivate and direct their teams to achieve the organization's goals via consensus building and consensus building facilitation. Influencing others and directing them towards a common purpose is what we mean when we talk about leadership. The premise here is that leadership is the act of mobilising people to work towards a common goal under one's direction. People follow him or her because they see a perfect harmony between his or her skills and character. These authors, among many others, present some of the many possible definitions of leadership: Leadership may be defined as the exercise of influence by one individual over a group of followers for the purpose of achieving a common goal or as the process by which an individual inspires followers to effect organisational change in pursuit of desired outcomes. Alliances are formed by both those seeking leadership and those seeking followership. You may influence people to help your organisation succeed via your own personal qualities of encouragement and facilitation.

Leadership is a sophisticated method of managing and controlling employees inside an organisation to accomplish its goals. Managers need to understand the context in which their businesses function and how it impacts employee behaviour. The ability to excite employees and instill a sense of loyalty to the company are hallmarks of an effective leader. Since a manager's leadership style may have a significant influence on employee job satisfaction and loyalty, it is important for managers to have a philosophy of leadership. The success of an organisation in reaching its objectives is heavily dependent on the management style in place.

Managers may choose from a wide variety of leadership approaches, including autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, transactional, and transformational models. It's possible that there is no "one size fits all" approach to leadership. There is a time and a place for every kind of leadership. A good leader is one who knows when to use a certain strategy. Both the nature of the company and the manager's own character will determine the best approach to leadership. Managers may affect employee morale,

commitment, and output by adopting the most effective leadership styles.

Therefore, leadership style may be regarded one of the most significant components in the hotel front office, where leaders may be expected to employ absolute techniques to transfer certain abilities amongst workers in order to improve the morale of the front desk.

Workplace Environment and Occupational Stress

Because it is fundamental to everyone's survival, work is the primary focus of everyone's existence. It expresses our deepest yearnings for love, acceptance, importance, and relevance. Being what you put in for is important, and being paid for it is much more so. However, stress is produced when people believe they are unable to fully use their resources at work. This includes their creativity, intelligence, and decision-making skills. Millions of employees may be at risk for health problems, substance misuse, and family problems due to stress. High levels of stress and a stressful work environment have also been linked to lower productivity, more absenteeism, and an increase in workplace and other mishaps.

Workplace stress may be understood in a variety of ways, such as a person's response to stressful conditions or a breakdown in their emotional state. The word "stress" is used to describe a state in which the physical, mental, or emotional well-being of an individual is compromised. The notion of stress (1979) is related to the work of Hans Selye. According to him, it's the physiological and psychological fallout from having to deal with oppressive circumstances or people while at work. Stress, as defined by Nwadiani (2006), is an emotional stoppage that sustains an aberrant state of being and behaviour. Symptoms of stress range widely and might include, but are not limited to, weariness, severe headaches, irritability, heart disease, low self-esteem, and a loss of sexual drive. The aforementioned negative reactions may contribute to the worsening of both mental and physical illness. The employees are protected by several laws and legal norms. Long hours, lack of social interaction, job insecurity, technological advancements, night shifts, and other variables all contribute to professional stress.

Experiencing negative emotions like worry, anxiety, depression, and discontent because of one's job is a common symptom of work stress, also known as occupational stress. When an employee's skills and the job's responsibilities, demands, or resources don't mesh, resulting in physical or emotional distress, we call this phenomenon "job stress." "Job stress" occurs when a person feels overwhelmed by the responsibilities of their position because their skills do not match those required by the job. It's a kind of role stress that goes by a few other names, including "role variance," "role ambiguity," and "overwork." Occupational stress may be described as the physiological and emotional reactions of workers when they face a mismatch between the demands of their

occupations and their abilities or resources to meet those expectations.

Workplace stress reactions may happen anywhere. Many aspects of the workplace have been linked to symptoms of mental illness, such as floating anxiety and depression, according to studies.

OBJECTIVE OF THE STUDY

To assess leadership styles which have impact on occupational stress, workplace environment and job satisfaction in Indian scenario.

RESEARCH METHODOLOGY

This study is being conducted in theatrical way by adopting descriptive and elaborative methodology. It followed the critical views on the leadership aspects and its impact on job satisfaction in Indian scenario.

LITERATURE REVIEW

Luthans (2011) argues that the leadership style of an organization's top brass may have a significant impact on the productivity of its employees. If you want to be recognised as a leader, you need to be able to do things like create jobs, delegate responsibility, build rapport with others, keep in constant contact with your team, and encourage them to go above and beyond in their work. Managers can only do this by maintaining open and honest communication with all levels of their workforce.

