



THE EFFECTS OF DIFFERENT LEADERSHIP STYLES ON WORKER SATISFACTION AND PERFORMANCE

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ABSTRACT

A team's performance is greatly affected by its leadership, according to research. Leaders fulfil this responsibility by using various leadership theories. Some leaders, depending on the circumstances, blend several leadership philosophies, for example, a combination of participatory and directive approaches. Organisational structures sometimes include many levels of leadership, beginning with entry-level supervisors and progressing all the way to senior management. The organization's success throughout its paradigm transition depends on decentralisation and the empowerment of lower-level leaders. Along with the proliferation of accessible data, collaborative activities, and individual agency, leadership training is becoming more popular across all strata of society. With a focus on organisational citizenship behaviour (OCB) and work happiness, this research seeks to comprehend the many successful leadership philosophies present at different levels of an organization's leadership hierarchy. This study's correlational approach was based on a cross-sectional survey. In order to analyse the data, the model uses a variance analysis. According to the research, leadership styles do not differ depending on the kind of organisation. This study's strongest finding is that the transformational method significantly increased OCB and job satisfaction.

Keywords: Leadership style, job satisfaction, OCB, workers satisfaction, behavior



1. INTRODUCTION

There is evidence between leadership ideas with employee satisfaction on the workplace. Employees who were led by transformational leaders reported higher levels of job satisfaction than those whose bosses were more charismatic or who provided more intellectual stimulation. Employees under transactional leadership were more dissatisfied with their jobs than those under comparable concepts like management by exception. These days, businesses face cutthroat marketplaces that are shaped by globalisation, politics, technology, and economics. Ongoing problems in the business world come from the external environment, the demand for more participation, and competition. Employees are now considered intangible assets that contribute to a company's success and development in this new environment. How content employees are with their jobs is one broad definition of job satisfaction. Our understanding of what makes people happy on the job was greatly advanced by the Hawthorne research. According to the results, employees reported higher levels of job satisfaction when their working conditions were more favourable. People work for motives other than financial gain, it becomes even more apparent. The emotional component of job satisfaction is based on the basic elements of employees' moods and emotions. If workers like what they do for a living, they will be more committed to their jobs and employers. Leadership theorists have shown that transactional, transformational, and laissez-faire styles of management are all associated with more satisfied employees. When compared to transactional or laissez-faire leadership styles, transformational leadership consistently produces higher levels of job satisfaction, as shown in several studies.

But this research found no evidence of a link between transformational or transactional leadership styles and the work satisfaction construct. The South African paper industry is the setting for the research. The study and its findings are expected to be valuable to organizations, particularly those in other developing countries, and to spark more discussions and debates.

2. LITERATURE REVIEW

Babalola, S. S. (2016) conducted research on supervisor-employee dynamics, perceptions of supervisory leadership, and the connections between job satisfaction, organizational loyalty, and

performance on the job. A suitable sample of 255 individuals working in the media business is selected. From twenty-seven to fifty-four and a half years old is the range of their ages. We used stepwise multiple regression analysis to evaluate our working hypotheses. An examination of the connection between work performance and organizational commitment may be segmented into three distinct stages, as shown by stepwise regression analysis. At the end of the third stage, the primary factors that explain 49.7 percent of the variance in organizational commitment are job satisfaction ($\beta = 0.53$; $p < .001$), the supervisor-subordinate relationship ($r = 0.41$; $p < .001$), and laissez-faire leadership styles ($\beta = 0.38$; $p < .001$). The variables that contributed to the variance in job performance, such as working experience ($\beta = -0.54$; $p < .001$), education ($\beta = 0.31$; $p < .01$), and transformational leadership styles ($\beta = -0.22$; $p < .05$), accumulated to 34.8%. This discovery has implications for many aspects of employee retention, including performance management and incentive programs.

