

# Impact of Leadership Style on Job Satisfaction

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**Abstract – Satisfaction is a major factor for public educational workers. Job happiness is found as an inward feeling generated by multiple factors in the workplace. Owing to the position of diverse factors in work satisfaction, educational institutions must be informed of the correct types of leadership. Owing to the lack of commitment to this organizational activity, some abnormal reactions between workers arise. This paper provides a literature review to define the critical role of leadership types for workers of public education organizations. Substantial consideration should be given to the particular organizational style of an organization. Similarly, unique leadership styles as external influences play a significant part in pleasing workers of public education organizations, and these models may maximize the loyalty of employees to organizations. This program aims to enhance employee loyalty and find an efficient design that is one of the key fields for changing the educational institution.**

**Key Words – Leadership Style, Job Satisfaction, Impact**

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## INTRODUCTION

The researchers are deeply researching leadership because of its tremendous significance in organizational success (Yurtkorua & Ekmekçia, 2011). Various leadership models are established by academics and a lot of study is carried out on them. In 1997, Bolman and Deal proposed four distinct leadership models. There is no literature on these leadership models, but in the complex working climate they may be useful. (Rice & Harris, 2003) Founded the Bolman and Deals leadership paradigm is a good means of interpreting the behavior and activities of the participants and their colleagues and organizations. Their research found that institutional leadership is most experienced, led by political leadership and wealth, whereas ceremonial leadership is not always involved in the workplace. Leadership success can be purchased by institutional and ceremonial structures, while administration can be efficient by operational and human capital. However, both political and ceremonial leadership models of certain organizations are less oriented on making them more successful (Sasnett and Ross 2007).

An increasing body of literature indicates that managers' leadership activity is related to the happiness of subordinates. They will affect the motivation of workers and job conditions (Lundqvist, 2013). Subordinates are particularly effective because they are motivated by their manager's leadership style, which in turn improves their work satisfaction. The models of leadership are affected by the value structure and communities found significant since the globalization of multinational

business practices (Pauliené, 2012). Community may be correlated with the company and its workers. Both have a beneficial effect on employee happiness, but cultural principles relevant to workers are more essential to work happiness (Sabri, Ilyas and Amjad 2011). Analysis has demonstrated that workers can be assisted at work. This service may be supported by leaders with a refined spectrum of skills. For good organizations, the organizational style of their management has to be modified and their conventional expertise substituted by teamwork, consultation and arbitration (Moran 1992). Leaders must display their supporters worry. They can inspire followers by offering assistance, advice and counselling according to their attitudes and behavior. This encourages supporters to engage in reaching the objectives while meeting their own desires (Chemers, 2000). Leaders can help to boost workforce happiness and efficiency by growing work tension (Hollingsworth, Brewer, & Petty, 2002). Reliance on a single leadership cannot be treated as successful because it may struggle to provide a comprehensive approach. Managers must also be able to cope with various issues in the workplace. You can be more successful when utilizing a multi-faceted leadership strategy (Shin & Choo, 2011). In various contexts, leaders will use a multi-frame strategy. Leaders utilizing more than three frames is deemed successful than leaders utilizing less than three frames. A analysis (Saeed, Qazi & Naeem, 2014) found that adherents believed that their representatives primarily use the institutional system and the human resources mechanism and symbolic system, whereas the democratic structure

was not commonly utilized. Leadership is an essential aspect impacting work satisfaction. A strong leader is one who loves and has a good attitude towards his supporters. Leaders can establish individual ties with the followers and be capable of grappling with various issues. Demand of control, equality and engagement in decision making by supporters, which can contribute to improved job satisfaction and a lack of them, may contribute to discontent (Anita, 2012).

## LITERATURE REVIEW

**Leadership Styles:** Leadership is the act of guiding a community of people to accomplish a specified purpose. It is the practice of encouraging, shaping and encouraging people to create a successful improvement. It lets workers react to their representatives in a shared direction (Dubrin, Dalglish, & Miller, 2006). Leader is a person who chooses, trains and directs one or more followers and lets them organize their efforts enthusiastically to achieve their organizational goals (Winston & Patterson 2006). The main emphasis in previous studies has been on transition leadership, although some scholars have developed new categorizations. As (Bolman & Deal, 2003), a leadership model including institutional, individual, political and symbolic leadership has been given.