According to Paracha et al. (2012), transformational leadership is a style of management that helps teams and organisations expand by articulating and energising followers around a shared vision and mission.

It's Daniel (2012) Distinct leadership styles and suggested a scale ranging from authoritarian to democratic to participatory to demonstrate the range of control and decision-making power held by leaders and workers. Leaders that act autocratically want their followers to do what they are told, without inquiry or discussion. Managers that adopt this approach, however, run the risk of devaluing and ignoring the contributions of their employees. In times of crisis or when there is an immediate issue that has to be addressed, autocratic leadership may be beneficial. Given its lengthy history in the hospitality sector, the unanticipated demands of the tourism industry need an authoritarian approach to management.

According to Rollinson et al. Leadership styles have been classified as autocratic, democratic, or laissez-faire according to the degree to which they recognise the authority, power, and behaviour of the leaders in charge. Democratic (participative) leaders include their staff in decision-making and responsibly delegate authority, whereas autocratic (authoritarian)

leaders exercise total control and may make decisions without consulting their staff.

This year's Hosny The purpose of this study was to examine the connection between management style and hospitality workers' sense of fulfilment on the job. The information was gathered with the use of self-administered questionnaires based on the work of Gadot, Manning, and Curtis (2009). The study included at least 300 non-management employees from the food and beverage departments of five-star hotels. This study's results indicate that factors including opportunities for professional growth and progress, compensation and reward structures, employee acknowledgment and agency, and evaluation mechanisms all contribute to a more satisfied workforce. The results of this study corroborate previous studies that have linked leadership styles such as transactional, transformational, and laissez-faire with employee job satisfaction. On the other side, workers are dissatisfied with autocratic leadership. The current study shows a strong correlation between a leader's management style and employee job satisfaction. Therefore, the hotel industry should profit from establishing a solid leadership plan to maintain a contented workforce and cut down on turnover. The findings might be used in human resource management to improve leaders' interactions with their teams and boost worker happiness.

Stress in the Workplace and Related Issues

Anbazhagan, L. S. (2013) discovered that many employees in the hospitality industry experience stress due to unclear job responsibilities, unattainable objectives, excessive workloads, and a lack of respect for their superiors' authority. Ninety-three percent of respondents are experiencing moderate stress, six percent are experiencing severe stress, and one percent are experiencing low stress, as measured by Srivastav and Singh's Occupational Stress Index.

According to Srikkhum (2013), high levels of pressure and excessive workloads contribute to stress in the workplace, while dealing with unpleasant visitors or customers contributes to stress in interpersonal relationships. Later, Ereno, J. (2014) discovered that front-line employees are held to a higher standard because of the importance they play in delivering outstanding service to customers and tourists. High expectations for customer service make their jobs challenging.

F.L. Johri (2013) A study found that Michelin-starred restaurants are more stressful than other dining establishments because of variables including the owners' aspirations to increase their star count. It's a demanding atmosphere since employees have to put in long hours maintaining high standards, coming up with new dishes, and giving customers a pleasant experience in order to accomplish the objective.

According to Pandey, A. (2016), dissatisfaction is the leading cause of stress. Anxiety and dissatisfaction at work go hand in hand. His advice for reducing stress on the job included making roles and responsibilities more clear, delegating tasks, and rethinking how employees are trained. Jain, P., and Batra, A. (2015) conducted a study to identify the most common sources of stress in the workplace, as well as the factors that cause individuals stress. Human resources experts were shown to have the potential to reduce stress in the workplace if they addressed a specific issue. Forget "Time Management," says author Emmett, R. (2009); "Stuff Management" is the real path to stress relief.

Mohan, A. K. (2017) reports that a study of hotel workers found that poor training, low pay and benefits, hostile coworkers, and an uncomfortable work environment were the most prevalent causes of stress among employees. In addition, extremely similar findings are shown by Vernekar S. and Heidari D. (2018). Stress in the hotel industry is exacerbated by overtime, human interactions, and limited resources. In addition, Altintas, V. (2018) found that non-managerial hotel employees are disproportionately impacted by job features such as time pressure, role conflicts, work overload, seasonal unemployment, etc.

Because of the COVID-19 epidemic and the increased number of clients, workers in the hotel sector would be under intense strain, according to Tsui (2021). There are three main topics that will be covered in this paper: (1) the current state of organizational-climate job stress on employee wellness in the hospitality industry during COVID-19; (2) the relationship between organizational-climate job stress and employee wellness; and (3) the role of individual characteristics and organisational culture in the relationship between job stress and employee wellness. A survey is utilised to look into these concerns.

GAP ANALYSIS

This chapter reviews the literature on occupational stress in India and internationally. However, there were not many studies conducted on occupational stress, demographics, or psychological factors in an Indian context.

