

Leadership Style and Job Satisfaction Amongst Employees Working in Government and Private Sector

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Abstract-Studies have shown that Authoritarian and Democratic Leadership Styles are vitally related to group satisfaction, morale and productivity. This study has examined the relationship between authoritarian and democratic leadership style and job satisfaction amongst employees working in government and private sector in India. The adapted questionnaire was administered to the employees. The sample size was 120 out of which 60 were employees working in government setup and 60 were employees working in private setup. The study found that authoritarian leadership style has a positive and significant effect on job satisfaction amongst employees working in private sector.

Keywords: authoritarian leadership style, democratic leadership style, job satisfaction

INTRODUCTION

Leader

Leaders are individuals who lead other individuals towards accomplishment of goals. Some leaders lead other individuals towards accomplishment of the organization's goal whereas other leaders lead other individuals towards accomplishment of their individual goals as well. Guiding, encouraging, motivating helping others so that they not only became the best versions of themselves in their real life but also in the professional sphere.

Different types of styles followed by leaders:

1. Autocratic or Authoritarian leadership style-In this type of leadership style team members are asked to follow the instructions given by the leaders. They have no say in the decisions to be made, problems to be solved and policies to be implemented by the organization. Creativity is not encouraged among the team members. They just follow the orders given by the higher authorities.

2. Democratic leadership style-In this type of leadership style team members share their opinions, thoughts and viewpoints with leaders regarding the decisions to be made, problems to be solved and policies to be drafted by the organization. Creativity is encouraged among the team members. The leader tries to involve everyone in whatever activities or tasks are conducted within the organization.
3. Laissez-faire leadership style-In this type of leadership resources are provided which are required to conduct a particular task but don't provide them with instructions on how to complete a task. They support the team members in all possible ways but they don't help them while deciding onto something.
4. Bureaucratic leadership style-In this type of leadership style power and authority are delegated among the people working in an organization according to the rule and regulations laid down within the organization. This leads to the defining of the duties to be performed by the leaders and employees i.e., the course of action prescribed within the rule book is followed by the leader and the employee while working in an organization.
5. Affiliative leadership style-In this type of leadership style emotional connect between leader and the team members plays a crucial role. Not only the leader delegates work, he or she delegates time and energy in understanding what the team members exactly want and tries to fulfill their needs.
6. Coaching leadership style-In this type of leadership style leader and team members have a mentor and mentee kind of relationship wherein mentor i.e., the leader teaches the mentee i.e., the team member; how to do a particular task. The advantage of the implementation of this type of

leadership style is that it focuses on the talent and aptitude of each team member working in the organization and accordingly get mentored by the leader.

7. Visionary leadership style-In this type of leadership style the leader tends to plan long term goals which creates a sense of purpose and meaning in the minds of the team members as to why they are doing and what they are doing. It broadens the perspective of the employees working in an organization and to think beyond the constrained environment of the organization which only focuses on profits .
8. Pacesetter leadership style- In this type of leadership style there is a benchmark set for others to follow. The team members have clear goals in their minds. They know what is expected of them. They know what is required from them. They know what targets they need to achieve. Their minds don't waver. They have a clear understanding which makes them efficient, effective and productive.
9. Commanding leadership style-In this type of leadership style the leader tries to control the working environment of the organization. They direct the team members as to what to do and what not to do. They try to force the employees in doing what they think is required from them. They vanish the obstacles that might come in the way of the team members while working on a project. They don't let the team members think about the possible solution to a particular problem.
10. Servant leadership style-In this type of leadership style the leader doesn't just bombard the team members with the list of tasks to be performed by them but rather try to understand them, what they need, what they require, what they feel. They try to help the team members in every possible way and try to keep their requirement first.

Qualities of a good leader:

- He brings new ideas to do a particular task in less time and in more effective manner so that the organization has an edge over their competitors.
- He not just imposes his own ideas but listens to others ideas as well and incorporates them in day-to-day processes.

- He is able to manage everyone and complete a project right on time. He has the skills to mend problems within the team, knows the strength and weakness of each of the team member and have all the necessary equipment and resources to cater to the needs of the team members so that they don't feel stuck.
- He is an inspiration for others. Seeing him perform the task diligently others might also feel motivated to do the task in the same manner. He can lead others by examples. ○ He has excellent communication skills. He not just listens but listens in a reflective manner. He tries to understand the emotion behind it and respond accordingly.
- He accepts his mistakes and tries to rectify them.
 - He works with the team and not instructs the team.
 - He takes help from others in things he does not feel he has the required expertise.

