Impact of Leadership Styles on Followers' Job Satisfaction: A Four Frame Model Approach

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ABSTRACT : The current study examined the relationship between leadership styles (structural, human resource, political & symbolic) and followers' job satisfaction. The research indicated that job satisfaction is influenced by these styles and they can contribute to individuals' contentment with the job. A sample of 160 respondents was selected and data was gathered by using questionnaire having 32 items. Reliability and correlation analysis was used to check the consistency and significance of results. Multiple linear regression showed that leadership styles are causing a change in job satisfaction by 45%. Structural leadership was strongly related to job satisfaction than other frames. It was suggested that leaders' should demonstrate different leadership styles in varying situations and deal followers' individually to increase organizational effectiveness.

KEYWORDS: *Leadership; Symbolic, structural, political & human resource, transformational leadership, job satisfaction*

I.   INTRODUCTION

Leadership is studied extensively by the researchers because of its immense importance in organizational performance (Yurtkorua & Ekmekçia, 2011). Different frameworks of leadership are developed by scholars and a lot of research is conducted on them. In 1997, four unique leadership frameworks were presented by Bolman and Deal. There isn't much research conducted on these styles of leadership but they can be helpful in dynamic work environment. (Rice & Harris, 2003)found that Bolman and Deal's model of leadership is a helpful approach to understand leader's behaviors and their actions that can impact followers and organization. Their analysis showed that structural leadership is most experienced followed by human resource and political leadership whereas symbolic leadership isn't frequently active in the workplace. Effectiveness in leadership can be bought by using political and symbolic frameworks whereas management can be effective by using structural and human resource frameworks. But in some organizations both political and symbolic leadership styles are less focused upon to be more effective (Sasnett & Ross, 2007).

A growing body of literature shows that leadership behaviors of managers is linked with subordinates' job satisfaction. They can influence job satisfaction of subordinates and the situations at the workplace (Lundqvist, 2013). Subordinates demonstrate high level of performance when they are inspired by the leadership style of their manager which in turn increases their job satisfaction. Leadership styles are influenced by the belief system and cultures which are considered important after the expansion of business operations globally (Paulienė, 2012). Culture can be related to organization and its employees. Both have positive impact on job satisfaction of employees but cultural values related to employees are considered more important for creating job satisfaction (Sabri, Ilyas, & Amjad, 2011). Research showed that employees should be given support in the workplace. This support can be given through leaders with a refined set of skills. To be successful organizations need to transform the leadership style of their mangers and their traditional skills should be replaced by cooperation, bargaining and arbitration skills (Moran, 1992). Leaders need to show concern for their followers. They should motivate the followers' according to their attitude and behaviors by providing their support, guide and coaching. So that, followers' can participate in goal attainment while satisfying their own needs (Chemers, 2000). Leaders can contribute in increasing of satisfaction of employees and productivity level by reducing job stress (Hollingsworth, Brewer, & Petty, 2002). Relying on a single leadership can't be considered effective because a narrow approach can be failed. So, leaders need to be flexible to deal with multiple problems prevailing in the workplace. They can be more effective when they'll use a multi-frame approach of leadership (Shin & Choo, 2011). Leaders can use multi-frame approach in different situations. Leaders who use more than three frames were considered to be effective than those who use less than three frames. A study by (Saeed, Qazi, & Naeem, 2014) showed that followers' perceived that structural frame is mostly used by their leaders followed by human resource frame and symbolic frame whereas political frame wasn't much used by them. Leadership is considered to be an important factor that affects job satisfaction. A good leader is one who cares about his followers' and has good attitude. Leaders should maintain relations with the followers' on individual basis and

must be competent to cope up with multiple problems. Followers' demand autonomy, empowerment and participation in decision making that can cause an increase in job satisfaction and absence of these can create dissatisfaction (Anita, 2012).

Problem Statement : Leadership styles contribute to job satisfaction of followers (Ahmad, Adi, Noor, Rahman, & Yushuang, 2013) which can be increased or decreased depending upon the style a leader possesses. This research will analyze how much leadership styles of supervisors/managers impact follower job satisfaction and what followers' perceive when their supervisors demonstrate a specific leadership style.