- a) **Structural Leadership:** The Institutional Leader attempts to propose and enforce a problem-specific mechanism. Tasks, evidence and logic are based, but not emotions and actions. This approach is deemed effective when aims are straightforward, no disagreement and unequivocal validity.
- b) **Human Resource Leadership:** The approach to human resources recognizes personnel as an essential element of a business. Employees are encouraged and motivated to reach results. This strategy is useful if workers have poor self-esteem, poor tension and abundance of funds.
- c) **Political Leadership:** The institutional chief knows the fact of the organization's political parties. He may work with disputes and handle them with minimal resources. Leader exercises his influence and negotiates for conflicts to be settled. He recognizes other political parties, their practices and tries to recognize and battle perceived rivals. This strategy tends to be effective where there is scarce funding and strong diversity.
- d) **Symbolic Leadership:** Vision and inspiration are essential to symbolic leaders for organizational progress. These leaders are very excited and optimistic in the production of focus on organization. This

strategy is useful where priorities are not transparent and the organization's cultural diversity is high.

**Job Satisfaction:** Job fulfilment is a concept used to define the content of a person's employment. It demonstrates a good feeling about jobs and what makes people successful (Ramayah, Jantan & Tadisina, 2001). It is a significant predictor of how workers feel about work and how they foresee the conduct of staff. For a company, the workers' happiness implies that they are inspired and dedicated to high output standards (Mehndiratta and Tripathi, 2012). It may be named a workplace mentality, boss confidence, friends, salary and career openings. It can vary from individual to individual and in various geographical areas. To gain happiness in the workplace, the outcomes of the ideals and beliefs structures they adopt must be an positive attitude, dedication and accountability (Ravri, Mirzaei, Kazemi, & Jamalizadeh, 2012).

## IMPACT OF LEADERSHIP STYLES ON JOB SATISFACTION

Leadership is a mechanism through which leaders control the actions of subordinates to accomplish organizational objectives. Research has shown that leadership has important and beneficial impacts on employee satisfaction. There is a connexion between management styles and employee satisfaction, although it may differ from individual to individual, leadership styles and job satisfaction dimensions. An improved leadership position will make workers more successful and happier at work. Thus, participants will effectively serve and add to the organization's efficiency and efficiency (Amin, Shah & Tatlah, 2013). Organizations with the potential to practice leadership and employee loyalty ought to take the initiative to enhance efficiency (Voon, Lo, Ngui, & Ayob, 2010) and leading bodies will impact employee happiness, competitiveness and engagement by taking an efficient leadership design. In a research conducted by (Riaz & Haider, 2010), it was noticed that workers are extremely pleased when they are presented with innovations, salary rises or resources for advancement of skills. They are inspired by management and believe their supervisors have a strong strategy and new strategies to produce successful results. Leadership is seen as a primary indicator of employee satisfaction. It changes the desires, expectations and aspirations of workers by encouraging them to work for their corporate objectives instead of concentrating on their personal ambitions (Rizi, Azadi, Farsani & Aroufzad, 2013). Corporate culture often impacts employee retention. Analysis has found that subordinated employees who live in collectivist cultures are pleased with the role of a boss who orders and promotes whereas subordinates employed in individualistic cultures are happy with

their roles when their bosses offer them freedom and rewards (Chemers, 2000). The interactions between leadership and job satisfaction can be easily illustrated in leadership structures.

**Structural Leadership and Job Satisfaction:** Structural method is a typical style of leadership in the creation and management of organizational activities. He carefully tracks the subordinates and leads them from top to bottom. The chief specifically defines lines of authority (Bolman & Contract, 2003). Leadership is a transition process, and by modifying their views, ideals and expectations it improves followers' enthusiasm, success and happiness. The standard of good leadership tends to be employee fulfilment and competitiveness (Nyberg, Bernin & Theorell, 2005). Acting under a boss with a systemic strategy allows creative solutions difficult for workers and they should not follow one-sided choices that may affect job satisfaction.

**Human Resource Leadership and Job Satisfaction:** It stresses the interests of people and their motivations. It believes that workers perform well and are secure when their employers support them. They then become interested and dedicated when motivated to do the job (Bolman & Offer, 2002). Members are respectful and open in this sense. They improve engagement and engage decision-makers. Social reinforcement has been seen to maintain order, equality and dignity by improving employee loyalty (Vigoda-Gadot & Talmud, 2010). Human resources are an essential aspect of an enterprise and requires powerful management to handle. The type of leadership has a beneficial impact on employee satisfaction. But depending on a single form of leadership is not enough to handle in this complex setting. Leaders must show the required leadership styles for the market climate (Maqsood, Bilal, Nazir, & Baig, 2013).

**Political Leadership and Job Satisfaction:** These leaders are capable of using control to settle disputes. They will redistribute control and create new partnerships, express control by persuasion and convince others to compromise. They first use persuasion, then agree and, where possible, use intimidation (Bolman & Contract, 2002). Political leadership and obedience are quite different since globalization needs more liberal, non-autocratic leadership (Masciulli, Molchanov & Knight 2009). Politics might forecast performance, but it isn't helpful these days. Subordinates demonstrate a strong degree of engagement while the agenda is poor and the supervisors have social assistance.

