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AN EMPIRICAL STUDY OF LINKAGE BETWEEN LEADERSHIP STYLES
AND JOB SATISFACTION IN SELECTED ORGANIZATIONS

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Abstract

The purpose of this study is to explore the effects on job satisfaction and to explore the possible impact of types of transformative and transactional leadership. A quantitative analysis was carried out, which analyzed the relationship that is being talked about. A total of 242 employees and managers from a selection of organizations were selected for the experiment. A self-report measure is used for the Multifactor Leadership Questionnaire and the Minnesota Satisfaction Questionnaire to measure leadership and job satisfaction. It was shown that the variables that were tested in the study were not only meaningful and positive, while the results reflected that the variables were effectively handled. Multiple regression studies have shown that those who are in positions of leadership are highly satisfied in their jobs because of their ability to lead, as well as the way they- their style and thoughtfulness- affects the satisfaction in a group. It is ironic that the participating managers were very satisfied with the results of the transformative programme.

1. Introduction: The culture of any organization is shaped and reshaped by the behavior of the leader. Language is essential for leadership and social interaction. One's tone and style of speaking,

given one's leadership role, one's vision for one's team, and one's abilities and goals, reflect the level of understanding, experience, and/or concern for one's team and its members (Kumar, 2020; Ajmal & Kumar, 2020). Leadership has a significant impact on the role of employees in the company. However the position of leaders in the present sense has changed considerably. The effectiveness of an organization depends on the leadership styles that the leaders of the organization will follow. Leadership and employee satisfaction play an important role in any successful company (Ramos, 2014). With good leaders offering the right direction and motivation to the desired goals, employees are able to effectively follow and support organisational priorities with high job satisfaction (Sarwar, et al., 2015). A separate array of studies looked at the two variables and found that the leader's ability to inspire the staff was strongly linked to their job satisfaction (Valentine, et al., 2011).

Various types of leadership used by the leaders are affected by the organizational environment. The aim of this study is to determine how the employees of the associations handle it and how happy they are.

Research Questions

The following research questions are proposed for this research:

- i. Transformational leadership helps employees to have intrinsic satisfaction for their job than transaction leadership.
- ii. Transformational leadership facilitates external job satisfaction rather than transactional leadership.
- iii. Transformational leadership involves promoting a better job environment and higher job satisfaction.

2. Literature Review

Various Leadership Styles

Leadership is seen as a practice, as Northouse (2007) recognises, where the leader controls a group of people to achieve common goals. Leaders do not rely on their great power in the current situation to force their subordinates to do what they are told

to do, but choose to communicate with their dependents and increase and expand the desires of their subjects (Northouse, 2015).

In organizations and leadership research, particularly transformational and transactional leadership styles, Burns (1978) & Bass (1985) are considered very important and most widely recognized scholars. According to Burns (1978), leadership has transformative characteristics as they highlight their incentive to strengthen their relationships, beliefs, ideals and perspectives and to encourage them to accomplish the objectives of their organization (Burns, 1978).

Transformation leaders allow their sub-ordinates to become effective, creative and in line with different organizational circumstances and to avoid problems with job probability (Berson & Avolio, 2004)

The exchange between the leadership and its subordinates requires transactional leadership. The leader shares allegiance or rewards with the supporter to do the job, and in return, expects performance, effort and loyalty from followers. The leader is recognized for its leadership approach to exchange of supporters (Richter, et. al., 2016). Transaction leaders regulate strategies to get their followers to do their own interests. They are less dedicated, less attractive and want to focus on their jobs, mistakes and avoid their participation in the organisational process during the incentive procedure. This shows that the majority of staff are in favour of change management instead of transactional leadership (Naidu & Walt, 2005).

Job Satisfaction

Job satisfaction is seen as a powerful personal disposition in terms of work or work experience. This demonstrates how

employees develop their attitudes, values and feelings about their jobs (Aziri, 2011). Employees were found to be satisfied with their jobs if they considered their job to be successful and satisfying. The level of employee satisfaction is often regarded as an important part of organizational effectiveness (Javed, et al., 2014).

In terms of leadership styles, leaders have the greatest leverage in terms of what their subordinates do. Moreover, this will give the workers greater job satisfaction, and it will also increase the workforce's as a whole. Job satisfaction is exposed to three different types that are of differing origins: extrinsic, intrinsic, and general. Herzberg's three-element theory in job satisfaction is primarily composed of extrinsic and intrinsic motivators. Working with others is rewarding in its own right. Job satisfaction is impacted by such factors as company policies, salaries, and supervisors (Goetz, et al., 2012).