II. OBJECTIVES

Main Objectives

[1] To investigate, to what extent follower job satisfaction is influenced by supervisors' leadership style.
[2] To find out how strong is the relationship between leadership styles and job satisfaction.
[3] To explore what followers think about leadership style of their supervisors.

Sub Objectives

[1] To help leaders know about different leadership styles and their effectiveness in different situations.
[2] To investigate whether the supervisors transform their behavior according to the situation or use only a specific style of leadership.

Significance : This study will help in understanding leadership from a new perspective and its effectiveness by employing different leadership frameworks. It will add to the existing body of knowledge by helping leaders to demonstrate different leadership styles in changing situations and affecting followers' job satisfaction in a positive way. Followers' perceptions and satisfaction level will be examined that will indicate which leadership style they think is more preferable and has a positive impact on leader-follower relationship. Four frame approach developed by Bolman and Deal (1997) can help leaders bring new approaches and ideas to the workplace. It can increase job satisfaction of followers' and organizational effectiveness (Kivipold & Ahonen, 2013).

III. LITERATURE REVIEW

Leadership Styles : Leadership is the act of leading a group of people towards the attainment of a stated goal. It is the art of inspiring, influencing and motivating people to bring profitable change in the organization. It helps employees to respond in a common direction when they are influenced by their leaders (Dubrin, Dalglish, & Miller, 2006). Leader is a person who selects, trains and guides one or more followers and cause them to enthusiastically coordinate their efforts to achieve organizational objectives (Winston & Patterson, 2006). Transformational leadership was the focus of research in the past studies but some researchers have introduced different categorizations. Like (Bolman & Deal, 2003) offered a model of leadership that involves structural, human resource, political and symbolic leadership. *a)Structural Leadership:* Structural leader tries to propose and implement a process which is suitable according to the problem. There's a focus on tasks, facts and rationality but not on feelings and behavior. This technique is considered to be useful when goals are clear, little conflict and unwavering legitimate authority. *b)Human Resource Leadership:* Human resource approach views people as an important asset of an organization. Employees are supported and given empowerment in accomplishment of goals. This approach is beneficial when employee self-esteem is low, low conflict and richness of funds. *c)Political Leadership:* Political leader understands the reality of political groups in the organization. He can handle the clashes and can manage with limited resources. Leader uses his power and negotiates to solve the differences. He has knowledge about other political groups, their activities and helps in identifying and fighting against the external rivals. This approach seems to be suitable when resources are limited and diversity is high. *d)Symbolic Leadership:*Symbolic leader consider vision and encouragement important for organizational success. These leaders are very enthusiastic and trust on organizational principles to build a vision. This approach is valuable when goals are not clear and high cultural diversity exists in the organization.

Job Satisfaction : Job satisfaction is a term used to describe how content an individual is with his work. It is a positive emotion about job and shows what makes people come to work (Ramayah, Jantan, & Tadisina, 2001). It is an important indicator of how employee feel about their jobs and predicts the work behaviors. For an organization, job satisfaction of its employee's means that it is motivated and has commitment towards high level of productivity (Mehndiratta & Tripathi, 2012). It can be termed as an attitude towards job, satisfaction with supervisor, colleagues, pay and opportunities at job. It can vary from person to person and across geographical regions. To achieve job satisfaction, one must have optimistic approach, commitment and

responsibility which are the result of values and belief system they follow (Ravri, Mirzaei, Kazemi, & Jamalizadeh, 2012).

