2.0 LITERATURE REVIEW

Literature on leadership shows a progressive pattern, which starts from focusing on the attributes and characteristics of a leader, then concentrates on behaviour and later emphasizes on the contextualized nature of the leadership. The concept of leadership starts with the unique focus on the theory of “Great Man”. The proponent of the great man theory assumes that leaders are born and have innate qualities; therefore, leaders cannot be made.

(Vroom, 1964; Porac, Ferris, & Fedor, 1983) employee job satisfaction refers to the attitude of employees towards their jobs and the organization which employs them.

(Stogdill, 1974; McCall, 1983) the underlined philosophy pertained, if anyone has traits such as adaptive, responsive, ambitious, achievement-orientated, assertive, decisive, energetic, persistent, self-confident etc, then he is a leader or potential leader.

(Burns, 1978) transformational leaders alter the beliefs and attitudes of followers and inspire the subordinates in their own interests parallel with the betterment of the organization. Transformational leaders facilitate new understandings by increasing or altering awareness of issues. Resultantly, they foster inspiration and excitement to put extra efforts to achieve common goals. According to Burns, transformational leadership is also based on four dimensions such as charisma, communication, intellectual stimulation and individualized consideration.

(Ilardi, Leone, Kansser, & Ryan, 1983) high job satisfaction enhances employees’ psychological and physical wellbeing and positively affects employee performance.

(Tichy and Uhich, 1984) it is also believed that transformational leadership is more prevalent at upper levels of management than at lower levels.

(Wexley & Yukl, 1984) when the subordinates cannot perform the work so they will select a leader who is able to provide sufficient instructions and guidance for doing the job in the best way possible.

(Wilkinson and Wagner, 1993), According to the employees will be stressed to work if the leader demonstrates hostile behavior and is not supportive of their needs as the employees.

(Bass & Avolio, 1994) the researchers pointed out that job satisfaction is influenced by many organisational contextual factors, ranging from salaries, job autonomy, job security, workplace flexibility, to leadership. In particular, leaders within organisations can adopt appropriate leadership styles to affect employee job satisfaction, commitment and productivity. These studies generally indicate that employee job satisfaction in the public sector is just as important as it is in
the private sector. Consistent with this, the present study intends to examine the relationship between leadership styles and job satisfaction in the public sector. Having distinct leadership style is a key element that impacts employee’s job satisfaction which leads to organizational success. Additionally, job satisfaction is a critical and important outcome of having an effective leadership in an organization. 

(William & Hazer, 1986) Several studies have also examined the relationship between the two factors and concurred that leadership has significant impacts on job satisfaction and organisational commitment. 

(Griffin, 1999) No uniform leadership style is the best rather various variables like the leadership style, qualities of the followers and aspects of the situation play significant role in overall success. 

(Griffin, 1999) The best course of action or leadership behaviour is required in accordance with the situational variable. Subsequent and almost similar theories were proposed as contingency theory which was primarily concerned with specific environmental variables that determine the best leadership style suited with the situation. 

(Schermerhorn et al., 2000) Contemporary literature on leadership mainly focuses on the two main dimensions of leadership i.e. transactional and transformational leadership. Transactional leadership is centered on leader follower exchanges. Four core facets of transactional leadership as described by are contingent rewards, active management by exception, passive management by exception and laissez-faire. Other centre of attention for most of the researchers and experts is transformational leadership which shows the other extreme. 

(DeCremer, 2003) This environment contains leadership types, organizational climate and personnel leadership. Scholars such as suggested that quality if relationship between employee and leader or its absence has a remarkable impact on self esteem of employees in job satisfaction and workplace. 

(Robbins, 2003) stated that rate of employee resign with transformational leadership application is compared less to organizations using transactional leadership among its members. Through improving working context of employees, meeting their expertise needs and also assisting them to perform their jobs better are the positive aspects relevant to transformational leadership as a whole.
The word “Man” was deliberately used to signify the role of males only. Initially, leaders were thought to be those having success stories which were largely associated with military men. Even management scholars and organizational psychologists are still in favour of the great man idea. Early research on leadership further sheds light on the common traits that distinguish leaders from followers.

Job satisfaction is considered as the most familiar work attitude indicator and a reliable feature to assess an individual’s judgment regarding her/his job experience in an organization.

Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organisational success. A capable leader provides direction for the organisation and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organizational interests.

