



# **Leadership Styles and Its Impact on Job Satisfaction-an Empirical Study on Software Development Firms of Lucknow**

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## **ABSTRACT**

Several researches have been done on the leadership but result come out that leadership is complex and individualized. Effective leadership helps our nation through times of peril. It makes a business organization successful. It enables a not-for-profit organization to fulfill its mission. The effective leadership of parents enables children to grow strong and healthy and become productive adults. Without leadership, organizations move too slowly, stagnate, and lose their way. Problems of implementation are really issuing about how leaders influence behaviour, change the course of events, and overcome resistance. Leadership is crucial in implementing decisions successfully. A good leader can make a success of a weak business plan, but that a poor leader can ruin even the best plan. Despite an increasing number of studies on Effective Leadership, no unifying work is focused on the measurement of degree of change in effective leadership in a public sector organization and a private sector organization in Indian context.

In this research paper we assume that there is a significant difference in the degree of effective leadership in public sector and private sector organization. The results revealed that employees in public sector organization have greater degree of effective leadership in comparison to private sector organizations and also the job satisfaction increases or decreases based on increase or decrease in effective leadership. The purpose of this study is to invoke effective leadership in private sector organization. Obtained results were in the line of the hypotheses In terms of effective leadership: a significant difference is noticed between public sector and private sector organization. As expected, public sector has exhibited higher degree of effective leadership as compared to private sector employees. Most importantly, effective leadership is being proven as the catalyst for enhancing job satisfaction level of employees.

## **Introduction**

Good leaders develop through a never-ending process of self-study, education, training, and experience. Leaders are not only responsible for exhibiting ethical behaviour rather they are responsible for generating ethical climate in the organization. Ethical climate is a significant predictor of trust in supervisor, job satisfaction, and organizational commitment and trust in supervisor is an antecedent of job satisfaction and turn over intention. Each of us recognizes the importance of leadership when we vote for our political leaders.

A good leader can make a success of a weak business plan, but that a poor leader can ruin even the best plan. Leadership is a process by which one person influences the thoughts, attitudes, skills to act effectively in one situation but may not emerge as tive in a different situation; and a leader might consult with ordinates in one situation and behave in an autocratic fashion In another situation. Such changes in leadership and effects on job satisfaction cannot be denied Managers strive to improve employer job satisfaction by using leadership styles appropriate to the situation

Leadership no doubt is a strong predictor of job satisfaction. It hits significantly stronger relationships with job satisfaction, cer certainty, and effective commitment to the organization. So

satisfaction is an attitude that depicts employee contentment and indicates the extent to which the employee puts heart and soul into the job. Leadership is complex interaction between a leader and the environment.

There are five core job characteristics that are responsible for work outcomes such as job satisfaction namely, skill-variety task-identity, task-significance, autonomy, and feedback. Out of these five core job characteristics, the leader contribute significantly to allocation of significant tasks, extent of autonomy offered, and feedback, implying leadership affects job satisfaction.

### **Leadership Styles and Job Satisfaction**

The major leadership styles in today's organizations include autocratic leadership, bureaucratic leadership, laissez-faire leadership, charismatic leadership, democratic leadership, participative leadership, situational leadership, transactional leadership, and transformational leadership,

Considerate leaders or expressive leaders who show concern for people lead a highly productive group, with much of the followers having high levels of job satisfaction. Conversely, working with a leader who does not provide support or consideration and who engages in hostile behaviors can cause stress. This may result in lower job satisfaction levels, in turn reducing productivity, and increasing absenteeism and turnover, Task-structured leaders or instrumental leaders who show less concern for employees and more concern on initiating structure lower job satisfaction levels among the workforce, which in turn increases employee grievances, absenteeism, and employee turnover

Highly skilled workers experience poor satisfaction levels when working under autocratic leaders and experience high job satisfaction when working under servant leaders who try to serve the employee and fulfill their needs. The efficacy and collectivism displayed by transformational leaders and the inclusive nature of participative leaders contribute to better job satisfaction. Similarly, charismatic leaders and visionary leaders make a conscious effort to improve job satisfaction. Leadership styles, however, do not remain constant. Each leadership style has its advantages, disadvantages, and relevance in certain situations, For instance, a leader may have knowledge

### **Methodology**

This study is conducted using a theoretical model to measure effective leadership for software development firms located in the of Lucknow. For the present study, a model of effective leadership is developed. On the basis of extensive literature survey researcher has identified 10 variables which are having impact on effective leadership. Literature clearly reveals that these 10 variables are antecedents of effective leadership. A survey method was designed to identify the demographic characteristics and the levels of Job satisfaction, and organizational commitment among 90 employees selected from software development firms located in Lucknow. Demographic variables were characteristically assessed in conjunction with the Minnesota Satisfaction Questionnaire and the exploratory variables were also included in the study. The Survey questions included location, age, educational level, years of service, position and marital status and the Minnesota Satisfaction Questionnaire short form

### **Findings**

A person in an organization reaches to higher level position by having a maximum period of service in the organization.

- Among the different SEOS variables, training received was negatively correlated with all the five styles- the strange situation is, it was significantly negatively correlated with participative style of leadership.



- All the leadership styles were inter-correlated positively but in different degrees

The employees were able to reach to the higher-level positions only after serving longer periods in the organisations and in the job.

- The age, length of service and the number of employees supervised were positively correlated to contribute to the job satisfaction.
- In the case of higher-level employees there is a positive correlation with their age and the relations with their superior and the subordinate relations which give them job satisfaction, but no such significant correlations exist either with the job or with the pay (in giving job satisfaction)
- In the case of middle and junior level employees the variables like the age, length of service was highly correlated with all the five-satisfaction giving SEOS variables like job pay organisation and superior subordinate relation

### **Conclusion**

From the study, it cannot be concluded firmly that both the variables of leadership and job satisfaction are positively or negatively correlated with each other. On the other hand, the bureaucratic style influences the job satisfaction. Additionally, the respondents have shown low efficiency and less satisfaction with job.

Further there is no significant difference in leadership styles with reference to the perception of the leader and their subordinates. The reasons for the negative correlation between the training received and job satisfaction may be reasoned as the selected software development firms might not have organized any systematic courses in leadership development or human resource development programmers. Therefore, more attention should be paid by these organisations towards making the Training and Development Programme towards creating job satisfaction.

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