MANAGER’S LEADERSHIP STYLES AND EMPLOYEE’S JOB SATISFACTION

Abstract

Leadership style is one of the factors that help in achieving the organizational goal. The purpose of our study is to explore the relationship between managers leadership style and employees job satisfaction. In order to collect data 100 questionnaires were distributed among the employees of telecommunication sector. A sample of 15 questions was used to conduct pilot study. The dominant leadership styles of managers in our study are directive, democratic and bureaucratic.

We have considered only three significant leadership styles and only one sector that is telecommunication which may affect the generalizability of our findings.

Keywords: Leadership, Job satisfaction, Directive leadership style, Democratic leadership style, Bureaucratic leadership style.

1. INTRODUCTION

For proficient management of an organization human resources are paramount essentials. Efficient leaders and subordinates contribute to achieve organizational goals. It’s impossible to get success without managerial effort and dedication.

Leadership is all about the practices of envisioning, enabling and energizing the employees (Rad, 2006). Leadership is a procedure to influence the people in order to achieve the desired result. Employees are the asset of the organization. In order to become successful & innovative organization has to give a chance to their employee’s to innovate. Study suggested that their innovative behavior play a significant role to improve the performance. But for this, employees have to be willing, motivated and having ability to innovate (Jong & Hartog, 2007). Job satisfaction refers to the sincere feelings of an employee towards his job (Bowen, Cattell, 2008). Job satisfaction is composition of intrinsic and extrinsic factors. It includes certain factors of satisfaction such as salary, allowances, encouragement, working conditions, supervision styles, organizational policies, reporting relations and self-sufficiency.

A study explored the relationship between the managers leadership style and employees job satisfaction. The manager’s leadership style has a great influence on employee’s job satisfaction. A specific style of manager was not enough for running organization efficiently & effectively. Manager has to choose the different leadership styles for different situations. The study suggested that the styles were chosen by considering the organization’s culture (Rad, 2006). Leadership is a paramount variable which has an impact on behavioral features of life of any organization.
This also has an impact on job satisfaction (Micheals & Spector, 1982; Morris & Sherman, 1981). There are some features of leadership having positive relation with job satisfaction such as interpersonal relations, helping behavior among members of team, extent of taking part in decision making, compensation satisfaction and appraisal system (Cohen & Austin, 1993; Hallberg, 2006; Gleason, 1995).

1.1 Different Leadership Styles

There is variety of styles among leaders. These consist of autocratic, situational, laissez-faire, democratic, transformational, charismatic, participative, transactional and bureaucratic (Rad, 2006).

Styles of all leaders do not have same effect on person and job satisfaction is significantly associated with discrimination level at workplace. The more the discrimination by supervisor, the less the job satisfaction in employees it but the leaders and employees who face more interaction with each other might have more impact on job fit and person by influencing behaviors values and attitudes of employees (Meiglino et al, 1991; Weiss, 1978). A single leadership style may not be able to be applied in different situations. Among these styles, leaders should have to adopt a combination of some traits of these styles for effective management of personnel.

1.2 Participative (Democratic) Style

The democratic control means aiding the dialogue, encouraging employees to contribute towards ideas, and processing all the accessible information to the finest verdict. The democratic leader should be talented enough to converse that decision back to the group to boost up unity in the plan that is chosen. The democratic headship approaches mutually respectful style of organizing a team. Ideas travel liberally and debate is comparatively free flowing. Along the leadership styles (participative, supportive and instrumental), people adopting participative style are most successful and they have a positive impact on the performance of their employees. But these variables are indirectly associated and this relationship is mediated by the culture of the organization (Ogbonna & Harris). Participation has effect on both satisfaction and productivity but participation strongly influence on satisfaction rather than productivity (Miller & Monge).

According to the “Kearneya “Participative decision making approach play very important role in employees job satisfaction. The employees achieve lots of personal benefits from this approach including human resource benefits like housing provided, group insurance, disability income protection, retirement’s benefits, sick leave, social security, and profit sharing. According to the Participative management modal to leaders, employees are considered to be very important asset of the organizations that’s why employees should be deal accordingly. If this approach is adopted and employees are treated as such then development of employees will be enhanced and their job satisfaction level will be increased. There will be more employment and involvement of employees in decision making. And if leader’s style is non-participative towards its employees then it will be harmful and destructive to whole organization.