Vermeeren et al (2014) researched how CRM relates to the efficiency of government agencies. We zero in on how supervisory leadership styles affect HR practice adoption and how work satisfaction may mediate the relationship between HRM and organisational performance. To test our hypothesis, we used structural equation modelling in conjunction with secondary analysis of data from a statewide survey that included 6,253 workers of Dutch municipalities. A stimulating leadership style increases the amount of HR practices used, while a correcting leadership style has no effect on the quantity of HR practices used. The results also show that job satisfaction mediates the relationship between HR management and organisational performance.

Nanjundeswaraswamy et al (2014) Researched shown that in today's globally competitive environment, an effective leadership style is crucial for lowering the analysed rate of staff turnover. It is critical to use proven leadership styles if a company wants to accomplish its goals in an efficient and productive manner. Leadership styles have an impact on how well and how productive employees are. This study provides a synopsis and evaluation of the existing literature on leadership styles and how they affect many facets of people's lives outside of work.

Megawaty, et al (2022) looked at using AMOS and Structural Equation Modelling (SEM). The results demonstrated that job satisfaction was positively and significantly affected by leadership style, employee commitment, work motivation, and work climate. Leadership style itself did not show any significant effect on job satisfaction, but the other factors did. Moreover, job satisfaction was found to have an indirect positive and significant effect on employees' performance. Lastly, job satisfaction had a direct positive and significant effect on performance. According to this study, in order to boost job satisfaction and performance, the company should prioritise improving leadership styles that don't have much of an effect on performance and keep the work environment, employee dedication, and motivation levels that do.

3. METHODOLOGY

The participants voluntarily filled out a questionnaire that served as the basis for the data gathering. Organisations located in Makassar that are the subject of this research include R8 Mart, PT. Prodia, and PT. Toyota Kalla. Employees and supervisors on levels three and four of the organisational hierarchy are included as subjects. This study's data gathering approach included the following tools: work satisfaction, leadership, and the OCB scale. The three assessments were all based on previously validated and reliable versions of a standardised scale. The prevalence of organisational citizenship behaviour (OCB) among workers was assessed using an adaption scale of Fox and Spector's Organisational Citizenship behaviour Checklist. To gauge how content employees were with their jobs, Weiss, Dawis, Lofquist, and England created the short-form MSQ adaptation scale in 1966. The goal of this scale was to measure contentment with one's job. The inventory component of the Short-Form MSQ was twenty items. The reliability coefficient of the Short-Form MSQ varied between 0.87 and 0.92 based on the psychometric data. Last but not least, in 1995, Bass and Avolio created an adaptation scale for the Multifactor Leadership Questionnaire (MLQ). The MLQ's reliability score was 0.89 in this psychometric assessment, while the overall reliability score was 0.96. When looking at the relationship model between dependent and independent variables, ANOVA is comparable to regression, as stated by Cardinal and Aitken [19]. As an analytical paradigm, variances analysis was used.

4. RESULTS

The study data descriptions for both empirical and hypothetical approaches are included in Table 1 the results show that the participants in the research had above-average levels of job satisfaction.

Table 1. Descriptive statistics

Data	Variable	N	Mean	SD	Min	Max
Empiric	OCB Behavior	3	101,607	21,970	45	137
	Job satisfaction	0	73,385	9,290	32	87
Hypothetic	OCB Behavior	3	104	20	32	176
	Job satisfaction	0	56	13,329	16	96

A higher empirical mean than the hypothesised mean was the cause of this. However, the OCB's actions were below average. Participants in the research comprised managers and employees from various private companies.

Participant demographics may point to a relationship between OCB and happiness on the job. Table 2 displays the result of a job-specific comparison of OCB and work satisfaction. Employees and OCB are different in that work satisfaction changes depending on one's employment situation. The mean organisational citizenship behaviour (OCB) and work satisfaction of managers were greater than those of personnel. Using variance analysis, a hypothesis test was carried out. According to Cardinal and Aitken, regression analysis is a method for analysing and assessing the relationship model between independent and dependent variables; it is comparable to variations analysis (ANOVA). The study's core premise is that both senior and junior managers' effective leadership styles have different impacts on organisational citizenship behaviour (OCB) and

employee happiness on the work. Consequently, middle and upper level managers are more suited to transformational leadership, whereas lower level managers are more effective with transactional leadership. Using analysis of variance in one-way.