**Symbolic Leadership and Job Satisfaction:** Symbolic leadership relies on the perceptions and principles of organization. The organizational culture is highly critical and teaches staff how to conduct and act. Cultural objects, practices and various procedures are passed on values Irrelevant source suggested. Symbolic leadership for job and citizens

is indeed a question of idealism, motivation, transaction and change (Sancar 2013). They have a sense of charisma and encourage excitement for society influencing workers to collaborate for a collective task. The rhetorical structure and the institutional system of certain organizations are weakened, but institutional and human capital systems are superior (Flessa, 2009).

## OBJECTIVES

- [1] To research the degree to which the following work satisfaction is affected by the leadership style of supervisors.
- [2] To understand how deep the connexion between management and work satisfaction is.
- [3] Discussing what followers think of their bosses' leadership style.

## METHODOLOGY

**Research Paradigm:** Paradigms are the structures used to perform analysis. It is based on the universal collection of principles, beliefs and convictions (Huitt, 2011). They help us determine what the analysis practice will be and what data collecting techniques will be utilized. My research focuses on the testing of a theory / hypothesis. I've utilized the Post Positivist method to evaluate a theory / hypothesis by utilizing quantitative methods. It tracks the relation between the cause and effect of the studied variables, and provides empirical findings which will be generalized following data analysis (Creswell, 2009).

**Population:** Community is the population about which we want to pick knowledge and who is interested in our study case. Study community is recruited by private sector organizations in the town of Gujrat, Pakistan.

**Sampling Design:** The configuration of the survey applies to the sampling process of the population sample. Comfortable sampling was used when there was no sampling frame usable. It is considered biased, but the bias caused by the unlikely sampling can be overlooked. The principal goal of choosing a convenience sample is to conveniently obtain a sample of the expected sample size and to obtain the appropriate data (Battaglia, 2011).

**Sample Size:** The sample size is the portion of the population chosen for data collection. For data collection, a sample of 160 was selected.

## DATA COLLECTION METHOD

Questionnaire was used for data collection for this analysis. The style of leadership was calculated by Bolman and Offer. From number "4," of item is given the correct sentence and goes down to "1" for the item less suitable. This tool encompasses four distinct types of leadership (structural, personal, institutional, and symbolic). The quality of the work was assessed by the Minnesota job satisfaction system on a five-point Likert scale. Questionnaire contains 32 objects, 24 related to Leadership Styles and 8 used to assess work satisfaction. Of which 132 were returned and 111 were chosen for review, 160 questionnaires were circulated.

## DATA ANALYSIS

Descriptive and inferential figures are used for data processing. The data processing was carried out by SPSS (Statistical Package for Social Sciences) version 16. Correlation ship and regression analysis have been used to assess the association between variables. The internal accuracy of the measurement device has been verified by a reliability study. The questionnaire was first tested for internal usability. Analysis found that the total measurement instrument reliability was 0.661, while the individual variables reliability is given below. Values below 0,6 are mild due to less objects on the list, and Cronbach alpha values are typically poor at scales of things below 10 (Pallant, 2005).

**Table1. Reliability Analysis**

Variables	Reliability
Structural Leadership	.627
Human Resource Leadership	.762
Political Leadership	.594
Symbolic Leadership	.579
Job Satisfaction	.796

**Table 2.** Current demographic statistics on professional, gender and experiential proportion of respondents. 47.7 percent have a master's degree as a whole. Female participants had a high turnout of 56.8%, while male respondents had 43.2%. It indicates that most respondents had 2-5 years of experience and less had 10 years or more of experience.

**Table2. Demographic Profile of Respondents**

1. Education	Bachelors	38.7
	Masters	47.7
	MS	13.5
2. Gender	Male	43.2
	Female	46.8
3. Experience	1 year or less than 1	22.5
	2-5 years	46.8
	5-8 years	26.1
	10 or more than 10 years	4.5

Correlation analysis showed that the relationship of all independent variables with the dependent variable is positive. The following table indicates that alpha value is less than 0.05, suggesting an essential association between leadership types and work satisfaction. The institutional leadership reveals a positive and important association with a correlation value of 0,655 \* \* and a relevance of less than 0,05 (0,00). Leadership of human resources has a good interaction with happiness with work, and its Pearson interaction is 0.228 \* and its importance is 0.16. Types of democratic leadership and ceremonial forms of leadership have positive ties with work satisfaction which demonstrate Pearson's 0.267 \* which 0.229 \* associations. In addition, their relation to each other is significant and p-value is less than 0.05.