A number of the most well-known theorists in organizational psychology (Argyris, 1964; Likert, 1961; McGregor, 1960) communicates that the participation in decision making has a constructive effect on employee responses towards their job, in view of the fact that such contribution highlights self-worth or needs for self-actualization and achievement (Maslow, 1954, Cotton et al, (1988) concluded in their research work that democratic leaders are in positive relation with employee’s job satisfaction.

Many studies have stated that participative decision making process can be beneficial to employees intellectual health and job satisfaction. However, some researchers narrated that the positive effect of participative management on employees job satisfaction has not been in accordance with and this relationship cannot be linear or direct . (Spector 1986; Miller & Monge 1986; Fisher 1989).

Authors also concluded that involvement of employees in decision making process refers to increase in satisfaction of job and enhancing of productivity. (Spreitzer, Kizilos, & Nason 1997)

H1: Participative style has a positive association with job satisfaction.

1.3 Bureaucratic Style

This style refers to the following the predetermined rules and policies of organization. In this style leaders are not dynamic and they never change their behavior with the changing environment.

James Sorensen has studied a comparison between bureaucracy and professionalism in an organization.
He concluded that bureaucracy has significant impact on job satisfaction and more bureaucracy leads to more dissatisfaction among employees and on the other hand more professionalism leads to increased job satisfaction (Sorensen, 1967). The study indicated that there is no significant relation exists between autocratic and bureaucratic leadership style and job satisfaction (Yukongdi, 2010).

Comparison of transformational leadership and bureaucratic and autocratic leadership shows that transformational leadership style is more pronounced in employee job satisfaction as compared to bureaucratic and autocratic leadership styles. (Molero et al, 2007). There is greater job satisfaction under a democratic or consultative leadership style than a bureaucratic style. (Cooke et al, 1981; House, 1973). The study shows no significant relation with bureaucratic style. (Mester et al, 1990)

H2: Bureaucratic style has a negative association with job satisfaction.

1.4 Directive Style

Directive leadership can be defined as an instruction given by the leader to their subordinates regarding what to do, how to do and when to do. Cronkite ED.D said that directive style could be used in urgent situations to stop unnecessary activities and to compel people towards new things. The undue appliance could negatively affect the group performance predominantly the people with high performance. The ability of the people to make themselves fit into and contribute towards the organizational goal decline and also people become less committed on having this leadership. In order to have effective use of directive leadership it should be used along with other leadership styles.

Eric Garner said directive leadership evolves lots of direction and strong influence of leader. This style involves direct instructions to be followed. Though it is not encouraged now days but still deemed useful in unwanted or crucial situations. Putting efforts in planning, confidence in implementation, proper preparation and following authoritative style leads towards directive style. Also focused communication, time management and decisive power boost this leadership style.

In directive leadership theory of X leadership, Punishment research, initiating structure and task-oriented behavior are integrated (Yaun et al.)

While making decisions regarding the policies and their implementation strategy directive leadership style has a great influence. Directive style has preference over other leadership styles in context of time constraints and simplicity of assessment building (Charles & Harrington, 2011).

In directive leadership style, leaders inculcate their subordinates about their work behaviors like who is to do, how it is to be done and when it is to be done (Mintzberg et al, 1998)

H3: Directive style has a negative association with job satisfaction.

2. PROCEDURE AND METHODOLOGY

A reliable research depends on the course of action adopted. It states in detail, different aspects all the way through which the research project endures for gathering pertinent information and credentials in order to arrive at reliable conclusion. So, here we will narrate the methodology and procedure adopted for the study, all detailed information about population, sample, instrument and collection of data is described here.

2.1 Design of the study

This study aimed at the detection of the effects of leadership styles on employee’s job satisfaction. In order to collect the data, we have causally collected the data from the 150 respondents of a Tele-Communication sector. This was a causal study and was approached quantitatively. The convenient sampling method was used in this research study.

2.2 Population of the study

A population about which the information was needed was the managers and employees. As we have used convenient sampling design and the target population was the managers and employees so we have selected the Tele-communication sector, In order to gather the correct and reliable data from our respondents.
2.3. Sample of the study

The sample of the study was the 50 questionnaires being filled up by the managers of the Tele-communication sector and 100 questionnaires by the employees of those respective managers. The other 100 questionnaires being filled by the employees working under those mangers in order to get the exact views whether Manager’s Leadership style leads to increase in their satisfaction level or not.

2.4 Research instrument

A stated by L.R. GAY (1990)

A questionnaire is much more effectual in that respect as it takes slighter time, is less costly and allows gathering of data for much bigger sample. According to the nature of the study questionnaire was considered the best instrument for collection of data.