Table 2. The difference between OCB and employees' job satisfaction in terms of job

		N	Mean	F	Sig.
OCB	Supervisor	24	112,127	13,926	0,000
	Staff	36	94,089		
Job satisfaction	Supervisor	24	77,561	11,996	0,000
	Staff	36	70,399		

It shows that manager level and leadership style have little influence on employees' OCB behaviour. Work satisfaction shows a similar effect, with a p-value of 0.939 and a F manager level * leadership style = 0.004. Furthermore, it has been shown that leadership style influences employees' OCB at all management levels. According to the statistics, the F value is 37.109. The study's F value of 19.007 indicates that job satisfaction among employees is influenced by leadership. It has been shown that although the transactional approach is more effective than the laissez-faire style, the transformational leadership style is more effective for both OCB and job happiness.

5. DISCUSSION

The purpose of this study is to identify a successful leadership style within the management hierarchy of an organisation. According to Ansari and Naeem, there is a noticeable difference in the leadership styles of senior and lower level managers. Their findings show that transformational leadership is more often used by senior managers, whereas autocratic tactics are more common among young managers and intermediate managers. Additionally, Ansari and Naeem assert that



the distinctions emerged as a consequence of the distinct roles and obligations assigned to lower and higher-level employees. Be that as it may, the study fails to provide evidence of a correlation between leadership style and organisational hierarchy. Managers and supervisors may have transformational, laissez-faire, or transactional leadership philosophies, among others. Whatever their rank, leaders may, according to Mullins, take different tacks when it comes to directing and supervising their team and employees. According to Quinn, there are a lot of methods for a great manager to carry out his leadership responsibilities. The results showed that of the three leadership styles studied, transformational, transactional, and laissez-faire had the most impact on organisational citizenship behaviour (OCB) and job satisfaction. Research by Tyssen, Waid, and Heidenreich corroborate this, demonstrating that different forms of leadership styles influence the level of commitment shown by subordinates. Here, transformational type worked better than transactional type. And in this particular situation, Marmaya, Torsiman, and Balakrishnan found that both transactional and transformational leadership styles had a favourable effect on workers' dedication to their task.

The transformative type has a greater impact on workers in Malaysia. It was decided that the transformative type was necessary to guarantee staff buy-in. Researchers Wu and Shiu found that leaders with a laissez-faire style are different from those with a transformational or transactional approach because they allow their subordinates more autonomy and less oversight. When using the laissez-faire approach, the group is given the freedom to decide and their answer is taken at face value. The ability to read subordinates' emotions and wants and meet those needs is a hallmark of transformational leaders. These leaders inspire their teams to work cohesively towards a common objective. Because of this, the staff becomes even more dedicated. Additional evidence shows that transactional and organisational commitment are significantly related. Transformative strategies outperform transactional ones, according to the study ($p < 0.001$). This confirms what Cemaloglu, Segzin, and Killing found in their earlier studies.

The fact that higher-educated office workers may believe they will benefit more under revolutionary leadership is another possible factor. The impact of leadership style on organisational citizenship behaviour (OCB) and work satisfaction was shown empirically in this



study. However, information on the connections between the three factors is limited by the cross-sectional nature of this study. In order to grasp the causal link, it is necessary to regularly employ a longitudinal approach to validate this research. The fact that all of the information came from self-report surveys is another drawback. This leads to data that is often more subjective. When assessing how well respondents have carried out their leadership duties using the leadership type scale, it would be more interesting for future study to find a different way to get over this subjectivity problem. Third, since the sample size is still somewhat small, more external validity testing is required to assess the generalisability of these results to other occupational groups, such as those in the field and those in manufacturing.

6. CONCLUSION

The findings and explanations presented so far do not seem to lend credence to the study's central hypothesis. When looking at organisational citizenship behaviour (OCB) and work satisfaction, there is no difference between effective leadership styles and leadership hierarchies. In terms of general work happiness and organisational citizenship behaviour, however, the research reveals that the transformative variety is the most beneficial, independent of hierarchy.

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