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## A STUDY ON LEADERSHIP STYLE AND ITS IMPACT ON JOB SATISFACTION AND PERFORMANCE OF STERLITE PRIVATE LTD EMPLOYEES IN THOOTHUKUDI CITY

S. Thirumathi<sup>1</sup> and Dr. A. Asok<sup>2</sup>

<sup>1</sup>M.A., M.Phil., Ph.D Research Scholar, Reg.No12283 , Research Centre in Economics, Kamaraj College, Thoothukudi. Tamilnadu.

Affiliated with Manonomaniam Sundaranar University, Abishekapatti, Tirunelveli , Tamilnadu, India.

<sup>2</sup> M.A., M.B.A., M.Phil., Ph.D., Research Guide, Head & Associate Professor of Economics, Research Centre in Economics, Kamaraj College. Thoothukudi. Tamilnadu.

Affiliated with Manonomaniam Sundaranar University, Abishekapatti, Tirunelveli, Tamilnadu, India.

### ABSTRACT

*Today's work places are more complex and sophisticated requiring erudite leadership due to global Economic competitiveness, as leaders are confronted with unpredictable challenges, which require different degree of leadership management. Effective management of employees may be assumed to be achievable through leadership behavior, which promotes employee's commitment and productivity. Although, employee's performance can be highly affected by many factors arising from within and outside organizational context. The object on the inquiry is to ascertain the most favorable leadership style amongst autocratic, democratic, bureaucratic, servant, transformational, transactional and laissez faire, used in the case organization to determine its influence on employees performance through satisfaction.*



**KEYWORDS :** *Employees, Organization, Motivation, Working Hours, Satisfaction.*

### INTRODUCTION

Today's work places are more complex and sophisticated requiring erudite leadership due to global Economic competitiveness, as leaders are confronted with unpredictable challenges, which require different degree of leadership management. Effective management of employees may be assumed to be achievable through leadership behavior, which promotes employee's commitment and productivity. Although, employee's performance can be highly affected by many factors arising from within and outside organizational context.

Job satisfaction refers to the extent that the working environment meets the needs and values of employees and the individual's response to that environment (Lambert, 2004; Tewksbury & Higgins, 2006). It is the affective feelings that people have about their jobs. No wonder, Robins (2005) study shows that employees with high job satisfaction behave differently from employees with low job satisfaction. Similarly, job satisfaction is also related to many job outcomes (Spector, 2000) such as job performance (Gebauer & Lowman, 2009; Macey & Schneider, 2008; Macey, Schneider, Barbera & young, 2009). The leadership style of managers and the job satisfaction of subordinate's have been found to have salient effects on subordinate work outcomes (Spector, 2000). Therefore, adopting a leadership style that works best for an organization and its employee's remains one of the most effective and efficient means by which organizations achieve their objectives and that of employee's satisfaction.

### STATEMENT OF THE PROBLEM

Leadership is one of the most important factors in our social lives to enhance the performance (Ather and Sobhani, 2007; Hafeez et al., 2012). Hence scrutinizing the impact of the leadership styles on the employees performance has a great significance to our today's society. Few leaders understand the full significance of how influential their leadership styles are on the performance and satisfaction of their employees. Leadership is the main weapon of the organization, through better leadership managers can achieve their organizational goals and productivity as well as the workers productivity.

However, very few researches were done on leadership and employees in Tuticorin but the case of not even single research has been investigated the impacts of the leadership styles on the employees performance. Hence, our research will focus only the impact of leadership style in Sterlite. The object of the inquiry is to ascertain the most favorable leadership style amongst autocratic, democratic, bureaucratic, servant, transformational, transactional and laissez faire, used in the case organization to determine its influence on employees performance through satisfaction and motivation. According to Bidyut and Mukulesh (2014) the level of service delivery in public institutions remains low. This is evident by many public complaints about its effectiveness, corruption, Absenteeism, negligence among others. Despite all these efforts the employees are still not satisfied and are still demanding for better terms. This study will therefore be undertaken to find out Factors Influencing Employee Job Satisfaction.