**Table 3. Correlation Analysis**

Job satisfaction	
<b>Structural Leadership</b>	
Pearson's Correlation	.655**
Significance Level	.000
<b>Human Resource Leadership</b>	
Pearson's Correlation	.228*
Significance Level	.016
<b>Political Leadership</b>	
Pearson's Correlation	.267*
Significance Level	.005
<b>Symbolic Leadership</b>	
Pearson's Correlation	.229*
Significance Level	.015
**. Correlation is significant at the 0.01 level (2-tailed).	
*. Correlation is significant at the 0.05 level (2-tailed)	

Regression was used to verify variables' dependence. The variation in dependent variable due to changes in independent variables has been checked with multiple linear regressions. When one dependent and more than one independent variable is present, multiple regression is applied. The findings of the regression study revealed a 45.5% improvement in the criteria as predictor variables shifted. (R-square=0.455, p-value=0.00) suggesting the model is predictable and supporting the suggested hypotheses. Results indicate that the structural management's p-value is 0.00, human resources management 0.015, political leadership 0.049, and symbolic leadership have a p-value of 0.035 that is below  $\alpha$ , showing that the model is fit. Regression analyses found that structural management added most to the workplace satisfaction of supporters. While politics may reduce subordinates' productivity, it also played an important role in raising followers' happiness to a significant level.

**Table 4. Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675*	.455	.435	3.52877

a. Predictors: (Constant), Symbolic, Political, Human Resource, Structural

  

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1104.026	4	276.007		22.165
		.000*				
	Residual	1319.938	106	12.452		
	Total	2423.964	110			

a. Predictors: (Constant), Symbolic, Political, HumanResource, Structural

b. Dependent Variable: JobSat

  

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.227	3.131		2.627	.010
Structural	.554	.072	.599	7.724	.000
Human Resource	.027	.064	.031	2.419	.015
Political	.106	.063	.124	1.334	.049
Symbolic	.087	.065	.098	1.681	.035

a. Dependent Variable: JobSatisfaction

**RESULTS**

The present article aims to analyze the organizational types of managers / supervisors and the work satisfaction of their adherents. The findings indicate that leadership styles are essential to predict followers' job satisfaction. This thesis contributed by researching four distinct types of leadership and confirming the influence on the trust of supporters, while the focus is on transformative leadership. In

comparison, study is carried out in a totally different cultural environment. The results revealed that systemic leadership is constructive and strongly connected to work satisfaction. It indicates that adherents viewed and treated the design of their leaders as more systemic. The explanation for this sensitivity may be that the supervision officer requires more critical and technological abilities, performs work in time, offers rational justification and operates according to agreed expectations. There are successful and substantial partnerships between human resources, administrative, ceremonial leadership and role fulfilment. Thus, managers / supervisors exhibit less such leadership types than systemic leadership models. It is connected to (Hart, 2010) results, which indicate that employee happiness is affected by structural leadership and individual, political and symbolic characteristics respectively. Managers could use varying leadership styles to improve operational effectiveness and productivity in evolving conditions in light of successful following management (Yusuf, Muhammed and Kazeem, 2014). It is not successful to accomplish a specific leadership style. Research has demonstrated that it is challenging for people to demonstrate their talents and to function autonomously in the structural architecture. Employees are actively supervised by their boss, since he has the authority to enforce the objectives and activities in accordance and may intensify the pressure with increasing organizational scale (Bolman & Deal, 2008). Findings suggest that the association between leadership types and work satisfaction is favorable. These types have some distinctive aspects that indicate an improvement in employee satisfaction in various ways. It indicates that leaders should be mindful of their supporters and pursue particular practices uniquely for each person rather than treating all workers in a similar manner (Mustafa & Lines, 2014).

**LIMITATIONS AND SUGGESTIONS**

While the study revealed a close correlation between management and job satisfaction, it is not without restrictions. One drawback being that only in the local field of Gujrat and the private sector was a analysis carried out. It is also recommended that an expanded sample size can be used for potential analysis and comparison studies to evaluate the work satisfaction of followers from two separate industries. Second drawback is that there should be disagreement on ranking leadership types and the approach to job satisfaction that will exploit the results. If such a issue is identified, more study will be required to explain the explanation for these incoherence's. For future studies, any mediating or moderating impact of factors may be introduced, as well as contrast of Bolman's leadership style with conventional leadership styles.

## CONCLUSION

For each public educational institution, excessive leadership is a concern. The most significant abnormal reaction is the discontent of workers of educational organizations, which decreases their output considerably. The task of managers is to consider the best leadership style dependent on different circumstances and relationships and incorporate it in an educational institution.

Most managers may not have the requisite experience and skill to create an acceptable environment for workers, to use a specific style at work. Therefore, all educational institutions ought to have well trained and competent managers to develop and maintain the organization. This paper illustrates the need for leadership administrators to utilize the unique form to achieve employee loyalty.

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