Connections among Transactional Leadership Style, Transformational Leadership Style and Job Satisfaction

The impact of Transactional Leadership Style, Transformational Leadership Style in both public and private schools was measured in this study. There is a positive influence on the happiness of workers by leadership styles. It is found that public educators, rather than private teachers, are more satisfied with their work (Bhatti, et al., 2012). The reason why unemployment was lower in the public sector was that there were more jobs in the private sector. It was found that public school leadership styles make workers feel fearless to talk about concerns in their positions and this encourages a sense of transparency.

Voon, et al (2011) noted a significantly stronger correlation with job satisfaction with the style of transformative leadership, while the transactional management style is a less important association with job satisfaction. The study showed that the

leadership needed for government agencies to operate should be transformed.

The research explored the idea of leadership styles influencing job satisfaction. Also, it examined whether or not there is an intermediary role when it comes to the use of organizational structure. Here, the researchers used a qualitative and quantitative analysis approach. The researcher performed non-probability of convenience sampling to rule out bias. "Transformational leadership" is advantageous, whereas "transactional leadership" is harmful to workers' psychological wellbeing. It was found that the perceived organizational approach was moderately related to job satisfaction mediated by leadership style (Saleem, 2015).

3. Research Methodology

Population and Sample

In this study, employees from organizations in New Delhi, India were included. For this analysis, samples were taken from companies located in New Delhi. This analysis utilizes purposeful sampling. In other words, people were carefully selected for this study to understand the phenomenon. The aim of this study was to study the relation between variables selected by New Delhi based companies.

The study included full-time workers, including employees, supervisors and administrators. The selected individuals from these organisations obtained 300 surveys. As a result, 242 respondents received a final sample. The statistical significance of the regression model in this analysis has been calculated by F-Test.

Data Collection Tools and Process

In this research, using the current MLQ-5X, a transactional and transformational leadership assessment was carried out. Bass and Avolio developed the MLQ in 1997 (Multifactor Leadership

Questionnaire). The goal of the study was to generate the highest forecast of employee satisfaction and hence the MLQ rater model was implemented.

It used 20 questions taken from the MSQ to determine job satisfaction (Weiss & Dawis, 1967). In this paper, the intrinsic and extrinsic work satisfaction scales were generated using Two-factor satisfaction theory by Herzberg (1966).

4. Results and Findings

Question 1: Transformational leadership helps employees to have intrinsic satisfaction for their job than transaction leadership.

Table 1: Correlations between Leadership and Intrinsic Job Satisfaction

Variable	JS	TL1	TL2	P (1-tailed)
JS		0.43	0.32	<0.001
TL ₁	0.40		0.47	<0.001
TL ₂	0.41	0.47		<0.001

In Table 1, the correspondence among transactional, transformational leadership style and intrinsic job satisfaction has been shown. The connection among the three variables was extremely positive ($p < 0.001$). The Pearson relationship is also shown in Table 1 for both forms of leadership. 0.47 was the association between the variables. In the multiple regression model, two independent variables have been retained, since the correlation is less than 0.7 (Pallant, 2016).

Additional analyses have been also provided, further explaining the final result. A multiple regression analysis reveals that the R² value was 0.23, indicating that the model can account for 23% of the cases; a significant level of statistical work was accomplished.

Table 2: ANOVA analysis for leadership styles and job satisfaction

Model	Sum of squares	df	Mean Square	P
Regression	4.63	2	2.92	<0.001
Residual	21.29	128	0.182	
	25.92	130		

To define the variable that most contributed to Y's prediction, standardized coefficients of X were used. The most notable contributions from transformational leaders are the prediction of intrinsic job satisfaction with a β -coefficient equal to 0.32. Standardized coefficient (β), the transactional leadership variable was lower i.e. 0.24. The work satisfaction of this unique variability was manifestly less pronounced, according to this finding. Each variable was calculated and found to be the value t. The variables (transformation and transactional leadership) are important for the dependent variable prediction.

Here the two variables are transformational and transactional leadership. For each variable, the t-value was specified. A significant level of >0.05 was shown by the two variables in the study. This shows that in terms of transformational leadership $p=0.04$ and transactional leadership $p=0.021$, there was a substantial unique contribution from the variables to the calculation of the dependent study variable (job satisfaction). It has been determined which is the value of each variable. Both variables of the sample were found to be significant. This shows that the effects of these variables have been large and significant to the estimation of job satisfaction in the study.

Question 2: Transformational leadership facilitates external job satisfaction rather than transactional leadership.