Benefits of an effective leadership:

- ✚ Helps in clarifying the actual aim of the organization.
- ✚ Helps in leading the organization in a planned and systematic manner.
- ✚ Helps in taking decisions in a rapid way.
- ✚ Helps in solving problems quickly.

Job Satisfaction

Employees devote eight to ten hours for their time towards the fulfillment of organization's goal. It is important to know whether the conditions in which an employee works in an organization leads to job satisfaction or not. If the employee is not satisfied with the conditions in which he or she has to work, it will not only lead to poor job performance but will also hamper his or her personal life as he might shout, yell and show anger towards his family members. The employee might also have anxiety issues if the boss is strict and wants the work on time or might have panic attack if the work is not completed on time.

Factors that influence job satisfaction:

1. Factors related to the person-These are inherent motivators for an employee which led to job satisfaction. It includes appreciation for the successful completion of a task, development of a new skill, accomplishment of personal goal,

enhancement of knowledge, recognition of the hard work, able to inspire others and getting a pat on the back from the employer.

2. Factors related to the organization-These lie outside the realm of an employee which act as motivators and contribute towards job satisfaction. It includes bonuses, monetary incentives, handsome salary, chilling area at a workplace to relax and rejuvenate, relationship with colleagues and supervisor, conditions at the workplace.
3. Job Profile-Employees feel satisfied in an organization who has clear roles and responsibilities for each and every member working in the organization. If there are no clear boundaries then the employees might feel violated in terms of excessive amount of work given to them by the employer as he is superior to the employee.
4. Factors related to the workplace -Laptop should be placed on the table and in front of eyes, mouse should be placed adjacent to it, chair where the employees sit should be comfortable enough to sit for a very long time. These factors lead to an increment in job satisfaction as the employees feel that their needs are being taken care of by the organization.
5. Factors related to the hygiene-The place in which the employees work should be hygienic. There should be water cooler, washrooms for both male and female, proper ventilation in the room, proper lights in the room, proper air conditioning in the room. These factors lead to an increment in job satisfaction as the employees feel that their needs are being taken care of by the organization.
6. Security-Employees should feel secure in their job. They should not feel that they can be fired at any moment. This might affect their motivation, morale, productivity, performance and satisfaction as the employees might feel threatened by lack of job security.
7. Culture-Culture of the organization also affect the satisfaction of the employees as their values might not match with the values of the organization. For example, if the culture of the organization is to make the employees work till late night and give them a call time of 12 pm the next day, it might affect the sleep cycle of those who are early risers or those who sleep early.

8. Interpersonal Relationship -People are social animals and so do employees. If employees have good bond with their employers, they are able to express themselves, they are able to tell whether they feel comfortable with doing a particular project with a particular person, they are able to tell the keep their point of views regarding a particular project in front of the employer, this may affect their job satisfaction.

Benefits of a satisfied employee:

- Satisfied buyers -It is important for an employee to be satisfied at his job. If he is not satisfied at his job he will not be willing enough to cater to the needs of the customers. He will feel demotivated to help the client. If he is getting a handsome salary or a pat on the back from his employer he will be excited to put those extra efforts in his job.
- Increment in productivity-If an employee receives appreciation for the time and efforts he puts in to complete the projects as well as get the necessary monetary allowances for the same, the employees will be happy enough to put those extra tons of hard work leading to increment in the productivity of the organization.
- Fall in turnout -If an employee is satisfied with the salary he receives, the relationship he has with his boss and colleagues, he is able to manage his job as well as his home duties, he will be less likely to leave the organization. It is important to for the organization to retain its employees because some of them are talented as well as an asset for an organization.
- Minimizing expense-If an employee is satisfied in his organization, he feels one with the organization, he will bring best of the numbers for the organization in terms of profits, revenues and sales which will further reduce the human resource cost as there is no need for external motivation as well as understanding of the job profile.

Review Of Literature

Akosh, 2022 conducted research to study job satisfaction of staff at KNUST. Achievement mainly contributed to job satisfaction of junior staff. Relationships for senior staff and work satisfaction for senior members. Eman & Abdelrahman, 2022

conducted research to identify academic leaders style of leadership during Corona crisis in universities of Jordan . Topmost leadership style was the autocratic , followed by the democratic leadership style and the last one was the permissive leadership style. Rimal, 2022 conducted research to study level of job satisfaction of school employees of TVET. The Job satisfaction of the employees of TVET was at moderate level. Aduce, Stephen & Jonathan, 2021 conducted research to study gender disparity in job satisfaction amongst employees working in private companies in Malaysia. Out of both genders, male employees were more satisfied than female employees. Snežana, Nenad & Goran, 2021 conducted research to study gender differences in job satisfaction among employees in Serbia. There was a relationship between support of managers and job satisfaction for women and a relationship between self-realization and job satisfaction for men.