Previous studies have examined the relationship between employee job satisfaction and leadership behaviour in various settings such as healthcare, military, education and business organisations.

Job satisfaction was identified as an important element which impacts employee behavior positively. The positive behavior of employee is the context in which staffs have job satisfaction and they have the feeling of more responsibility, commitment and accountability to stay inside the organization for a long time.

An organisation that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs.

Their researches have demonstrated that job satisfaction has crucial impacts on productivity, organizational efficiency, employee relations, turnover, organizational performance and absenteeism.

Some researchers interchangeably use transformational leadership as charismatic leadership. But according to numerous differences between these two terms exist like charisma being one among the qualities of a transformational leader rather than the sole element, the effect of situational favourableness or uncertainty on both approaches,
transformational behaviour de-emphasizing charisma, the charismatic leader’s possible self-centeredness and the probable negative effects of charismatic leadership.

(Wiratmadja et al., 2008) The findings from many studies demonstrated significant impact of transformational leadership on job satisfaction of subordinates.

(Schroder, 2008; Lambert & Paoline, 2008; Okpara et al., 2005). It can positively impact commitment and performance of the employees and decreases their turnover and absenteeism. The positive job satisfaction results to goal achievement and organizational effectiveness. Usually, high job satisfaction will help the employees to deal with obstacles for obtaining defined organizational objectives and goals.

(Robbins and Coulter, 2009) Later the leadership theories were more inclined towards behavioural styles that leaders exhibited in the past. Behavioural paradigms were stimulated to know the behavioural aspects of leaders so that people could be trained as leaders. The next school of thought originated in the form of situational theories, which assumed that appropriate leaders’ behaviour varies from one situation to another.

2.1 IMPACT OF LEADERSHIP STYLES ON JOB SATISFACTION: Leadership is the process where leader influences subordinate’s behavior to achieve organizational goals.

(Chemers, 2000) 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. Leadership frameworks can clearly explain the relationship between leadership styles and job satisfaction.

(Voon, Lo, Ngui, & Ayob, 2010) 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.

(Amin, Shah, & Tatlah, 2013). From previous studies it 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.
By adopting the effective leadership style, leaders can affect employee’s job satisfaction, productivity and commitment. In a study conducted by 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.

2.2 STRUCTURAL LEADERSHIP AND JOB SATISFACTION: Structural approach is traditional form of leadership in which leader has to design and manage organizational tasks. They closely supervise the subordinates and direction is given from top to down.

Lines of authority are clearly identified by the leader. 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. 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.

2.3 HUMAN RESOURCE LEADERSHIP AND JOB SATISFACTION: It highlights the needs of individuals and highlights their motives.

The employees will 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. Leaders in this framework are supportive and accessible. They increase participation and involve subordinates in decision making.

Previous studies have shown that social support ensures justice, equity and fairness by increasing job satisfaction of employees. Human resources are important part of an organization which needs 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
2.4 POLITICAL LEADERSHIP AND JOB SATISFACTION: Such leaders have the ability to exercise power to solve the conflicts. (Bolman & Deal, 2002) 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.

(Masciulli, Molchanov, & Knight, 2009) Political leadership and followership account for significant differences because globalization demands more modernized form of leadership that aren’t autocratic in nature. 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.

2.5 SYMBOLIC LEADERSHIP AND JOB SATISFACTION: Symbolic leadership focuses on the senses and values that undergird organizational life. (Flessa, 2009) Organizational culture is of immense importance which tells employees how to behave and act. Values are passed by using cultural artefacts, rituals and different ceremonies. In some organizations symbolic frame is undermined along with political frame but structural and human resource frame is preferred. (Sancar, 2013). Symbolic leader behaviour is concerned for work and people, idealistic, inspiring, transactional and transformational as well they do have a sense of charisma and in still passion in employees for shaping culture to work for a shared mission. According to all of the conducted researches above, it can be concluded that there is a significant relationship between job satisfaction and leadership style.

(Yeh, 2013) On the other hand, the conducted researches emphasize on two vital dimensions for job satisfaction. First dimension is intrinsic satisfaction which includes achievement, ability utilization, authority and activity. The second dimension is extrinsic satisfaction including compensation, advancement, company practices and policies and recognition. However, this research developed the following framework as an appropriate framework for scope of the study.