IMPACT OF LEADERSHIP STYLES ON JOB SATISFACTION : Leadership is the process where leader influences subordinate's behavior to achieve organizational goals. Research has found that leadership has strong and positive influence on job satisfaction. Relationship between leadership styles and job satisfaction exists but it can vary from person to person, styles of leadership and dimensions of job satisfaction. An increased role of leadership can enable subordinates to be effective and increase their job satisfaction. In this way, members are able to perform better and can contribute in the quality and performance of the organization (Amin, Shah, & Tatlah, 2013). Organizations that have the ability of leadership and want their employees to experience job satisfaction must take initiative and increase their capabilities to improve their performance (Voon, Lo, Ngui, & Ayob, 2010).By adopting the effective leadership style, leaders can affect employee's job satisfaction, productivity and commitment. In a study conducted by (Riaz & Haider, 2010) it was found that employees are feel high level of satisfaction when they are given advancement, increase in pay or provided with an opportunity for skill development. They are influenced by leadership and think that their managers present a clear vision and innovative ideas to perform well. Leadership is viewed as an important predictor of job satisfaction. It transforms employees' needs, interests and goals by motivating them to work for organizational goals rather than focusing on their personal goals (Rizi, Azadi, Farsani, & Aroufzad, 2013). Organizational culture also affects job satisfaction of employees. Research showed that subordinates working in collectivist cultures derive job satisfaction from a leader who is directive and encouraging whereas subordinates working in individualistic cultures are satisfied with their jobs when they are given independence and opportunities by their leaders (Chemers, 2000). Leadership frameworks can clearly explain the relationship between leadership styles and job satisfaction.

Structural Leadership and Job Satisfaction : Structural approach is traditional form of leadership in which leader has to design and manage organizational tasks. He closely supervises the subordinates and direction is given from top to down. Lines of authority are clearly identified by the leader (Bolman & Deal, 2003). Leadership is a transformational process and it increases followers' motivation, performance and satisfaction by changing their beliefs, values and desires. Job satisfaction and productivity seem to be a quality of strong leadership (Nyberg, Bernin, & Theorell, 2005). Working under leader having structural mindset makes difficult for employees to give innovative ideas and they don't accept one sided decisions which may decrease their satisfaction with work.

Human Resource Leadership and Job Satisfaction : It highlights the needs of individuals and highlight their motives. It assumes that employees work best and feel satisfied when they are trusted by their managers. In this way they become involved in their job and show commitment when they are empowered to do the job (Bolman & Deal, 2002). Leaders in this framework are supportive and accessible. They increase participation and involve subordinates in decision making. Research has shown that social support ensures justice, equity and fairness by increasing job satisfaction of employees (Vigoda-Gadot & Talmud, 2010). Human resources are important part of an organization which need to be managed by effective leaders. Leadership style has positive influence on job satisfaction. But relying on a specific leadership style isn't enough for managing in this diverse environment. Leaders need to demonstrate that leadership styles which are suitable for organizational environment (Maqsood, Bilal, Nazir, & Baig, 2013).

Political Leadership and Job Satisfaction : Such leaders have the ability to exercise power to solve the conflicts. They can redistribute power and form new alliances and show power by negotiating and forcing others to win. They use persuasion at first, then negotiate and use coercion when it is necessary (Bolman & Deal, 2002). Political leadership and followership account for significant differences because globalization demands more modernized form of leadership that aren't autocratic in nature (Masciulli, Molchanov, & Knight, 2009). Politics can be a predictor of success but these days it is not helpful. Subordinates show high level of commitment when there is low level of politics and social support is offered by the managers.

Symbolic Leadership and Job Satisfaction : Symbolic leadership focuses on the senses and values that undergird organizational life. Organizational culture is of immense importance which tells employees how to behave and act. Values are passed by using cultural artifacts, rituals and different ceremonies **Invalid source specified.**. Symbolic leader behavior is concerned for work and people, idealistic, inspiring, transactional and transformational as well (Sancar, 2013). They do have a sense of charisma and instill passion in employees for shaping culture to work for a shared mission. In some organizations symbolic frame is undermined along with political frame but structural and human resource frame is preferred (Flessa, 2009).

For the purpose of conducting study on the above mentioned variables, private sector was selected for the purpose of data collection. It helped in studying the impact of leadership styles on followers' job satisfaction and explained the views of followers' about leadership style of their supervisors/managers.

IV.   CONCEPTUAL FRAMEWORK

Research showed that leadership style is positively correlated with follower job satisfaction (Amin, Shah, & Tatlah, 2013). Leadership styles (Structural, Human Resource, and Political & Symbolic) is independent variable whereas followers' job satisfaction is the dependent variable.On the basis of the literature given above, following model is proposed.

Model

Hypotheses Development

On the basis of model presented above, following hypotheses are developed.

H1: Structural leadership is positively related to followers' job satisfaction.