In the Indian hotel industry, there is a lack of research on the correlation between Occupational Stress and other characteristics such as Emotional Intelligence, Job Satisfaction, Motivation, Quality of Work Life, and Organisational Citizenship Behaviour.

Previous research suggests there is a dearth of literature on how demographic factors affect workplace stress for persons employed in the hospitality sector. In the hospitality industry, it was also important to consider guests' residency and ancestry, income, gender, and marital status.

ANALYSIS OF LITERATURE AND FACT

Executive leadership may boost or hurt an organization's workforce. Leaders must perform the following: create positions, allocate authority, nurture interpersonal connections, communicate effectively, and create an atmosphere where people may go above and beyond their job requirements to develop their abilities and become enthusiastic about their work. To achieve this, managers must communicate with senior and junior workers thoughtfully and thoroughly.

Transformational leadership involves conveying, creating, and exhibiting an organization's or department's vision and purpose and inspiring employees to strive towards it.

The degree of control and decision-making power of leaders and workers might be rated autocratic, democratic, or participatory. Autocratic leaders want their employees to follow their orders without inquiry. This style of leadership may devalue or overlook employee contributions. When a firm is in crisis or needs rapid attention, autocratic leadership may be effective. Due to its hospitality roots, this industry's unanticipated requirements need authoritarian leadership.

Leadership styles are autocratic, democratic, or laissez-faire based on leaders' authority, power, and behaviour. These styles recognise leaders' impact on their employees. Democratic (participative) leaders include their employees in decision-making and delegate authority as needed, whereas autocratic (authoritarian) leaders have total power and may make decisions without consulting them.

This study examined how leadership style affects hotel employee job satisfaction. Modified self-administered surveys. The study included at least 300 non-managerial five-star hotel food and beverage personnel. This study found that self-development and advancement, wage and incentive systems, recognition and empowerment, and evaluation systems affect employee job satisfaction. This study also found a high link between job happiness and transactional, transformational, and laissez-faire leadership styles. Employees dislike autocratic leadership. Our study shows that leadership style and employee job satisfaction are connected. To keep employees satisfied and prevent turnover, the hospitality business may benefit from a good leadership approach. The findings may be used in human resource management to examine leaders' interactions with employees and employee satisfaction.

Srivastav and Singh's Occupational Stress Index shows that 93% of respondents are moderately stressed, 6% are severe, and 1% are low.

High pressure and workloads increase workplace stress, whereas unpleasant visits or customers increase interpersonal stress. Since front-line staff are

essential to customer and visitor service, Ereno, J. (2014) determined that they should perform better. They struggle at work because customer service requirements are high.

Research shows that Michelin star restaurants are more stressful than other kinds due to variables including the drive to get additional stars. To reach the aim, staff must work hard to maintain high standards, invent new dishes, and make guests happy, which is difficult.

Discontent causes most stress. Stress and work dissatisfaction are connected. Stress management methods included job clarification, delegation, and training re-design. Corporate employee stress and personal stressors. Choosing a subject might help HR professionals reduce workplace stress. In a poll of hotel staff, poor training, compensation, perks, interpersonal connections, and an unfavourable work environment were the most stressors. New study shows that overtime, interpersonal contacts, and resource restrictions stress hospitality workers. Non-managerial hotel personnel are particularly influenced by workplace features including time pressure, role conflicts, work overload, seasonal unemployment, etc.

Hospitality workers will be under a lot of strain as company suffers because to the COVID-19 pandemic and high consumer traffic. First, the status quo of organizational-climate job stress on employee wellness in the hospitality industry during COVID-19 will be examined. Second, the correlation between job stress and wellness will be discussed. Third, personal background and organisational climate will be examined in relation to job stress and wellness. To address these issues, surveys are utilised.

CONCLUSION

Two of the three construction businesses studied had a negative impact on employee job satisfaction and loyalty due to their leaders' laissez-faire approaches to management, according to the study's results. However, one company's workers have benefited greatly from a transformative leader's approach. The research also found that a poor leadership style at the top might have a chilling effect on worker morale and productivity. That's why businesses need to provide their workers greater opportunities for advancement and equal compensation for equal work. Leaders need to be aware of whether or not their approach to leading is having a beneficial effect on personnel.' The organization's upper-level management must provide training for all managers and leaders on the principles of transformational leadership. These approaches should be used in a way that is consistent with the workers' beliefs and priorities. Leaders should inspire and drive their teams to achieve extraordinary results, which will boost morale and loyalty to the company. Employees that

feel more invested in the success of the company will work harder to achieve that achievement.

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