Aim

To find out the relationship between leadership styles and job satisfaction amongst employees working in government and private sector.

Objective

- To understand the relationship between authoritarian leadership style and job satisfaction in context of employees working in government sector.
- To understand the relationship between democratic leadership style and job satisfaction in context of employees working in government sector.
- To understand the relationship between authoritarian leadership style and job satisfaction in context of employees working in private sector
- To understand the relationship between democratic leadership style and job satisfaction in context of employees working in private sector.
- To understand the difference between authoritarian leadership style in context of employees working in government and private sector.
- To understand the difference between democratic leadership style in context of employees working in government sector and private sector.

- To understand the difference between job satisfaction in context of employees working in government sector and private sector.

Hypothesis

- H1 There will be significant relationship between authoritarian leadership style and job satisfaction amongst employees working in government sector.
- H2: There will be significant relationship between democratic leadership style and job satisfaction amongst employees working in government sector.
- H3: There will be significant relationship between authoritarian leadership style and job satisfaction amongst employees working in private sector.
- H4: There will be significant relationship between democratic leadership style and job satisfaction amongst employees working in private sector.
- H5: There will be significant difference between authoritarian leadership styles amongst employees working in government and private sector.
- H6: There will be significant difference between democratic leadership styles amongst employees working in government and private sector.
- H7: There will be significant difference between job satisfaction amongst employees working in government and private sector.

METHODOLOGY

The sample comprised of 120 employees working in government and private sector. Non probability purposive sampling method was applied to check the correlation between the variables in different sectors. The sample comprised of population who were employees working in government and private sector. It did not include population that does not work and that works but does not work under the government and private sector. The data was collected through form. The variables measured were leadership style and job satisfaction. The tools used were Leadership Preference Scale given by L.I. Bhushan. It measures the preference of the subject amongst two types of leadership style i.e., Authoritarian Leadership Style and Democratic Leadership Style. It contains total of 30 statements . Each statement has 5 options. The other one was Minnesota Satisfaction Questionnaire is developed by Weiss et.al. It measures the satisfaction of the subject using three scales-intrinsic, extrinsic and general satisfaction. It has two forms-long and short.

The short form contains total of 20 statements and the long form contains 100 statements. Each statement has 5 options. All the questions were compulsory. The goal of the study was explained. The subjects were assured that their responses would be kept confidential. Once the data was collected, each

response was manually scored using the rules provided by the authors of the respective tools. Pearson Correlation Method and Independent Sample T-Test was used to evaluate the relationship and difference between the variables in different sectors. Data was analyzed using SPSS Version 16.

RESULT

1. Correlation between authoritarian leadership style and job satisfaction amongst employees working in government sector.

S.no	Variable	N	r	Significance
1.	Authoritarian Leadership Style	60	.111	Insig.
2.	Job Satisfaction	60		

2. Correlation between democratic leadership style and job satisfaction amongst employees working in government sector.

S.no	Variable	N	r	Significance
1.	Democratic Leadership Style	60	-.037	Insig.
2.	Job Satisfaction	60		

3. Correlation between authoritarian leadership style and job satisfaction amongst employees working in private sector.

S.no	Variable	N	r	Significance
1.	Authoritarian Leadership Style	60	.493**	Sig.**
2.	Job Satisfaction	60		

4. Correlation between democratic leadership style and job satisfaction amongst employees working in private sector.

S.no	Variable	N	r	Significance
1.	Democratic Leadership Style	60	.048	Insig.
2.	Job Satisfaction	60		

5. Difference between authoritarian leadership style amongst employees working in government and private sector.

S.no	Group	N	Mean	S. D	t-value	Significance
1.	Employees working in government sector	60	53.1667	7.22793	2.894**	Sig.**
2.	Employees working in private sector	60	48.8000	9.18326		

6. Difference between democratic leadership style amongst employees working in government and private sector.

S.no	Group	N	Mean	S. D	t-value	Significance
1.	Employees working in government sector	60	58.2833	7.18070	3.104**	Sig.**
2.	Employees working in private sector	60	54.3167	6.81348		

7. Difference between job satisfaction amongst employees working in government and private sector.

S.no	Group	N	Mean	S. D	t-value	Significance
1.	Employees working in government sector	60	75.7000	8.71644	4.073**	Sig.**
2.	Employees working in private sector	60	68.2500	11.16840		

DISCUSSION

- A sample of 60 employees working in government sector was taken .53 were males and 7 were female. According to table 1, r of .111

depicts a moderate positive relationship, p-value of .400 suggest that correlation is not significant at 0.01 level of significance. Hence, the hypothesis one is rejected.