H2: Human resource leadership is positively related to follower's job satisfaction.

H3: Political leadership is positively related to follower's job satisfaction.

H4: Symbolic leadership is positively related to follower's job satisfaction.

V.   METHODOLOGY

Research Paradigm : Paradigms are the patterns through which research is conducted. It is based on the shared set of values, concepts and beliefs (Huitt, 2011). They help to decide what will be the practice of research and what methods of data collection will be used. My research study deals with the verification of a theory/hypothesis. I have used Post Positivist approach in which quantitative techniques are used to test a theory/hypothesis. It checks the cause-effect relationship of variables under study and provides objective results to be generalized after data analysis (Creswell, 2009).

Population : Population is the group we want to select information about and who relates to our study problem. Population selected for the research purpose is Private sector organizations in the city of Gujrat, Pakistan.

Sampling Design : Sampling design refers to the procedure of selecting sample from the population. Convenient sampling was used because sampling frame wasn't available. It is considered biased but the bias resulting from non-probability sampling can be neglected. Primary purpose of selecting convenience sampling is to easily obtain a sample and get the required data from the estimated sample size (Battaglia, 2011).

Sample Size : Sample size represents the subset of the population which is selected for information gathering. A sample of 160 was selected for data gathering.

VI.   DATA COLLECTION METHODS

For this study, questionnaire was used for collection of data. Leadership style was measured by using scale developed by Bolman and Deal. Each item was given from Number "4" to the phrase that best suits and goes down to "1" for the item that is least suitable. This instrument addresses four different leadership styles (structural, human resource, political, and symbolic). Job satisfaction was measured by using the Minnesota Job Satisfaction scale on a five point Likert scale (from Strongly Disagree=1 to Strongly Agree=5). Questionnaire consists of 32 items out of which 24 items are linked with Leadership Styles and 8 items were used to measure Job Satisfaction. 160 questionnaires were distributed out of which 132 were returned and 111 were selected for analyzing.

VII. DATA ANALYSIS

Data analysis consists of descriptive and inferential statistics. SPSS (Statistical Package for Social Sciences) version16 was used to conduct the data analysis. Correlation and regression analysis were used to test the relationship among variables. Reliability analysis was done to check the internal consistency of measuring instrument. First of all internal reliability of the questionnaire was checked. Analysis showed that overall reliability of the measuring instrument was 0.661 whereas individual reliability of the variables is given below. Values less than 0.6 are moderate due to fewer items on the scale and usually Cronbach alpha's value is low in scales having items less than 10 (Pallant, 2005).

Table1. Reliability Analysis

Variables	Reliability
Structural Leadership	.627
Human Resource Leadership	.762
Political Leadership	.594
Symbolic Leadership	.579
Job Satisfaction	.796

Table 2 present the demographic information of respondents in percentage by education, gender and experience. Alarge number of respondents, 47.7% have master's degree. Female respondents have large extent of participation which was 56.8% whereas male respondents were 43.2%. It shows that most of the respondents were having experience between 2-5 years and fewer had an experience of 10 years or more.

Table2. Demographic Profile of Respondents

1	Education	Bachelors		38.7
		Masters		47.7
		MS		13.5
2.	Gender	Male		43.2
		Female		56.8
3.	Experience	1 year or less than 1		22.5
	2-5 years		46.8	
		5-8 years		26.1
		10 or more than 10 years 4.5		

Correlation analysis showed that all the independent variables have positive relation with the dependent variable. The table below shows that value of alpha is less than 0.05 which indicates that there is a significant relationship between leadership styles and job satisfaction. Structural leadership shows a positive significant and high correlation as its Correlation value is 0.655** and significance (0.00) is less than 0.05. Human resource leadership has positive significant relationship with job satisfaction and its Pearson Correlation is 0.228* and significance level is 0.16. Political leadership style and symbolic leadership styles are positively correlated with job satisfaction and show Pearson Correlation of 0.267* and 0.229*. As well as, relationship between them is significant and p-value is less than 0.05.