### OBJECTIVES OF THE STUDY

- To identify the socio-economic profile of the employees in Sterlite private limited.
- To have the theoretical overview of various concepts of job satisfaction and performance.
- To assess the leadership style and the impact on job satisfaction and job performance of Sterlite employees.
- To find out relationship between leadership style with on job satisfaction employees.
- To find the interrelationship between the factors of job satisfaction of employees towards leadership style.
- To find the interrelationship between the factors of job performance of employee towards leadership style.
- To decipher the relationship between the leadership style followed in an organisation and its level of impacts on job satisfaction.
- To provide the suitable suggestions for improving job performance of employees in Sterlite private Ltd.

### SCOPE OF THE STUDY

This study is based on data collected from employees working in Sterlite private Ltd. This is concerned with 'a study on leadership style and its impact on job satisfaction and job performance of sterlite employees. Its aims to identify the socio-economic profile of the employees in Sterlite private limited. It gives a theoretical overview various concepts of job satisfaction and performance. Its assess the leadership style and the impact on job satisfaction and job performance of Sterlite employees. This study focus on the leadership style and impact of leadership style on job satisfaction and performance of Sterlite employees.

### HYPOTHESES TO BE TESTED

In order to study the relationship between leadership style respondents and the level of Job satisfaction, the following hypotheses were formulated.

- ❖ There exists no significant difference between the factors of leadership style and the factor job satisfaction of the Sterlite employees.

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## **METHODOLOGY**

### **COLLECTION OF DATA**

The researcher has collected data from both primary and secondary sources. The primary data were collected from the Sterlite employee's through a questionnaire. The secondary data were collected from books, journals and websites.

### **SAMPLING DESIGN**

With a view to study the employees in Sterlite private ltd, 120 samples were selected. The respondents were selected by adopting convenient sampling method.

### **FRAMEWORK OF ANALYSIS**

The information collected through the questionnaire was analyzed with the help of Likert's scaling technique. For positive statements, weight of 5 points was given for 'strongly agree', 4 for 'agree', 3 for 'no opinion', 2 for 'disagree' and 1 for 'strongly disagree'. In case of negative statements, the scores are reversed. To test the level of perception towards educational and environmental factors and profile of the respondents, F – test is used. Besides, descriptive statistics like mean, standard deviation were calculated to find out the level of perception of students. Besides, Karl Pearson's correlation co-efficient is also used to find out the degree of relationship between the leadership style and job satisfaction, performance factors in Sterlite private limited.

### **FIELDWORK**

The researcher herself carried out the fieldwork for this study. It was conducted during the period during the period from January 2017 to March 2017. The researcher has used questionnaire for collection of data. The data was collected on Sundays and holidays. Care was taken to ensure completeness and accuracy in the interviews.

### **GEOGRAPHICAL COVERAGE**

The present study has been conducted in Thoothukudi Area. The researcher has collected data from employees working in Sterlite private limited in and around Thoothukudi.

### **LIMITATIONS OF THE STUDY**

The following are the limitations of the study.

1. The results obtained cannot be generalized to the population as a whole.
2. As the study was conducted for a short duration of three months, it is difficult to study in depth about the various aspects.
3. Time, cost and other resources were constraints for a fully comprehensive study.
4. The number of sample respondents was restricted to 120 only.

### **DEMOCRATIC LEADERSHIP**

Democratic Leadership comes as the First Factor which is very essential for a good employees and computes the basic Factor for the Leadership index.

**ASSESSMENT OF DEMOCRATIC LEADERSHIP**

Sl.No	Items	Mean	S.D	Variance	Rank
1	I am friendly and approachable to my fellow employees.	4.1	0.703	0.494	I
2	I am consulted before my employer tasks.	4	0.917	0.84	III
3	My supervisor encourage delegation.	3.72	1.101	1.213	IV
4	I act without consulting my supervisor.	2.02	1.137	1.294	VI
5	I dialogue with my supervisor on a daily basis.	3.52	1.108	1.227	VI
6	I am involved in performance appraisals of my departments.	3.93	0.877	0.769	II
7	I am consulted by my supervisors on decision making.	3.38	1.245	1.549	VII

**A**

The above table reveals that the statement “ I am and approachable to my fellow employees”is ranked in the first place as it influences that factor” Democratic Leadership” to the great extend followed by statement “I am involved in performance appraisals of my departments”. But the level of difference in the coefficient of variation does not differ much with the other items.

**UTHORITATIVE LEADERSHIP**

Authoritative comes as the second factor which is very essential for a good employees and computes the basic factor for the leadership index.