- A sample of 60 employees working in government sector was taken. 53 were male and 7 were female. According to table 2, r of $-.037$ depicts a weak negative relationship, p-value of $.780$ suggest that correlation is not significant at 0.01 level of significance. Hence, the hypothesis two is rejected.
- A sample of 60 employees working in private sector was taken. 31 were male and 29 were female. According to table 3, r of $.493^{**}$ depicts a moderate positive relationship, p-value of less than 0.001 suggest that correlation is statistically significant at 0.01 level of significance. Hence, the hypothesis three is accepted.
Emmanuel (2021) conducted research to examine the effect of leadership style on employees' satisfaction in enterprises in Delta State, Nigeria. Positive relationship between employees' satisfaction and leadership style.
Saeid (2014) conducted study to determine the extent to which leadership style preferences correlate with employee satisfaction. Transactional leadership, transformational leadership, autocratic leadership, charismatic leadership, and situational leadership have a correlation with employee satisfaction. Situational leadership style may be the most appropriate style for leaders in companies.
- A sample of 60 employees working in private sector was taken. 31 were male and 29 were female. According to table 4, r of $.048$ depicts a weak positive relationship, p-value of $.716$ suggest that the correlation is not significant at 0.01 level of significance. Hence, the hypothesis is four is rejected.
- A sample of 120 employees was taken. 60 were working in government sector and 60 were working in private sector. According to table 5, M. D of 4.3667 suggest that employees working in government sector prefer authoritarian leadership style as compared to another group, S. D of 7.22793 infer high degree of agreement amongst employees working in government sector regarding their preference for authoritarian style of leadership, t-value of 2.894^{**} depicts that sectors are different, p-value of 0.005^{**} depicts that difference is significant at 0.01 level of

significance. Hence, the hypothesis five is accepted.

- A sample of 120 employees was taken. 60 were working in government sector and 60 were working in private sector. According to table 6, M. D of 3.9666 suggest that employees working in government sector prefer democratic leadership style as compared to another group, S. D of 6.81348 infer high degree of agreement amongst employees working in private sector regarding their preference for democratic style of leadership, t-value of 3.104^{**} depicts that sectors are different, p-value of 0.002^{**} suggest that difference is significant at 0.01 level of significance. Hence, the hypothesis six is accepted.
- A sample of 120 employees was taken. 60 were working in government sector and 60 were working in private sector. According to table 7, M. D of 7.45 suggest that employees working in government sector are more satisfied as compared to another group, S. D of 8.71644 infer high degree of agreement amongst employees working in government sector regarding their job satisfaction, t-value of 4.073^{**} depicts that sectors are different, p-value of less than 0.001 suggest that difference is significant at 0.01 level of significance. Hence, the hypothesis seven is accepted.

CONCLUSION

The results stated that employees working in government sector prefer authoritarian leadership style as compared to employees working in private sector. There are many functions of government which cannot tolerate any leniency or delay. For example, defense functions; protecting country from enemy, police functions; maintaining law and order, hospitals; providing immediate relief to the need, paramilitary forces; relief measures in earthquake, flood, drought, forest fires. Employees working in government sector prefer democratic leadership style as compared to employees working in private sector. In Democratic Leadership Style, there is maximum involvement and participation of every member. Sanction is obtained of the members in deciding the policies. It is guided by the majority votes of the members. It allows the allotment of the task according to the members. Employees working in government sector are more

satisfied as compared to employees working in private sector. This could be due to job security, regular pay, maternity benefits, timely promotions, compliance of working hours as prescribed by law. There is a relationship between authoritarian leadership style and job satisfaction in context of employees working in private sector. In Authoritarian Leadership Style, the leader has absolute power. He determines policies, makes plans and dictates the task. He serves as an ultimate judge. Such kind of leadership style is preferred in private sector because there is comparatively less job security. Employees feel insecure. They want to be under guidance of someone who keep them on their toes and make them realize that they have to constantly work hard to be where they are, bring out their best and add to the growth of the organization so that the employer has no reason to fire him or her from their job. This leads to job satisfaction as employees do not feel threatened by lack of job security which is a factor impacting job satisfaction.

LIMITATION

1. The mood in which the subject filled the questionnaire affect their responses.
2. The sample size is restricted to 120 and hence it may not be generalized for a larger population.
3. Male subjects were more as compared to female subjects in government sector.
4. The way in which the subject interprets the questions affect their responses.
5. The sample size is constrained to employees and hence it may not be generalized for a larger population.

FUTURE IMPLICATION

It can be used by leaders to understand what kind of leadership style is preferred by an employee, why is it preferred and how it effects their job satisfaction.

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