Table 3. Correlation Analysis

	Job Satisfaction
Structural Leadership	
Pearson's Correlation	.655**
Significance Level	.000
Human Resource Leadership	
Pearson's Correlation	.228*
Significance Level	.016
Political Leadership	
Pearson's Correlation	.267*
Significance Level	.005
Symbolic Leadership	
Pearson's Correlation	.229*
Significance Level	.015

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed)

Regression was used to check the dependency of variables. Multiple linear regression was used to check the change in dependent variable due to change in independent variables. Multiple regression is applied when there is one dependent and more than one independent variables. The results of the regression analysis showed that there was a change of 45.5% in criterion due to change in predictor variables. (R-square= 0.455, p-value= 0.00) which indicates that model is fit for prediction and the proposed hypotheses are being accepted. Results show that p-value of structural leadership is 0.00, human resource leadership 0.015, political leadership 0.049 and symbolic leadership show p-value of 0.035which is less than α and shows that model is fit. Regression analysis showed that structural leadership contributed more in increasing job satisfaction of followers. Though Politics can lower the success factor among subordinates but it also played an important role in increasing the satisfaction of followers up to a significant level.

Table 4. Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675[a]	.455	.435	3.52877

a. Predictors: (Constant), Symbolic, Political, HumanResource, Structural

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1104.026	4	276.007	22.165	.000[a]
	Residual	1319.938	106	12.452		
	Total	2423.964	110			

a. Predictors: (Constant), Symbolic, Political, HumanResource, Structural
b. Dependent Variable: JobSat

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.227	3.131		2.627	.010
	Structural	.554	.072	.599	7.724	.000
	HumanResource	.027	.064	.031	2.419	.015
	Political	.106	.063	.124	1.334	.049
	Symbolic	.087	.065	.098	1.681	.035

a. Dependent Variable: JobSatisfaction

VIII.   DISCUSSION

In the current article an attempt was made to study the leadership styles of managers/supervisors and follower's job satisfaction. The findings demonstrate that leadership styles are important in predicting the job satisfaction of followers'. This study made a contribution by studying four different sets leadership styles by checking their impact on followers' job satisfaction as more emphasis is given on transformational leadership. Moreover, research is conducted in an entirely different cultural system. The findings showed that structural leadership is positive and highly correlated with job satisfaction. It means that followers' perceived their leaders' style to be more structural and considered it best. The reason for this perceived style may be that supervisor has more analytical and technical skills, completes work on time, give logical reasoning and completes work according to set standards Relationship between human resource, political, symbolic leadership and job satisfaction indicated that there is positive and significant relationship. So, it can be said that these leadership styles are less demonstrated by managers/supervisors than structural leadership style. It is related to the findings of (Hart, 2010) which showed that employees' job satisfaction is influenced by structural leadership style and then by human resource, political and symbolic frame respectively. Managers must use different leadership styles in changing situations by taking into account the effective management of followers' to increase organizational performance and effectiveness (Yusuf, Muhammed, & Kazeem, 2014). Using a single leadership style isn't effective for goal achievement. Research has found that working in a structural design it

becomes difficult for individuals to show their abilities and work in autonomy. Employees are closely watched by their supervisor as he has the authority to keep the goals and actions aligned and it can increase the complexity as the organizational size increases (Bolman & Deal, 2008). Findings revealed positive significant relationship between leadership styles and job satisfaction. These styles have some unique characteristics which predict an increase in followers' job satisfaction in different ways. It suggests that leaders must be aware of their followers and enact different behaviors for each individual specifically rather than treating all the employees similarly (Mustafa & Lines, 2014).

IX.   LIMITATIONS AND SUGGESTIONS

Although the study showed there is a strong relationship between leadership styles and job satisfaction but it is not without limitations. One limitation is that study was conducted only in a specific area of Gujrat and private sector. Therefore, it is suggested that an increased sample size should be used for future research and comparative study may be conducted to analyze the job satisfaction of followers' who belong to two different sectors. Second limitation is that there may be an agreement between leaders and followers' on rating leadership styles and response to job satisfaction which can manipulate the findings. If such a problem is reported it would require additional research to know the reason for these inconsistencies. Future research can be conducted by including some mediating or moderating effects of variables and comparison of Bolmans' leadership style can be made with traditional leadership styles.
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