**AUTHORITATIVE LEADERSHIP**

Sl.No	Items	Mean	S.D	Variance	Rank
1	My performance is not limited by poor leadership from my supervisor.	4.02	0.996	0.991	II
2	My performance is not limited by leadership	3.75	0.964	0.929	I
3	Leadership rules are designed by supervisor	3.42	1.508	1.119	IV
4	My performance is assigned by way of supervisor a lone.	3.63	1.069	1.142	VI
5	Performance requirements are designed according to the council's needed.	3.55	1.044	1.09	III
6	My supervisor believes employees need to be supervised closely they are not likely to do their work	3.8	1.066	1.136	V
7	My supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objective.	3.63	1.13	1.276	VII
8	I feel insecure about my work and need direction.	2.83	1.259	1.585	XII
9	My supervisor is the chief judge of the achievement of employees.	3.63	1.231	1.516	IX
10	My supervisor gives orders and clarifies procedures.	3.6	1.246	1.553	X

11	My supervisor believes that most employees in the general population are big.	3.67	1.169	1.367	VIII
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The aboveTable reveals that the statement ‘My performance is not limited by leadership ‘is ranked in the first place as it influences the factor “Authoritative leadership” to the greatest extend followed by statement’My performance is not limited by poor leadership from my supervisor’. But the level of differ and the co-efficient of variation does not differ much with the other items.

## SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

### FINDINGS OF THE STUDY

To findings of the study are as follows.

- ❖ 110 percent of the respondents were male.
- ❖ 76 percent of the respondents were from the age group of 20-30 years.
- ❖ 52 percent of the respondents have studied under graduates.
- ❖ 62 percent of the respondents reported that their family income per month was from Rs. 10000-Rs. 20000.
- ❖ 62 percent of the respondents were married.
- ❖ 70 percent of the respondents were in nuclear family.
- ❖ 78 percent of the respondent’s family size was between 3-5 years.
- ❖ 60 percent of the respondents are number of 2 children.
- ❖ 58 percent of the respondents shad experience of 3-5 years working.
- ❖ 78 percent of the respondents have worked 8 hours – 12 hours.
- ❖ 76 percent have Opportunity to make a difference in the leadership position.
- ❖ 62 percent of the respondents are working in maintenances departments.
- ❖ 80 percent of the respondents were selecting their job, at their own interest.
- ❖ 70 percent of the respondents set that are following participative style.
- ❖ 58 percent of the respondents have been middle level of management level.
- ❖ 28 percent of the respondents it should be paid by the pension.
- ❖ 62 percent of the respondents it is provided by incentives yes.
- ❖ 17 percent of the respondents have received incentives in the form of Money.
- ❖ It is clear that in case of job satisfaction all the possible pairs relating to factors of role efficiency of leadership style significantly related except the pair ‘democratic leadership’, ‘authoritative leadership’ and Laissez-faire’ which is not significantly related.
- ❖ There is significant relationship between leadership style and job satisfaction of sample respondents and the level of respondents.
- ❖ There is significant relationship between leadership style and job performance of the sample respondents and the level of respondents.
- ❖ There is significant relationship between the factors of leadership style and the factor job satisfaction of Sterlite respondents.

### SUGGESTIONS

- There should be a good relationship between supervisors and manages in order to increases the production
- Majority of the respondents faced the problem of unregulated working hours. Therefore the working hours can be regulated by Sterlite organization.
- Majority of the employees are satisfied with all the facilities and only a few are not satisfied. Therefore suitable measures ensuring optimum level of satisfaction must be focused by the organization.

- Grievance redressal procedures in the organization may be made systematic with a transparent procedure to improve the motivation of the employees.
- Skills training among the administrative employees should be offered because some of them feel inadequate as shown by their feelings.
- Leadership that encourage quality principle should be put on place of authority.

### CONCLUSION

The leadership style had a statistically significant effect on employee job satisfaction. Leadership encompasses effective communication and participation of employees in decision making. Study is an active attempt to investigate the effects of leadership style on job satisfaction and loyalty, and how this might be applied among car manufacturing managers. Although many of the findings in this study are left explained, it has suggested some interesting topics for future cross cultural research. The study confirms that leadership styles are important organizational antecedents of job satisfaction and loyalty in organization. Overall, the main objective of this study was to find the extent of relationship between leadership styles, job satisfaction and organizational commitment. The results showed that a positive and significant relationship exists between leadership and job satisfaction.

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