The following table illustrates how transformative and transactional management and work satisfaction are interrelated. Between transformational leadership and transactional leadership and external job satisfaction, important positive associations have been established ($p < 0.001$). The relation between the two Pearson leadership forms is also shown in the following table. Consequently, the variable relationship = 0.47 (less than 0.7) remained independent.

Table 3: Correlations between Leadership styles and Intrinsic Job Satisfaction

Variable	JS	TL1	TL2	P (1-tailed)
JS		0.58	0.51	<0.001
TL ₁	0.58		0.47	<0.001
TL ₂	0.51	0.47		<0.001

The multiple regression analysis was done. An analysis of multiple regression shows that $R^2 = 0.45$. Therefore, there are variations in the model. These could lead to work satisfaction from outside countries. The obtained results are statistically significant ($p < 0.001$).

Table 4: ANOVA analysis of Leadership styles and Extrinsic Job Satisfaction

Model	Sum of squares	df	Mean Square	P
Regression	21.53	2	10.76	<0.001
Residual	26.83	114	0.26	
	25.92	130		

For the contribution of the variables in the model, standardised coefficients were used. In making the transformation to withstand the changes in a dangerous workplace, boss leadership has a considerably special impact with a coefficient of 0.40. The value of β was lower (0.35) for transactional leadership, suggesting a less precise contribution to transactional leadership.

The t-value has also been specified for each variable. The two variables in the study showed significant levels > 0.05 . This means that considerable, special contributions were made by (transformational and transactional) variables to predict the dependent variable of the analysis as $p < 0.001$ for the variables.

Question 3: Transformational leadership involves promoting a better job environment and higher job satisfaction.

Table 5 given below shows the correlation between transition leadership, transaction management and overall satisfaction at work. The transformation and transactional management and external work satisfaction ($p < 0,001$) have been established as positive and significant associations. Pearson demonstrates the relation between the two management types in the following table. There was also a connection between the variable = 054. (under 0.7). (under 0.8).

Table 5: Correlations between Leadership and Intrinsic Job Satisfaction

Variable	JS	TL1	TL2	P (1-tailed)
JS		0.58	0.51	<0.001
TL ₁	0.58		0.47	<0.001
TL ₂	0.51	0.47		<0.001

There was multiple regression analysis done. A multiple-regression analysis reveals a value of $R^2 = 0.41$. This shows that the model is 41% different and the job satisfaction is external. The pattern ($F = 44.82, p < 0.001$) is statistically significant.

Table 6: ANOVA for Leadership styles and Job Satisfaction

Model	Sum of squares	df	Mean Square	P
Regression	21.53	2	10.76	<0.001
Residual	26.83	114	0.26	
	25.92	130		

For the contribution of the variables employed in the model, standardized coefficients were used. As a β coefficient = 0.38, transformational leadership has a special contribution to predicting external satisfaction. The transactional leadership importance of β was lower (0.32), suggesting a less precise contribution to the management of transactions.

The t-value was also categorized for each variable. The study showed significant levels of $>0,05$ in both variables. This indicates that the variables (transformation and transaction leadership) contributed significantly to the estimation of the dependent study variable, such as $p=0,001$ and $p<0001$ (job satisfaction).

5. Discussion

The study was conducted to investigate the connection between employee styles and employee satisfaction in selected New Delhi organizations. The two styles of leadership were strongly correlated with the inherent enjoyment of work based on the results of the Pearson correlation.

As described in the Transformational and Transactional Leadership Model, the transformational model is not the same as the Transactional Model. The study found that transformative leadership styles are more effective than transactional ones in creating job satisfaction. After comparing the results of the study, the researchers concluded that it is possible to increase the employee's innate job satisfaction if the style of leadership or the inherent elements are given to the employee.

The results of this analysis draw attention to the preceding research. The “transformational leadership style” is one of the most significant factors to increase employees' levels of satisfaction in their work, according to Shibru and Darshan (2011). The results of

the study show that the change management style will positively affect employee satisfaction of the organisation (Darshan, 2011).

The sample was assembled from 242 Indian organizations, whose responses were used to determine the validity of the findings. This means that the solutions to the whole population cannot be general. The findings of the survey will let people have a better understanding of their perceptions.

6. Conclusion

The research revealed that leadership that is both transformative and transactional leads to high levels of job satisfaction. As an organization, one needs to reflect on the use of transformative leadership to improve employee satisfaction.

One of the significant constraints of this study is the limited sample size, because of which the results of the study cannot be generalized. The question of the truthfulness of the respondents participating in the analysis is correlated with another limitation of this research. This could have a potential effect on the survey's outcome. Future research will concentrate on exploring the correlation between the components of transformative leadership and job satisfaction.

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