2.5 Procedure of data collection

The researchers visited the head offices of telecommunication sector personally, distributed questionnaires amongst employees and managers and collected them back at some pre-determined later date. All of the data is collected by the researcher themselves so there is a lesser chance of any mistake.

3. DATA ANALYSIS

For the analysis of data, all the computations were made by utilizing SPSS (Statistical Package for Social Science) software package. Regression is used as a statistical tool as it was a cause and effect study.

3.1 Variables

3.1.1 Independent variable
Participative leadership
Bureaucratic leadership
Directive leadership

3.1.2 Dependent Variable
Employee’s Job satisfaction

3.1.3. Conceptual Framework

Based on the conceptual framework, three independent variables were developed, and presented in the subsequent section. The conceptual framework was designed with the dependent variable – Employee’s Job satisfaction towards Manager’s leadership Styles– being influenced positively or negatively by the independent variables, based on these conjectures and the arguments to support the conjectures. The independent variables include Participative Leadership, Bureaucratic Leadership and Directive Leadership (see Figure 1). These were developed based on the review of relevant literature.

Fig.1. Conceptual framework
4. ANALYSIS AND INTERPRETATIONS OF DATA

**H₀** = Participative style has no positive association with job satisfaction.

**H₁** = Participative style has a positive association with job satisfaction.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R²</th>
<th>F</th>
<th>B</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>0.243</td>
<td>.059</td>
<td>3.016</td>
<td>0.138</td>
<td>0.089</td>
</tr>
<tr>
<td>Participative leadership style</td>
<td>0.150</td>
<td>.023</td>
<td>1.110</td>
<td>-.251</td>
<td>.297</td>
</tr>
</tbody>
</table>

In the above table:

- **R** = Correlation coefficient
- **R²** = Percentage change in dependent variable due to change in independent variable
- **F** = Model fitness
- **B** = Un-standardized beta
- **P** = significance level

- Here correlation coefficient between participative leadership and job satisfaction is weak.
- **R²** or the change in job satisfaction due to change in participative leadership is 2.3%.
- Beta -2.51% change in job satisfaction due to one unit change in participative leadership style.
- The Significant value is greater than 0.05 level of significance so it is concluded that participative leadership style has a positive association with job satisfaction hence **H₀** rejected.

**H₀** = Bureaucratic style has no positive association with job satisfaction.

**H₁** = Bureaucratic style has a positive association with job satisfaction.

<table>
<thead>
<tr>
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<th>B</th>
<th>P</th>
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</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>0.243</td>
<td>.059</td>
<td>3.016</td>
<td>0.138</td>
<td>0.089</td>
</tr>
<tr>
<td>Bureaucratic leadership style</td>
<td>.201</td>
<td>.040</td>
<td>2.011</td>
<td>.164</td>
<td>.163</td>
</tr>
</tbody>
</table>

- Here correlation coefficient between Bureaucratic leadership and job satisfaction is weak.
- **R²** or the change in job satisfaction due to change in Bureaucratic leadership is 4 %.
- Beta 16.4% change in job satisfaction due to one unit change in participative leadership style.
- The Significant value is greater than 0.05 level of significance so it is concluded that bureaucratic leadership style has a positive association with job satisfaction hence **H₀** rejected.

**H₀** = Directive style has no positive association with job satisfaction.

**H₁** = Directive style has a positive association with job satisfaction.

<table>
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<td>.059</td>
<td>3.016</td>
<td>0.138</td>
<td>0.089</td>
</tr>
<tr>
<td>Directive leadership style</td>
<td>.047</td>
<td>.002</td>
<td>.108</td>
<td>.060</td>
<td>.744</td>
</tr>
</tbody>
</table>

- Here correlation coefficient between directive leadership and job satisfaction is weak.
- **R²** or the change in job satisfaction due to change in participative leadership is 0.2%.
- Beta 6% change in job satisfaction due to one unit change in participative leadership style.
- The Significant value is greater than 0.05 level of significance so it is concluded that directive leadership style has a positive association with job satisfaction hence **H₀** rejected.
5. CONCLUSION

In our study we focused on three emerging leadership styles among various styles i.e participative, bureaucratic and directive. It has been ascertained out of this study that there is a positive association between the discussed leadership styles and the job satisfaction.

6. LIMITATIONS

- We focused only on three styles of leadership
- Data was collected only from one sector i.e. telecommunication
- Study could not be widened because of the cost and time constraint as researchers was students.
- Study is conducted within the country i.e. Pakistan and that could lead to the issue of generalizability.

REFERENCES


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